



Independent Communications Authority of South Africa

Annual Performance Plan

For

2019/20FY

January 2019

Foreword

As the Council of the Independent Communications Authority of South Africa (ICASA/the Authority), we are pleased to present the Annual Performance Plan of ICASA. ICASA is a Chapter 9 institution, established pursuant to section 192 of the Constitution of the Republic of South Africa Act, 1996 (the Constitution) to support and promote democracy in South Africa. ICASA is mandated to regulate electronic communications, broadcasting and postal services sector in the public interest, and more specifically to ensure fairness and diversity of views broadly representing the South African society as required in terms of the Constitution.

In executing its mandate to advance the founding values of the Constitution of promoting human dignity, equality and the advancement of freedoms, 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 overarching national policy recommendations and action plans as set out in 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 services and infrastructure, which is critical for economic growth and for 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 communities in their cultural and linguistic diversity, and to promote social cohesion and nation building. There will be further evolution of the national broadcasting landscape in light of the country's declaration of 1 February 2016 as the commencement date for the dual illumination period and the revised deadline of 31 July 2020 for completion of the digital migration process. The conversion of the terrestrial platform from analogue to digital technology will enable increased competition in the television market. 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 analogue to digital transition.

Over the medium-term period, ICASA will focus on the following priorities:

- Facilitation of the transformation of the ownership and control of the Information Communication Technology (ICT) sector;
- Improvement of service delivery to all stakeholders;
- Facilitation of universal service and access to broadband services;
- Promotion of competition in the ICT sector to facilitate affordability of communication services;
- Enabling digital migration; and
- Effective monitoring of compliance, particularly in relation to the broadcasting and reserved postal sector.

The Strategic Plan for the fiscal years 2015/16FY to 2019/20FY prioritises and consolidates all priority activities and projects for the review period under the following strategic outcome-oriented goals:

- **Universal Service and Access to Broadband Services:** Increased access to broadband spectrum from 566MHz to 958MHz by 2020.
- **Access to communication services at affordable prices:** Increase access to affordable electronic communications, postal and broadcasting services through licensing and/or regulation 2020.
- **Improve Organisational Service Delivery:** Improve organisational performance to 80% by 2020.
- **Common National Identity and Social Cohesion:** Increase television broadcasting platforms from three to seven Digital Terrestrial Television Multiplexers and develop an appropriate regulatory framework by 2020.
- **Improve stakeholder and consumer experience:** Improve consumers' experience through monitoring of quality of services, and improve stakeholders' engagement from 10% to 80% by 2020.



Dr. Keabetswe Modimoeng
Acting Chairperson

Official Signoff

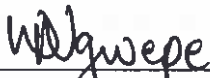
It is hereby certified that this Annual Performance Plan for 2019/20

- was developed by the management and approved by Council of the Independent Communications Authority of South Africa;
- considers all the relevant policies, legislation and the mandate for which the Independent Communications Authority of South Africa is responsible; and
- accurately reflects the strategic outcome-oriented goals which the Independent Communications Authority of South Africa will endeavour to achieve over the period 2019/20



Tebogo Matabane
Chief Financial Officer

Date: 31 May, 2019



Wellington Ngwepe
Chief Executive Officer

Date: 31 May, 2019



Dr Keabetswe Modimoeng
Acting Chairperson

Date: 31 May, 2019

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Acronyms and Definitions

Abbreviations	Description/Definition
ADR	Alternative Dispute Resolution
ADSL	Asymmetrical Digital Subscriber Line
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
AREDC	Audit, Risk, Ethics and Disclosures Committee
ATU	African Telecommunications Union
B-BBEE	Broad-Based Black Economic Empowerment
CAPEX	Capital Expenditure
CCC	Complaints and Compliance Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CRASA	Communication Regulators' Association of Southern Africa
DoC	Department of Communications
DTT	Digital Terrestrial Television
DTPS	Department of Telecommunications and Postal Services
ECA	Electronic Communications Act
ECNS	Electronic Communications Network Service
ECS	Electronic Communications Service
FL	Facilities Leasing
5G	Fifth Generation
GAAP	Generally-Accepted Accounting Practice
GHz	Gigahertz
GRAP	Generally Recognised Accounting Practice
ICT	Information and Communications Technology
ITU	International Telecommunications Union
IMT	International Mobile Telecommunications

Abbreviations	Description/Definition
MHz	Megahertz
MTSF	Medium-Term Strategic Framework
OHS	Occupational Health and Safety
OpEx	Operational Expenditure
PAJA	The Promotion of Administration Justice Act
PEB	Party Election Broadcast
PFMA	Public Finance Management Act
QoS	Quality of Service
RIA	Regulatory Impact Assessment
SAPO	South African Post Office
SO	Strategic Objective
SOOG	Strategic Outcome-Orientated Goal
USAO	Universal Service and Access Obligations
WRC	World Radio communication Conference

Part A: Strategic Overview

1. Updated Situational Analysis

1.1 Overview of the ICT sector's contribution to socio-economic development

The ICT sector has become an important contributor to the South African economy. In 2017, Statistics South Africa ("Stats SA") reported that the sector's share of South Africa's GDP was 3%, surpassing agriculture. Telecommunication services accounted for nearly two-thirds of this contribution at 1.9%¹.

In March 2017 ICASA published its annual *State of the ICT Sector Report*, which showed that the total combined revenue for the three sectors that it regulates was just over R187 billion. The bulk of this revenue was from telecommunication services at R148 billion, followed by broadcasting services at R33 billion and postal services at R5 billion². The three sectors employed over 50 000 (fifty thousand) people combined, of which about 26 000 (twenty-six thousand) were in telecommunication services, about 19 000 (nineteen thousand) in postal services and just over 4 000 (four thousand) in broadcasting services³.

The investment spend by electronic communications infrastructure operators increased by R5 billion, from R23 billion in 2015 to R28 billion in 2016. This investment expenditure is reflected in the significant increase in population coverage for 4G/LTE services from 53% in 2015 to 75% in 2016⁴.

In terms of Stats SA's *General Household Surveys* ("GHS") for 2014 – 2016, a high number of South African households had access to some form of a telecommunication service. In 2016 only 3.5% (4.1% in 2014) of households did not have any access to either a fixed-line or a mobile phone. A miniscule 0.1% of households had access only to a mobile phone in 2016 (0.2% in

¹ *Information and communication technology satellite account for South Africa, 2013 and 2014 (published 29 March 2017)*

² *ICASA's State of the ICT Sector report (published in March 2017)*

³ *ibid*

⁴ *ibid*

2014). The percentage of households with access only to a cellular service increased from 83.1% in 2014 to 87% in 2016. On the other hand, households with access to both mobile and fixed line services decreased from 12.6% in 2014 to 9.4% in 2016. This shows that the penetration of mobile phones has increased at the expense of landline phones.

The GHS shows that in 2015 just over half of South Africa's households (53.5%) had at least one member who had access to the Internet anywhere (either at home, workplace, place of study, or Internet café), compared to 59.3% in 2016.

1.1.1 Delivery Environment

The Authority's 2019/20FY Annual Performance Plan is still informed by the situation in the Authority's performance environment as articulated in its 2015/16FY – 2019/20FY Strategic Plan as summarised below.

In recent years, there has been spectacular growth globally (including in South Africa) in the demand for digital forms of communication, which has almost eliminated analogue platforms. The evolution of digital forms of communication lie at the heart of the modern Information Age (also referred to as the Digital Age). This Information Age is characterized by proliferated usage of e-mails, the internet and associated applications as primary modes of communication, increased demand for video (including interactive video) services and many other mobile applications (such as those for example that enable interactive meetings away from home-base). The major trends that are the result of this "digital age" phenomena are highlighted below.

Introduction of new innovative services

The capability of new mobile cellular technologies using an Internet Protocol (IP) approach has brought about a plethora of downloadable applications for smartphones and devices. Over-the-top (OTT) services are flourishing and mobile operators have had to be quick to adapt to the fact that circuit-switched voice calls and SMSs are no longer primary modes of communication for most consumers. IP-based OTT messaging is fast becoming the preferred choice of messaging and voice calls by means of IP-based data transmission are also making great strides. All these convergence and demand-side substitution effects will pose challenges in defining markets. For instance, consumers may use multiple technologies for the same purpose or switch to internet

services if they find prices for traditional services (particularly voice services) uncompetitive. These developments have fundamentally changed consumption patterns and may necessitate changes to established operating and pricing models in the sector.

Technological developments / advancements

In the recent past, 4G technologies have rapidly superseded 2G and 3G technologies. In addition, the advent of 5G is on the horizon and is expected to gain scale by 2020 and beyond. To this end, new concepts and standards are being developed for 5G. Such standards will include exceptionally low latency of less than one millisecond, low power consumption and speeds beyond 1 Gbps. Both high speed and low latency are required for better, more effective human-to-human, human-to-machine and machine-to-machine (M2M) communication.

When discussing 5G, it is also important to discuss the concept of the “Internet of Things” (IoT). The number of devices communicating amongst themselves using 5G technology are predicted to outnumber, within the next 10 years, human beings on the planet by many orders of magnitude. Applications will range across the depth and breadth of society. Driverless motorcars, remotely controlled heart pace-makers, irrigation systems switching on through ground moisture observations by means of satellite imagery and the delivery of groceries by drones in line with the depletion of stocks in the kitchen cupboard, are but a few examples envisaged to be made possible by 5G technology.

These technological advancements will require a different approach to regulation and policy making which does not stifle innovation whilst creating a level playing field for competition to thrive. A fundamental challenge for all regulators and policy makers going forward relates to how they ensure that adequate and appropriate radio-frequency spectrum is made available for 5G networks. Regulators, particularly in developing countries, must keep abreast of 5G developments around the world. However, they will also have to involve the public and the telecommunication/ICT industry in planning. This is to ensure that, at the ITU level, radio-frequency spectrum, appropriate for the conditions in their countries and adequate for their respective needs, is allocated for 5G use. In this respect, due regard must be given to spectrum in sub-one-gigahertz frequency bands due to its better propagation properties and wider reach in geographic area coverage (therefore a lower geographic density of base stations is needed).

Overview of the postal services sector

ICASA's responsibility includes regulating the postal services sector. The key player in this sector is the South African Post Office (SAPO). SAPO is a state-owned enterprise that, like many others, has a developmental mandate and is expected to contribute to the vision of the NDP. At the same time, it is still expected to remain financially viable. The postal industry has, for several years, experienced major transformation to adjust to structural changes in its core mail business, which has seen a decline in revenue and volumes. SAPO remains a monopoly entity in the reserved mail business, which constitutes the biggest component of its business. The global trend has seen a steady decline in mail volumes as other forms of communication pervade the market. To reduce its dependency on mail and exploit new revenue streams, SAPO needs to focus on further diversifying its products and services.

As a regulator, ICASA acknowledges the role played by broadband services in enhancing domestic socio-economic development. Through the identification and review of legislative gaps in the postal sector, there has been an emphasis for SAPO to ensure that postal outlets offer internet and related connectivity services. To this end, Government is investing in digitising SAPO to *amongst others*; expand the scope of services that could be available through postal outlets and further to drive other socio-economic policy goals (such as financial inclusion). In this regard, SAPO have been urged to diversify its activities and invest in the postal network's three dimensions: physical, financial and digital/electronic services to enhance e-commerce services.

In the recent past it has become clear that SAPO needs to resolve a plethora of internal issues that threaten its sustainability, primarily around diversification of income streams. Other areas include negative customer perceptions, declining revenues and a loss of Universal Services Obligation (USO) subsidy. Its recently adopted turnaround strategy seeks to address these through various proposals including:

- A revised digital strategy that is responsive to current, local and global trends;
- A rationalised mail processing and retail delivery function;
- Rationalization of transport capability;
- Optimization of the property portfolio to unlock value;
- Corporatization of Postbank, which will give more people access to financial services; and
- Adopting a customer-centric approach.

The success of the strategy will have profound implications on the communications landscape as well as on the sector's contribution to South Africa's social economy.

Overview of the broadcasting sector

ICASA's overall mandate, including the regulation of broadcasting services is derived primarily from section 192 of the Constitution. Section 192 of the Constitution provides for the establishment of an independent authority to regulate broadcasting in the public interest, to ensure fairness and a diversity of views broadly representing South African society. ICASA's operational mandate in this regard is derived from chapter 9 of the Electronic Communications Act, 2005 (Act No. 36 of 2005) (ECA) and the Broadcasting Act, 1999 (Act No. 4 of 1999).

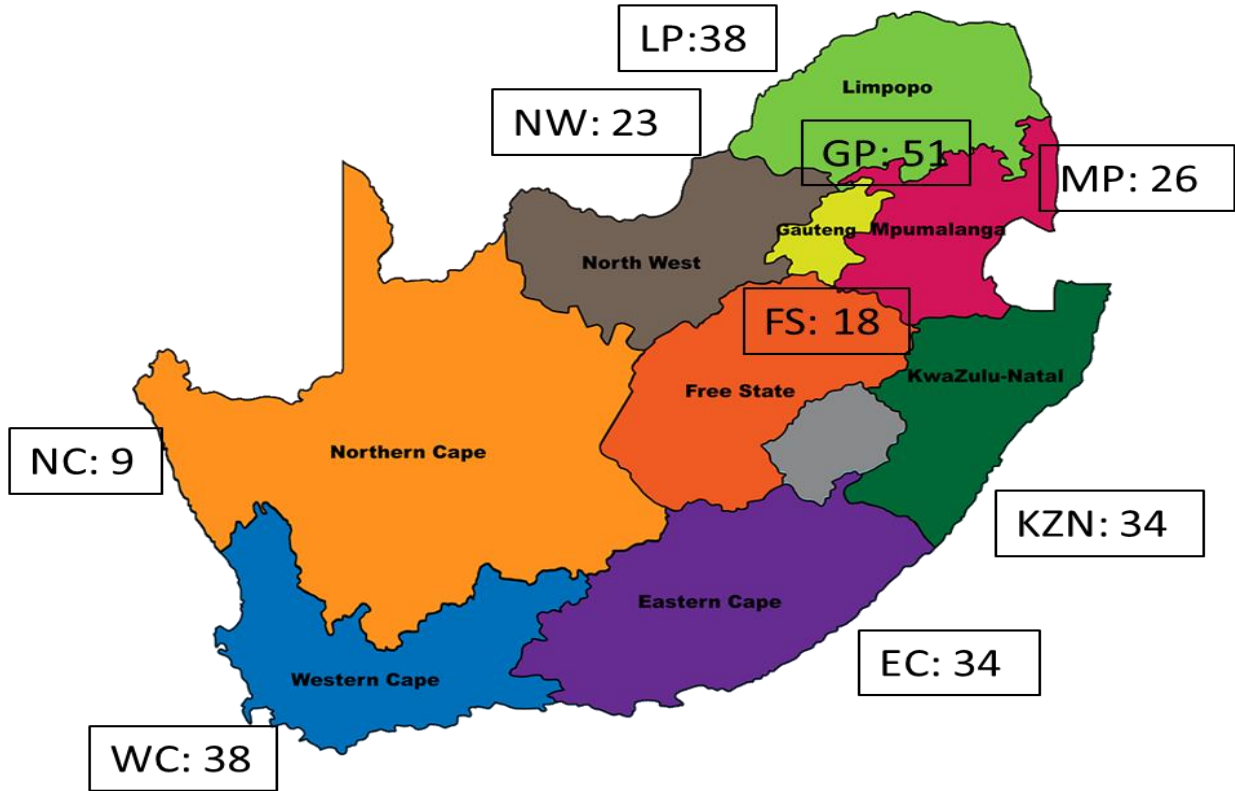
The Broadcasting Act, 1999 (Act No. 4 of 1999) calls for a new Broadcasting Policy that will, *among others*, contribute to democracy, development of society, gender equality, nation building, provision of education and strengthening the spiritual and moral fibre of society.

Whilst the number of television licensees is relatively small, ICASA has licensed a significant number of sound broadcasting licensees within the commercial and community categories.

There are 331 licensed Community and Commercial Broadcasting Service (BS) Licensees broken down as follows:

- 271 Community Sound Broadcasting Licensees
- 5 Community Television Licensees
- 9 Subscription Television Licensees
- 4 Free to Air Television Licensees (e.tv, SABC1, SABC2 and SABC3) (Individual)
- 27 Commercial Sound Broadcasting Licensees
- 15 Public Sound Broadcasting Licensees

The map below illustrates the distribution of Community Sound Broadcasting Service licensees in the Republic:



A moratorium was imposed on the award of community broadcasting licences in late 2015, pending a review of the regulatory framework governing these licensees. As outlined in this APP, the review will be completed and a new (revised) regulatory framework for community broadcasting services approved for implementation by the end of 2018-19 financial year.

Television licenses are issued either for public (e.g. South African Broadcasting Corporation), commercial (free-to-air or subscription), or community television. The key players in the commercial television broadcasting sector are Multichoice in the subscription segment and eTV in the free-to-air segment. It is anticipated that a new player will be licensed for free-to-air TV services by the end of 2018-19 financial year. Channel providers do not require licensing unless they also broadcast their own channels. Channels must however, be approved by ICASA.

Sentech SA SOC Ltd is the primary signal distributor for the broadcasting sector. However, broadcasters may distribute their own signals provided they also hold an individual electronic communications network service licence (IECNS licence).

ICASA's regulatory mandate over the broadcasting sector covers, *amongst others*: the following:

- Advertising, Infomercial & Programme Sponsorship;
- Code of Conduct for Broadcasting;
- Digital Migration;
- Local Content;
- Must Carry Regulations;
- Ownership & Control;
- Party Election Broadcasts, Political Advertisement;
- Sports Broadcasting Rights;
- Subscription Broadcasting; and
- Terrestrial Broadcasting Frequency Plan.

Overview of the telecommunications sector

South Africa's telecommunications sector boasts one of the continent's most advanced networks in terms of technology deployed and services provided.

There has been several technology and other innovative developments in the sector over the past few years. These developments, together with emerging trends, pose challenges to the way the sector is regulated. Conversely, the way the sector is regulated will also directly impact the ability of the sector to innovate and grow. These recent developments and emerging trends include the following:

- the possible licensing of high-demand IMT spectrum which may likely happen in the 2019-2020 financial year;
- progress with the transition to digital broadcasting and associated consequences for broadcasters, mobile operators and the public;
- increased focus on market consolidations as industry players seek to build economies of scale and scope, including arrangements for the sharing of facilities and networks;
- the launch of 5G services by some of the leading industry players; and

- the deployment of the database for exploitation of TV whitespaces which is anticipated in the 2019/20FY.

The past few years has seen increased competition in the deployment of telecommunication/ICT infrastructure, especially in the fibre market. The players and significant contributors to this competition include internet service providers and other companies offering bundles of various services with or without infrastructure. Similarly, the regulator has also witnessed unprecedented filing of disputes by licensees against each other pertaining to leasing of facilities and or sharing of infrastructure (including the sharing of fibre ducts, access to poles, roaming arrangements etc.).

Finally, the growth of Wi-Fi technologies is expected to accelerate over the short to medium term. Wi-Fi, which operates in licence-exempt radio frequency bands, has emerged as a convenient solution for fixed and mobile broadband connectivity and is gradually positioning itself as the affordable, broadband access technology for many South Africans.

The situational analysis also involved critical analysis of the factors in ICASA’s performance environment as depicted in Table 1 below.

Table 1: PESTLE Analysis

	Factor	How ICASA will address it (or mitigate its impact where necessary)
Political	The Merger of the Ministries of Communications, with Telecommunications and Postal Services may have implications for ICASA.	ICASA should embrace the merger in the context of convergence. A careful look at our current resources, skills, commitments and refinement of our mandates and organisational re-design as guided by the rationalisation process must be undertaken.
	Rationalisation of the entities under the Department of Communications and DTSP	

	Factor	How ICASA will address it (or mitigate its impact where necessary)
Economic	Regulatory uncertainty leading to low investment	Develop regulations (and take regulatory decisions) that will: <ul style="list-style-type: none"> ▪ improve investor confidence ▪ incentivise investment in ICTs ▪ implement measures to reduce regulatory burden where appropriate ▪ reduce barriers to market entry
	Low economic growth rate/economic regression (VAT increase, fuel price fluctuations, affordability concerns, licensees battling to meet their obligations) and trade wars (USA & China) will have an adverse impact on the country's economy	
	Ineffective funding model	Continue advocating for an alternative funding model
SOCIAL	Social inequalities leading to digital divide	Implement measures to promote/ facilitate universal service and access Reduce costs to communicate (continue to address concerns relating to data costs) Facilitate and promote innovative approaches for provision of free data at community centres and institutions of learning Promulgate regulations on provision of services to people with disabilities

	Factor	How ICASA will address it (or mitigate its impact where necessary)
	Concerns over high rates and charges levied by service providers for data services	Complete the data services market review (process in terms of chapter 10 of the ECA) Implement transparency rules and obligations to protect consumers Bench-mark study on data costs to inform any regulatory intervention Collaborate with the Competition Commission's (as regards Market Inquiry into Data Services and other initiatives)
	Increased citizen activism and participation; Low consumer awareness	Increase targeted consumer education Promote digital literacy Implementation of CAP Regulations Increased collaboration with the National Consumer Commission
	Cultural and language barriers to accessing ICT	Promote community radio stations Enforce local content regulations
Technological	4 th Industrial Revolution will impact on market structure (slow pace of regulation in the face of changing technology); Lagging technological advances	Strengthen research & development capabilities Continue engagement at ITU and other international bodies
	Emergence of 5G	Licensing of additional broadband spectrum Promote opportunistic and dynamic spectrum management Prioritise regulatory frameworks required for deployment of 5G technologies

	Factor	How ICASA will address it (or mitigate its impact where necessary)
	No regulations currently to address Net Neutrality	Research study on network neutrality to inform policy recommendations to the Minister on how to address net neutrality
	Impact of OTT	Research study on OTTs and their implications for SA's ICT sector
Legal	Highly litigious environment	Compliance with legislation and regulatory requirements Transparent regulatory processes Clarity of mandate in respect of all regulatory interventions undertaken
	Electronic Communications Amendment Bill and new Broadcasting Policy	Proactively review implications of bill and policy and put measures in place to provide for execution of additional functions or new mandate. Actively participate in the legislative and policy making processes to mitigate any adverse impact
	POPIA and PAIA	Implement compliance measures for protection of information and or data
	Non-alignment between various legislation in respect of ICASA's mandate (especially about cybersecurity and empowerment)	Seek harmonisation of the relevant legislation

	Factor	How ICASA will address it (or mitigate its impact where necessary)
Environmental	E-waste, human exposure to radiation; Green economy King IV – triple bottom-line	Lobby against dumping Research and development in regulating industry for a Green Economy Adherence to King IV requirement of organisation regarding the triple context of Economy, Society & Environment in Integrated Reporting

The need to address the issue of high cost of communication in the country is an area which the Authority has decided to make a priority in its current plan. This decision follows the Data Must Fall campaign and the recommendations from the Parliamentary Portfolio Committee on Telecommunications and Postal Services⁵. In this regard, the Authority acknowledges that access to adequate radio frequency spectrum is a critical input in the provision of data services. To this end, the Authority regards the licensing of high-demand spectrum as an equally critical area of priority.

ICASA is mindful of its role in terms of enabling South Africa’s transformation into a fully digital society. ICT’s play a significant role in enabling growth and development, a role that is now more important than ever given the advent of the 4th Industrial Revolution (4IR). The 4th Industrial Revolution will have an impact on all industries and the world economy. It would entail billions of connections between people and machines, characterised by robotics, the Internet of Things (IoT) big data, cybersecurity and Artificial Intelligence to name a few.

ICASA’s approach to the 4IR is in line with Government’s National Development Plan (NDP) where, by 2030 ICTs would “...underpin a dynamic, inclusive and prosperous information society and knowledge economy, in which a seamless information infrastructure will meet the needs of citizens, business and the public sector, providing access to a wide range of services required for effective economic and social participation” (NDP, 2012). ICASA’s roles and responsibilities as

⁵ Report of Parliamentary Portfolio Committee on Telecommunications and Postal Services on Cost to Communicate dated 15 November 2016

highlighted in figure 2, would therefore be aligned to ensure that our goal of enabling South Africa’s transformation into a fully digital society, is met.

1.1.2 Organisational Environment

As part of the situational analysis, ICASA also identified the threats to its mandate which ought to be addressed, as well as the opportunities that can be exploited. These are presented in Table 2 below.

Table 2: SWOT analysis

Strengths	Opportunities
<ul style="list-style-type: none"> ▪ An operating model premised on Council Committees (cross pollination of ideas and skills) ▪ Independence of the regulator ▪ Clear constitutional and legislative mandates underpinned by the enabling legislation ▪ Qualified, skilled and experienced staff ▪ Effective stakeholder engagement (e.g., MoU’s with other national regulatory bodies and affiliations with international organisations) 	<ul style="list-style-type: none"> ▪ Close the digital divide ▪ Leverage membership of regional and international forums ▪ Decentralisation of services (through regional offices) with enhanced capacity to service consumers and licensees ▪ Exercise and leverage on constitutional and legislative independence ▪ Automation of processes and integration of internal systems ▪ Facilitate infrastructure deployment ▪ Enhance corporate image ▪ Collaborate with knowledge producers such as Universities and Research Institutes ▪ Consolidated reporting lines (merger of Ministry of DoC with DTPS) ▪ Introduction of frameworks for new technologies and services
Weaknesses	Threats

Strengths	Opportunities
<ul style="list-style-type: none"> ▪ Outdated, inefficient and manual operating systems ▪ Unclear succession planning, poor retention strategies, delays in filling posts ▪ Lack of streamlined processes and protracted timeframes in decision making ▪ Lack of effective tools of trade (outdated QoS equipment, laptops) ▪ Lack of knowledge management (e.g., records management) ▪ Lack of ethics (breach of confidentiality) ▪ Office relocation – requires change management and may impact on projects 	<ul style="list-style-type: none"> • Funding constraints (inadequate funding model) • Rapid technological advancements (and ICASA's inability to keep up with technological trends) • Uncertain policy environment • Loss of critical human resources skills to industry • Lack of / poor communication and reputation management (internal and external) • Budget cuts and sub-optimal funding provisions • SA is the transit/destination for grey/obsolete equipment • Litigations against ICASA's decisions

Stakeholder Analysis

ICASA has a variety of stakeholders who continuously seek to influence its decisions. These stakeholders have varied and often competing expectations which ICASA is required to meet. Some of the key stakeholders and their respective expectations are tabulated below:

Table 3: Stakeholder Analysis Matrix

Stakeholder	Influence	Expectation
The Governance Committees e.g. ARED Committee	<ul style="list-style-type: none"> • Strategic direction 	<ul style="list-style-type: none"> • Transparency • Accountability • Governance, Integrity, Ethics
Department of Communication and the	<ul style="list-style-type: none"> • Policy Setting 	<ul style="list-style-type: none"> • Conformance

Stakeholder	Influence	Expectation
Department of Telecommunications and Postal Services	<ul style="list-style-type: none"> • Administrative oversight 	<ul style="list-style-type: none"> • Governance Continuity and Reporting • Synergy and effective collaboration • Fulfilment of legislative mandate
Parliamentary Portfolio Committees	<ul style="list-style-type: none"> • Legislation • Oversight budget and reporting 	<ul style="list-style-type: none"> • Accountability • Governance, Integrity, Ethics • Contribution to National Priorities • Provision of direction
Consumers	<ul style="list-style-type: none"> • Public Perception • Risk Profile 	<ul style="list-style-type: none"> • Clarity of Criteria • Transparency • Responsiveness • Turnaround • Mentorship/guidance • Interaction • Accessibility, Fairness, Consistency, Feedback
Staff	<ul style="list-style-type: none"> • Productivity • Morale • Public Perception • Performance Effectiveness 	<ul style="list-style-type: none"> • Fairness • Respect of Worker Rights • Equity • Involvement • Best Practice HRM policies/practices • Conducive work environment • Adequate resourcing • Transparency • Ethical Behaviour

Stakeholder	Influence	Expectation
Media	<ul style="list-style-type: none"> Public Perception 	<ul style="list-style-type: none"> Regular Communication Transparency Access to Information
Organized Labour	<ul style="list-style-type: none"> Policies Productivity Collective bargaining 	<ul style="list-style-type: none"> Framework for engagement Willingness to work Transparency Communication Fairness Enabling environment for association
The Public/Public interest groups/NGOs/Licensees	<ul style="list-style-type: none"> Operations Strategy Culture 	<ul style="list-style-type: none"> Transparency Fairness Consistent delivery Integrity Values orientation Information sharing
Suppliers	<ul style="list-style-type: none"> Risk Effectiveness Turnaround 	<ul style="list-style-type: none"> Transparency Fairness Consistency Ethical Behaviour
National Treasury (NT)	<ul style="list-style-type: none"> Funding of ICASAs mandate Regulatory environment Remuneration Budgeting 	<ul style="list-style-type: none"> Reporting Governance Revenue collection
Other regulators	<ul style="list-style-type: none"> Source of regulation Concurrent mandates 	<ul style="list-style-type: none"> Service delivery Efficiency Fairness Regulate

Stakeholder	Influence	Expectation
		<ul style="list-style-type: none"> • Transparency • Due process • Cooperation

1.1.3 Organisational Structure

Governance structure

ICASA is a schedule 1 public entity that administratively reports to the Executive Authority i.e. the Minister of Communication through the Public Entity Oversight Unit (PEO) of the Department of Communication (DoC). ICASA's activities are funded by the provision of a budget from funds appropriated by Parliament on an annual basis. ICASA's CEO is accountable to the ICASA Council in respect of ICASA governance and oversight, inclusive of oversight of operational management.

Good governance is crucial to business sustainability and growth of the organisation. ICASA has committees that advise Council and the CEO on matters pertaining to governance. These are the Audit, Risk, Ethics and Disclosure Committee (AREDC), Information Technology Review Committee (ITRC) and the Human Resources and Remunerations Committee (HR&REMCO). These committees function by way of a formal Charter.

Table 4: Governance committees

Name of Committee	Committee Purpose
Audit, Risk, Ethics and Disclosure Committee (AREDC)	The overall purpose of the committee is to assist Council in discharging their responsibilities as regards implementation of adequate and effective systems and control processes, the preparation of integrated reports including financial statements in compliance with all applicable legal and regulatory requirements and accounting standards and the oversight of the internal audit function.

Name of Committee	Committee Purpose
Information Technology Review Committee (ITRC)	The role of the Committee is to advice and support Council with regards to IT governance including ppromotion of ethical IT governance culture and alignment of the IT Strategy with ICASA's strategic and business processes.
The Human Resources and Remunerations Committee (REMCO)	The purpose of the committee is to ensure corporate governance on human resources as well as remuneration practices that support the strategic mandate of ICASA, which aims to attract, motivate, drive performance and retain the calibre of employees needed to achieve ICASA's strategic objectives.

Other Committees

Complaints and Compliance Committee

The ICASA Act provides that the Authority must establish a Complaints and Compliance Committee (CCC) which consists of not more than seven members, appointed for a three-year term of office which is renewable for one additional term only, one of whom must be a Councilor.

The primary mandate of the CCC is to investigate, hear if appropriate and make a finding on complaints received by it, matters referred to it by the Authority and allegations of non-compliance received by it from any person. The CCC may make any recommendations to the Authority as necessary or incidental to the performance of the functions of the Authority or for achieving the objects of the ICASA Act and the underlying statutes.

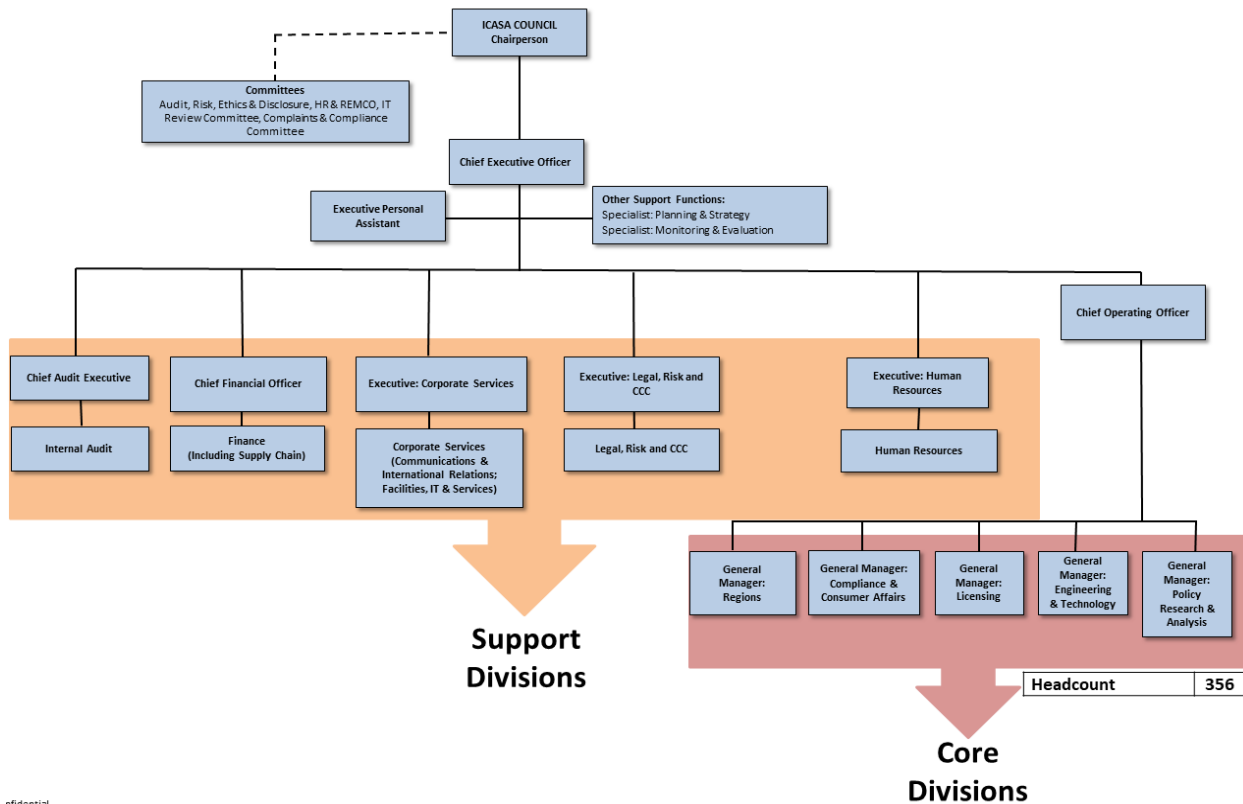
In the 2017/2018 financial year, there were 67 cases before the CCC. By the end of the financial year, 55 cases had been resolved/finalized.

Consumer Advisory Panel

Section 71 of the ECA requires that the Authority establish a Consumer Advisory Panel (CAP) to advise the Authority on matters relating to consumer issues. CAP was established during the 2017-18 financial year.

Operational structure

The Authority executes its business through the organisational structure which is depicted below. No changes have been effected to the organisational structure.



Confidential

Figure 1: Organisational Structure

Staff Headcount

There has been an increase in staff numbers from 352 in 2017 to 362 as at January 2019 as the organisation continues to implement the realigned organisational structure as approved in 2014. The Authority is currently reassessing the 2014 structure to address some of the unintended consequences emanating from the realignment to ensure that the organisation functions optimally and to ensure that the resources support the realisation of the organisational goals.

Table 5 & 6 below show the Authority's statistics as regards employment equity and ICASA's graduate development programme.

Table 5: ICASA's Employment Equity Statistics

Race Gender	Actual %		% of Staff		National EAP %		VARIANCE BETWEEN EAP AND ACTUAL		Change from 2017 to 2018
	2017	2018	2017	2018	2017	2018	2017	2018	
African Female	136	141	38.60%	38.95%	34%	34%	4.60%	4.95%	0.35%
African Male	132	138	37.50%	38.12%	41%	41%	-3.50%	-2.88%	0.62%
Coloured Female	10	12	2.80%	3.31%	6%	6%	-3.20%	-2.69%	0.51%
Coloured Male	17	16	4.80%	4.42%	6%	6%	-1.20%	-1.58%	-0.38%
Indian Female	6	6	1.70%	1.66%	1%	1%	0.70%	0.66%	-0.04%
Indian Male	10	10	2.80%	2.76%	2%	2%	0.80%	0.76%	-0.04%
White Female	11	11	3.10%	3.04%	5%	5%	-1.90%	-1.96%	-0.06%
White Male	22	21	6.30%	5.80%	6%	6%	0.30%	-0.20%	-0.50%
Foreign National	8	7							
Total	352	362							

Table 6: ICASA's Graduate Development Program intake (2017 and 2018)

Race Gender	2017				2018			
	Total Graduates	Hired in ICASA	Hired in other Organisations	Remaining Graduates	Total Graduates	Hired in ICASA	Hired in other Organisations	Remaining Graduates
African Female	12	2	2	8	5	0	0	5
African Male	5	2	2	1	9	0	0	9
coloured Female	1	1	0	0	1	0	0	1
Coloured Male	0	0	0	0	1	0	0	1
Indian Female	0	0	0	0	0	0	0	0
Indian Male	0	0	0	0	0	0	0	0
White Female	0	0	0	0	0	0	0	0
White Male	0	0	0	0	0	0	0	0
Foreign National	0	0	0	0	0	0	0	0
Total	18	5	4	9	16	0	0	16

Vacancy Rate

The vacancy rate reduced from 10 per cent in 2017 to 3.1 per cent in January 2019. The goal was to reduce the vacancy rate from 6.5 per cent in December 2018 to 5% by 2019/2020.

2. Revisions of Legislative and Other Mandates

2.1 Legislative Mandate

The Authority's key mandates have not changed, and the Authority will continue to pursue its goals and strategic objectives in accordance with the mandates. ICASA is an independent regulatory authority established pursuant to section 192 of the Constitution of the Republic of South Africa.

ICASA's mandate is premised on the following legislation:

Name of Act	Purpose
The Independent Communications Authority of South Africa Act, 2000 (Act No. 13 of 2000), as amended (the ICASA Act)	Section 3 of the ICASA Act mandates ICASA to regulate broadcasting, electronic communications and postal services sectors in the public interest.
The Electronic Communications Act, 2005 (Act No. 36 of 2005), as amended (the ECA)	<ul style="list-style-type: none"> • ICASA is the Authority tasked with implementation of the ECA and realizing the objectives set out in terms of the ECA. The primary objects of the ECA include, amongst others, to promote and facilitate the convergence of telecommunications, broadcasting, information technologies and other services. ICASA is further mandated to issue service and radio frequency spectrum licenses. • ICASA has concurrent regulatory oversight/jurisdiction with the Competition Commission of South Africa (Competition Commission) on competition matters in the sector (in terms of chapter 10 of the EC Act, read with 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, 2008 (Act No 68 of 2008)).
The Broadcasting Act, 1999 (Act No. 4 of 1999), as amended	The Act makes provision for the Minister of Communications to formulate and 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

Name of Act	Purpose
	provides for the charter of the South African public broadcaster.
The Postal Services Act, 1998 (Act No. 124 of 1998), as amended	The Postal Services Act mandates ICASA to regulate the postal services sector, which includes the licensing of the reserved and unreserved postal services.
Electronic Communications and Transactions Act, 2002 (Act No.25 of 2002) (ECTA)	<ul style="list-style-type: none"> • The Electronic Communications and Transactions Act provides for the facilitation and regulation of electronic communications and transactions. It provides for the development of a national e-strategy for the Republic, the promotion of universal access to electronic communications and transactions, and the use of electronic transactions by SMMEs. The legislation further provides for human resource development in electronic transactions sector, aims to prevent the abuse of information systems, and encourages the use of e-government services. • The Authority is enjoined, in terms of section 4(3)(o) of the ICASA Act, to make recommendations to the Minister on matters dealt with or to be dealt with under the ECTA.
Astronomy Geographic Advantage Act, 2007 (Act No.21 of 2007)	Sections 22 and 23 of the Act apply to ICASA. The Act requires that ICASA protects the Square Kilometer Array (SKA) radio telescope and associated radio telescopes from harmful radio-frequency interference.
The Promotion of Administration Justice Act, 2000 (Act, No. 3 of 2000) (PAJA)	PAJA binds both ICASA and the Complaints and Compliance Committee (CCC) in the exercise of their functions.

Collectively, the pieces of legislation highlighted above are the basis for the roles and responsibilities of ICASA as summarized in figure 2 below.

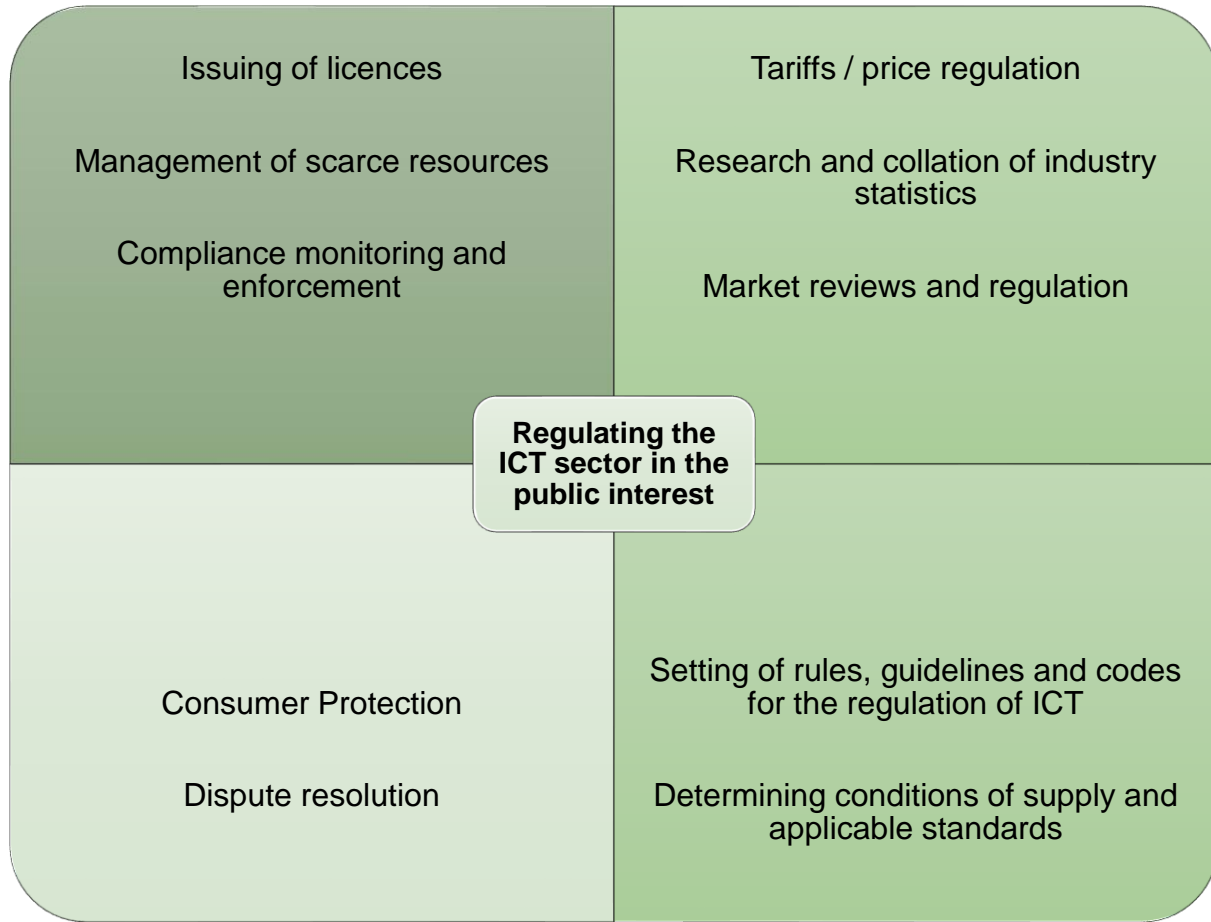


Figure 2: Roles and functions of ICASA

2.2 Policy Mandates

ICASA contributes to the socio-economic development of South Africa under the following policy mandates as they relate to the ICT sector:

1. The Government Priority Outcomes;
2. The National Development Plan;
3. The National Infrastructure Plan;
4. Government’s Inclusive Growth Action Plan (9 Point Plan);⁶
5. National Integrated ICT White Paper Policy (2016);

⁶ National Treasury: 13 July 2017

6. Broadcasting Digital Migration Policy, published in 2008 and amended in 2012 and 2015; and
7. South Africa Connect - South Africa's Broadband Policy, published in 2013.

ICASA also contributes to four government priorities: outcome 4, 6, 12 and 14. Table 7 below shows the contribution that ICASA makes towards each outcome.

Table 7: Government Priority Outcomes

Outcomes	ICASA's contribution
Outcome 4: Decent employment through inclusive economic growth	<ul style="list-style-type: none"> • Licensing and regulation that facilitates investment in the ICT sector, thus contributing to job creation. • Promoting the advancement of previously disadvantaged individuals to fully participate in the ICT sector.
Outcome 6: An efficient, competitive and responsive economic infrastructure network	<ul style="list-style-type: none"> • Promote and facilitate deployment of ICT infrastructure. • Conduct market reviews and where relevant prescribe procompetitive remedies to encourage efficient infrastructure investment. • Promote competition in the ICT sector.
Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> • Implement transparent and fair processes by adhering to administrative due process. • Promote and enforce consumer protection. • Capacity building and development of employees and stakeholders.
Outcome 14: Fostering constitutional values of social cohesion and a common identity	<ul style="list-style-type: none"> • Promote diversity and plurality of views through <i>inter alia</i> licensing of community, commercial and public broadcasting services and broadcast content regulation. • Implement regulation that contributes to democracy, development of society, gender equality, nation building, and

Outcomes	ICASA's contribution
	provision of education and strengthening of the spiritual and moral fiber of society. <ul style="list-style-type: none"> Promote democracy through ensuring equitable broadcast coverage of political parties, particularly during elections periods.

The National Development Plan 2030

The National Development Plan is a broad strategic framework with the long-term vision to reduce poverty and inequality in South Africa. It provides a road map, with 2030 as the horizon, which is articulated in 18 enabling milestones. ICASA contributes to the milestones listed below.

Table 8: ICASA's alignment to the NDP 2030

The National Development Plan	
Milestones	ICASA's alignment to NDP
<p>Milestone 4: Establish a competitive base of infrastructure, human resources and regulatory frameworks.</p>	<ul style="list-style-type: none"> Licensing and prescription of conditions for ICT infrastructure deployment Development of appropriate regulatory frameworks for the ICT sector Licensing and regulation to promote effective competition Prescription of a framework for facilities leasing and infrastructure sharing
<p>Milestone 6: Broaden ownership of assets by historically disadvantaged groups.</p>	<ul style="list-style-type: none"> Ensure adherence to supply chain management processes that give preferential treatment to BBBEE suppliers Promote the participation of HDGs in the ICT sector.

The National Development Plan	
Milestones	ICASA's alignment to NDP
<p>Milestone 12: Make high-speed broadband Internet universally available at competitive prices.</p>	<ul style="list-style-type: none"> • Universal service obligations • Licensing of IMT spectrum for broadband infrastructure deployment • Implement measures to reduce communication costs (particularly for broadband and data services) • Prescribe regulations to facilitate rapid and universal deployment of broadband infrastructure
<p>Milestone 14: Broaden social cohesion and unity while redressing the inequities of the past.</p>	<ul style="list-style-type: none"> • Regulation of local broadcasting content • Licensing and regulation of community broadcasting services • Regulating and monitoring the broadcasting of elections.

It should also be noted that the South Africa Connect - Broadband Policy, promulgated in 2013⁷ gives expression to the NDP. This Policy sets specific targets for the country to achieve the vision of a dynamic, connected and vibrant information society.

The National Infrastructure Plan

The South African Government adopted a National Infrastructure Plan in 2012 that aims to transform the economic landscape, facilitate job creation and strengthen the delivery of basic services. To execute on the goals of the National Infrastructure Plan, Cabinet established the Presidential Infrastructure Coordinating Committee (PICC), which initiated 18 strategic integrated projects (SIPs).

ICASA contributes to these projects through:

⁷ South Africa Connect: Creating Opportunities Ensuring Inclusion (20 November 2013) Government Gazette No. 37119 Notice No. 953 dated 6 December 2013

Table 9: SIP Projects

Project	Description
SIP 15: Expanding access to communication technology	The expansion of communication technologies and infrastructure lies at the core of ICASA’s mandate. ICASA contributes to such expansion through <i>inter alia</i> the licensing of spectrum to facilitate deployment of broadband infrastructure and regulating wholesale access to infrastructure at cost-orientated rates.
SIP 16: SKA and Meerkat	The Authority is responsible for protection of the SKA and MeerKat from harmful radio frequency interference.

Government’s Inclusive Growth Action Plan

The Finance Minister, following the release of Q1 2017 GDP data confirming an economic recession, developed a fourteen (14)-point plan that calls on social partners to engage proactively on practical initiatives to bring about inclusive growth and economic transformation. The plan is geared at achieving the NDP’s Vision 2030 that requires all stakeholders to find common cause, for the sake of all South Africans. The fourteen-point plan includes intervention in the telecommunications sector as part of government’s "inclusive growth action plan", and specifically set timelines for the next steps in the process for the allocation of high-demand frequency spectrum for deployment of mobile broadband infrastructure.

Integrated ICT White Paper

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

The ICT White Paper contains far reaching proposals that will change the current landscape as well as the future trajectory of the ICT sector. In this regard, the ICT White Paper is a combination of both specific policy directions directed at the Authority for execution in respect of identified

matters requiring regulatory intervention as well as expressions of national government policy in respect of evolution of the sector going forward.

In terms of section 3(4) of the ECA, the Authority is duty bound to consider policies made and policy directions issued by the Minister (for both DTPS and DoC) in exercising its powers and performing its duties. The following issues, amongst others, as contained in the ICT White Paper have an impact on ICASA's execution of its mandate as per its 5-year strategic plan:

- proposals on institutional arrangements impact the continued existence and independence of the regulator;
- proposals on respective roles of the regulator and Minister of Telecommunications and Postal Services have implications on the Authority's future role with respect to spectrum management;
- proposal for the creation of a monopolistic Wireless Open Access Network (WOAN), if not implemented appropriately, could undermine fair competition and the stimulation of investment in the ICT sector.

Broadcasting Digital Migration Policy

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

The Authority has been and still is contributing to this policy through its mandate for frequency planning. To this end, the Authority has developed broadcasting frequency plans for:

- A regime when migration will be completed, and analogue TV switched off, and
- An interim regime during which dual illumination will take place, i.e., with both analogue and digital broadcasting occurring.

The Authority has also been contributing to the technical standard for set-top boxes that will be used for converting the analogue signal into digital for consumers who cannot afford digital TV sets.

As a matter of routine, the Authority will continue to provide licences to broadcasters, including service and spectrum licences, in a manner that will optimally make use of the spectrum for digital broadcasting.

South Africa Connect - South Africa's Broadband Policy

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

The Authority is committed to the policy and contributes to achievement of its objectives through:

- Planning the use of frequency spectrum to promote broadband deployment. The focus is on making sure that adequate spectrum is available for broadband deployment, in the short and longer term (more specifically spectrum for International Mobile Telecommunication (IMT) services).
- Licensing IMT spectrum by means of invitations to apply in terms of competitive bidding processes, for both current and new operators (ECNS licensees), including making provision for a prospective wholesale open-access operator.
- Conducting monitoring of the quality of service (QoS) provided by the larger national operators (ECNS licensees) to provide incentives for network improvement.

Pending legislative and policy amendments

To give effect to the ICT White Paper, several legislative and policy amendments have been proposed and national strategies adopted. The proposed legislative amendments will – once promulgated - impact the Authority's institutional arrangements and the manner in which it executes its mandate. Similarly, the adopted strategies provide further policy guidance to the Authority and other stakeholders on the strategic priorities going forward. The proposed legislative amendments and strategies include the following:

- Electronic Communications Amendment Bill, 2018,
- The Postal Services Amendment Bill, 2017,
- The ICT Sector SMME Development Strategy, 2017,
- National e-Government Strategy and Roadmap, 2017, and

- Draft Proposed Policy and Policy Directive to the Authority on the Licensing of Unassigned High Demand Spectrum (September 2018)⁸.

3. Overview of 2019 budget and MTEF Estimates

3.1 Expenditure Estimates

Table 10: Expenditure Estimates

Rand thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome			Approved budget	Medium-term estimate		
<u>Objective/Activity</u>							
Administration	294 984	315 445	270 814	252 254	244 619	258 253	272 648
Licensing	42 673	47 384	52 536	61 395	63 785	67 293	70 994
Engineering and technology	11 823	16 169	18 282	21 041	21 860	23 062	24 330
Policy research and analysis	15 412	20 703	22 492	29 479	30 626	32 310	34 087
Compliance and consumer affairs	19 973	29 658	31 027	30 943	32 148	33 916	35 781
Regions	-	-	69 598	77 501	80 518	84 946	89 618
Total	384 865	429 359	464 748	472 613	473 555	499 781	527 460
<u>Economic classification</u>							
Current payments	384 865	429 359	464 748	472 614	473 555	499 781	527 460
Compensation of employees	221 569	244 807	290 119	308 545	315 871	333 244	351 572
Salaries and wages	220 963	219 466	266 445	283 950	290 660	306 646	323 511
Social contributions	606	25 341	23 674	24 596	25 211	26 598	28 061
Goods and services	147 125	167 216	157 359	144 115	137 655	145 407	153 595
Of which Agency and support/outsourced services	27 083	-	-	-	-	-	-

⁸ Government Gazette No. 41935 Notice No. 1003 dated 27 September 2018

Communication	4 349	5 810	3 211	3 456	3 538	3 733	3 938
Computer services	13 546	26 411	26 392	25 503	26 177	27 617	29 136
Consultants	1 989	3 768	3 008	2 692	2 703	2 851	3 008
Inventory	638	-	-	-	-	-	-
Lease Payments	35 414	-	-	-	-	-	-
Repairs and maintenance	6 069	1 670	166	246	247	260	275
Training and staff development	5 468	10 169	12 581	7 131	7 158	7 552	7 968
Travel and subsistence	13 790	19 333	21 133	14 335	5 850	6 352	6 892
Other unclassified expenditure	38 779	22 688	11 587	11 130	11 352	104 851	110 809
Depreciation	15 503	17 251	17 226	19 951	20 027	21 128	22 290
Losses from Sale of fixed assets	837	-	-	-	-	-	-
Total Expenditure	384 865	429 359	464 748	472 614	473 555	499 781	527 460

3.2 Relating trends to strategic outcome-oriented goals

The NDP recognises the need for universal access and the availability of a wide range of services at a cost and quality at least equal to South Africa's main peers and competitors. Over the medium term, the Authority will focus on increasing access to wireless broadband services to meet demand; protecting consumers against any unfair and or unconscionable practices by service providers; increasing competition in the telecommunications and broadcasting sector; and developing a framework for dynamic spectrum management. The Authority contributes to outcome 4 (decent employment through inclusive growth), outcome 14 (nation building and social cohesion), outcome 6 (an efficient, competitive and responsive economic infrastructure network) and outcome 12 (an efficient, effective and development oriented public service), of government's 2014-2019 medium-term strategic framework.

The Authority plans to increase competition and reduce costs of electronic communications, electronic communications networks, postal and broadcasting services by regulating the industry and creating a level playing field for industry players to effectively compete. To promote

investment and deployment of infrastructure in the sector, the Authority also seeks to increase access of the high demand spectrum from the current 566MHz to 958MHz by 2020/21. Access to spectrum will enable the industry players (i.e. licensees) to rollout wireless broadband infrastructure. In the commercial broadcasting sector, the Authority is set to license the multiplex 3 frequency spectrum and free to air television broadcasting services. These activities are budgeted for in the licensing programme with an allocation of R202.0 million over the medium term.

The Authority plans to obtain inputs from the 5G Forum and update the national radio frequency plan after the 2019 World Radio communication Conference (WRC-19). The Authority also plans to implement Television White Space Regulations to enable the provision of broadband services on a secondary basis in the 470-694 MHz band. To promote the delivery of quality of services to consumers and other stakeholders, the Authority will continue to monitor the quality of services provided by the network operators in all provinces over the medium term. A projected R69.2 million is allocated in the engineering and technology programme over the medium term to facilitate effective competition in the ICT sector by 2021/22.

The number of personnel in the Authority is expected to increase from 354 in 2018/19 to 356 in 2021/22. Additional personnel will provide support to broadcasting licensees in Limpopo, Northern Cape and North West, and will assist in implementing the programmes of the Authority⁹. Spending on compensation of employees' accounts for 65.5 per cent of the Authority's total budget on annual basis over the medium term and is set to increase from R298.7.0 million in 2018/19 to R340.6 million in 2021/22, at an average annual rate of 5.5 per cent.

The Authority expects to derive 95.7 per cent of its revenue over the medium term through transfers from the Department of Communications and 4.3 per cent from interest generated from investments.

⁹ It should be noted that the Authority's aspirations with regards to expansion of its footprint to all of nine provinces may be adversely affected by the communique received from the Minister of Communications regarding Rationalization of Entities and Merger of DoC, DTSP and GCIS (Ministry Circular 01 of 2019, dated 03 January 2019)

Grant allocation is expected to increase from R443.9 million in 2018/19 to R504.186 million in 2021/22, at an average annual rate of 4.3 per cent.

Part B: Programme and Sub-Programme Plans

The Authority is organised into six (6) Programmes. Programme 1 is made up of eight (8) Sub-programmes. The sections which follow set out the work of the Authority's Programmes and Sub-programmes.

4. Programme 1: Administration

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

Strategic Objective 5.1	Build a strong corporate image
Objective Statement	To build a strong corporate image by 2019/20
Baseline	30%
Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

4.1 Sub-Programme 1.1: Council

Purpose: The Sub-programme provides effective leadership to ensure achievement of the Authority's mandate.

4.2 Sub-Programme 1.2: Office of the CEO

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

4.3 Sub-Programme 1.3: Office of the COO

Purpose: To direct, administer, coordinate and where relevant decide on all regulatory operational activities in accordance with the mandate of the Authority and to provide regulatory and

administrative support to Council in the execution of its statutory mandate. The office is also responsible for overseeing the Programme Management Office to ensure execution of all strategic and operational projects in the Authority, particularly Programmes 2 to 6.

4.4 Sub-Programme 1.4: Corporate Services

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

Strategic Objective 5.1	Build a strong corporate image
Objective Statement	To build a strong corporate image from 30% to 60% by 2019/20
Baseline	30%

Strategic Objectives and Annual Targets for 2019

Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.1.1	Increase ICASA's satisfaction rating		20%	30%	40%	60%	70%	80%
5.1.2	Increase ICASA's affiliations to international fora		5	6	6	6	6	6

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.1.1	Percentage of satisfied stakeholders		20%	30%	40%	60%	70%	80%
5.1.2	Number of affiliations to international fora	3	5	6	6	6	6	6

Quarterly Targets for 2019

	Programme Sub-Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.1.1	Percentage of satisfied stakeholders	Annually	60%		40%		60%
5.1.2	Number of affiliations to international fora	Bi-Annually	6		3		6

4.5 Sub-Programme 1.5: Finance

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

Programme Performance Indicators and Annual Targets for 2019

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.3	Improve the organisation's audit opinion	Unqualified audit	Clean audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.3	Audit Opinion	Unqualified audit	Clean audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.2.3	Audit opinion	Quarterly	Unqualified audit		Unqualified audit		

4.6 Sub-Programme 1.6: Human Resources

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

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.2	Reduce staff vacancies	10.3%	9%	7%	5%	7%	7%	7%
5.2.4	Review of Organisational Structure				Approval of organisational structure	Implementation of approved Structure Phase 3	Implementation of approved Structure Phase 4	Implementation of approved Structure Phase 5

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.2	Percentage of staff vacancies	10.3%	9%	7%	5%	7%	7%	7%
5.2.4	Approved organisational structure				Approval of organisational structure	Implementation of approved Structure Phase 3	Implementation of approved Structure Phase 4	Implementation of approved Structure Phase 5

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.2.2	Percentage of staff vacancies	Annually	7%				7%
5.2.4	Approved organisational structure	Bi-annually	Implementation of approved Structure Phase 3		Job Evaluation and Grading of new positions		Development of One Pay Scale

4.7 Sub-Programme 1.7: Internal Audit

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

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.4	Conduct combined assurance	0	3	4	4	4	4	4

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.4	Number of combined assurance reports	4	4	4	4	4	4	4

Quarterly Targets for 2019

Programme Sub-Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			Q1	Q2	Q3	Q4
5.2.4 Number of combined assurance reports	Quarterly	4	1	1	1	1

4.8 Sub-Programme 1.8: Legal, Risk & CCC

Purpose: The Legal, Risk and Complaints and Compliance Committee's primary role is to safeguard the Authority's interests and to ensure that all its actions and decisions are legally compliant with the Constitution, enabling legislation and other applicable laws. 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. The programme also supports the CCC in discharging its mandate as prescribed in terms of the ECA and the ICASA Act.

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1 Improve Risk maturity level of the organisation	Level 1	Level 2	Level 2	Level 2	Level 2	Level 3	Level 3
5.2.2 Improve compliance maturity level of the organisation				Level 2	Level 2	Level 3	Level 3
5.2.3 Assess cases for adjudication by the Complaints and Compliance Committee (CCC) in accordance with the CCC Handbook		60%	82%	70%	80%	85%	85%
5.2.4 Provide advice to Council Committees within SLA turnaround times		60%	88%	75%	80%	85%	85%

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1	Risk maturity level of the organisation	Level 1	Level 2	Level 2	Level 2	Level 2	Level 3	Level 3
5.2.2	Compliance maturity level of the organisation	-	-	-	Level 2	Level 2	Level 3	Level 3
5.2.3	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	-	60%	82%	70%	80%	85%	85%
5.2.4	Percentage of advice provided to Council Committees within SLA turnaround times	-	60%	88%	75%	80%	85%	85%

Quarterly Targets for 2019

	Programme Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.2.1	Risk maturity level of the organisation	Annually	Level 2	-	-	-	Level 2
5.2.2	Compliance maturity level of the organisation	Annually	Level 2	-	-	-	Level 2
5.2.3	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	Quarterly	80%	75%	85%	80%	80%
5.2.4	Percentage of advice provided to Council Committees within SLA turnaround times	Quarterly	80%	75%	85%	80%	80%

Reconciling Performance Targets with Budget and MTEF (Administration)

Rand thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome			Approved budget	Medium-term estimate		
Administration	294 984	315 445	270 814	252 254	244 619	258 253	272 648

5. Programme 2: Licensing

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

Strategic Objective 1.1	Access to broadband spectrum
Objective Statement	Increase access to broadband spectrum from 566MHz to 958MHz by 2019/20
Baseline	566MHz
Strategic Objective 3.1	To foster the creation of common national identity
Objective Statement	To foster the creation of common national identity through necessary regulatory frameworks for ICT platforms by 2019/20
Baseline	None
Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objective Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1.1	To complete licensing processes for broadband (IMT) spectrum		25% (Publication of the invitation to Apply (ITA) for the first phase of International Mobile Telecommunications (IMT) licensing process)	50% (Decision of Council on the first phase of IMT licensing process)	75% (Publication of a notice on the second phase of IMT licensing process)	100% (Decision of Council on the second phase of IMT licensing process)	-	-
3.1.1	Percentage of the process for the licensing of Individual Electronic Communications Network Services					25% (Publication of a notice on the process for the licensing of an Individual Electronic Communications Network Services)	50% (Publication of the notice regarding received applications for the licensing of Individual Electronic Communications Network Services)	100% (Decision of Council on the Licensing of Individual Electronic Communications Network Services)

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
							ons Network Services	
3.1.2	To Complete licensing process for digital community television broadcasting services on MUX 1		-	-	-	25% (Publication of the ITA for licensing of digital community television broadcasting services on MUX 1)	50% (Publication of the notice regarding applications for digital community television broadcasting services on MUX 1)	100% (Decision of Council on the Licensing of community television broadcasting services on MUX 1)
3.1.3	Percentage of the process to develop Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups completed		Published Discussion Document on Equity Ownership by Historically Disadvantaged Groups	Public Hearings on representations submitted in response to the Discussion Document on Equity Ownership by Historically Disadvantaged Groups	Publication of position paper on Equity Ownership by Historically Disadvantaged Groups	50% (Publication of Draft regulations on Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups completed)	100% (Publication of Final regulations on Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups completed)	
5.2.2	Percentage of the process to review the Standard Terms and Conditions Regulations for Class Licences completed	Amended regulations on Standard Terms and Conditions for Class Licences				50% (Publication of Draft regulations on Standard Terms and Conditions for Class Licences)	100% (Publication of Amended regulations on Standard Terms and Conditions for Class Licences)	
5.2.4	Percentage of the process to review Processes and Procedures Regulations for Class Licences completed	Amended regulations on Processes and Procedures for Class Licences				50% (Publication of Draft amendment regulations on Processes and Procedures for Class Licences)	100% (Publication of Amended regulations on Processes and Procedures for Class Licences)	
5.2.5	Complete process for the development of a conformity assessment framework for equipment authorisations		Regulatory Position Paper on the Equipment Type Approval Exemption		50% (Stakeholder consultation on conformity assessment framework for equipment authorisations)	100% (Conformity assessment framework for equipment authorisations developed)		

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1.1	Percentage of the processes for licensing of broadband (IMT) spectrum completed		25% (Publication of the invitation to Apply (ITA) for the first phase of International Mobile Telecommunications (IMT) licensing process)	50% (Decision of Council on the first phase of IMT licensing process)	75% (Publication of a notice on the second phase of IMT licensing process)	100% (Decision of Council on the second phase of IMT licensing process)		

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
3.1.1	Percentage of the process for the licensing of Individual Electronic Communications Network Services					25% (Publication of a notice on the process for the licensing an Individual Electronic Communications Network Services	50% (Publication of the notice regarding received applications for the licensing of Individual Electronic Communications Network Services	100% (Decision of Council on the Licensing of Individual Electronic Communications Network Services
3.1.2	Percentage of the process for licensing of digital community television broadcasting services on MUX 1 completed					25% (Publication of the ITA for licensing of digital community television broadcasting services on MUX 1)	50% (Publication of the notice regarding applications for digital community television broadcasting services on MUX 1)	100% (Decision of Council on the Licensing of community television broadcasting services on MUX 1)
3.1.3	Percentage of the process to develop Regulations on Limitation of Ownership and Control, and Equity Ownership by Historically Disadvantaged Groups completed		Published Discussion Document on Equity Ownership by Historically Disadvantaged Groups	Public Hearings on representations submitted in response to the Discussion Document on Equity Ownership by Historically Disadvantaged Groups	Publication of position paper on Equity Ownership by Historically Disadvantaged Groups	50% (Publication of Draft regulations on Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups)	100% (Publication of Final regulations on Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups)	
5.2.2	Percentage of the process to review the Standard Terms and Conditions Regulations for Class Licences completed	Amended regulations on Standard Terms and Conditions for Class Licences				50% (Publication of Draft regulations on Standard Terms and Conditions for Class Licences)	100% (Publication of Amended regulations on Standard Terms and Conditions for Class Licences)	
5.2.4	Percentage of the process to review Processes and Procedures Regulations for Class Licences completed	Amended regulations on Processes and Procedures for Class Licences				50% (Publication of Draft amendment regulations on Processes and Procedures for Class Licences)	100% (Publication of Amended regulations on Processes and Procedures for Class Licences)	
5.2.5	Percentage of the process to develop a conformity assessment framework for equipment authorisations completed		Regulatory Position Paper on the Equipment Type Approval Exemption		50% (Stakeholder consultation on conformity assessment framework for equipment authorisations)	100% (Conformity assessment framework for equipment authorisations developed)		

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.1.1	Percentage of the process for licensing of broadband (IMT) spectrum completed	Quarterly	100% (Decision of Council on the second phase of IMT licensing process)	81% (Final Report on spectrum that is available for Licensing in Phase 2)	87% (Draft Information Memorandum)	93% (Draft Information Memorandum tabled at Council)	100% (Decision of Council on the second phase of IMT licensing process)
3.1.1	Percentage of the process for the licensing of Individual Electronic Communications Network Services	Quarterly	25% (Publication of a notice on the process for the licensing an Individual Electronic Communications Network Service		12.5% (Draft notice on the process for the licensing an Individual Electronic Communications Network Services	20% (Draft notice on the process for the licensing an Individual Electronic Communications Network Services	25% (Publication of the notice on the process for the licensing an Individual Electronic Communications Network Services

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
3.1.2	Percentage of the process for licensing of digital community television broadcasting services on MUX 1 completed	Quarterly	25% (Publication of the ITA for licensing of digital television broadcasting services on MUX 1)		12.5% (Draft ITA for the licensing of digital community television broadcasting services on MUX 1)	20% (Draft ITA for the licensing of digital community television broadcasting services on MUX 1) vetted and submitted to Council)	25% (Publication of the ITA for licensing of digital community television broadcasting services on MUX 1)
3.1.3	Percentage of the process to develop Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups completed	Quarterly	50% (Publication of Draft regulations on Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups)		25% (Draft regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups vetted by legal)	35% (Draft regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups approved at Council)	50% (Publication of Draft regulations on Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups)
5.2.2	Percentage of the process to review the Standard Terms and Conditions Regulations for Class Licences completed	Quarterly	50% (Publication of Draft regulations on Standard Terms and Conditions for Class Licences)	10% (Establish Council Committee to review the Standard Terms and Conditions Regulations for Class Licences)	25% (Draft amendment regulations on Standard Terms and Conditions for Class Licences submitted to legal for vetting)	40% (Vetted Draft Amendment Regulations on Standard Terms and Conditions for Class Licences submitted to Council)	50% (Publication of Draft amendment regulations on Standard Terms and Conditions for Class Licences)
5.2.4	Percentage of the process to review Processes and Procedures Regulations for Class Licences completed	Quarterly	50% (Publication of Draft amendment regulations on Processes and Procedures for Class Licences)	10% (Establish Council Committee to review the Processes and Procedures Regulations for Class Licences)	25% (Draft Amendment Regulations on the Processes and Procedures Regulations for Class Licences submitted to legal for vetting)	40% (Vetted Draft Amendment Regulations on the Processes and Procedures Regulations for Class submitted to Council)	50% (Publication of Draft amendment regulations on Processes and Procedures for Class Licences)
5.2.5	Percentage of the process to develop a conformity assessment framework for equipment authorisations completed	Quarterly	100% (Conformity assessment framework for equipment authorisations developed)	37.5% (Post Hearing Analysis Report)	75% (Draft Conformity assessment framework for equipment authorisations submitted to legal for Vetting)	87.5% (Draft Conformity assessment framework for equipment authorisations submitted to Council)	100% (Conformity assessment framework for equipment authorisations developed)

Performance Targets with Budget and MTEF (Licensing)

Rand thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome			Approve d budget	Medium-term estimate		
Licensing	42 673	47 384	52 536	61 395	63 785	67 293	70 994

6. Programme 3: Policy Research & Analysis

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

Strategic Objective 2.1	Promote competition and reduce cost of communication
Objective Statement	To promote competition and reduce cost of electronic communications, electronic communications networks, postal and broadcasting services by 2019/20
Baseline	
Strategic Objective 3.1	Foster creation of a common national identity
Objective Statement	To develop necessary regulatory frameworks for Community Broadcasting, National Elections Broadcasting and National Sporting Events Broadcasting by 2019/20
Baseline	4
Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through tariff analysis, cybersecurity studies, policy changes analysis by 2019/20
Baseline	1
Strategic Objective 4.3	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through influencing of policy and legislation through advocacy initiatives by 2020
Baseline	1
Strategic Objective 4.4	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through conducting of impact assessment studies by 2019/20
Baseline	1

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1.1	Develop Position Paper on				1 (Findings Document on	1		

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	Subscription Broadcasting				Subscription Broadcasting)			
2.1.3	Conduct a market review in terms of section 67(4) of the ECA				1	1		1
2.1.4	Conduct a study on SAPO annual tariff increase	1	1	1	1	1	1	1
2.1.5	Review of the Unreserved Postal Services Regulations				1 (Position Paper on Unreserved Postal Services)	1		
2.1.7	Produce a report on the review of the SAPO Price Cap Regulations					1		
3.1.1	Review on the broadcasting of national sporting events regulations				1	1		
3.1.2	Produce a Findings Document on Must Carry Obligations					1		
4.1.2	Develop a Position Paper on the Role of the Authority on Cybersecurity				1 (Findings Document on the Authority's Role on Cybersecurity)	1		
4.3.1	Influence policy and legislation through advocacy		1	1	1	1	1	1
4.4.1	Conduct impact assessment studies			1	1	1	1	1

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1.1	Number of Position Papers on Subscription Broadcasting				1 (Findings Document on Subscription Broadcasting)	1	-	-
2.1.3	Number of market reviews in terms of Section 67(4)				1	1		1
2.1.4	Number of analysis reports on SAPO annual tariff increase produced	1	1	1	1	1	1	1

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1.5	Number of reviews of the Unreserved Postal Services Regulations				1 (Position Paper on Unreserved Postal Services)	1		
2.1.7	Number of reports on the review of the SAPO Price Cap Regulations					1		
3.1.1	Number of reviews on the broadcasting of national sporting events regulations				1	1		
3.1.2	Number of findings documents on Must Carry Obligations					1		
4.1.2	Number of Position Papers on the Role of the Authority on cybersecurity produced				1 (Findings Document on the Authority's Role on Cybersecurity)	1		
4.3.1	Number of inputs made on policy changes submitted		1	1	1	1	1	1
4.4.1	Number of impact assessment studies conducted			1	1	1	1	1

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
2.1.1	Percentage Position Paper on Subscription Broadcasting completed	Quarterly	100%	No Deliverable	Draft Position Paper (50%)	No Deliverable	Final Position Paper (100%)
2.1.3	Percentage of the market review in terms of section 67(4) of the ECA	Quarterly	100%	No Deliverable (0%)	Questionnaire Development (50%)	Discussion Document (75%)	Findings Document (100%)
2.1.4	Percentage of analysis report on SAPO annual	Quarterly	100%	No Activity (0%)	No Activity (0%)	Draft Analysis Report (75%)	Gazette of approved tariff increase (100%)

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
	tariff increase produced						
2.1.5	Percentage of the review of Unreserved Postal Services Regulations completed	Quarterly	100%	No Activity (0%)	Draft Regulations (50%)	Final Regulations (75%)	Final Regulations published (100%)
2.1.7	Percentage of the report on the review of the SAPO Price Cap Regulations completed	Quarterly	100%	No Deliverable (0%)	Develop a Questionnaire (25%)	Publish Questionnaire (50%)	Report on the review of the SAPO Price Cap Regulations (100%)
3.1.1	Percentage of the review of the broadcasting of national sporting events regulations completed	Quarterly	100%	Draft Regulations (25%)	Consultations on Draft Regulations (50%)	Report on Consultations on Draft Regulations (75%)	Final Regulations (100%)
3.1.2	Percentage of the findings document on Must Carry Obligations completed	Quarterly	100%	No Deliverable	Discussion Document (25%)	Consultations on Discussion Document (50%)	Findings Document (100%)
4.1.2	Percentage of Position Paper on the Role of the Authority on Cybersecurity produced	Quarterly	100%	No Deliverable	Draft Position Paper (50%)	No Deliverable	Position Paper (100%)
4.3.1	Number of inputs made on policy changes submitted	Annually	1				1
4.4.1	Percentage of impact assessment study conducted	Quarterly	100%	Media Release Statement (25%)	Questionnaire Development (50%)	Draft Impact Assessment Report (75%)	Final Impact Assessment Report (100%)

Reconciling Performance Targets with Budget and MTEF

Rand thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome			Approved budget	Medium-term estimate		
Policy research and analysis	15 412	20 703	22 492	29 479	30 626	32 310	34 087

7. Programme 4: Engineering and Technology

Purpose: To develop, coordinate and manage the regulatory framework for management of radio frequency spectrum including development of equipment technical standards and representing ICASA at international regulatory forums.

Strategic Objective 1.1	Access to broadband spectrum
Objective Statement	To increase access to broadband spectrum from 566MHz to 958MHz by 2019/20
Baseline	566MHz
Strategic Objective 1.2	A regulatory framework for the use of dynamic and opportunistic spectrum
Objective Statement	To develop one (1) regulatory framework for the use of dynamic and opportunistic spectrum by 2019/20
Baseline	Research reports on dynamic and opportunistic spectrum (2015/2016, 2016/2017 and 2017/2018)
Strategic Objective 2.1	Promote competition and reduce cost of communication
Objective Statement	To regulate for effective competition and compliance in the broadcasting, electronic communications and postal services by 2019/20
Baseline	National Radio Frequency Plans (2018)

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1.1	Revision of the Frequency Migration Plan	Frequency Migration Plan 2013	Council approved National Frequency Plan 2017	50%	100%	100%	100%	50%
1.1.2	Revision of the International Mobile Telecommunications (IMT) Roadmap	IMT Roadmap 2014 and Radio Frequency Spectrum Assignment plans 2015	Council approved National Radio Frequency Plan 2017	30%	100%	100%	100%	30%

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1.3	Radio Frequency Spectrum Assignment Plans (RFSAPs) produced	9	0	4	4	4	4	4
1.1.4	Reports with recommendations on South Africa's readiness for 5G produced	Project had not started	Approved Council submission on the 5G concept and motivation for a South African Forum	Report on establishment of South African 5G Forum	1	1	1	1
1.2.2	Regulatory frameworks on the use of TV Whitespace spectrum developed and implemented	0	1 draft TV Whitespaces regulations	1 set of TV Whitespace regulations	1	1	1	1
2.1.1	Documents on regulatory aspects of digital sound broadcasting for introducing the latter in South Africa produced	National Radio Frequency Plan 2013	National Radio Frequency Plan 2017	1 discussion document	1 findings document	1 draft regulation	1	0

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1.1	Percentage of Frequency Migration Plan revised	Frequency Migration plan 2013	National Frequency Plan 2017	50%	100%	100%	100%	50%
1.1.2	Percentage International Mobile Telecommunications (IMT) Roadmap revised	IMT Roadmap 2014 and Radio Frequency Spectrum Assignments Plans 2015	National Radio Frequency Plan 2017	30%	100%	100%	100%	30%
1.1.3	Number of Radio Frequency Spectrum Assignment Plans (RFSAPs) produced	9	0	4	4	4	4	4
1.1.4	Number of reports produced with recommendations on South Africa's	No activity	Approved Council submission on the 5G concept and motivation for a South	One (1) report with recommendations on South Africa's readiness for 5G (1)	1	1	1	1

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	readiness for 5G		African Forum					
1.2.2	Number of regulatory frameworks on the use of TV Whitespace spectrum produced	0	1 draft TV Whitespace regulations	1 set of TV Whitespace regulations	A (reference) Geo-location database for the development of TV Whitespace technologies commissioned	One (1) framework for the certification of the Secondary Geo-Location Spectrum database providers.	One (1) report on the implementation of the framework for the certification of the Secondary Geo-Location Spectrum database providers.	One (1) report on the implementation of the framework for the certification of the Secondary Geo-Location Spectrum database providers.
2.1.1	Number of draft regulations on the use of digital sound broadcasting produced	National Radio Frequency Plan 2013	National Radio Frequency Plan 2018	1 discussion document on Digital Sound Broadcasting	1 findings document	1 Draft regulations on Digital Sound Broadcasting	1 Final regulation on Sound Broadcasting	

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.1.1	Percentage of Frequency Migration Plan revised	Quarterly	One (1) Draft Report on implementation the Radio Frequency Migration Plan 2019	25%	50%	75%	100%
1.1.2	Percentage of International Mobile Telecommunications (IMT) Roadmap revised	Quarterly	One (1) Draft report on the implementation of the revised IMT Roadmap	25%	50%	75%	100%
1.1.3	Number of Radio Frequency Spectrum Assignment Plans (RFSAPs) produced	Annually	4				4
1.1.4	Number of reports produced with recommendations on South Africa's readiness for 5G	Annually	1				1
1.2.2	Number of regulatory frameworks on the use of TV Whitespace spectrum produced	Annually	One (1) Framework for the certification of the Secondary Geo-Location Spectrum database providers.				1
2.1.1	Number of draft regulations on the use of digital sound broadcasting produced	Annual	1				1

Reconciling Performance Targets with Budget and MTEF

Rand thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome			Approved budget	Medium-term estimate		
Engineering and technology	11 823	16 169	18 282	21 041	21 860	23 062	24 330

8. Programme 5: Regions

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

Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To promote the delivery of quality services to consumers and other stakeholders by 2019/2020
Baseline	Consumer protection regulations

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1.1	Resolve Radio Frequency interference cases	100%	99.26%	99%	95%	96%	97%	98%
4.1.8	NATJOINTS instructions executed		100% execution of relevant NATJOINTS instructions received	6	4	4	4	4

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1.1	Percentage of reported Radio Frequency interference cases resolved or mitigated	100%	99.26%	99%	95%	96%	97%	98%
4.1.8	Number of NATJOINTS instructions executed		100% execution of relevant NATJOINTS instructions received	6	4	4	4	4

Quarterly Targets for 2019

	Programme Sub-Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
4.1.1	Percentage of reported Radio Frequency interference cases resolved or mitigated	Quarterly	96%	96%	96%	96%	96%
4.1.8	Number of NATJOINTS instructions executed	Quarterly	4	1	1	1	1

Reconciling Performance Targets with Budget and MTEF

Rand thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome			Approved budget	Medium-term estimate		
Regions	-	-	69,598	77,501	80,518	84,946	89,618

9. Programme 6: Compliance and Consumer Affairs

Purpose: To ensure compliance with licence terms and conditions, the requirements of the enabling legislation and underlying regulations; and to protect the interest of consumers in the ICT sector.

Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To promote the delivery of quality services to consumers and other stakeholders by 2019/20
Baseline	CAP Regulations and 85% Complaints Resolved
Strategic Objective 4.2	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through regulation of licensees' compliance in the broadcasting, electronic communications and postal services by 2019/20
Baseline	2015/16 Municipal Elections Report

Strategic Objective Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1.1	Consumer Advisory Panel Report		0	0	1	1	1	1
4.1.2	Resolve consumer complaints		92%	93%	85%	85%	85%	87%
4.2.1	Monitor compliance of broadcasters' coverage of 2019 national elections		0	0	0	1	0	1

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1.1	Number of Consumer Advisory Panel (CAP) Annual Reports considered			0	1	1	1	1
4.1.2	Percentage of consumer complaints resolved			93%	85%	85%	85%	87%
4.2.1	Number of compliance reports of broadcasters' coverage of 2019 National Elections					1		1

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
4.1.1	Number of CAP Annual Reports considered	Annually	1				1
4.1.2	Percentage of consumer complaints resolved	Quarterly	85%	70%	70%	70%	85%
4.2.1	Number of compliance reports of broadcasters'	Annually	1				1

coverage of 2019 National Elections						
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Reconciling Performance Targets with Budget and MTEF

Rand thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome			Approved budget	Medium-term estimate		
Compliance and consumer affairs	19 973	29 658	31 027	30 943	32 148	33 916	35 781

10. Risk Analysis

The leadership and staff of ICASA have discussed the risks facing the organisation and have participated in a risk review workshop with the purpose of identifying and assessing the risks that are envisaged in future. These risks have been specifically highlighted as they could potentially affect ICASA's ability to achieve its strategic and business plan objectives. Strategic risks are presented together with mitigating strategies in the table below.

Table 11: Consolidated Strategic Risks

Risk Category	Risk description	Mitigation plans
Political Risk	Policy uncertainty	<ul style="list-style-type: none"> Engagement with the Minister-of Communications, Telecommunications and Postal Services to advise on policy that can be of benefit to the country Continuous engagements to ensure that policies are approved timeously
	ICASA not executing its mandate independently	<ul style="list-style-type: none"> Annual declaration of understanding and acceptance of the Code of Ethics Disclosures at governance meetings are assessed by the chairperson
Financial Risk	Litigation by stakeholders	<ul style="list-style-type: none"> Adherence to legislated processes and policies Development of policies and standard operating procedures
	Noncompliance with financial regulations (such as PFMA, Treasury Regulations etc.)	<ul style="list-style-type: none"> Enforcement of policies, incl. supply chain and financial policies which are in place, as well as governance committees such as (BAC/BSC/BEC/AREDC), Disciplinary code and processes, and Delegation of Authority Monitoring of key financial controls Consequence Management for all employees; Hire competent supply chain staff Conduct training on compliance for all employees

Risk Category	Risk description	Mitigation plans
Reputational Risk	Negative perception of ICASA.	<ul style="list-style-type: none"> ○ Adherence to POPI Act and IT Security Policy ○ Inclusion of Non-disclosure and confidentiality clause as part of employment contract ○ Additional non-disclosure commitment on sensitive information ○ Employee relations management and awareness
Business Risk	Fraud and Corruption	<ul style="list-style-type: none"> ○ Ethics Hot Line ○ Adherence to Governance Processes (AREDC, HR&REMCO, ITRC) and policies.
	Inability to deliver on ICASA mandatory requirements	<ul style="list-style-type: none"> ○ Improved Monitoring and Evaluation processes as per National Treasury Framework ○ Project Plans produced for each project before implementation ○ Strict supply chain and financial policies in place as well as governance committees (BAC/BSC/BEC/ARC), and Delegation of Authority Policy ○ Enforcement of consequence management ○ Conduct Supply chain management and compliance training for all employees ○ Implement Performance Management Framework ○ Council established steering committee to oversee the performance of council committees ○ Regular Management engagement with employees to drive change management ○ Line managers ensure that necessary change management takes effect within divisions ○ Communication and engagement (top down and bottom up) <ul style="list-style-type: none"> ▪ Conduct Employee wellness programs ▪ Engagement with Union representatives
Regulatory Risk	Inability to adequately protect the MeerKat (SKA Precursor) Radio Telescopes	<ul style="list-style-type: none"> ○ The AGA Committee established to handle all SKA related matters ○ Establishment of an inclusive monitoring presence by planning and deploying 4x fixed spectrum monitoring sites around the SKA core site, at Carnarvon, Van Wyksvlei, Brandvlei and Williston.
	Regulatory barriers	<ul style="list-style-type: none"> ○ Conduct regular ex-post regulatory impact assessments
Electromagnetic compatibility Risk	Human Exposure to Electromagnetic radiation	<ul style="list-style-type: none"> ○ Collaborate with other public entities in accordance with the ECA and NDP (national development plan)

Risk Category	Risk description	Mitigation plans
Competition Risk	Dis-satisfied consumers.	<ul style="list-style-type: none"> ○ Analysis of pricing and product trends (publish quarterly reports on tariffs) as well as conduct regular market analysis ○ Consumer awareness and activation campaigns ○ Enhance CAP operational capability to ensure improved consumer protection measures ○ Activation of media strategy / plan to publicise ICASA's initiatives ○ Referral of contraventions and non-compliance to CCC
Business Continuity Risk	Failure to ensure business continuity due to Head office relocation	<ul style="list-style-type: none"> ○ Relocation Committee meetings attending to all relocation matters ○ Engagement with all employees on relocation matters ○ Introduction of relocations allowance to qualifying employees ○ To have accelerated employee engagement and training in relation to adjusting to the new ways of working in the new environment

Part C: Links to Other Plans

1. Links to long-term Infrastructure and other capital plans

The Authority does not have infrastructure and other capital plans set out in its Strategic Plan.

2. Conditional Grants

The Authority does not manage any conditional grants.

3. Public Private Partnerships

The Authority is not in any public private partnerships.

Annexure A: Technical Indicator Descriptions

Programme 1: Administration

Sub-Programme 1.4: Corporate Services

Indicator Title	5.1.1 Percentage of satisfied stakeholders
Short Definition	This is the percentage of stakeholders that are satisfied with the service that is being offered by ICASA
Purpose/Importance	To measure the increase in stakeholders' satisfaction
Source/Collection of Data	Survey records
Method of Calculation	Total number of satisfied stakeholders divided by the total number of stakeholders surveyed as per the report multiplied by 100
Data Limitations	Incomplete questionnaire, poor quality data, low response rate
Type of Indicator	Output
Calculation Type	Non - cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Meet and/or exceed the set target to increase stakeholder satisfaction
Indicator Responsibility	Executive: Corporate Services

Indicator Title	5.1.2 Number of affiliations to international fora
Short Definition	This is the number of international affiliations subscribed/maintained in terms of international/regional/postal/broadcasting organisations
Purpose/Importance	To influence the decision-making processes that are directly aligned to ICASA's mandate to enable the generation and transfer of knowledge in the ICT sector in relation to ICASA's mandate
Source/Collection of Data	Confirmed memberships, attendance reports
Method of Calculation	

Data Limitations	Not receiving attendance reports
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Meet and or exceed the set target to participate in international fora.
Indicator Responsibility	Executive: Corporate Services

Sub-Programme 1.5: Finance

Indicator title	5.2.3 Audit Opinion
Short definition	This is to measure ICASA's compliance with all relevant laws, regulations, accounting standards and corporate governance
Purpose/Importance	Ensure compliance with GRAP standards
Source/collection of data	Annual reports (verification and residual values)
Method of calculation	Reports availed to AGSA
Data limitations	Delay in submission of audit report
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	To improve organisational performance
Indicator responsibility	CFO

Sub-Programme 1.6: Human Resources

Indicator Title	5.2.2 Percentage of staff vacancies
Short Definition	This is the percentage of vacancies in the organisation
Purpose / Importance	A fully staffed organisation will ensure better service delivery
Source / Collection of Data	Recruitment Tracker/Vacancy Report in HR Operational Reports

Method of Calculation	Number of staff vacancies divided by the number of approved positions multiplied by 100
Data Limitations	Lack of sufficient funding to fill positions
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	All critical vacancies in the organisation are filled
Indicator Responsibility	Executive: Human Resources

Indicator Title	5.2.4 Organisational structural review
Short Definition	Review and adjust the current structure of the organisation to improve overall efficiency and effectiveness
Purpose / Importance	To have an organisational structure that promotes fairness, equity, and improve the overall organisational effectiveness
Source / Collection of Data	<p>Collection of reports (e.g., memo, documents, etc.) detailing the new organisational structure and implementation of the structure in phases</p> <p>Phase 1</p> <ul style="list-style-type: none"> • Structure approved by Council <p>Phase 2</p> <ul style="list-style-type: none"> • Absorption of Excess Staff • Approval of Qualification Framework • Development of Job Evaluation Capacity <p>Phase 3</p> <ul style="list-style-type: none"> • Job Evaluation and Grading of new positions • Development of One Pay Scale <p>Phase 4</p> <ul style="list-style-type: none"> • Development of Service Delivery Model

	<ul style="list-style-type: none"> • Development of Business Architecture Framework • Implementation of Structure based on budget availability (First Part) • Development and Administration of Culture and Employee Satisfaction Survey <p>Phase 5</p> <ul style="list-style-type: none"> • Implementation of Structure based on budget availability (Second Part) • Culture and Employee Satisfaction Survey – Feedback and Change Initiatives implementation <p>Phase 6</p> <ul style="list-style-type: none"> • Developed a Business Process Management capacity • Continuous Change and Improvement Interventions
Method of Calculation	Collection of reports
Data Limitations	Lack of sufficient funding
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Bi-annually
New Indicator	Yes
Desired Performance	To achieve 100% implementation of new organisational structure by 2021/22
Indicator Responsibility	Executive: Human Resources

Sub-Programme 1.7: Internal Audit

Indicator Title	5.2.4 Number of Combined Assurance reports
Short Definition	This is to measure the number of Combined Assurance (CA) reports issued to CA Forum and Audit Risk Ethics and Disclosures Committee (AREDC)
Purpose/Importance	The indicator measures the coverage on strategic and other aligned high risks with a holistic view to AREDC on the 5 lines of assurance assessment of risks and controls. Identify gaps in assurance coverage, duplications of assurance and differing opinions of risk and control assessments. Managing risks enables ICASA to achieve its objectives.
Source/Collection of Data	Data will be collected from the periodically approved risk registers, assessments from the five lines of assurance (Management, Risks & Compliance Management, Internal Audit, Auditor General and AREDC)
Method of Calculation	Counting
Data Limitations	Absence or availability of updated risk registers or inadequate risk registers, non-availability of line management and other assurance providers' assessments
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	4 reports
Indicator Responsibility	Chief Audit Executive (CAE)

Sub-Programme 1.8: Legal, Risk & CCC

Indicator Title	5.2.1 Risk maturity level of the organisation
Short Definition	This is to measure risk maturity level of the organisation
Purpose/Importance	Compliance with laws, regulations, policies and corporate governance to achieve organizational objectives
Source/Collection of Data	Data will be collected from survey on risk maturity
Method of Calculation	The organisation's risk maturity level will be measured using the acceptable risk maturity level standards
Data Limitations	Inadequate risk registers/ Non-availability of divisional personnel and records
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Improve Risk maturity level of the organisation
Indicator Responsibility	Specialist Risk and Compliance

Indicator Title	5.2.2 Compliance maturity level of the organisation
Short Definition	This is to measure compliance maturity level of the organisation
Purpose/Importance	Compliance with legislations, regulations, policies, and corporate governance to ensure compliance by the Authority
Source/Collection of Data	Data will be collected from survey on compliance maturity
Method of Calculation	The organisation's compliance maturity level will be measured using the acceptable compliance maturity level standards
Data Limitations	Non-availability of divisional personnel and records
Type of Indicator	Output
Calculation Type	Simple count
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Improve compliance maturity level of the organisation

Indicator Responsibility	Specialist Risk and Compliance
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Indicator Title	5.2.3 Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook
Short Definition	This is the percentage of cases referred to the CCC in accordance with CCC referral checklist as contained in the CCC Handbook
Purpose/Importance	CCC cases assessed in accordance with CCC Handbook to ensure protection of consumers and resolution of inter-operator and other disputes
Source/Collection of Data	Data will be collected from Regulatory Divisions of ICASA and/or Complainants (Members of the public and Licensees)
Method of Calculation	Number of cases assessed within specified timelines in terms of CCC handbook (5 working days) divided by total number of cases received by CCC multiplied by 100
Data Limitations	Instructions are usually referred/escalated without full information or sufficient evidence to enable adjudication
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	80%
Indicator Responsibility	Executive: Legal, Risk and CCC

Indicator Title	5.2.4 Percentage of advice provided to Council Committees within SLA turnaround times
Short Definition	This is to measure the percentage of Council Committee advice provided within SLA turnaround times (20 working days)
Purpose/Importance	Legal compliance of Council Committee processes to mitigate against risks
Source/Collection of Data	Instructions register/ Opinions

Method of Calculation	Number of advice provided, as per SLA turnaround times, divided by advice requested multiplied by 100
Data Limitations	Unclear instructions/inadequate information
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	80%
Indicator Responsibility	Executive: Legal, Risk and CCC

Programme 2: Licensing

Indicator title	1.1.1 Percentage of the processes for licensing of broadband (IMT) spectrum completed
Short definition	<p>This is a two-phase licensing process that will span a period of four years. Phase 1 is initiated by the publication of an invitation to apply, which constitutes 25% of the entire process and is concluded by a decision of the Council of the Authority (e.g., approve, reject, re-issue, defer) which constitutes 50% of the entire process.</p> <p>Phase 2 is initiated by the publication of a notice in line with Policy Directive, which constitutes 75% of the entire process and is concluded by a decision of the Council of the Authority (e.g., approve, reject, defer, re-issue) which constitutes 100% of the entire process.</p>
Purpose/Importance	To facilitate universal access of broadband and give expression to the National Development Plan by licensing available broadband spectrum
Source/collection of data	Annual reports/minutes of meetings in which decisions are taken
Method of calculation	Completed stages as per allocated percentage weightings
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative

Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	100% completed processes for the licensing of broadband spectrum
Indicator responsibility	Senior Manager: Spectrum Licensing

Indicator title	3.1.1 Percentage of the process for the licensing of Individual Electronic Communications Network Services
Short definition	This process is initiated by the publication of a notice on the process to be followed by Authority in respect of the licensing of additional Individual Electronic Communications Network Services. This constitutes 25% of the process. Publication of a notice of the received applications constitutes 50% whilst 100% is the Council decision on the licensing process for Individual Electronic Communications Network Services.
Purpose/Importance	To promote competition in the ICT sector through the licensing of additional Individual Electronic Communications Network Services
Source/collection of data	Annual reports
Method of calculation	Completed stages as per allocated percentage weightings
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	Yes

Desired performance	100% of completed process for the licensing of Individual Electronic Communications Network Services
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	3.1.1 Percentage of the process for licensing of digital community television broadcasting services on MUX 1 completed
Short definition	A licensing process is initiated by the publication of an invitation to apply, which constitutes 50% of the process, 100% is Council decision on licensing process for digital community television broadcasting services on MUX 1
Purpose/Importance	To promote social cohesion by licensing of digital community television broadcasting services on MUX 1
Source/collection of data	Annual reports
Method of calculation	Completed stages as per allocated percentage weightings
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	Yes
Desired performance	100% of completed process for the licensing of digital community television broadcasting services on MUX 1
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	3.1.2 Percentage of the process to develop Regulations on Limitation of Ownership and Control, and Equity Ownership by Historically Disadvantaged Groups completed
Short definition	<p>The process is initiated by the publication of draft Regulations on Limitation of Ownership and Control, and Equity Ownership by Historically Disadvantaged Groups which constitutes 50% of the process.</p> <p>The process is concluded by the publication of final Regulations on Limitation of Ownership and Control, and Equity Ownership by Historically Disadvantaged Groups which constitutes 100% of the process.</p>
Purpose/Importance	To promote equity ownership of ICT services by Historically Disadvantaged Groups
Source/collection of data	Annual reports
Method of calculation	Completed stages as per allocated percentage weightings
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	Yes
Desired performance	100% (Publication of Final Regulations on Limitation of Ownership and Control, and Equity Ownership by Historically Disadvantaged Groups completed)
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	5.2.2 Percentage of the process to review the Standard Terms and Conditions Regulations for Class Licences completed
Short definition	<p>The process is initiated by the publication of the draft Amendment Regulations on Standard Terms and Conditions for Class Licences which constitutes 50% of the process.</p> <p>The process is concluded by the publication of the final Amended regulations on Standard Terms and Conditions for Class Licences which constitutes 100% of the process.</p>
Purpose/Importance	To provide clarity on the Standard Terms and Conditions applicable to Class Licensees
Source/collection of data	Annual reports
Method of calculation	Completed stages as per allocated percentage weightings
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	Yes
Desired performance	100% (Publication of Amended regulations on Standard Terms and Conditions for Class Licences)
Indicator responsibility	SM: ICT Licensing Services

Indicator title	5.2.4 Percentage of the process to review Processes and Procedures Regulations for Class Licences completed
Short definition	<p>The process is initiated by the publication of the draft Amendment Regulations on the Processes and Procedures Regulations for Class Licences which constitutes 50% of the process.</p> <p>The process is concluded by the publication of the final Amended Regulations on the Processes and Procedures Regulations for Class Licences which constitutes 100% of the process.</p>
Purpose/Importance	To provide clarity on the Authority's process with respect to the licensing of Broadcasting, Electronic Communications and Electronic Communications Network Services for Class Licensees
Source/collection of data	Annual reports
Method of calculation	Completed stages as per allocated percentage weightings

Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	Yes
Desired performance	100% (Publication of Amended regulations on Processes and Procedures for Individual Licences)
Indicator responsibility	SM: ICT Licensing Services

Indicator title	5.2.5 Percentage of the process to develop a conformity assessment framework for equipment authorisations completed
Short definition	The development of a conformity assessment framework is initiated by a stakeholder consultation process which constitutes 50% of the process. The process is concluded by the publication the conformity assessment framework for equipment authorisations which constitutes 100% of the process.
Purpose/Importance	To develop a robust Conformity Assessment Framework that ensures that all electronic communications equipment and radio apparatus conform to all applicable national and international technical standards.
Source/collection of data	Annual reports
Method of calculation	Completed stages as per allocated percentage weightings
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	Yes

Desired performance	Developed conformity assessment framework for equipment authorisations
Indicator responsibility	Senior Manager: Type Approval and Numbering

Programme 3: Policy Research & Analysis

Indicator Title	2.1.1 Percentage of position paper on subscription broadcasting completed
Short Definition	This is the percentage of stages completed towards production of position paper produced at the end of the year on subscription broadcasting. The document is done in two stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (50%): Draft Position Paper Stage 3 (0%): No Deliverable Stage 4 (100%): Final Position Paper
Purpose/Importance	ICASA is responsible for regulating the broadcasting services sector for the purposes of promoting effective competition
Source/Collection of Data	Current subscription broadcasting regulations and research findings
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire document
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of the position paper by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	2.1.3 Percentage of the market review done in terms of section 67(4) of the ECA
Short Definition	This is the percentage of market review report completed on markets identified in the Priority Markets study. One report is produced per

	<p>year. The report is done in three stages and each stage is completed quarterly:</p> <p>Stage 1 (0%): No deliverable</p> <p>Stage 2 (25%): Questionnaire Development</p> <p>Stage 3 (50%): Discussion Document</p> <p>Stage 4 (100%): Findings Document</p>
Purpose/Importance	To ensure effective competition and reduce cost to communicate through definition of relevant markets, identification of licensees with SMPs in such markets and imposition of appropriate pro-competitive remedies
Source/Collection of Data	Data from relevant stakeholders and from previous reports
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of the market review report by Council
Indicator Responsibility	Senior Manager: Market Regulation

Indicator Title	2.1.4 Percentage of an analysis report on SAPO annual tariff increase produced
Short Definition	<p>This is the percentage of the analysis report on SAPO annual tariff increase produced at the end of every year. The report is done in two stages and each stage is completed quarterly:</p> <p>Stage 1 (0%): No deliverable</p> <p>Stage 2 (0%): No deliverable</p> <p>Stage 3 (75%): Draft Analysis of SAPO annual tariff increase</p> <p>Stage 4 (100%): Gazette of approved SAPO tariff increase</p>
Purpose/Importance	To ensure fair pricing of the retail reserved postal services

Source/Collection of Data	Data from SAPO and previous reports
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of the SAPO analysis report by Council
Indicator Responsibility	Senior Manager: Market Regulation

Indicator Title	2.1.5 Percentage of the review of unreserved postal services regulations completed
Short Definition	This is the percentage of the review of the unreserved postal services regulations produced at the end of one year. The review is done in three stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (50%): Draft Regulations Stage 3 (75%): Final Regulations Stage 4 (100%): Final Regulations published
Purpose/Importance	Regulate the Unreserved Postal Services sector effectively to ensure fair competition in the sector
Source/Collection of Data	Relevant stakeholders and internal information
Method of Calculation	Stages completed divided by the total number of stages necessary to produce the entire position paper
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No

Desired Performance	Approval of Regulations on Unreserved Postal Services by Council.
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	2.1.7 Percentage of the report on the review of the SAPO Price Cap Regulations completed
Short Definition	This is the percentage of the report on the review of the SAPO Price Cap regulation completed in one year. The report is done in three stages and each stage is completed quarterly: Stage 1 (0%): No Deliverable Stage 2 (25%): Develop a questionnaire Stage 3 (50%): Publish questionnaire Stage 4 (100%): Report on the review of the SAPO Price Cap Regulations
Purpose/Importance	To determine new price cap glide path for reserved postal services
Source/Collection of Data	Licensees information
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report on the review of the regulations
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Approval of the report by Council
Indicator Responsibility	Senior Manager: Market Regulation

Indicator Title	3.1.1 Percentage of the review of the broadcasting of national sporting events regulations completed
Short Definition	This is the percentage of the review of the broadcasting of national sporting events regulations completed at the end of the year of its development. The regulation is done in four stages and each stage is completed quarterly: Stage 1 (25%): Draft Regulations

	Stage 2 (50%): Consultations on Draft Regulations Stage 3 (75%): Report on Consultations on Draft Regulations Stage 4 (100%): Final Regulations
Purpose/Importance	To provide regulatory certainty and ensure public access to the broadcasting of national sporting events
Source/Collection of Data	Relevant stakeholders and internal research reports
Method of Calculation	Stages completed divided by the total number of stages necessary to produce the entire regulation
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of regulations by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	3.1.2 Percentage of the findings document on must carry obligations completed
Short Definition	This is the percentage of the findings document on must carry obligations completed at the end of one year. The findings document is done in three stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (25%): Discussion Document Stage 3 (50%): Consultations on Discussion Document Stage 4 (100%): Findings Document
Purpose/Importance	Ensure the effectiveness of the must carry regulations
Source/Collection of Data	Data submitted by relevant stakeholders and internal reports
Method of Calculation	Stages completed divided by the total number of stages necessary to produce the entire regulation
Data Limitations	None
Type of Indicator	Output

Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Approval of the findings document by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	4.1.2 Percentage of position paper on the role of the Authority on cybersecurity produced
Short Definition	This is the percentage of the position paper on cybersecurity produced at the end of one year. The position paper is done in two stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (50%): Draft Position Paper Stage 3 (75%): No Deliverable Stage 4 (100%): Final Position Paper
Purpose/Importance	To educate and protect consumers against cybersecurity risks
Source/Collection of Data	Data from licensees, internal research reports and other relevant stakeholders
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of the position paper by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	4.3.1 Number of inputs made on policy changes submitted
Short Definition	This is the submissions made on policy and legislative matters under review.

Purpose/Importance	To reduce or mitigate any likely negative impact or distortion of competition in the ICT Sector by proposed changes to legislation or policy
Source/Collection of Data	Internal research reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Approval of submissions by Council and/or OPCO
Indicator Responsibility	General Manager: Policy Research & Analysis

Indicator Title	4.4.1 Percentage of an impact assessment study completed
Short Definition	This is the percentage of the regulatory impact assessment study or report produced at the end of one year. The study is done in four stages and each stage is completed quarterly: Stage 1 (25%): Media Release Statement Stage 2 (50%): Questionnaire Development Stage 3 (75%): Draft Impact Assessment Report Stage 4 (100%): Final Impact Assessment Report
Purpose/Importance	Research informs regulatory reviews
Source/Collection of Data	Internal reports and information from stakeholders
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	Likely poor response from stakeholders
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No

Desired Performance	Approval of impact assessment study or report by Council
Indicator Responsibility	SM: Social Policy and/or SM: Market Regulation

Programme 4: Engineering and Technology

Indicator title	1.1.1 Percentage of Frequency Migration Plan revised
Short definition	This is the percentage of completion of the radio frequency migration plan, specified in terms of a predefined series of documents that need to be produced
Purpose/Importance	The indicator measures whether the radio frequency migration plan, which acts as the basis for implementing the changes in the National Radio Frequency Plan and which represents an update of the 2013 migration plan, has been implemented. The plan will be used for making available radio spectrum for providing additional capacity for broadband services
Source/collection of data	National Radio Frequency Plan 2018 and Radio Frequency Migration Plan 2019. Information on existing spectrum licences Spectrum Monitoring Data
Method of calculation	Percentage completion of the total document, represented by: 25% represents Terms of Reference developed for the feasibility study (s) identified in the Radio Frequency Migration Plan. 50% represents the report on the study conducted within and amongst affected users and uses. 75% represents the draft report on the analysis of the submissions on the Radio communication Services affected. 100% represents the Draft Report on implementation of the Radio Frequency Migration Plan 2019.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly

New indicator	No
Desired performance	Completing the Radio Frequency Migration Plan feasibility study to 100% level is desirable. Higher performance is not possible. Lower performance – less than 100% – may result in uncertainty to user communities.
Indicator responsibility	General Manager: Engineering and Technology

Indicator title	1.1.2 Percentage of International Mobile Telecommunication (IMT) Roadmap revised
Short definition	This is the percentage of completion of the revision of the IMT roadmap, specified in terms of a predefined series of documents that need to be produced. This process will include drafting of the IMT roadmap, publication of the draft IMT roadmap, an analysis report based on the submissions to the draft IMT roadmap. the final IMT roadmap and a report on the implementation of the IMT roadmap.
Purpose/Importance	To ensure up-to-date IMT roadmap to guide the process for making broadband spectrum available
Source/collection of data	National Radio Frequency Plan 2018, Radio Frequency Migration Plan 2019 and IMT Roadmap 2014
Method of calculation	Portion revised/total plan x 100. 25% represents development of the terms of reference for the service provider to assist with Draft Report on the revised Radio Frequency Spectrum Assignment Plan for IMT Roadmap 50% represents Draft Report on the revised Radio Frequency Spectrum Assignment Plan for IMT Roadmap, 75% Draft Report on the submissions regarding the Radio Frequency Spectrum Assignment Plan for the IMT roadmap, 100% Draft report on the implementation of the revised IMT Roadmap
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative

Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	Completion of the IMT Roadmap to 100% level will lead to greater efficient frequency spectrum management
Indicator responsibility	Senior Manager: Engineering and Technology

Indicator title	1.1.3 Number of Radio Frequency Spectrum Assignment Plans (RFSAPs) produced
Short definition	This is the number of Radio Frequency Spectrum Assignment Plans (RFSAPs) produced, which would be four (4) in total by the end of Q4 2019/20.
Purpose/Importance	Rules on the use of frequency bands forming part of the migration process are required to effectively guide the migration process
Source/collection of data	Frequency Migration Plan, Radio Frequency Assignment Plans and ITU-R reports and recommendations
Method of calculation	Counting
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	4 Radio Frequency Assignment Plans (RFSAPs)
Indicator responsibility	Senior Manager: Engineering and Technology

Indicator title	1.1.4 Number of reports produced with recommendations on South Africa's readiness for 5G
Short definition	This is the number of reports on 5G produced by the end of Q4 2019/20

Purpose/Importance	This is a measure of whether a report with recommendations for further work has been produced to assist ICASA towards taking positions that are beneficial to South Africa on matters such as spectrum and standards for 5G (IMT2020) – enabling South Africa to prepare for the successful implementation of 5G in years to come, especially in 2019/2020
Source/collection of data	5G Forum meetings, local and international meetings e.g., other 5G fora, ITU WP-5D, ITU Task Group 5/1, other WRC meetings, local and international seminars, conferences and publications on 5G.
Method of calculation	Counting
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	A report with useful details (e.g., recommendations and other aspects) that could be used as a reference document for assisting ICASA in formulating positions and making decisions in preparing itself for the successful introduction and rollout and long-term sustainability of 5G technologies in South Africa. A higher number of reports is only desirable if it improves the understanding of the subject matter.
Indicator responsibility	Senior Manager: Engineering and Technology

Indicator title	1.2.2 Number of regulatory frameworks on the use of TV Whitespace spectrum produced
Short definition	This is a measure of whether ICASA has implemented one regulatory framework for TV Whitespace spectrum, including a reference geo-location spectrum database, and one (1) Framework for the

	certification of the secondary geolocation spectrum database provides for the implementation of the TV Whitespace technologies
Purpose/Importance	The implementation of the TV Whitespace regulations, of which the commissioning of a reference geo-location database and certification of a secondary spectrum database will contribute to broadband access and will have a large impact in bringing rural people into the mainstream of the global economy, in addition to providing broadband capacity to schools, hospitals and clinics
Source/collection of data	TV Whitespace regulations as well as other documents on a framework for TV Whitespace. Support from the service provider that has been appointed
Method of calculation	Counting
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	One set of regulations applying to TV Whitespace frequency spectrum and a related reference TV Whitespace geo-location database for the implementation of the regulations, in the user environment. (i.e., the regulations and the development of reference geo-location spectrum database and a framework for the certification of secondary geo-location spectrum database providers to facilitate efficient usage of TV Whitespace spectrum by spectrum users).
Indicator responsibility	Senior Manager : Engineering and Technology

Indicator title	2.1.1 Number of draft regulations on the use of digital sound broadcasting produced
Short definition	This is to produce one-draft regulation on the use of digital sound broadcasting.

Purpose/Importance	Making progress towards expanding regulatory scope for digital sound broadcasting for accommodating additional sound broadcasters in conventional analogue sound broadcasting and other frequency bands is a worthy objective. A findings document and a position paper would be the second phase of putting in place regulations for this type of broadcasting. The draft regulations are to be published in 2019/2020.
Source/collection of data	National Radio Frequency Plan 2018 and Terrestrial Broadcasting Frequency Plan 2013, a discussion, findings documents and a position paper on Digital Sound Broadcasting as well as international developments and benchmarks on technological developments and regulatory approaches
Method of calculation	Counting
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	New
Desired performance	One document on regulatory aspects of digital sound broadcasting in respect of important aspects, such as the spectrally efficient use of broadcasting technologies
Indicator responsibility	Senior Manager: Engineering and Technology

Programme 5: Regions

Indicator Title	4.1.1 Percentage of reported Radio Frequency interference cases resolved
Short Definition	This is to measure the percentage of harmful Radio Frequency interference cases resolved within prescribed timeframes
Purpose / Importance	To minimize interference and protect stakeholders from harmful practices

Source / Collection of Data	CRM database
Method of Calculation	Number of interference complaints resolved within 30 working days divided by total interference complaints resolved multiplied by 100
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	96% of Radio Frequency Interference cases resolved within 30 working days.
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.8 Number of NATJOINTS instructions executed
Short Definition	This is the number of NATJOINTS instructions executed by ICASA
Purpose/Importance	To execute instructions from NATJOINTS to facilitate unimpeded wireless communications during events of national importance
Source/Collection of Data	Report from each event
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Execution of 4 NATJOINT instructions
Indicator Responsibility	General Manager: Regions

Programme 6: Compliance and Consumer Affairs

Indicator title	4.1.1 Number of Consumer Advisory Panel (CAP) Annual Reports considered.
Short definition	The operational CAP will produce reports to advise ICASA on matters related to consumer issues
Purpose/Importance	This indicator aims to ensure greater consumer protection and to advise ICASA as prescribed in the ECA and the CAP Regulations
Source/collection of data	Data will be collected from the CAP advisory reports
Method of calculation	Counting
Data limitations	Lack of advisory reports
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	1 CAP Annual Report produced
Indicator responsibility	General Manager: Compliance and Consumer Affairs

Indicator title	4.1.2 Percentage of consumer complaints resolved
Short definition	This is to measure the consumer complaints resolution rate
Purpose/Importance	This indicator measures the effective and efficient resolution of consumer complaints in line with the ECA and the Regulations
Source/collection of data	Data will be collected from the complaints received on the CRM system
Method of calculation	The number of complaints resolved divided by the number of complaints received multiplied by 100
Data limitations	Inaccurate CRM data
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	85% of consumer complaints resolved for the year
Indicator Responsibility	General Manager: Compliance and Consumer Affairs

Indicator title	4.2.1 Number of compliance reports on broadcasters' coverage of 2019 National Elections
Short definition	The 2019 National Elections report is produced to measure broadcasters' coverage of the 2019 National Elections
Purpose/Importance	This indicator aims to measure broadcast licensees' compliance with equitable coverage of the elections as prescribed in the ECA and the Elections Regulations
Source/collection of data	Data will be collected from the records of broadcasts as provided by licensees
Method of calculation	Counting
Data limitations	Poor quality recordings or recordings not provided as per the requirements
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	1 Compliance monitoring report of broadcasters' coverage of 2019 national elections
Indicator responsibility	General Manager: Compliance and Consumer Affairs

ADDENDUM

The purpose of this addendum is to present the corrections which have been made to strategic objectives, performance indicators and targets because of the Auditor General’s findings on APP2017/18. Specifically, the corrections have been made to address the Auditor General’s findings on well-definition and reliability of some performance indicators and SMARTness of some targets and strategic objectives. The addendum also presents the decoupling of the operational performance plan from the annual performance plan based on a decision which was taken at a meeting between the Department of Communications, Department of Planning Monitoring and Evaluation and all Public Entities reporting to the Department of Communications. The corrections do not affect the five-year strategic direction of ICASA which is spelt out in its Strategic Plan 2015/16 – 2020/21.

Corrections to Programmes Information

1. Programme 1: Administration

1.1 Strategic Objectives Corrections

1.1.1 Sub-Programme: Corporates Services

1.1.1.1 Strategic Objectives Corrections

Current

Strategic Objective 5.1	Build a strong corporate image
Objective Statement	To build a strong corporate image by 2019/20
Baseline	

Correction

Strategic Objective 5.1	Build a strong corporate image
Objective Statement	To build a strong corporate image from the current state to 60% by 2019/20
Baseline	20%

1.1.1.2 Performance Indicators Corrections

The performance indicator 5.1.4: Percentage of processes and systems integrated has been changed to 5.1.4: Percentage of systems integrated to ensure measurability.

1.1.2 Sub-Programme: Human Resources

1.1.2.1 Strategic Objectives Corrections

Current

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance by 20 percentage points by 2019/20
Baseline	74.5%

Correction

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	74.5%

1.1.3 Sub-Programme: Internal Audit

1.1.3.1 Strategic Objectives Corrections

Current

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance by 20 percentage points by 2019/20
Baseline	74.5%

Correction

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	74.5%

1.1.4 Legal, Risk & CCC

1.1.4.1 Strategic Objectives Corrections

Current

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance by 20 percentage points by 2019/20
Baseline	74.5%

Correction

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	74.5%

2. Programme 2: Licensing

2.1 Strategic Objectives Corrections

Current

Strategic Objective 1.1	Increase access to broadband spectrum
Objective Statement	Increase access to broadband spectrum from 566MHz to 958MHz by 2020
Baseline	566MHz
Strategic Objective 2.1	To promote effective competition and reduce costs of electronic communications, electronic communications networks, postal and broadcasting services by 2019/20
Objective Statement	To licence additional free to air TV service by 2019/20
Baseline	1
Strategic Objective 3.1	To foster the creation of common national identity through necessary regulatory frameworks for ICT platforms by 2020
Objective Statement	To license 'additional' Community TV broadcasting services by 2019/20
Baseline	5 community TV licences
Strategic Objective 5.2	Improve organisational performance
Objective Statement	To increase organisational performance by 20 percentage points by 2019/20
Baseline	74.5%

Correction

Strategic Objective 1.1	Access to broadband spectrum
Objective Statement	Increase access to broadband spectrum from 566MHz to 958MHz by 2019/20
Baseline	566MHz
Strategic Objective 2.1	To promote effective competition and reduce costs communication costs
Objective Statement	To promote effective competition and reduce costs of electronic communications, electronic communications networks, postal and broadcasting services by 2019/20

Baseline	1
Strategic Objective 3.1	To foster the creation of common national identity
Objective Statement	To foster the creation of common national identity through necessary regulatory frameworks for ICT platforms by 2019/20
Baseline	Insert baseline
Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	74.5%

The following sub-strategic objectives were not carried forward to the 2019/20 FY as they are no longer applicable:

2.1.1: To finalise licensing process for Commercial free to air television (FTA) broadcasting services

2.1.2: To complete licensing process for 55% of Multiplexer 3 (MUX 3) spectrum capacity

2.1.3: To complete licensing process for 45% of Multiplexer 3 (MUX 3) spectrum capacity

Changes were made to the following sub-strategic objectives for the 2019/20 FY:

The sub-strategic objective 3.1.2: Finalise process for developing a position paper on Equity Ownership by Historically Disadvantaged Groups was changed to read as 3.1.2: Percentage of the process to develop regulations on limitation of ownership and control and Equity Ownership by Historically Disadvantaged Groups. This was changed to make it more relevant to processes taking place currently.

There are four (4) new sub-strategic objectives that have been introduced:

5.2.1: Percentage of the process to review the Standard Terms and Conditions Regulations for Individual Licences completed

5.2.2: Percentage of the process to review the Standard Terms and Conditions Regulations for Class Licences completed

5.2.3: Percentage of the process to review Processes and Procedures Regulations for Individual Licences completed

5.2.4: Percentage of the process to review Processes and Procedures Regulations for Class Licences completed.

2.2 Performance Indicators Corrections

The following Programme Performance Indicators were not carried forward to the 2019/20 FY as they are no longer relevant:

2.1.1: Percentage of the process for licensing of commercial free to air television broadcasting services completed

2.1.2: Percentage of the process for licensing of 55% of multiplexer 3 (MUX 3) spectrum capacity for free to air (FTA) television broadcasting services completed

2.1.3: Percentage of the process for licensing of 45% of Multiplexer 3 (MUX 3) spectrum capacity for subscription television broadcasting services completed

The following four (4) new Programme Performance Indicators were included for the 2019/20 FY:

5.2.1: Percentage of the process to review the Standard Terms and Conditions Regulations for Individual Licences completed

5.2.2: Percentage of the process to review the Standard Terms and Conditions Regulations for Class Licences completed

5.2.3: Percentage of the process to review Processes and Procedures Regulations for Individual Licences completed

5.2.4: Percentage of the process to review Processes and Procedures Regulations for Class Licences completed

Changes were made to the following Programme Performance Indicators for the 2019/20 FY:

3.1.2: Percentage of the process to develop a position paper on Equity Ownership by Historically Disadvantaged Groups completed was changed and now reads as: 3.1.2: Percentage of the process to develop Regulations on Limitation of Ownership and Control, and Equity Ownership by Historically Disadvantaged Groups completed. This was made to make it more relevant to changes taking place.

3. Programme 3: Policy Research and Analysis

3.1 Strategic Objectives Corrections

Current

Strategic Objective 2.1	Promote competition and reduce cost of electronic communications, electronic communications networks, postal and broadcasting services
Objective Statement	To promote competition and reduce cost of electronic communications, electronic communications networks, postal and broadcasting services by 2019/20
Baseline	6
Strategic Objective 3.1	To foster the creation of common national identity through necessary regulatory frameworks for ICT platforms by 2020
Objective Statement	To foster the creation of a common national identity through necessary regulatory frameworks for ICT platforms by 2019/20
Baseline	4
Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To protect the rights of consumers by 2019/20
Baseline	1
Strategic Objective 4.3	Influence policy and legislation through advocacy
Objective Statement	To influence policy and legislation through advocacy by 2019/20
Baseline	1
Strategic Objective 4.4	Track and determine the impact of regulatory decisions
Objective Statement	To conduct impact assessment studies by 2019/20
Baseline	1

Correction

Strategic Objective 2.1	Promote competition and reduce cost of communication
Objective Statement	To promote competition and reduce cost of electronic communications, electronic communications networks, postal and broadcasting services by conducting 2019/20
Baseline	insert baseline
Strategic Objective 3.1	Foster creation of a common national identity

Objective Statement	To develop necessary regulatory frameworks for Community Broadcasting, National Elections Broadcasting and National Sporting Events Broadcasting by 2019/20
Baseline	4
Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through tariff analysis, cybersecurity studies, policy changes analysis by 2019/20
Baseline	1
Strategic Objective 4.3	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through influencing of policy and legislation through advocacy initiatives by 2019/20
Baseline	1
Strategic Objective 4.4	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through conducting of impact assessment studies by 2019/20
Baseline	1

The following sub-strategic objectives were not carried forward to 2019/20 FY as they are no longer relevant:

- 2.1.7: Review of the 2014 Call Termination Regulations
- 3.1.1: Develop regulations on community broadcasting
- 3.1.2: Develop regulations on broadcasting of national elections

There are two (2) new sub-strategic objectives that have been included:

- 2.1.7: Produce a report on the review of the SAPO Price Cap Regulations
- 3.1.2: Produce a Findings Document on Must Carry Obligations

Sub-strategic objectives that have been changed are as follows:

- 2.1.5: Develop a position paper on unreserved postal services has been changed and now reads as 2.1.5: Review of the Unreserved Postal Services Regulations.

4.1.2: Conduct a study on the role of the Authority on cybersecurity has been changed to read as
4.1.2: Develop a position paper on the role of the Authority on cybersecurity.

3.2 Performance Indicators Corrections

Changes were effected to the following Programme Performance Indicators for the 2019/20 FY:

2.1.1: Number of findings documents on subscription broadcasting was changed to 2.1.1: Number of Position Papers on Subscription Broadcasting

2.1.5: Number of position papers on unreserved postal services was changed to 2.1.5: Number of reviews of the Unreserved Postal Services Regulations

4.1.2: Number of reports on cybersecurity produced was changed to read as 4.1.2: Number of Position Papers on the Role of the Authority on cybersecurity produced

4.3.1: Number of comments on policy changes submitted was changed to 4.3.1: Number of inputs made on policy changes submitted.

Changes were effected to these indicators in order to enhance readability and measurability.

The following Programme Performance Indicators were not carried forward to the 2019/20 FY as they are no longer relevant:

2.1.7: Number of reviews of the 2014 Call Termination Regulations

3.1.1: Number of regulations on community broadcasting

3.1.2: Number of regulations on broadcasting of national elections

3.3 Targets Corrections

Current

Strategic Objectives and Annual Targets for 2018

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1.1	Development of a findings document on subscription broadcasting					1		
2.1.2	Production of statistical reports		1	1	1	1	1	1

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1.3	Conduct a market review in terms of section 67(4) of the ECA				1	1	1	1
2.1.4	Conduct a study on SAPO annual tariff increase		1	1	1	1	1	1
2.1.5	Develop a position paper on unreserved postal services					1		
2.1.6	Conduct an analysis of SAPO Regulated Financial Statements				1	1	1	1
2.1.7	Review of the 2014 Call Termination Regulations			1	1	1		
3.1.1	Develop regulations on community broadcasting					1		
3.1.2	Develop regulations on broadcasting of national elections					1		
3.1.3	Review on the broadcasting of national sporting events regulations					1		
4.1.1	Produce tariff analysis reports		3	3	2	2	2	2
4.1.2	Conduct a study on the role of the Authority on cybersecurity					1	1	
4.3.1	Influence policy and legislation through advocacy			1	1	1	1	1
4.4.1	Conduct impact assessment studies				1	1	1	1

Correction

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1.1	Develop Position Paper on Subscription Broadcasting				1 (Findings Document on Subscription Broadcasting)	1		
2.1.3	Conduct a market review in terms of section 67(4) of the ECA				1	1		1
2.1.4	Conduct a study on SAPO annual tariff increase	1	1	1	1	1	1	1
2.1.5	Review of the Unreserved Postal Services Regulations				1 (Position Paper on Unreserved Postal Services)	1		

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1.7	Produce a report on the review of the SAPO Price Cap Regulations					1		
3.1.1	Review on the broadcasting of national sporting events regulations				1	1		
3.1.2	Produce a Findings Document on Must Carry Obligations					1		
4.1.2	Develop a Position Paper on the Role of the Authority on Cybersecurity				1 (Findings Document on the Authority's Role on Cybersecurity)	1		
4.3.1	Influence policy and legislation through advocacy		1	1	1	1	1	1
4.4.1	Conduct impact assessment studies			1	1	1	1	1

Current

Quarterly Targets for 2018

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Q1	Q2	Q3	Q4
2.1.1	Number of findings documents on subscription broadcasting	Annually	1				1
2.1.2	Number of statistical reports	Annually	1				1
2.1.3	Number of market reviews in terms of section 67(4) of the ECA	Annually	1				1
2.1.4	Number of analysis reports on SAPO annual tariff increase produced	Annually	1				1
2.1.5	Number of position papers on unreserved postal services	Annually	1				1
2.1.6	Number of analysis reports on SAPO Regulated Financial Statements	Annually	1				1
2.1.7	Number of reviews of the 2014 Call Termination Regulations	Annually	1			1	
3.1.1	Number of regulations on community broadcasting	Annually	1				1
3.1.2	Number of regulations on broadcasting of national elections	Annually	1				1
3.1.3	Number of reviews on the broadcasting of national sporting events regulations	Annually	1				1
4.1.1	Number of tariff analysis reports produced	Bi-annually	2		1		1

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Q1	Q2	Q3	Q4
4.1.2	Number of reports on cybersecurity produced	Annually	1				1
4.3.1	Number of comments on policy changes submitted	Annually	1				1
4.4.1	Number of impact assessment studies conducted	Annually	1				1

Correction

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
2.1.1	Percentage Position Paper on Subscription Broadcasting completed	Quarterly	100%	No Deliverable	Draft Position Paper (50%)	No Deliverable	Final Position Paper (100%)
2.1.3	Percentage of the market review in terms of section 67(4) of the ECA	Quarterly	100%	No Deliverable (0%)	Questionnaire Development (50%)	Discussion Document (75%)	Findings Document (100%)
2.1.4	Percentage of analysis report on SAPO annual tariff increase produced	Quarterly	100%	No Activity (0%)	No Activity (0%)	Draft Analysis Report (75%)	Gazette of approved tariff increase (100%)
2.1.5	Percentage of the review of Unreserved Postal Services Regulations completed	Quarterly	100%	No Activity (0%)	Draft Regulations (50%)	Final Regulations (75%)	Final Regulations published (100%)
2.1.7	Percentage of the report on the review of the SAPO Price Cap Regulations completed	Quarterly	100%	No Deliverable (0%)	Develop a Questionnaire (25%)	Publish Questionnaire (50%)	Report on the review of the SAPO Price Cap Regulations (100%)
3.1.1	Percentage of the review of the broadcasting of national sporting events regulations completed	Quarterly	100%	Draft Regulations (25%)	Consultations on Draft Regulations (50%)	Report on Consultations on Draft Regulations (75%)	Final Regulations (100%)
3.1.2	Percentage of the findings document on Must Carry Obligations completed	Quarterly	100%	No Deliverable	Discussion Document (25%)	Consultations on Discussion Document (50%)	Findings Document (100%)
4.1.2	Percentage of Position Paper on the Role of the Authority on	Quarterly	100%	No Deliverable	Draft Position Paper (50%)	No Deliverable	Position Paper (100%)

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
	Cybersecurity produced						
4.3.1	Number of inputs made on policy changes submitted	Annually	1				1
4.4.1	Percentage of impact assessment study conducted	Quarterly	100%	Media Release Statement (25%)	Questionnaire Development (50%)	Draft Impact Assessment Report (75%)	Final Impact Assessment Report (100%)

3.4 Technical Indicator Descriptions Corrections

Indicator Title	2.1.1 Percentage of position paper on subscription broadcasting completed
Short Definition	This is the percentage of stages completed towards production of position paper produced at the end of the year on subscription broadcasting. The document is done in two stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (50%): Draft Position Paper Stage 3 (0%): No Deliverable Stage 4 (100%): Final Position Paper
Purpose/Importance	ICASA is responsible for regulating the broadcasting services sector for the purposes of promoting effective competition
Source/Collection of Data	Current subscription broadcasting regulations and research findings
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire document
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of the position paper by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	2.1.3 Percentage of the market review done in terms of section 67(4) of the ECA
Short Definition	This is the percentage of market review report completed on markets identified in the Priority Markets study. One report is produced per year. The report is done in three stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (25%): Questionnaire Development Stage 3 (50%): Discussion Document Stage 4 (100%): Findings Document
Purpose/Importance	To ensure effective competition and reduce cost to communicate through definition of relevant markets, identification of licensees with SMPs in such markets and imposition of appropriate pro-competitive remedies
Source/Collection of Data	Data from relevant stakeholders and from previous reports
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of the market review report by Council
Indicator Responsibility	Senior Manager: Market Regulation

Indicator Title	2.1.4 Percentage of an analysis report on SAPO annual tariff increase produced
Short Definition	This is the percentage of the analysis report on SAPO annual tariff increase produced at the end of every year. The report is done in two stages and each stage is completed quarterly: Stage 1 (0%): No deliverable

	Stage 2 (0%): No deliverable Stage 3 (75%): Draft Analysis of SAPO annual tariff increase Stage 4 (100%): Gazette of approved SAPO tariff increase
Purpose/Importance	To ensure fair pricing of the retail reserved postal services
Source/Collection of Data	Data from SAPO and previous reports
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of the SAPO analysis report by Council
Indicator Responsibility	Senior Manager: Market Regulation

Indicator Title	2.1.5 Percentage of the review of unreserved postal services regulations completed
Short Definition	This is the percentage of the review of the unreserved postal services regulations produced at the end of one year. The review is done in three stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (50%): Draft Regulations Stage 3 (75%): Final Regulations Stage 4 (100%): Final Regulations published
Purpose/Importance	Regulate the Unreserved Postal Services sector effectively to ensure fair competition in the sector
Source/Collection of Data	Relevant stakeholders and internal information
Method of Calculation	Stages completed divided by the total number of stages necessary to produce the entire position paper
Data Limitations	None

Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of Regulations on Unreserved Postal Services by Council.
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	2.1.7 Percentage of the report on the review of the SAPO Price Cap Regulations completed
Short Definition	This is the percentage of the report on the review of the SAPO Price Cap regulation completed in one year. The report is done in three stages and each stage is completed quarterly: Stage 1 (0%): No Deliverable Stage 2 (25%): Develop a questionnaire Stage 3 (50%): Publish questionnaire Stage 4 (100%): Report on the review of the SAPO Price Cap Regulations
Purpose/Importance	To determine new price cap glide path for reserved postal services
Source/Collection of Data	Licensees information
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report on the review of the regulations
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Approval of the report by Council
Indicator Responsibility	Senior Manager: Market Regulation

Indicator Title	3.1.1 Percentage of the review of the broadcasting of national sporting events regulations completed
Short Definition	This is the percentage of the review of the broadcasting of national sporting events regulations completed at the end of the year of its development. The regulation is done in four stages and each stage is completed quarterly: Stage 1 (25%): Draft Regulations Stage 2 (50%): Consultations on Draft Regulations Stage 3 (75%): Report on Consultations on Draft Regulations Stage 4 (100%): Final Regulations
Purpose/Importance	To provide regulatory certainty and ensure public access to the broadcasting of national sporting events
Source/Collection of Data	Relevant stakeholders and internal research reports
Method of Calculation	Stages completed divided by the total number of stages necessary to produce the entire regulation
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of regulations by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	3.1.2 Percentage of the findings document on must carry obligations completed
Short Definition	This is the percentage of the findings document on must carry obligations completed at the end of one year. The findings document is done in three stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (25%): Discussion Document Stage 3 (50%): Consultations on Discussion Document Stage 4 (100%): Findings Document

Purpose/Importance	Ensure the effectiveness of the must carry regulations
Source/Collection of Data	Data submitted by relevant stakeholders and internal reports
Method of Calculation	Stages completed divided by the total number of stages necessary to produce the entire regulation
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Approval of the findings document by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	4.1.2 Percentage of position paper on the role of the Authority on cybersecurity produced
Short Definition	This is the percentage of the position paper on cybersecurity produced at the end of one year. The position paper is done in two stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (50%): Draft Position Paper Stage 3 (75%): No Deliverable Stage 4 (100%): Final Position Paper
Purpose/Importance	To educate and protect consumers against cybersecurity risks
Source/Collection of Data	Data from licensees, internal research reports and other relevant stakeholders
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No

Desired Performance	Approval of the position paper by Council
Indicator Responsibility	Senior Manager: Social Policy

Indicator Title	4.3.1 Number of inputs made on policy changes submitted
Short Definition	This is the submissions made on policy and legislative matters under review.
Purpose/Importance	To reduce or mitigate any likely negative impact or distortion of competition in the ICT Sector by proposed changes to legislation or policy
Source/Collection of Data	Internal research reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Approval of submissions by Council and/or OPCO
Indicator Responsibility	General Manager: Policy Research & Analysis

Indicator Title	4.4.1 Percentage of an impact assessment study completed
Short Definition	This is the percentage of the regulatory impact assessment study or report produced at the end of one year. The study is done in four stages and each stage is completed quarterly: Stage 1 (25%): Media Release Statement Stage 2 (50%): Questionnaire Development Stage 3 (75%): Draft Impact Assessment Report Stage 4 (100%): Final Impact Assessment Report
Purpose/Importance	Research informs regulatory reviews
Source/Collection of Data	Internal reports and information from stakeholders

Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	Likely poor response from stakeholders
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval of impact assessment study or report by Council
Indicator Responsibility	SM: Social Policy and/or SM: Market Regulation

4. Programme 4: Engineering & Technology

4.1 Strategic Objectives Corrections

Strategic Objective 1.1	To increase access to broadband spectrum from 566MHz to 958MHz by 2019/20
Objective Statement	To increase access to broadband spectrum from 566MHz to 958MHz by 2019/20
Baseline	566MHz
Strategic Objective 1.2	To develop regulatory frameworks for the use of dynamic and opportunistic spectrum
Objective Statement	To develop regulatory frameworks for the use of dynamic and opportunistic spectrum by 2019/20
Baseline	Research reports on dynamic and opportunistic spectrum (2015/2016 and 2016/2017)
Strategic Objective 2.1	To promote effective competition and reduce costs of electronic communications, electronic communications networks, postal and broadcasting services by 2019/20
Objective Statement	To regulate for effective competition and compliance in the broadcasting, electronic communications and postal services by 2019/20
Baseline	National Radio Frequency Plans (2017)

Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To promote the delivery of quality services to consumers and other stakeholders by 2019/20
Baseline	Quality of Service report for four Provinces monitored (2016/17)

Correction

Strategic Objective 1.1	Access to broadband spectrum
Objective Statement	To increase access to broadband spectrum from 566MHz to 958MHz by 2019/20
Baseline	566MHz
Strategic Objective 1.2	Regulatory frameworks for the use of dynamic and opportunistic spectrum
Objective Statement	To develop insert number here regulatory frameworks for the use of dynamic and opportunistic spectrum by 2019/20
Baseline	Research reports on dynamic and opportunistic spectrum (2015/2016 and 2016/2017)
Strategic Objective 2.1	Promote competition and reduce cost of communication
Objective Statement	To regulate for effective competition and compliance in the broadcasting, electronic communications and postal services by 2019/20
Baseline	National Radio Frequency Plans (2017)
Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To promote the delivery of quality services to consumers and other stakeholders by 2019/20
Baseline	Quality of Service report for four Provinces monitored (2016/17)

Sub-strategic objectives that have been changed are as follows:

1.2.1: Research reports on regulatory frameworks for dynamic and opportunistic spectrum management including emerging technologies produced has been changed to read as 1.2.1:

Research reports on regulatory frameworks for dynamic and opportunistic spectrum management produced. The words “including emerging technologies” has been removed.

4.2 Performance Indicators Corrections

Changes were effected to the following Programme Performance Indicators for the 2019/20 FY:

1.1.4: Number of reports produced with recommendations on South Africa’s readiness for 5G produced has been changed to 1.1.4: Number of reports produced with recommendations on South Africa’s readiness for 5G. The word “produced” was removed to improve readability.

2.1.1: Number of documents on the use of digital sound broadcasting produced has been changed to read as 2.1.1: Number of draft regulations on the use of digital sound broadcasting produced.

4.1.1: Number of provinces monitored for quality of service extended to seven provinces, of which all seven will be monitored for voice and two of the seven will be monitored for voice and data has been changed to 4.1.1: Number of provinces monitored for quality of service extended to six provinces, of which all six will be monitored for voice and two of the six will be monitored for data. After a consultative meeting with the DoC, DPME and the public entities it was decided to remove operational indicators from the APP. For the purpose of tracking and completeness these indicators have been removed from the main section of the APP and are repackaged in the addendum as indicated below.

4.3 Targets Corrections

Annual Targets for 2019

Current

Quarterly Targets for 2018

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.1.1	Percentage of Frequency Migration Plan revised	Quarterly	100%	25%	50%	75%	100%
1.1.2	Percentage of international Mobile Telecommunications Roadmap (IMT Roadmap) revised	Quarterly	100%	25%	50%	75%	100%

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.1.3	Number of Radio Frequency Spectrum Assignment Plans (RFSAPs) produced	Annually	4				4
1.1.4	Number of reports produced with recommendations on South Africa's readiness for 5G	Annually	1				1
1.2.1	Number of research reports on regulatory frameworks for dynamic and opportunistic spectrum management produced	Annually	1				1
1.2.2	Number of regulatory frameworks on the use of TV Whitespace spectrum produced	Annually	1				1
2.1.1	Number of documents on the use of digital sound broadcasting produced	Annually	1				1
4.1.1	Number of provinces monitored for quality of service extended to seven provinces, of which all seven will be monitored for voice and two of the seven will be monitored for voice and data	Quarterly	7	1	2	2	2

Correction

Quarterly Targets for 2019

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.1.1	Percentage of Frequency Migration Plan revised	Quarterly	One (1) Draft Report on implementation the Radio Frequency Migration Plan 2019	25%	50%	75%	100%
1.1.2	Percentage of International Mobile	Quarterly	One (1) Draft report on the revised IMT Roadmap	25%	50%	75%	100%

Programme Sub-Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
	Telecommunications (IMT) Roadmap revised						
1.1.3	Number of Radio Frequency Spectrum Assignment Plans (RFSAPs) produced	Annually	4				4
1.1.4	Number of reports produced with recommendations on South Africa's readiness for 5G	Annually	1				1
1.2.2	Number of regulatory frameworks on the use of TV Whitespace spectrum produced	Annually	One (1) Framework report for the certification of the Reference and Secondary Geolocation Spectrum database providers for the implementation of the TV Whitespace technologies				1
2.1.1	Number of draft regulations on the use of digital sound broadcasting produced	Annual	1				1

5. Programme 5: Regions

5.1 Strategic Objectives Corrections

Current

Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To promote the delivery of quality services to consumers and other stakeholders by 2021
Baseline	Consumer protection regulations
Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance by 20 percentage points by 2019
Baseline	74.5%

Correction

Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To promote the delivery of quality services to consumers and other stakeholders by 2019/2020

Baseline	Consumer protection regulations
Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	74.5%

The following sub-strategic objective was not carried forward to the 2019/20 FY as it is no longer relevant:

4.1.7: Test letters posted within agreed timeline

Changes were effected to the following Programme Performance Indicators for the 2019/20 FY:

4.1.1: Percentage of reported Radio Frequency interference cases resolved or mitigated was changed to read as 4.1.1: Percentage of reported Radio Frequency interference cases resolved. The word “mitigated” was removed to simplify the process of measuring the change.

5.2 Performance Indicators Corrections

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1.2	Offer additional services in regional offices		3	1	1			
4.1.3	Conduct broadcasting compliance on a pre-determined list of community broadcasters			91%	40%	50%	60%	1 Compliance Report on Community Broadcasters
4.1.4	Conduct Code of Conduct compliance inspections		300 Code of conduct inspections	1	1	1	1	
4.1.5	Conduct high-site investigations	1220	1748	1906	1 300	1350 High-site investigations conducted	1 report on high-site investigations conducted	1 report on high-site investigations conducted
4.1.6	Conduct Type Approval compliance inspections	1 977	3200	3721	2050	3000	1 report on type approval inspections conducted	1 report on type approval inspections conducted
4.1.9	Implement consumer education plan		7% Increase in consumer awareness	1	Implement 80% of education campaigns through various platforms	Implement 85% of education campaigns through various platforms	Implement 90% of education campaigns through various platforms	

5.2.1	Process pre-assigned Radio Frequency applications within 15 working days	96.48%	92,5%	99%	95%	96%	97%	98%
5.2.2	Process Class ECS/ECNS and unreserved postal license applications within 30 working days			60%	65%	70%	75%	80%

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets			
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
4.1.2	Number of additional services offered in the regional offices		3	1	1				
4.1.3	Percentage of pre-determined list of broadcasting compliance inspections conducted			91%	40%	50%	60%	1 Compliance Report on Community Broadcasters	
4.1.4	Number of Reports on Code of Conduct (ECS/ECNS) compliance inspections	1	300 Code of conduct inspections	1	1	1	1	1	
4.1.5	Number of high-site investigations conducted	1 Report on high-site investigations conducted	1220	1748	1906	1300	1350	1 report on high-site investigations conducted	
4.1.6	Number of Type Approval compliance inspections conducted	3000	1977	3200	3721	2050	3000	1 report on type approval inspections conducted	
4.1.9	Percentage of Consumer educations plan implemented	1		7% Increase in consumer awareness	1	80%	85%	90%	
5.2.1	Percentage of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days	100%	96.48%	92,5%	99%	95%	96%	97%	98%
5.2.2	Percentage of Class ECS/ECNS and unreserved postal license applications processed	75%			60%	65%	70%	75%	80%

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	within 30 working days							

Quarterly Targets for 2019

	Programme Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
4.1.2	Number of additional services offered in the regional offices	Annual	n/a				
4.1.3	Percentage of pre-determined list of broadcasting compliance inspections conducted	Quarterly	50%	10%	15%	15%	10%
4.1.4	Number of Code of Conduct compliance inspection reports	Annually	1				1
4.1.5	Number of high-site investigations conducted	Quarterly	1350	270	405	405	270
4.1.6	Number of Type Approval compliance inspections conducted	Quarterly	3000	900	600	900	600
4.1.9	Percentage of Consumer educations plan implemented	Quarterly	85%		35%	65%	85%
5.2.1	Percentage of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days	Quarterly	96%	96%	96%	96%	96%
5.2.2	Percentage of Class ECS/ECNS and unreserved postal license applications processed within 30 working days	Quarterly	70%	70%	70%	70%	70%

5.2 Technical Indicator Descriptions Corrections

Indicator Title	4.1.2 Number of additional services offered in the regional offices
Short Definition	This is to measure the additional services offered within the regional offices. By the end of 2019/20, Regions will conduct 7 QoS monitoring in conjunction with the E&T Division
Purpose/Importance	Decentralisation of functions to ensure the public's easier access to ICASA services.
Source/Collection of Data	CRM System, Report
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing Unavailability of reports
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	1 additional service offered in the regions (QoS monitoring)
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.3 Percentage of pre-determined list of broadcasting compliance inspections conducted
Short Definition	To measure the percentage of community radio license inspections conducted against a pre-determined list received from CCA
Purpose/Importance	Monitor compliance of community broadcast radio licensees
Source/Collection of Data	CRM (outputs)
Method of Calculation	Number of inspections conducted divided by the total number of community radio station licensees on pre-determined list received from CCA multiplied by 100
Data Limitations	System failures Inaccurate manual capturing

Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Inspect 50% of all community radio stations on the pre-determined list
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.4 Number of Reports on Code of Conduct (ECS/ECNS) compliance inspections
Short Definition	This is to measure the number of reports reflecting the degree of compliance of ECS/ECNS licensees and resellers with the consumer protection regulations
Purpose/Importance	To protect consumers by ensuring that licensees/ resellers comply with consumer protection regulations
Source/Collection of Data	CRM (outputs) and Code of Conduct Compliance Report
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	One report on code of conduct inspections conducted throughout the financial year
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.5 Number of high-site investigations conducted
Short Definition	To inspect compliance by radio frequency spectrum licensees with licence terms and conditions
Purpose/Importance	Regular inspections of radio frequency licensees to monitor compliance with their licence terms and conditions

Source/Collection of Data	CRM (outputs)
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Conduct 1350 high-site investigations
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.6 Number of Type Approval compliance inspections conducted
Short Definition	To monitor compliance with type approval and labelling regulations
Purpose/Importance	Regular inspections of equipment suppliers to ensure compliance with type approval and labelling regulations
Source/Collection of Data	CRM (outputs)
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	3000 type approval inspections conducted
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.9 Percentage of Consumer educations plan implemented
Short Definition	To measure the percentage execution of activities to educate consumers on their rights and the service offerings of ICASA
Purpose/Importance	To create awareness of the service offerings of ICASA
Source/Collection of Data	Report on the execution of the consumer education plan
Method of Calculation	Number of events executed divided by number of planned activities as per the project plan
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Implementation of 85% of consumer education plan.
Indicator Responsibility	General Manager: Regions

Indicator Title	5.2.1 Percentage of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days
Short Definition	To measure the percentage of radio frequency spectrum license applications processed within 15 working days
Purpose/Importance	To measure the level of efficiency of service delivery
Source/Collection of Data	CRM
Method of Calculation	(Number of pre-assigned Radio Frequency Spectrum licence applications processed within 15 working days) divided by (the total number of applications processed) multiplied by 100
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No

Desired Performance	96% of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days
Indicator Responsibility	General Manager: Regions

Indicator Title	5.2.2 Percentage of Class ECS/ECNS and unreserved postal license applications processed within 30 working days
Short Definition	This is to measure the percentage of applications processed within the predefined timeline. This includes applications, amendments and exemptions
Purpose/Importance	To ensure efficient service delivery
Source/Collection of Data	CRM
Method of Calculation	(Number of class ECS/ECNS and unreserved postal licence applications processed within 30 days) divided by (the total number of applications processed) multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
New Indicator	System failures Inaccurate manual capturing
Desired Performance	70% of class ECS/ECNS and unreserved postal service applications processed within 30 working days
Indicator Responsibility	General Manager: Regions

Decoupling of Operational Performance Plan from Annual Performance Plan

The Department of Communications did an analysis of the first draft of APP2019/20FY of all public entities reporting to it. The public entities were invited to a meeting to discuss the analysis findings. The Department of Planning and Monitoring and Evaluation was also invited to the meeting. It was resolved that APPs should contain programme objectives only. Operational activities should be moved to the operational plan.

The following have been moved from the APP2019/20FY. They now form ICASA's Operational Plan 2019/20FY.

Sub-Programme 1.5: Finance

Programme Performance Indicators and Annual Targets for 2019

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1	Increase revenue collection	99%	99%	99%	99%	99%	99%	99%
5.2.2	Pay suppliers within 30 days after all relevant documentation is received	94%	94%	95%	96%	97%	97%	97%
5.2.4	Number of assets verifications conducted			-	-	Two Assets Verifications conducted	Two Assets Verifications conducted	Two Assets Verifications conducted

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1	Percentage of revenue collected	99%	99%	99%	99%	99%	99%	99%
5.2.2	Percentage of suppliers paid within 30 days after all relevant documentation received	94%	94%	95%	96%	97%	97%	97%

5.2.4	Number of assets verifications conducted	Two Assets Verifications conducted					Two Assets Verifications conducted	Two Assets Verifications conducted	Two Assets Verifications conducted
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Quarterly Targets for 2019

	Programme Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.2.1	Percentage of revenue collected	Quarterly	99%	99%	99%	99%	99%
5.2.2	Percentage of suppliers paid within 30 days after all relevant documentation received	Quarterly	97%	97%	97%	97%	97%
5.2.4	Number of assets verifications conducted	Bi-annually	Two Assets Verifications conducted		Bi-annual Verification		Final verification

Technical Indicator Descriptions

Indicator title	5.2.1 Percentage of revenue collected
Short definition	This is the percentage of revenue collected based on issued licences
Purpose/Importance	Ensure revenue billed is collected
Source/collection of data	Bank statements for amount collected Invoices for amount billed
Method of calculation	Amount collected divided by amount billed multiplied by 100
Data limitations	Licensees disputing amounts billed Licensees (small players and individuals) not able to meet financial obligations Non-automated collection processes
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	To meet and/or exceed the desired target of 99%
Indicator responsibility	CFO

Indicator title	5.2.2 Percentage of suppliers paid within 30 days after all relevant documentation received
Short definition	This is the percentage of suppliers that are paid within 30 calendar days from date of receipt of invoice
Purpose/Importance	Ensure compliance with PFMA and National Treasury regulations
Source/collection of data	All expenditure items paid as per report
Method of calculation	Suppliers paid within 30 calendar days divided by total number of suppliers for the 30-day period multiplied by 100
Data limitations	Inadequate supporting documents; invoices not reaching finance on time from divisions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Monthly
New indicator	No
Desired performance	To meet and/or exceed the desired target of 97%
Indicator responsibility	CFO

Indicator title	5.2.4 Number of assets verifications conducted
Short definition	This is to measure ICASA's annual verification and covers physical scanning, review of conditions for impairment, review of useful lives, residual values for all ICASA assets
Purpose/Importance	Assess and track compliance and to ensure that ICASA remains an effective regulator
Source/collection of data	Fixed Assets Register and Assets verification reports produced
Method of calculation	Number of assets verification reports finalised
Data limitations	Inadequate assets information captured on the assets register
Type of indicator	Output

Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Bi-annual
New indicator	Yes
Desired performance	To meet and/or exceed the desired target
Indicator responsibility	CFO

Sub-Programme 1.6: Human Resources

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1	Implement training and development strategy	Drafting Training and Development Strategy	Consultations on Training and Development Strategy	Approved Training and Development Strategy	100%	100%	100%	100%
5.2.3	HR Compliance with SABPP standards				40%	50%	60%	60%

Programme Performance Indicators and Annual Targets for 2019

Programme Sub-Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1	Percentage of training and development interventions implemented.	100%	Drafting Training and Development Strategy	Consultations on Training and Development Strategy	Approved Training and Development Strategy	100%	100%	100%	100%
5.2.3	Percentage of HR Compliance with SABPP standards	50% compliance with SABPP standards (as per SABPP Compliance Certificate)				40%	50%	60%	60%

Quarterly Targets for 2019

Programme Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.2.1	Percentage of training and development interventions implemented.	Annually	100%				100%

5.2.3	Percentage of HR Compliance with SABPP standards	Annually	50%				50%
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Indicator Title	5.2.1 Percentage of training and development interventions implemented
Short Definition	This is to measure the implementation of the Training and Development Interventions
Purpose / Importance	Provide efficient and effective Human Resources Training and Development interventions as well as to ensure that the Authority has appropriate training and development strategies in place to improve performance and enhance service delivery
Source / Collection of Data	Training Implementation Plan, Individual Development Plans (IDP) and Workplace Skills Plan
Method of Calculation	Number of training interventions implemented divided by number of training interventions as per training implementation plan multiplied by 100
Data Limitations	Lack of Individual Development Plans (IDPs)
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	To achieve 100% of training and development interventions implemented
Indicator Responsibility	Executive: Human Resources

Indicator Title	5.2.3 Percentage of HR Compliance with SABPP standards
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Short Definition	This is to measure HR Function's compliance with SABPP standards.
Purpose / Importance	To support the ongoing development and professionalisation of the HR Function
Source / Collection of Data	SABPP Audit Report
Method of Calculation	Standard Calculation used by SABPP
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	To achieve satisfactory Compliance Level within Human Resources
Indicator Responsibility	Executive: Human Resources

Sub-Programme 1.7: Internal Audit

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1	Conduct internal audits	25	26	28	28	28	28	28
5.2.2	Conduct issues tracking	12	12	12	12	12	12	12
5.2.4	Conduct combined assurance	0	3	4	4	4	4	4

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.1	Number of audits completed	28	25	26	28	28	28	28	
5.2.2	Number of issue tracking analysis reports produced	12	12	12	12	12	12	12	
5.2.4	Number of combined assurance reports	4	4	4	4	4	4	4	

Quarterly Targets for 2019

Programme Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.2.1	Number of audits completed	Quarterly	28	6	8	7	7
5.2.2	Number of issue tracking analysis reports produced	Quarterly	12	3	3	3	3
5.2.4	Number of combined assurance reports	Quarterly	4	1	1	1	1

Indicator Title	5.2.1 Number of audits completed
Short Definition	This is to measure the number of audits completed against the approved annual audit plan
Purpose/Importance	The audits reports contain assurance provided on high risk processes and key controls to enable ICASA to achieve its objectives whilst it complies and conforms to relevant laws, regulations, policies and corporate governance
Source/Collection of Data	Data will be collected from the feedback on progress reports and subsequent changes approved by AREDC; internal audit reports
Method of Calculation	Counting
Data Limitations	Emerging risks and proposed changes not approved
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No

Indicator Title	5.2.1 Number of audits completed
Desired Performance	28 audit reports
Indicator Responsibility	Chief Audit Executive (CAE)

Indicator Title	5.2.2 Number of Issue Tracking Analysis Reports produced
Short Definition	This is to measure the number of issue tracking analysis reports produced for EXCO, Council and AREDC showing aging per division, new issues added/closed and risk mitigation themes.
Purpose/Importance	The purpose is to provide a status report of the progress made by line management on the remediation of issues reported by AG and IA. Risks/ Issues that are not mitigated expose ICASA to the inability to achieve its objectives
Source/Collection of Data	Data will be collected from the Issue tracking data base
Method of Calculation	Counting
Data Limitations	Absence or delayed response in updating the status of management actions by process or issue owners
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	12 issue tracking reports
Indicator Responsibility	Chief Audit Executive (CAE)

Indicator Title	5.2.3 Number of Continuous Monitoring high risk processes reported
Short Definition	This is to measure the number of Continuous Monitoring (CM) and reporting of high risk processes using data analytics. The report shows trends of key risks that impact on the achievement of ICASA objectives

Purpose/Importance	The indicator measures the possible control breaches for further investigation and remediation of high risk processes by line management
Source/Collection of Data	Data will be collected from the audit system
Method of Calculation	Counting
Data Limitations	Absence or delay in the availability of data from source systems. Delay in management response in confirming issues and providing comments
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	4 high risk processes reported
Indicator Responsibility	Chief Audit Executive (CAE)

Programme 2: Licensing

Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20
Baseline	89%

Strategic Objective Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.6	Process class broadcasting service licence registrations, renewals, amendments and transfers within 30 days	81%	92%	95%	93%	93%	93%	93%
5.2.7	Process broadcasting channel Authorisations within 60 working days				93%	93%	93%	93%
5.2.8	Process type approval applications within 30 working days	15%	50%	50%	51%	60%	65%	65%

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.9	Process numbering applications within 20 working days	98%	96%	96%	97%	93%	93%	93%
5.2.10	Process individual licence amendment, renewals, transfer and change of control applications within 180 working days	100%	92%	100%	93%	93%	93%	93%
5.2.11	Process radio frequency spectrum licence applications within 60 working days	97%	83%	97.69%	84%	84%	84%	84%

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.2.6	Percentage of class broadcasting service licence applications renewals, amendments and transfers processed within 30 working days,	93%	81%	92%	95%	93%	93%	93%	93%
5.2.7	Percentage of broadcasting channel Authorisations processed within 60 working days	93%				93%	93%	93%	93%
5.2.8	Percentage of type approval applications processed within 30 working days	65%	15%	50%	50%	51%	60%	65%	65%
5.2.9	Percentage of numbering applications processed within 20 working days	97%	98%	96%	96%	97%	93%	93%	93%
5.2.10	Percentage of individual licence amendment, renewals, transfer and change of control applications processed within 180 working days	93%	100%	92%	100%	93%	93%	93%	93%
5.2.11	Percentage of radio frequency spectrum licence applications processed within 60 working days	84%	97%	83%	97.69%	84%	85%	85%	86%

Quarterly Targets for 2019

Programme Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.2.6	Percentage of processed class broadcasting service licence applications renewals and amendments, transfers within 30 working days	Quarterly	93%	93%	93%	93%	93%
5.2.7	Percentage of broadcasting channel Authorisations processed within 60 working days	Quarterly	93%	93%	93%	93%	93%
5.2.8	Percentage of type approval applications processed within 30 working days	Quarterly	60%	60%	60%	60%	60%
5.2.9	Percentage of numbering applications processed within 20 working days	Quarterly	93%	93%	93%	93%	93%
5.2.10	Percentage of individual licence amendment, Renewal, transfer and change of control applications processed within 180 working days	Quarterly	93%	93%	93%	93%	93%
5.2.11	Percentage of radio frequency spectrum licence applications processed within 60 working days	Quarterly	84%	84%	84%	84%	84%

Technical Indicator Descriptions

Indicator title	5.2.6 Percentage of class broadcasting service licence applications, renewals, amendments, and transfers, processed within 30 working days
Short definition	The indicator measures the percentage of applications processed within the prescribed timeframes.
Purpose/Importance	To promote social cohesion by enabling provision of class broadcasting services and facilitate access to broadcasting services.
Source/collection of data	Quarterly and annual reports
Method of calculation	Number of applications processed within the stipulated timelines divided by all applications processed multiplied by 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	93% of class broadcasting service licence applications, renewals, amendments, and transfers processed within 30 working days
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	5.2.7 Percentage of broadcasting channel authorisations processed within 60 working days
Short definition	The indicator measures the percentage of applications processed within the prescribed timeframes.
Purpose/Importance	To promote diversity and a plurality of views in the broadcasting sector through the authorisation of channels
Source/collection of data	Quarterly and annual reports
Method of calculation	Number of applications processed within the stipulated timelines divided by all applications processed multiplied by 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	93% of broadcasting channel authorisations processed within 60 working days
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	5.2.8 Percentage of type approval applications processed within 30 working days
Short definition	The indicator measures the percentage of applications processed within the prescribed timeframe of 30 working days.
Purpose/Importance	To ensure the effective and efficient processing of Type Approval applications and that all electronic communications equipment adheres to the national and international technical and safety standards.
Source/collection of data	Quarterly and annual reports
Method of calculation	Number of type approval applications processed within 30 days divided by the number of type approval applications processed multiplied by 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	51% of type approval applications processed within 30 working days
Indicator responsibility	Senior Manager: Type Approval and Numbering

Indicator title	5.2.9 Percentage of numbering applications processed within 20 working days
Short definition	The indicator measures the percentage of applications processed within the prescribed timeframe.
Purpose/Importance	To monitor and evaluate the numbering application process to ensure effective and efficient allocation and utilisation of the numbering resource.
Source/collection of data	Quarterly and annual reports
Method of calculation	Number of applications processed within the stipulated timelines divided by all applications processed multiplied by 100

Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	93% of numbering applications processed within 20 working days
Indicator responsibility	Senior Manager: Type Approval and Numbering

Indicator title	5.2.10 Percentage of Individual licence amendment, renewals, transfer and change of control applications processed within 180 working days
Short definition	The indicator measures the percentage of applications processed within the prescribed timeframe
Purpose/Importance	To facilitate the continuity of the provision of electronic communications and broadcasting services and promote communications in the ICT services sector
Source/collection of data	Quarterly and annual reports
Method of calculation	Number of applications processed within the stipulated timelines divided by all applications processed multiplied by 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	93% of Individual Licence amendment, transfer and change of control applications processed within 180 working days
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	5.2.11 Percentage of radio frequency spectrum license applications processed within 60 working days
Short definition	The indicator measures the percentage of applications processed within the prescribed timeframe
Purpose/Importance	To enable the provision of broadcasting and electronic communications services through the licensing of spectrum.
Source/collection of data	Quarterly and annual reports
Method of calculation	Number of applications processed within the stipulated timelines divided by all applications processed multiplied by 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	85% of radio frequency spectrum license applications processed within 60 working days
Indicator responsibility	Senior Manager: Spectrum Licensing

Programme 3: Policy Research & Analysis

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1.2	Production of statistical reports	1	1	1	1	1	1	1
2.1.6	Conduct an analysis of SAPO Regulated Financial Statements			1	1	1	1	1
4.1.1	Produce tariff analysis reports	3	3	2	2	2	2	2

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1.2	Number of statistical reports	1	1	1	1	1	1	1
2.1.6	Number of analysis reports on SAPO Regulated Financial Statements			1	1	1	1	1
4.1.1	Number of tariff analysis reports produced	3	3	2	2	2	2	2

Quarterly Targets for 2019

Programme Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets				
			Q1	Q2	Q3	Q4	
2.1.2	Percentage of statistical report completed	Quarterly	100%	No Activity	Questionnaire Designing (25%)	Data Collection and Validation (50%)	State of ICT Sector Report (100%)
2.1.6	Percentage of analysis report on SAPO Regulated Financial Statements completed	Quarterly	100%	No Activity (0%)	No Activity (0%)	Draft Analysis Report (75%)	Final Analysis Report (100%)
4.1.1	Number of tariff analysis reports produced	Biannually	2	No Activity	1 Tariff Analysis Report	No activity	1 Tariff Analysis Report

Technical Indicator Descriptions

Indicator Title	2.1.2 Percentage of statistical report completed
Short Definition	This is the percentage of the statistical report produced at the end of every year. The document is done in three stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (25%): Questionnaire Development Stage 3 (75%): Data Collection and Validation Stage 4 (100%): State of the ICT Sector Report
Purpose/Importance	Increase in the availability of ICT indicators for decision making purposes

Source/Collection of Data	Licensees and previous reports
Method of Calculation	Stages completed divided by the total number of stages necessary to complete the entire report
Data Limitations	Possible low response rate
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Approval by OPCO
Indicator Responsibility	Senior Manager: Sector Forecasting

Indicator Title	2.1.6 Percentage of analysis report on SAPO Regulated Financial Statements completed
Short Definition	This is the analysis of SAPO Regulated Financial Statements in accordance with the regulations. The analysis results in a report. The report is done in two stages and each stage is completed quarterly: Stage 1 (0%): No deliverable Stage 2 (0%): No deliverable Stage 3 (75%): Draft Analysis Report on SAPO RFS Stage 4 (100%): Final Analysis Report on SAPO RFS
Purpose/Importance	To monitor and measure financial performance of the SAPO and support the price control process.
Source/Collection of Data	Data from SAPO and from previous reports. Information from CCA compliance unit.
Method of Calculation	Stages completed divided by the total number of stages necessary to produce the entire report
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No

Desired Performance	Approval of analysis report by Council
Indicator Responsibility	Senior Manager: Market Regulation

Indicator Title	4.1.1 Number of tariff analysis reports produced
Short Definition	This is the number of tariff analysis reports produced on a bi-annual basis.
Purpose/Importance	Availability of information will allow consumers to make informed decisions and thus improve consumer choice. The availability of information will further encourage licensees to improve their value propositions to consumers, thus leading to increased competition
Source/Collection of Data	Data from licensees and internal research reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Bi-Annually
New Indicator	No
Desired Performance	Approval of the tariff reports by OPCO
Indicator Responsibility	Senior Manager: Market Regulation

Programme 4: Engineering and Technology

Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.2.1	Research reports on regulatory frameworks for dynamic and opportunistic spectrum management including emerging technologies produced	3	2	2	1	1	1	1
4.1.1	Increasing monitoring of quality of	4	4	6	7	9	9	9

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	service from 4 to 9 provinces per year and with monitoring extended to include data services in addition to voice services							

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.2.1	Number of research reports on regulatory frameworks for dynamic and opportunistic spectrum management produced	1	3	2	2	1	1	1	1
4.1.1	Number of provinces monitored for quality of service extended to six provinces, of which all six will be monitored for voice and two of the six will be monitored for data					6	6	6	6

Quarterly Targets for 2019

Programme Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.2.1	Number of research reports on regulatory frameworks for dynamic and opportunistic spectrum management produced	Annually	1				1
4.1.1	Number of provinces monitored for quality of service extended to six provinces, of which all six will be monitored for voice and two of the six will be monitored for data	Quarterly	6	1	2	2	1

Technical Indicator Descriptions

Indicator title	4.1.1 Number of provinces monitored for quality of service extended to six provinces, of which all six will be monitored for voice and two of the six will be monitored for data
Short definition	Six (6) provinces will be monitored for voice and two (2) of the six will be monitored for data services
Purpose/Importance	Monitoring of the quality of service offered by the mobile networks is important as it provides a measure to the public as to how well the networks perform and therefore acts as an incentive for operators to improve the quality of their services
Source/collection of data	Data is collected through drive testing which is processed into quality of service report
Method of calculation	Counting
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	Report per Province is desirable
Indicator responsibility	Senior Manager: Engineering and Technology

Programme 5: Regions

Strategic Objective 4.1	Protect the rights of consumers
Objective Statement	To promote the delivery of quality services to consumers and other stakeholders by 2019/2020
Baseline	Consumer protection regulations
Strategic Objective 5.2	Improve organisational performance
Objective Statement	To improve organisational performance from 29% by 20 percentage points by 2019/20

Baseline	74.5%
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Strategic Objectives and Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1.2	Offer additional services in regional offices		3	1	1			
4.1.3	Conduct broadcasting compliance on a pre-determined list of community broadcasters			91%	40%	50%	60%	1 Compliance Report on Community Broadcasters
4.1.4	Conduct Code of Conduct compliance inspections		300 Code of conduct inspections	1	1	1	1	
4.1.5	Conduct high-site investigations	1220	1748	1906	1 300	1350 High-site investigations conducted	1 report on high-site investigations conducted	1 report on high-site investigations conducted
4.1.6	Conduct Type Approval compliance inspections	1 977	3200	3721	2050	3000	1 report on type approval inspections conducted	1 report on type approval inspections conducted
4.1.9	Implement consumer education plan		7% Increase in consumer awareness	1	Implement 80% of education campaigns through various platforms	Implement 85% of education campaigns through various platforms	Implement 90% of education campaigns through various platforms	
5.2.1	Process pre-assigned Radio Frequency applications within 15 working days	96.48%	92,5%	99%	95%	96%	97%	98%
5.2.2	Process Class ECS/ECNS and unreserved postal license applications within 30 working days			60%	65%	70%	75%	80%

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1.2	Number of additional services offered in the regional offices			3	1	1			
4.1.3	Percentage of pre-determined list of broadcasting compliance inspections conducted				91%	40%	50%	60%	1 Compliance Report on Community Broadcasters
4.1.4	Number of Reports on Code of	1		300 Code of conduct	1	1	1	1	1

Programme Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	Conduct (ECS/ECNS) compliance inspections			inspections					
4.1.5	Number of high-site investigations conducted	1 Report on high-site investigations conducted	1220	1748	1906	1 300	1350	1 report on high-site investigations conducted	1 report on high-site investigations conducted
4.1.6	Number of Type Approval compliance inspections conducted	3000	1 977	3200	3721	2050	3000	1 report on type approval inspections conducted	1 report on type approval inspections conducted
4.1.9	Percentage of Consumer educations plan implemented	1		7% Increase in consumer awareness	1	80%	85%	90%	
5.2.1	Percentage of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days	100%	96.48%	92,5%	99%	95%	96%	97%	98%
5.2.2	Percentage of Class ECS/ECNS and unreserved postal license applications processed within 30 working days	75%			60%	65%	70%	75%	80%

Quarterly Targets for 2019

Programme Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets				
			Q1	Q2	Q3	Q4	
4.1.2	Number of additional services offered in the regional offices	Annual	n/a				
4.1.3	Percentage of pre-determined list of broadcasting compliance inspections conducted	Quarterly	50%	10%	15%	15%	10%
4.1.4	Number of Code of Conduct compliance inspection reports	Annually	1				1
4.1.5	Number of high-site investigations conducted	Quarterly	1350	270	405	405	270

	Programme Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
4.1.6	Number of Type Approval compliance inspections conducted	Quarterly	3000	900	600	900	600
4.1.9	Percentage of Consumer educations plan implemented	Quarterly	85%		35%	65%	85%
5.2.1	Percentage of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days	Quarterly	96%	96%	96%	96%	96%
5.2.2	Percentage of Class ECS/ECNS and unreserved postal license applications processed within 30 working days	Quarterly	70%	70%	70%	70%	70%

Indicator Title	4.1.2 Number of additional services offered in the regional offices
Short Definition	This is to measure the additional services offered within the regional offices. By the end of 2019/20, Regions will conduct 7 QoS monitoring in conjunction with the E&T Division
Purpose/Importance	Decentralisation of functions to ensure the public's easier access to ICASA services.
Source/Collection of Data	CRM System, Report
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing Unavailability of reports
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	1 additional service offered in the regions (QoS monitoring)
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.3 Percentage of pre-determined list of broadcasting compliance inspections conducted
Short Definition	To measure the percentage of community radio license inspections conducted against a pre-determined list received from CCA
Purpose/Importance	Monitor compliance of community broadcast radio licensees
Source/Collection of Data	CRM (outputs)
Method of Calculation	Number of inspections conducted divided by the total number of community radio station licensees on pre-determined list received from CCA multiplied by 100
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Inspect 50% of all community radio stations on the pre-determined list
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.4 Number of Reports on Code of Conduct (ECS/ECNS) compliance inspections
Short Definition	This is to measure the number of reports reflecting the degree of compliance of ECS/ECNS licensees and resellers with the consumer protection regulations
Purpose/Importance	To protect consumers by ensuring that licensees/ resellers comply with consumer protection regulations
Source/Collection of Data	CRM (outputs) and Code of Conduct Compliance Report
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative

Reporting Cycle	Annually
New Indicator	No
Desired Performance	One report on code of conduct inspections conducted throughout the financial year
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.5 Number of high-site investigations conducted
Short Definition	To inspect compliance by radio frequency spectrum licensees with licence terms and conditions
Purpose/Importance	Regular inspections of radio frequency licensees to monitor compliance with their licence terms and conditions
Source/Collection of Data	CRM (outputs)
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Conduct 1350 high-site investigations
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.6 Number of Type Approval compliance inspections conducted
Short Definition	To monitor compliance with type approval and labelling regulations
Purpose/Importance	Regular inspections of equipment suppliers to ensure compliance with type approval and labelling regulations
Source/Collection of Data	CRM (outputs)
Method of Calculation	Counting
Data Limitations	System failures Inaccurate manual capturing
Type of Indicator	Output

Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	3000 type approval inspections conducted
Indicator Responsibility	General Manager: Regions

Indicator Title	4.1.9 Percentage of Consumer educations plan implemented
Short Definition	To measure the percentage execution of activities to educate consumers on their rights and the service offerings of ICASA
Purpose/Importance	To create awareness of the service offerings of ICASA
Source/Collection of Data	Report on the execution of the consumer education plan
Method of Calculation	Number of events executed divided by number of planned activities as per the project plan
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Implementation of 85% of consumer education plan.
Indicator Responsibility	General Manager: Regions

Indicator Title	5.2.1 Percentage of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days
Short Definition	To measure the percentage of radio frequency spectrum license applications processed within 15 working days
Purpose/Importance	To measure the level of efficiency of service delivery
Source/Collection of Data	CRM
Method of Calculation	(Number of pre-assigned Radio Frequency Spectrum licence applications processed within 15 working days) divided by (the total number of applications processed) multiplied by 100
Data Limitations	System failures

	Inaccurate manual capturing
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	96% of pre-assigned Radio Frequency Spectrum Applications processed within 15 working days
Indicator Responsibility	General Manager: Regions

Indicator Title	5.2.2 Percentage of Class ECS/ECNS and unreserved postal license applications processed within 30 working days
Short Definition	This is to measure the percentage of applications processed within the predefined timeline. This includes applications, amendments and exemptions
Purpose/Importance	To ensure efficient service delivery
Source/Collection of Data	CRM
Method of Calculation	(Number of class ECS/ECNS and unreserved postal licence applications processed within 30 days) divided by (the total number of applications processed) multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
New Indicator	System failures Inaccurate manual capturing
Desired Performance	70% of class ECS/ECNS and unreserved postal service applications processed within 30 working days
Indicator Responsibility	General Manager: Regions

Programme 6: Compliance and Consumer Affairs

Strategic Objective 4.2	Protect the rights of consumers
Objective Statement	To protect the rights of consumers through regulation of licensees' compliance in the broadcasting, electronic communications and postal services by 2019/20
Baseline	101 (50 broadcast, 50 electronic communications, 1 postal)

Strategic Objective Annual Targets for 2019

Sub-Strategic Objective		Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.2.2	Monitor compliance by broadcasting licensees		64	71	60	60	60	65
4.2.3	Monitor compliance by ECS/ECNS licensees		94	100	60	60	60	65
4.2.4	Monitor compliance by postal licensees		1	1	1	1	1	1
4.2.5	Decide on inter-licensee disputes within given timeframe		0	50%	60%	60%	60%	60%
4.2.6	Review interconnection and facilities leasing agreements within the regulated timeframes		0	94%	80%	80%	80%	80%

Programme Performance Indicators and Annual Targets for 2019

Programme Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.2.2	Number of Broadcasting licensees monitored				71	60	60	60	65
4.2.3	Number of ECS/ECNS licensees monitored				100	60	60	60	65
4.2.4	Number of postal licensees monitored				1	1	1	1	1
4.2.5	Percentage of inter-licensee disputes decided on within given timeframes				50%	60%	60%	60%	60%

Programme Performance Indicator		Strategic Plan Target	Audited/Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.2.6	Percentage of interconnection and facilities leasing agreements reviewed within the regulated timeframes				94%	80%	80%	80%	80%

Quarterly Targets for 2019

Programme Performance Indicator		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				Q1	Q2	Q3	Q4
4.2.2	Number of Broadcasting licensees monitored	Annually	60				60
4.2.3	Number of ECS/ECNS licensees monitored	Annually	60				60
4.2.4	Number of postal licensees monitored	Annually	1				1
4.2.5	Percentage of inter-license disputes decided on within given time frames	Annually	60%				60%
4.2.6	Percentage of interconnection and facilities leasing agreements reviewed within the regulated time frames	Quarterly	80%	80%	80%	80%	80%

Technical Indicator Descriptions

Indicator title	4.2.2 Number of Broadcasting licensees monitored.
Short definition	This is to monitor and report on the compliance of broadcasting service licensees
Purpose/Importance	This indicator aims to measure the level of compliance by broadcasting service licensees with legislation, regulations and licence terms and conditions as well as to protect the interest of consumers in the ICT sector.
Source/collection of data	Data will be collected from the recordings, quarterly reports provided by licensees and annual reports on Broadcasting licensees monitored for compliance
Method of calculation	Counting.
Data limitations	Poor quality recordings and non-submission of quarterly reports by licensees

Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	60 Broadcasting annual reports on licensees monitored for compliance with the ECA, Regulations and licence terms and conditions as well as reported on in the Annual Compliance Report.
Indicator responsibility	General Manager: Compliance and Consumer Affairs

Indicator title	4.2.3 Number of ECS/ECNS Licensees Monitored
Short definition	This indicator aims to measure the level of compliance by ECS/ECNS licensees with the ECA, Regulations and licence terms and conditions
Purpose/Importance	To ensure compliance by ECS/ECNS licensees with legislation, regulations and licence terms and conditions as well as to protect the interest of consumers in the ICT sector
Source/collection of data	Data will be collected from the submissions by licensees, the Annual Compliance Report and quarterly progress reports which will be delivered towards the annual target
Method of calculation	Counting
Data limitations	Lack of submissions by licensees and poor quality submissions
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No

Desired performance	60 ECS/ECNS licensees monitored for compliance with legislation, regulations and licence terms and conditions as well as reported on in the Annual Compliance Report.
Indicator responsibility	General Manager: Compliance and Consumer Affairs

Indicator title	4.2.4 Number of postal licensees monitored
Short definition	This indicator aims to measure the level of compliance by the Postal Service licensee with legislation, regulations and licence terms and conditions
Purpose/Importance	To ensure compliance by reserved and unreserved postal licensees with legislation, regulations and licence terms and conditions as well as to protect the interest of consumers in the ICT sector
Source/collection of data	Data will be collected from the submissions by the postal service licensee, verification of submissions and quarterly progress reports which will be delivered towards the annual target
Method of calculation	Counting
Data limitations	Late submissions by the postal service licensee and poor quality submissions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	1 Postal Service licensee monitored for compliance with legislation, regulations and licence terms and conditions as well as reported on in the Annual Compliance Report
Indicator responsibility	General Manager: Compliance and Consumer Affairs

Indicator title	4.2.5 Percentage of inter-licence disputes decided on within given timeframes.
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Short definition	This indicator aims to measure the percentage of decisions taken on inter-licensee disputes that may be referred to the Authority, in terms of the ECA and Regulations
Purpose/Importance	To ensure a compliant business environment
Source/collection of data	Data will be collected from the submissions by licensees and investigation reports
Method of calculation	Number of inter-licensee disputes decided-on annually divided by the number of inter-licensee disputes received multiplied by 100
Data limitations	Inadequate information submitted by disputing parties
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually
New indicator	No
Desired performance	60% of inter-licensee disputes decided on within 180 business days per annum
Indicator responsibility	General Manager: Compliance and Consumer Affairs

Indicator title	4.2.6 Percentage of interconnection and facilities leasing agreements reviewed within the regulated timeframes
Short definition	The indicator measures the percentage of reviewed Interconnection and Facilities Leasing Agreements submitted to the Authority
Purpose/Importance	To ensure a compliant business environment
Source/collection of data	Data will be collected from the submissions of agreements by licensees
Method of calculation	The number of interconnection and facilities leasing agreements reviewed within the regulated timeframes, divided by the number of interconnection and facilities leasing agreements submitted, multiplied by 100

Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly
New indicator	No
Desired performance	80% of interconnection and facilities leasing agreements reviewed within the regulated time lines per annum
Indicator responsibility	General Manager: Compliance and Consumer Affairs