

Independent Communications Authority of South Africa

Annual Performance Plan 2020/21

March 2020



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ACRONYMS AND ABBREVIATIONS

Item	Description
5G	Fifth Generation Cellular Network Technology
AGA	Astronomy Geographic Advantage Act
BBBEE Act	Broad-Based Black Economic Empowerment Act
CAP	Consumer Advisory Panel
CCC	Complaints and Compliance Committee
ECA	Electronics Communications Act
EEA	Employment Equity Act
GDP	Gross Domestic Product
IMT	International Mobile Telecommunications
ITU	International Telecommunications Union
KCAAA	Karoo Central Astronomy Advantage Areas
MTN	Mobile Telecommunications Network
MUX 1	Multiplex 1
NATJOINTS	National Joint Operational and Intelligence Structure
NPMS	Network Performance Monitoring System
PAJA	Promotion of Administrative Justice Act
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
S192	Section 192 of the South African Constitution
SABPP HR	South African Board or People Practices Human Resources
SANDF	South African National Defence Force
SADC	South African Development Community
SAPO	South African Post Office
SAPS	South African Police Service
SKA	Square Kilometre Array
SLA	Service Level Agreement
SOC	State Owned Company
WRC	World Radiocommunication Conference - 19

Accounting Authority Statement

The Independent Communications Authority of South Africa (ICASA) is a Chapter 9 institution, established pursuant to Section 192 of the Constitution of the Republic of South Africa Act, 1996 (the Constitution) to support and promote democracy in South Africa. ICASA is mandated to regulate electronic communications, broadcasting and postal services in the public interest; and more specifically to ensure fairness and the plurality of views broadly representing the South African society as required in terms of the Constitution.

The ICASA 2020/21 Annual Performance Plan (the APP) is based on the ICASA Strategic Plan 2020/21 – 2024/25, which is guided by the Government's Medium-Term Strategic Framework (MTSF). The MTSF outlines areas of priority regarding socio-economic service delivery to all South Africans and addressing challenges relating to poverty, inequality and unemployment. Furthermore, the APP is influenced by the provisions of the National Development Plan (NDP) that outlines the desired socio-economic growth and development targets that the country needs to achieve by 2030.

The digital economy

The Information and Communications Technology (ICT) sector remains the backbone of the economy with ICASA being the key enabler in advancing economic growth within South Africa i.e. through evidence-based regulations and promoting as well as advancing competition in the sector. This is not only from a growth point of view, but also in terms of employment creation, inclusive economic growth and social upliftment. In this regard, the availability of safe, reliable and affordable communications and network services is central to stimulating productive capacity, leading to sustainable economic and social development.

For the next five years, digitization will continue to whirl like a storm through our economies and shift the traditional boundaries of industries. The lower cost of communication and the ubiquitous scope for connecting devices provide a tremendous increase in flexibility for service provision, in speed of production and in quality. The impact of digital technologies and their applications is no longer

confined to early adopters in typical sectors, such as telecommunications, electronics and automation.

Digital technologies diffuse in a transversal manner across all sectors of economic activity and transform them, more so involving economies of scale and network effects. As data is the raw material for digital technologies, its processing requires substantial investment in non-tangible assets such as data acquisition, business practice, organisational realignment as well as training and development.

Policy Direction

The Policy Direction on the licensing of high demand spectrum, or what is also referred to as International Mobile Telephony (IMT), has paved a way towards ensuring that South Africans have access to a wide range of communications services at affordable prices, promoting choice for consumers and business, stimulating competition and indeed attracting investment into the ICT sector.

The licensing of the Fifth Generation (5G) spectrum is a key enabler for enhanced mobile broadband, delivery of other electronic communications services such as fibre at a price lower than the Fourth Generation (4G) technology. It also facilitates, among others, the Internet of things (IoT), Artificial Intelligence (AI) and/or nanotechnologies making it an enabling platform for the Fourth Industrial Revolution (4IR).

Recognizing its immense transformational value, governments in developed and developing markets are keen to promoting the deployment of 5G mobile services in their countries. South Africa is moving with speed to ensure the realization of the benefits attached to this licensing process; and ICASA will, in the next five years, enable and ensure delivery in that regard.

5G is one of the emerging ICT technologies that will have a positive impact on improved societal services and disruptive effect on several key industries. Some studies show that the three pillars of technology in the 5G eco-system: Enhanced Mobile Broadband (eMBB); Ultra Reliable & Low Latency Communications

(URLLC); and Massive machine type communications (mMTC), are key enabling technologies for the much awaited 4IR¹.

To this end, ICASA formally established the South African 5G Forum ("the 5G Forum"), following the hosting of the first meeting in November 2017. The 5G Forum is an independent advisory body constituted by stakeholders in the ICT Sector to undertake research and render advice to the policy makers and the regulator on 5G, taking into account the intricate role of 5G in the 4IR and the positive socio-economic impacts that 5G stands to facilitate.

Mobile broadband services

The high cost of communications, in particular, data, remains a growing concern for consumers and the business environment. The total mobile services revenue and revenue from mobile data services is continuously increasing. This continuous increase is due to growth in average monthly data usage per subscriber and the increased penetration of smartphones².

Competition between operators should mean that users get larger data bundles but do not pay more and mobile operator revenues are flat. However, operators are continually investing in 4G and perhaps 5G mobile broadband networks; and new spectrum licences are needed to cater for the huge increase in traffic which will lead to lower charges that consumers and business can take advantage of.

Community broadcasting services licensing

Following the lifting of the moratorium on the licensing of community broadcasting services in July 2019, ICASA will be considering applications for class community sound broadcasting service licences and radio frequency spectrum for purposes of providing a community broadcasting service in line with the 2019 Community Broadcasting Services Regulations. This is premised on the fact that ICASA supports and holds in high regard, the critical role that the community broadcasting sector plays in promoting social cohesion, fostering diversity and uplifting or empowering our multicultural communities.

¹ Siddiqi, M.; Yu, H.; Joung, J. 5G Ultra-Reliable Low-Latency Communication Implementation Challenges and Operational Issues with IoT Devices. *Electronics* 2019, 8(9), 981; <https://doi.org/10.3390/electronics8090981>.
<https://www.mdpi.com/2079-9292/8/9/981>

² ICASA State of the ICT Sector Report 2020 released in March 2020.

The community broadcasting sector has a huge responsibility of imparting knowledge, sharing information, providing entertainment and educating its community to cater for the social, political and economic needs of that community. The sector remains an important platform and constitutes a critical avenue through which communities express their history, heritage, languages, culture and experiences.

Postal services

The postal and courier services remain essential for the country's economic and social development, even though they represent traditional means of communications, even in today's information society, where new communication technologies keep emerging; and the developments relating to the paradigm shift brought about by the 4IR.

ICASA will continue to review postal services regulations and align them with new developments and to bring awareness to the role of the post in the everyday lives of people and businesses, as well as its contribution to global social and economic development. Through identification and review of legislative gaps on the postal sector there is an emphasis for the postal sector, the South African Post Office, to ensure that postal outlets offer connectivity through INTERNET services.

Consumer protection

ICASA has an important mandate of ensuring protection of consumers from unfair business practices and poor quality of services. To achieve this, ICASA will need to intensify its efforts to enforce compliance with regards to licence terms and conditions, regulations and underlying statutes, all in the public interest. The role of the Consumer Advisory Panel (CAP) will be critical in this regard.

The Authority is mandated to promote consumer rights as well as ensure universal service and access within the ICT sector. The Authority continues to protect consumers of postal, broadcasting and telecommunication services from unfair retail practices through public education and awareness campaigns and a complaints handling system. The needs of persons with disabilities in the provision of ICT services are a special priority as we review the Code of Conduct in that regard.

The current ICASA's Code on Persons with Disabilities sets out basic standards for broadcasting service licensees, electronic communications service and electronic communications network service licensees and postal services regarding the provision of services and products for Persons with Disabilities. The Code applies to all licensees who are licensed in terms of Chapter 3 of the Electronic Communications Act (ECA) and stipulates that such licensees must report to ICASA on an annual basis on the progress of implementation of the ECA Regulations.

International Engagements

On the regional front, the Southern African Development Community (SADC) is facing critical challenges in the regulation of the communications sector. These challenges include implementation of the SADC TV bouquet, coordinated regulation of satellite matters, regulation of roaming across SADC, as well as adoption of big data policy and a 4IR strategy for the region. ICASA believes in the vision of the Communication Regulators Association of Southern Africa (CRASA), that of harmonization of the Postal and ICT regulatory environment in the SADC region to improve the Postal and ICT business environment; and investment climate in the region.

In the next five years, ICASA will continue to collaborate and ensure the spirit of cohesion between all member countries and to facilitate alignment of policies and regulatory frameworks for the benefit of consumers; thereby promoting transparency and the reduction of the cost of roaming for the people of SADC, and frequency coordination between ourselves and neighboring SADC countries and of course facilitate such processes and deliberations between other member countries within the ambit of CRASA.

Moreover, according to the International Telecommunications Union (ITU), just over half of the world's population now has access to the INTERNET. More interestingly, the ITU also reports that nearly all people live within mobile coverage and about 90% could indeed be online (as they have access to 3G or better networks). In this regard, connectivity is now not the only prerequisite: there are other things such as bringing down the high cost of data, smartphones and contracts.

More importantly, ICASA will begin preparations for the World Radio Conference in 2023 (WRC-23) with a mandate of ensuring that decisions are advanced in line with South African positions, as part of the Africa multi-country contribution. This will be effected through participation at Africa Preparatory meetings, with a view to refine South Africa's preliminary positions and ensure that they form part of the harmonised Africa common positions for WRC-23.

In conclusion, ICASA will and continues to work closely with all stakeholders to ensure efficient delivery of services for the South African public. Even though ICASA operates in a fluid and volatile environment where litigation is almost imminent, we will ensure transparency and openness in all regulatory processes and abide by the principles of administrative justice.

Dr Keabetswe Modimoeng
Acting Chairperson

A handwritten signature in black ink, appearing to read 'K. Modimoeng', is written over a horizontal line.

Accounting Officer Statement

The five-year Strategic Plan of the Authority is premised on government's national policy and legislation and provides a blueprint for effective regulation of the ICT sector to stimulate the economy. The plan articulates the vision of the Authority for the expansion and modernization of the ICT sector to increase affordability and accessibility for all South Africans to communications services, particularly broadband services. It sets out a variety of measures to promote competition and reduce cost to communicate; promote the efficient use of radio frequency spectrum and in the process increase access to quality broadband services in accordance with Broadband Policy 2013; enhance social cohesion in line with the Authority's constitutional mandate to regulate broadcasting sector in the public interest; and more importantly promote the welfare of consumers and ensure adequate protection of consumer rights.

The Authority's impact statement for the five-year planning period is informed by its constitutional and legislative mandate and related institutional imperatives. These, in turn, are intertwined with the desired national outcomes for the ICT sector and the vision of the Authority as underpinned by the following three pillars of the NDP's five-year Implementation Plan:

- A strong and inclusive economy,
- Advancing capabilities of all South Africans (i.e. broaden social cohesion whilst redressing inequities of the past), and
- A capable state (i.e. realization of a developmental, ethical and capable state whilst playing a leading role in continental development)

The Authority has developed its five year Strategic Plan taking into consideration several inputs such as (amongst others) a scan of important developments in the ICT sector environment; the pending migration from analogue to digital broadcasting; the increasing demand for broadband services and the consequent need for assignment of radio frequency spectrum; the ICT ecosystem and standardization; as well as research and development needs on future trends considering the outcome of the ITU World Radiocommunications Conference of 2019.

It is imperative that the sector Regulator be responsive to all aspects of national (and international) policy imperatives and the role that the sector is expected to play in advancing socio-economic objectives. To this end, the Regulator has defined its impact statement as follows for the five-year planning period:

Impact Statement	Access for all South Africans to a variety of safe, affordable & reliable communication services for inclusive economic growth
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To realize this the following outcomes have been identified for fulfilment during the strategic planning period:

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

The promotion of competition, universal access to broadband, and improvement in organizational service delivery are crucial elements in achieving the goals of Government's Priority Outcomes and NDP Milestones.

Broadband is a key tool for social and economic development and needs to be prioritized, especially in a country such as South Africa with a stubbornly high unemployment rate. As set out in this document, South Africa compares moderately in terms of speed and affordability for broadband services. Both affordability and quality of broadband services are critical stimulus for economic growth. To facilitate increased access to broadband at fair prices, the Authority will be implementing several measures over the planning period to ensure effective competition in the market, protect consumers and facilitate infrastructure investment. The key objectives for the Authority over the five-year period are to:

- Improve the average broadband speeds from 15 Mbps to 50 Mbps,
- Implement measures to reduce cost to communicate and thus stimulate economic growth in line with the short and medium-term interventions proposed by the 2019 National Treasury Policy Paper,

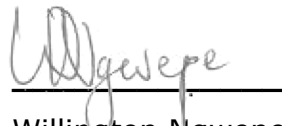
- Ensure that consumers enjoy the quality of services as prescribed in terms of the minimum standards as per the applicable regulations, at affordable (regulated) rates and that enforcement measures are taken to protect consumer rights,
- Promote social cohesion and plurality / diversity of views across all broadcasting platforms, and
- Ensure delivery on the Authority's mandate.

The Authority's regulation-making process is underpinned by effective public consultation processes to ensure accountability. These processes are led by the operations cluster of ICASA and directed by Council. The Authority is mindful of the risks posed by the COVID-19 pandemic to its operations as well as its ability to fully execute the regulatory mandate. To this end, the Authority will implement the necessary measures – bearing in mind its financial constraints – to ensure that critical functions and activities are executed remotely. These critical functions relate to activities necessary to ensure optimal functioning of the Authority internal key operations as well as activities necessary to keep the ICT sector functional for the benefit of all South Africans.

In this regard, the Authority has identified the following top risks in respect of its ability to execute / fulfil its mandate:

1. Legal challenges to regulatory processes;
2. Inability/Limitation to execute our mandate independently due to political interference and/or undue influence;
3. Delays in the approval of the National Radio Frequency Plan may adversely impact the release of the high demand spectrum;
4. Non-adherence by licensees to licence terms and conditions and regulatory Requirements;
5. Failure to achieve regulatory targets due to inadequate funding, reductions in MTEF allocations and adverse mandate changes to reconfiguration of entities, pursuant to policy/legislative changes; and
6. Failure to ensure business continuity due to COVID-19 pandemic.

The necessary mitigation measures will be implemented in this regard in order to ensure that the Authority fulfils its mandate as prescribed.

A handwritten signature in dark ink, appearing to read 'W. Ngwepe', is written over a solid horizontal line.

Wellington Ngwepe
Accounting Officer

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Independent Communications Authority of South Africa after consultations with the Department of Communications and Digital Technologies;
- Considers all the relevant policies, legislation and other mandates for which the Independent Communications Authority of South Africa is responsible;
- Accurately reflects the Impact, Outcomes and Outputs which the Independent Communications Authority of South Africa will endeavor to achieve over the period 2020/21 to 2024/25.

Portia Mngomezulu: 

Programme 1: Administration - Sub-Programme: Corporate Services

Champs Maine: _____

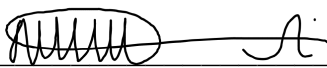
Programme 1: Administration - Sub-Programme: Finance

Zakhele Kganakga: 

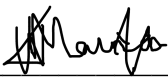
Programme 1: Administration – Sub-programme: Human Resources

Tshiamo Maluleka-Disemelo: _____

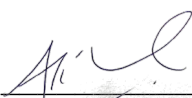
Programme 1: Administration – Sub-programme: Internal Audit

Norman Gidi: 

Programme 1: Administration – Sub-programme: Legal Risk & Complaints and Compliance Committee

Leah Maina: 


Programme 2: Licensing

Junior Khumalo: 

Programme 3: Policy Research and Analysis

Praneel Ruplal: 

Programme 4: Engineering and Technology

Anele Nomtshongwana: 

Programme 5: Regions


Anele Nomtshongwana: 
Programme 6: Compliance and Consumer Affairs

Champs Maine: _____

Acting Chief Financial Officer

David Molapo: 

Specialist: Monitoring and Evaluation

Willington Ngwepe: 
Accounting Officer

Dr Keabetswe Modimoeng: 

Acting Chairperson of the Independent Communications Authority of South Africa

Part A: Our Mandate

1. Constitutional mandate

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

2. Legislative and Policy Mandates

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

2.1 Legislative Mandates

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

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

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

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

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

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

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

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

The Postal Services Act, No. 124 of 1998

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

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

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

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

The Electronic Communications and Transactions Act provides for the facilitation and regulation of electronic communications and transactions. It provides for the development of a national e-strategy for the Republic, the promotion of universal access to electronic communications and transactions, and the use of electronic transactions by SMMEs. The legislation further provides for human resource development in electronic transactions sector, aims to prevent the abuse of information systems, and encourages the use of e-government services.

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

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

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

2.2 Policy Mandates

The Authority's mandate is derived from national government policies and policy directives proclaimed in terms of section 3 of the ECA. To this end, the Authority contributes to the socio-economic development of South Africa through advancement of its mandate to fulfil and achieve key policy objectives. Amongst others, the Authority is guided by the following key national plans, policies, and policy directives:

- The National Development Plan 2030
 - a. NDP Five Year Implementation Plan (Government Priorities)
 - i. District Service Delivery Model
- The National Infrastructure Plan
- The National Treasury Economic Policy Paper, 2019
- South Africa Connect - South Africa's Broadband Policy, published in 2013
- Broadcasting Digital Migration Policy, published in 2008 and amended in 2012 and 2015
- National Integrated ICT White Paper Policy (2016)
- Policy on High Demand Spectrum and Policy Direction on the Licensing of a Wireless Open Access Network ("2019 Policy Direction")³

2.2.1. The National Development Plan 2030

The National Development Plan 2030 is a broad strategic framework with a 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

³ Government Gazette No. 42597 Notice No. 4 dated 26 July 2019

enabling milestones. The Authority must contribute to the milestones listed below.

Table 1: ICASA's alignment to the NDP 2030

The National Development Plan	
Milestones	ICASA's alignment to NDP
Milestone 4: Establish a competitive base of infrastructure, human resources and regulatory frameworks.	<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
Milestone 6: Broaden ownership of assets by historically disadvantaged groups.	<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, through licensing and regulation.
Milestone 12: Make high-speed broadband Internet universally available at competitive prices.	<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
Milestone 14: Broaden social cohesion and unity while redressing the inequities of the past.	<ul style="list-style-type: none"> • Regulation of local broadcasting content • Licensing and regulation of community broadcasting services • Regulating and monitoring the broadcast coverage of elections.

2.2.1.1 Five Year Implementation Plan (Government Priority Outcomes)

The government of the Republic of South Africa has adopted an outcomes-based approach to government planning and implementation. The outcomes approach is designed to ensure that government is focused on achieving the expected real improvements in the lives of South Africans. In this regard, Cabinet has identified 14 priority outcomes which had to be adopted across all government spheres;

- a) Outcome 1 Education
- b) Outcome 2 Health
- c) Outcome 3 Safety
- d) Outcome 4 Economy
- e) Outcome 5 Skills
- f) Outcome 6 Infrastructure
- g) Outcome 7 Rural Development
- h) Outcome 8 Human Settlements
- i) Outcome 9 Local Government
- j) Outcome 10 Environment
- k) Outcome 11 International
- l) Outcome 12 Public Service
- m) Outcome 13 Social Protection
- n) Outcome 14 Nation Building

The Authority has identified four government priority outcomes to align itself to through its work; outcome 4, 6, 12 and 14. Table 1 below shows the contribution that the Authority will make towards each outcome over the MTSF period.

Table 2: ICASA's Contribution to 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 broad-based black economic empowerment and the advancement of previously disadvantaged individuals to fully participate in the ICT sector through regulation and licensing.
Outcome 6: An efficient, competitive and	<ul style="list-style-type: none">▪ Promote and facilitate deployment of ICT infrastructure through regulation, licensing and equipment type approvals/ authorisations.

Outcomes	ICASA's contribution
responsive economic infrastructure network	<ul style="list-style-type: none"> 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 implementation of effective broadcasting services regulation. Implement regulation that contributes to democracy, development of society, gender equality, nation building, and provision of education and strengthening of the spiritual and moral fibre of society. Promote democracy through ensuring equitable broadcast coverage of political parties, particularly during elections periods.

2.2.1.1.1 District Development Model

In his presentation of the Presidency Budget Vote to the National Assembly on 17 July 2019, the President identified the "pattern of operating in silos" in government as a challenge which led to lack of coherence in planning, implementation and monitoring and oversight of government's programme. The consequence of this challenge is non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and unemployment.

In view of government's own recognition of shortcomings in service delivery and in response to demands by citizens and institutions of civil society for improved delivery, Cabinet adopted a new integrated district-based approach to enabling development in the 44 districts and 8 Metros across the country.

The new district-based coordination model aims to address service delivery and economic development challenges through the synchronization of planning across all spheres of government, working alongside social partners such as business and the communities.

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

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

2.2.2 The National Infrastructure Plan

The National Infrastructure Plan was adopted in 2012 with the objective 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, 18 strategic integrated projects (SIPs) were initiated. The Authority must contribute to these projects in several ways. Table 3 below shows how ICASA will contribute to the SIPs.

Table 3: 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.

2.2.3 The National Treasury Economic Policy Paper, 2019

In a paper titled "Economic transformation, inclusive growth and competitiveness: towards an economic strategy for South Africa" ⁴ (the 2019 NT Policy) the Department of National Treasury outlined short, medium and long-term scenarios to stimulate the country's economic growth and recovery. In respect of the ICT sector, the 2019 NT Policy identifies the following as critical interventions in the short-term to stimulate the economy:

- issuing rapid deployment guidelines,
- releasing spectrum through an auction process, and
- leveraging the private sector for rolling out broadband.

In the medium term, the 2019 NT Policy contemplates policy reforms to encourage new entrants into the sector and improve the regulator's independence and capacity to fulfil its mandate.

The above-mentioned interventions are expected to reduce prices (by at least 25% over the short term i.e. three years; with even further reductions contemplated over the medium term). However, it is the meaningful effects of these interventions on efficiency and capital dipping that are critical for the stimulation

⁴ The Draft Paper was published by National Treasury for public comment on 27 August 2019

of the economy. Hence, the Authority recognizes the intrinsic value of spectrum as an “enabler of economic growth”.

2.2.4 South Africa Connect - South Africa’s Broadband Policy

South Africa Connect, South Africa’s Broadband Policy, was published in 2013 (Government Gazette 37119). South Africa Connect - Broadband Policy, promulgated in 2013⁵ gives expression to the NDP. This Policy sets specific targets for the country to achieve the vision of a dynamic, connected and vibrant information society.

The Authority is committed to the policy and will continue to contribute to achievement of its objectives 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 including making provision for a prospective wireless (wholesale) open-access operator.

2.2.5 Broadcasting Digital Migration Policy

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

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

⁵ South Africa Connect: Creating Opportunities Ensuring Inclusion (20 November 2013) Government Gazette No. 37119 Notice No. 953 dated 6 December 2013

Content Advisory Group (DTCAG) to advise the Authority spectrum and content related matters pertaining to migration respectively.

Furthermore, the Authority has also been involved in the development of the technical standards required to facilitate a seamless migration process⁶.

2.2.6 National Integrated ICT White Paper

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

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

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

The Policy on High Demand Spectrum and Policy Direction on the Licensing of a Wireless Open Access Network (“2019 Policy Direction”) was published on 26 July 2019. The 2019 Policy Direction seeks to achieve the following:

- a) encourage service-based competition in the ICT sector through the licensing of an Individual Electronic Communications Network Service Licensee for the purposes of providing Wireless Open Access Network (“WOAN”);
- b) enable effective participation by new entrants in the ICT sector;
- c) develop and promote SMMEs;
- d) promote empowerment of historically disadvantaged individuals;

⁶ The Authority recently updated the Official List of Regulated Standards for Technical Equipment and Electronic Communications Facilities (Government Gazette No. 43132, Notice 357 dated 24 March 2020)

- e) maximize efficient use of radio frequency spectrum (including technical considerations such as carrier aggregation);
- f) encourage investment, including strategic infrastructure investment, with predictability and innovation in communications sector; and
- g) encourage and promote universal broadband coverage, with focus in rural and underserved areas.

The 2019 Policy Direction directs the Authority to assign high demand spectrum to the WOAN and the 'remaining' high demand spectrum to other electronic communications network service licensees. It identifies the WOAN as "an important policy instrument to lower barriers to entry for smaller players, improve the ownership of the ICT sector by historically disadvantaged individuals and to promote service-based competition."

More importantly, the 2019 Policy Direction states that to the extent that there are differences between it and the National Integrated ICT White Paper, 2016 on the assignment of high demand spectrum, the 2019 Policy Direction shall prevail.

2.2.8 Pending legislative and policy amendments

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

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

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

The Authority will focus on the implementation of the following policies, initiatives and strategies during the five-year period:

- Implementation of the 2019 Policy Direction to ensure release of spectrum in order to increase access to communications services of a high quality by all South Africans;
- Continue engagement on the review of the Authority's funding model with key stakeholders (particularly the National Treasury and the Department Communications and Digital Technologies) to ensure that the Authority is well-resourced and in good stead to deliver fully on its mandate;
- Continuous implementation of a comprehensive programme to reduce cost to communicate;
- A program to ensure the country's 5G-readiness which includes participating in the locally-established and international 5G fora to ensure that the country is not left behind the communication technology advancement and innovation. This will need a thorough understanding of the 5G ecosystem;
- A program to deploy a system for monitoring of quality of service across all electronic communications service network licensees;
- Maintenance of the current level of organisational performance and seek to improve it through various organisational support initiatives to the core business of the organisation including but not limited to strict adherence to supply chain processes and procedures that will eliminate unauthorised and fruitless expenditure, payment of suppliers within 30 days, deliberate procurement of goods and services from Historically Disadvantaged Individuals, particularly women, youth and people with disabilities;
- The Authority will also reduce the number of vacancies and ensure that it has all the necessary skills which it requires to fulfil its mandate.

4. Updates on Relevant Court Rulings

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

rulings providing much needed clarity on the powers of the Authority as well as its status as an independent statutory and constitutional body.

There have been several notable court rulings over the past five years which are relevant to the Authority which dealt with *inter alia* the status of the Authority as an independent constitutional body, the scope and extent of its powers as well as the lawfulness of its decisions. Some of these decisions are highlighted below.

4.1 The Independence of ICASA

Section 3(3) of the Independent Communications Authority of South Africa Act (Act No. 13 of 2000) ("the ICASA Act") clearly stipulates that "*the Authority is independent and only subject to the Constitution and the law...*" Section 3(4) of the Electronic Communications Act (Act No. 36 of 2005) (ECA) stipulates that "*the Authority or the Agency, as the case maybe, in exercising its powers and performing its duties in terms of this Act and the related legislation must consider policy made by the Minister in terms subsection (1) and policy directions issued by the Minister in terms of subsection (2).*" Section 4(3A) of the ICASA Act places the same requirement on the Authority.

In **Minister of Telecommunications and Postal Services v Acting Chairperson, ICASA**,⁷ the court established that the Authority is an independent body created by the ICASA Act to be governed by it and other underlying statutes and as an independent body it had to "consider" the policy and policy directions when performing its functions and exercising its power within the ambit of its empowering legislation. The court held that the Authority has a duty to take national policy into account when considering its own decisions but that the Minister's substantive ideas in a policy or policy direction do not bind the Authority. In this regard, though the Authority is not bound to act on the policy direction, it is duty bound to consider such policy.

In relation to the binding nature of a policy, the Constitutional Court in **Electronic Media Network Limited and Others v E.tv (Pty) Limited and Others** held that "*...The same law that binds both the Minister and the relevant agencies provides essentially that USAASA may "consider" the impugned policy. It is known*

⁷ Case No 2016/59722, para 31, 32.

not to be binding in terms of the law that gives ICASA or USAASA the power to be exercised with reference or due regard to that policy. In other words, before they can have regard to or apply the impugned policy in terms of their statutory powers, the agencies must first determine what that self-same statute says about the binding effect of that policy. And the statute makes it abundantly clear that they need only consider the policy.”⁸ (own emphasis)

Regarding the independence of ICASA, the Constitutional Court held that “*section 192 of the Constitution has got very little, if anything, to do with the Minister’s exercise of her policy-making powers. **It explains the existence of ICASA, the constitutional obligations it bears and the guarantee of its independence.** Properly understood, this provision informs us that ICASA is an independent authority whose mandate is to regulate broadcasting for the good of the public. When unfair reporting or a biased or inexcusable exclusion of some views happens, it is to ICASA that any aggrieved party may turn to lodge a complaint for possible intervention. ICASA is also constitutionally enjoined to level the broadcasting playing-field so that a diversity of views that broadly reflects the thinking of South African people, as opposed to one-sided propaganda-like narratives, may find expression.”⁹ (own emphasis)*

The Authority is therefore compelled to consider the provisions of the Constitution, ICASA Act, underlying statutes and other laws of general application prior to executing or not executing a policy direction. The Authority is a creature of statute and subject only to the law. However, any conduct which purports to require the Authority to implement policies and policy directions, without requiring the Authority to think carefully before deciding on same, infringes on the Authority’s independence and is therefore in contravention of section 3(3) of the ICASA Act and section 192 of the Constitution. **Similarly, any action by the Authority which ignores or fails to consider policies and policy directions issued by the relevant Minister constitutes a contravention of section 3(4) of the ICASA Act.**

4.2 The regulator has no powers to regulate the governance and management structures of broadcasters

⁸ [2017] ZACC 17, para 34

⁹ *Ibid*, para 70.

The governance and management of broadcasting service licensees has been the subject of contention over the years (including in particular as it pertains to community broadcasting service licensees and the public service broadcaster). The court has provided some clarity as to the role and powers of the Authority in this regard, particularly in the context of the public broadcaster.

In the **SOS Support Public Broadcasting Coalition and Others v South African Broadcasting Corporation SOC Limited and Others; SOS Support Public Broadcasting Coalition and Others v South African Broadcasting Corporation SOC Limited and Others**,¹⁰ the Court found that –

"[8] the ICASA Act does not purport to oust the power of the Court to determine the legal and constitutional issues arising in the matter even if the Authority has jurisdiction to determine some of the issues. There is a strong presumption against such ouster. The Constitution empowers the High Court to decide any matter determined by an Act of Parliament.

[9] The Authority's mandate is to regulate electronic communications and postal services in the public interest. It is a licensing body of broadcasters, signal distributors providers of telecommunication services and postal services. It is a regulator and a quasi-judicial body because it licenses, regulates, adjudicates complaints and issues sanctions and gives effect to Electronic Communications Act 36 of 2005.

[10] ICASA is not empowered to determine and regulate the relationship between a broadcaster and its shareholders, nor between a broadcaster and the Executive, or the legal and constitutional issues arising in this matter. It is also not empowered to determine the constitutionality or otherwise of the governance and management structures of broadcasters, including the SABC."

Therefore, the Authority is not empowered to determine and regulate the constitutionality of the governance and management structures of broadcasters.

4.3 A Regulator cannot extend its powers beyond those conferred in terms of the law

¹⁰ (81056/14) [2017] ZAGPJHC 289 (17 October 2017), para 8 to 11.

The courts have also made it abundantly clear that as a creature of statute, ICASA must exercise only those powers that have been duly conferred upon it in terms of the law. Its decisions and actions should not exceed the scope and extent of its legislative powers.

The illustrative case in this regard related to the interpretation and application of the empowerment provisions set out in terms of section 9 of the ECA. Section 9(2)(b) of the ECA provides *"that the Authority must give notice of the application in the gazette and include the percentage of equity ownership to be held by persons from historically disadvantaged groups, which must not be less than 30%, or such other conditions or higher as may be prescribed under section 4(3)(k) of the ICASA Act"*.

Section 4(3)(k) of the ICASA Act provides that *"... the Authority may make regulations on empowerment requirements to promote broad-based black economic empowerment"*.

In interpreting the provisions of sections 9(2)(b) and 13 of the ECA, the Court in the matter between **Telkom SA SOC Limited v ICASA**¹¹ held that –

"[78] Section 13 makes provision for the transfer of the control of an individual licence and subsection (6) thereof provides that the provisions of section 9(2) to (6) apply, with the necessary changes, to this section. Given the use of the word "must" in section 9(2)(b), it appears that the provisions of this section, regarding the minimum requirement of 30% equity ownership, are preemptory. To the extent that there is a discretion, it appears that such discretion relates only to a higher percentage or such other conditions as may be prescribed under section 4(3)(k) of the ICASA Act." (own emphasis)

To this end, the Court held that the applicant must arrive at ICASA's door with a minimum of 30% [HDGs] shareholding when applying for an Individual licence. An applicant does not have an opportunity to garner the necessary shareholding

¹¹ Telkom SA Soc Limited v Mncube NO and Others; Mobile Telephone Networks (Pty) Ltd v Pillay NO and Others; Cell C (Pty) Limited v The Chairperson of ICASA and Others; Dimension Data Middle East & Africa (Pty) Ltd t.a Internet Solutions v ICASA and Others (55311/2015; 77029/2015; 82287/2015) [2016] ZAGPPHC 93 (26 February 2016)

after the application has been made, let alone where the application has been approved. *ICASA cannot condone the applicant's failure to meet the threshold requirements, contrary to the express intention of the ECA.*¹² (own emphasis).

4.4 ICASA has a duty to consider competition implications of licence transfer applications in the ICT sector, the duty cannot be deferred to another authority

One of the objects of the ECA is to promote competition within the ICT sector. In the matter between **Telkom SA SOC Limited and ICASA**, the Court held that:

"[74] *Having regard to all these considerations, I have to conclude that competition within the ICT sector was a relevant consideration about the Neotel/Vodacom application. Facts placed before ICASA also demonstrated that the Neotel/Vodacom application raised various competition concerns. Furthermore, having regard to the statutory provisions referred to above, I am of the view that ICASA had a statutory duty to also consider the issue of competition to promote the objects of the EC Act before a decision was taken. Put differently, the statutory obligation to promote competition within the ICT sector implies an obligation to also consider and consider competition which is part of the decision-making process and cannot be delegated or deferred to another organ of state. ICASA's failure to do so and its decision to defer to the Competition Commission were both, in my view, wrong in law. I therefore find that ICASA's failure to also consider competition and to defer to the Competition Commission in this regard was materially influenced by an error of law within the meaning of section 6(2) of PAJA.*"

Wherein the Authority is enjoined by a statute (in this case, the ECA) to promote competition in the ICT sector – it is duty bound to consider the issue of competition to promote the objects of the ECA before taking a decision. It cannot therefore, delegate and or defer this statutory duty to another authority, including those with whom it enjoys concurrent jurisdiction, such as the Competition Commission.

¹² Telkom SA Soc Limited v Mncube NO and Others; Mobile Telephone Networks (Pty) Ltd v Pillay NO and Others; Cell C (Pty) Limited v The Chairperson of ICASA and Others; Dimension Data Middle East & Africa (Pty) Ltd t.a Internet Solutions v ICASA and Others (55311/2015; 77029/2015; 82287/2015) [2016] ZAGPPHC 93 (26 February 2016), para 80.

Part B: Our Strategic Focus

5. Vision

An inclusive digital society.

6. Mission

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

7. Values

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

Innovation

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

Collaboration

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

Accountability

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

Results-Driven

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

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

Stakeholder-Centric

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

8. Situational Analysis

8.1. External Environment Analysis

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

The performance environment in the context of the ICT sector and the Authority's role as a regulator is aptly summarised by the World Bank Digital Economy Diagnostic Report for South Africa¹³ which states:

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

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

¹³ Draft version 2016

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

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

The provision of digital infrastructure cuts across all the ICT sector. In this regard, it is recognised that South Africa's delays in completing the digital migration process has had an adverse impact on innovation and content development in the creative media and broadcasting sector. At the same time and despite the delays, digital television sets are already available in the market, a phenomenon that will help speed up DTT migration and proliferation of digital television choice as the Authority licenses the various multiplexes going forward.

The INTERNET also contributes a lot to digital broadcasting with proliferation of DTT in the broadcasting environment. The broadband network pipes are being used as part of digital broadcast infrastructures like IPTV. The advent of Industry

4.0 (4IR) has taken the concept of “convergence” to another level by adding the biological dimension to fusion of technologies.

About the postal services sector, the Authority’s regulatory making process specifically indicates that the postal sector’s role has always been to make sure that poor communities are included in the mainstream economy. Through identification and review of legislative gaps on the postal sector there is an emphasis for the South African Post Office (SAPO) to ensure that postal outlets play a role in offering connectivity to marginal, underserved rural communities. Indeed, the world is changing and there is great effort to close the legislative gap on postal services to ensure that postal networks operate efficiently to deliver the highest quality of service and meet customers’ needs and expectations. The sector has evolved from the way it was used traditionally to take technological developments into account to remain relevant in the current environment. Postal operators need to ensure that they diversify their activities and invest in the postal network’s three dimensions – physical, financial and digital/electronic services. For example, government is investing in digitizing SAPO to increase financial inclusion, taking advantage of the widespread footprint of the post office, countrywide. It is of necessity to foster sustainable development in the postal sector and this should be understood in its broadest sense to encompass the sustainability of postal business models and not only environmental and social issues.

As stated above, the network effects of improved connectivity across all sectors of the economy (because of *inter alia* release of spectrum and consequent increase in download speeds), will lead to realization of cost savings and quality improvements and thus promote efficiency in commercial and public services. Accordingly, improvements in broadband access will lead to productivity improvements (2019 NT Policy Paper).

Considering the overview of the situational external environment, several key threats and opportunities have been identified by the Authority in relation to the strategic planning period. These key threats and opportunities are presented in a PESTLE analysis in Table 3 below.

Table 4: PESTLE Analysis

Opportunities	Threats
Political	
<ul style="list-style-type: none"> ▪ ITU / WRC-19 outcomes on spectrum allocation 	<ul style="list-style-type: none"> ▪ Industry driven by technology trends: failure of regulation to keep up with rapid technological trends ▪ Lack of policy certainty (and policy inconsistency) on key regulatory matters
<ul style="list-style-type: none"> ▪ A sustainable hybrid funding model for the organisation 	<ul style="list-style-type: none"> ▪ Lack of an enabling funding model to deliver on mandate
<ul style="list-style-type: none"> ▪ Policy Direction on High Demand Spectrum (2019) 	<ul style="list-style-type: none"> ▪ Coordinated collaboration with policymaker
<ul style="list-style-type: none"> ▪ Consolidated Ministry for the ICT sector 	
<ul style="list-style-type: none"> ▪ 4IR Vision for RSA 	
Economic	
<ul style="list-style-type: none"> ▪ Strategic regulatory interventions to promote economic growth through ICTs ▪ Regulatory framework that reduces regulatory burden and facilitate ease of entry and sustainability of SMMEs in ICT Sector 	<ul style="list-style-type: none"> ▪ Low levels of GDP growth may curtail investment in ICT infrastructure ▪ Poor financial performance of ICT Sector – potential instability of the sector due to some key players facing financial ruin
<ul style="list-style-type: none"> ▪ Consolidation in the ICT sector 	<ul style="list-style-type: none"> ▪ Ineffective competition and anti-competitive effects
	<ul style="list-style-type: none"> ▪ High prices / low affordability levels of data services
	<ul style="list-style-type: none"> ▪ Potential revenue loss for the fiscus due to unregulated services (OTT services)
Social	
<ul style="list-style-type: none"> ▪ Digital migration presents opportunities to improve social cohesion and create opportunities for socio-economic growth 	<ul style="list-style-type: none"> ▪ High rate of unemployment (especially amongst the youth) ▪ Technology having a displacement effect on labour / jobs ▪ Lack of digital skills
<ul style="list-style-type: none"> ▪ Release of high-demand spectrum presents opportunity to advance universal access/ service (through obligations) 	<ul style="list-style-type: none"> ▪ Advancement in ICT infrastructure deployment undermined by acts of criminality and sabotage (theft of ICT infrastructure)
<ul style="list-style-type: none"> ▪ Increased social activism: <ul style="list-style-type: none"> - Build a positive reputation / image for ICASA - Increased stakeholder participation in all regulatory processes - Greater sensitivity of the Regulator to ICT sector developments 	<ul style="list-style-type: none"> ▪ Increased social activism: Promotion of narrow interests and political agendas at expense of the broader public interest

Technological	
<ul style="list-style-type: none"> ▪ 5G deployment could enable South Africa to leapfrog technological trends (South Africa 'can be' amongst the first to launch commercial 5G services) 	<ul style="list-style-type: none"> ▪ Policy uncertainty on release of 5G spectrum
<ul style="list-style-type: none"> ▪ 4IR advancement: AI, Robotics, Nanotechnology, IoTs, etc. 	<ul style="list-style-type: none"> ▪ New technological advances bring about regulatory challenges ▪ Legislative / regulatory framework lacks agility to keep abreast of rapid technological change ▪ Cybersecurity concerns
<ul style="list-style-type: none"> ▪ Enabling innovative technologies to promote broadband deployment (dynamic spectrum access) 	<ul style="list-style-type: none"> ▪ Disruption of traditional models for spectrum management and assignment
Legal	
<ul style="list-style-type: none"> ▪ An institutional and legislative framework that supports regulatory independence 	<ul style="list-style-type: none"> ▪ A sub-optimal funding model could undermine independence
<ul style="list-style-type: none"> ▪ Clearly defined mandate with broad powers to regulate the sector 	<ul style="list-style-type: none"> ▪ Inherent threat of litigation to all regulatory processes and administrative decisions ▪ Multiple policy and legislative review processes may create uncertainty
<ul style="list-style-type: none"> ▪ Partnerships and collaborations with other agencies enhance the ability of ICASA to deliver across all disciplines of its mandate 	<ul style="list-style-type: none"> ▪ Poorly coordinated concurrent jurisdiction and mandate creep
Environmental	
<ul style="list-style-type: none"> ▪ A regulatory framework for rapid deployment of broadband infrastructure 	<ul style="list-style-type: none"> ▪ Lack of coordination for permits / approvals for infrastructure deployment
	<ul style="list-style-type: none"> ▪ EMF concerns regarding human exposure to radiation because of high cell density using millimeter wave frequencies
	<ul style="list-style-type: none"> ▪ Risk of dumping of 'technologically outdated', 'inferior', 'cheap' devices / equipment due to high poverty (unemployment) levels ▪ Pollution due to increased IT waste (decommissioning of sites, unsafe disposal of non-compliant/redundant electronics equipment)

8.2. Internal Environment Analysis

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

Table 5: SWOT Analysis

Element	Strengths	Weaknesses	Opportunity	Threats
Structure	<ul style="list-style-type: none"> Executive board (Council) Clear and documented DoA Framework Revised organisational structure 	<ul style="list-style-type: none"> Lack of funding (sub optimal funding model) An operating model premised on Council Committees (structural misalignment of reporting and accountability lines) Highly hierarchical structure (with bureaucratic processes) 	<ul style="list-style-type: none"> Implementation of the revised organisational structure 	<ul style="list-style-type: none"> Proposed rationalisation of public entities – ICASA may cease to exist in its current form Fixed term contracts at Council and executive level (potential threat to business continuity)
Strategy	<ul style="list-style-type: none"> Clear legislative mandate 	<ul style="list-style-type: none"> Lack of strategic planning capacity 	<ul style="list-style-type: none"> Legislative amendments for implementation 	<ul style="list-style-type: none"> Litigation – legal challenges to execution and

	<ul style="list-style-type: none"> (regulate in the public interest) Improved organisational performance Constitutionally guaranteed independence 	<ul style="list-style-type: none"> Inadequate budget allocation for strategy execution / implementation. Inflexible framework for strategy planning, execution and implementation Poor financial compliance and internal control environment 	<ul style="list-style-type: none"> of hybrid / self-funding model <ul style="list-style-type: none"> Legislative amendments - strengthening of ICASA mandate Increased collaboration with other regulatory agencies and law enforcement agencies for effective execution of mandate Improved service delivery model – offices in all Provinces 	<ul style="list-style-type: none"> implementation of ICASA strategy <ul style="list-style-type: none"> Lack of funding (sub optimal funding model) Possible amendment of mandate due to legislative amendments and or rationalisation of public entities Inconsistent national policy positions / messaging COVID-19 pandemic will adversely affect the execution of the strategy (particular for programmes that are customer facing and or require community engagements)
Staff	<ul style="list-style-type: none"> Highly experienced & qualified staff Low staff turnover (long service / employee loyalty) Institutional knowledge National presence (across all 9 provinces) Diversity in employee base 	<ul style="list-style-type: none"> Weakened employee value proposition (lack of funding) No clear succession policy / guidelines (lack of career opportunities) Key functional areas understaffed (due to lack of funding) Uncompetitive salaries/ incentives relative to market Low staff morale Lack of innovation (long service 	<ul style="list-style-type: none"> Fixed term contracts for executives – upward mobility for internal senior staff / and regular refresh of leadership team Extension of graduate development programs – opportunity to bring in new blood and create strong pool from which to attract entry level staff Review of Training and Development Strategy / Policy an opportunity to implement programs to address people development gaps Review of remuneration 	<ul style="list-style-type: none"> Poor value proposition (no work-life balance) Moratorium on recruitment / filling of vacancies Budgetary constraints (inability to implement the new structure) Hazardous work environment – security risks for staff (field work, lack of appropriate equipment) Staff turnover Loss of critical skills (poaching by the sector) Low staff morale (risk of unstable industrial relations environment) COVID-19 pandemic (programmes that require

		<p>may also mean no entrenched traditions and new way of doing doings)</p> <ul style="list-style-type: none"> No retention strategy for critical skills 	<p>and benefits framework in light of fiscal constraints – creative measures to improved EVP</p>	<p>community engagement as well as field work) pose serious risks for employees</p>
Skills	<ul style="list-style-type: none"> Highly experienced staff Availability of wide range of competencies (legal, engineering and policy and research etc). Sound Qualifications framework 	<ul style="list-style-type: none"> Inadequate funding to implement IDPs for new / future skills Misalignment of staff skills with job requirements Lack of implementation of dual career streams 	<ul style="list-style-type: none"> Collaboration with knowledge based institutions Upskilling staff using Continuous Professional Development (CPD) model Partnering with skills development institutions (SETA) 	<ul style="list-style-type: none"> Low staff morale Rapid technological changes – need for continuous upskilling Budgetary constraints (inability to keep up with technology developments) Obsolete competency framework (non alignment to meet 4IR era challenges)
Style	<ul style="list-style-type: none"> There are levels of escalations (delegation of authority) Interactive management style Transparency Consumer rights advocacy Consultative leadership style 	<ul style="list-style-type: none"> Hierarchical structure Ineffective communication Slow/cumbersome processes of enforcement and regulation development Bureaucratic processes 	<ul style="list-style-type: none"> Leadership development (incl. executive & management development programmes) Modernise the organisation: <ul style="list-style-type: none"> adopt paperless and automated processes decrease beauracracy DoA framework that fosters empowerment and accountability 	<ul style="list-style-type: none"> Lack of leadership continuity (fixed terms contracts for Council and executive management) Budgetary constraints – limited funding for leadership development
Shared Values	<ul style="list-style-type: none"> Performance driven Clearly articulate 	<p>Not fully living the adopted values:</p> <ul style="list-style-type: none"> Innovation still lacking 	<ul style="list-style-type: none"> Effective stakeholder engagement framework 	<ul style="list-style-type: none"> Instability (due to rationalisation) Poor Reputation

	<ul style="list-style-type: none"> organisational values Positive organisational culture Adopted shared values 	<ul style="list-style-type: none"> in most areas Instances of poor ethics (i.e. breach of confidentiality) Information asymmetry 	<ul style="list-style-type: none"> Enhance corporate culture 	
Systems	<p>Implementation of new systems:</p> <ul style="list-style-type: none"> ASMS EDRMS <p>Enhancement of existing systems:</p> <ul style="list-style-type: none"> Implementation of Microsoft Teams to ensure business continuity during COVID-19 pandemic 	<p>Inadequate funding for information technology needs:</p> <ul style="list-style-type: none"> Inadequate Bandwidth (especially for Regional Offices) Limited number of licences for use of systems Outdated systems Lack of integration between systems Slow uptake and or implementation of productivity tools No systems innovation 	<ul style="list-style-type: none"> Framework for implementation of a paperless environment Drive use of full functionality of the automated applications Integration of automated system (reduction in duplication of system functions) Establish a customer facing unit (Customer Relations Management) 	<ul style="list-style-type: none"> Inability to execute mandate, as a result of not having relevant and well maintained systems and equipment. Cyber threats COVID-19 pandemic has put tremendous pressure on IT resources and systems

Part C: Measuring Our Performance

9. Institutional Programme Performance Information

Programme 1: Administration

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

Sub-Programme: Corporate Services

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Rights of consumers protected	Stakeholders satisfied with the service that is being offered by ICASA	Percentage of stakeholders satisfied with the service that is being offered by ICASA	20%	30%	40%	60%	70%	80%	85%
Maintained organisational service delivery	International affiliations subscribed/maintained in terms of international/regional bodies across postal/broadcasting/telecoms sectors	Number of international affiliations subscribed/maintained in terms of international/regional bodies across postal/broadcasting/telecoms sectors	6	6	6	6	6	6	6
Maintained organisational service delivery	Business Intelligence gathered from analysis of integrated business systems data	Amount of business intelligence gathered from analysis of integrated business systems data					2	4	6
	Offices maintained	Number of offices maintained	6	7	8	9	9	9	9

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of stakeholders satisfied with the service that is being offered by ICASA	70%				70%
Number of international affiliations subscribed/maintained in terms of international/regional bodies across postal/broadcasting/telecoms sectors	6	6	6	6	6
Amount of business intelligence gathered from analysis of integrated business systems data	2				2
Number of offices maintained	9	9	9	9	9

The Authority conducts an annual customer satisfaction survey which allows it to align to its value of being stakeholder centric and thus focus resources to achieve its strategic objectives to protect consumers and improve organisational service delivery. Effective management of relationships with stakeholders is crucial to resolving challenges, if any, facing the Authority. By using their influence, stakeholders can also be critical partners to the Authority in executing its mandate.

Participation in international fora allows the Authority to participate in developing international and regional policies and standards that guide the governance of the ICT sector on a global and regional scale.

Business Intelligence Systems allow for quality reporting which provide data/insights that inform decision making for implementation of an effective strategy. These factors have an impact on the delivery period for the mandate and ability of the Authority to optimise resources. Corporate Services delivers various outputs at a strategic and operational level that are aimed to address inefficiencies, refine existing (ineffective) business processes, automate routine tasks and raise levels of organization productivity.

Well maintained offices across all the nine provinces create an ergonomic work environment which allows for effective and efficient work spaces. Hence, the Authority's offices across the country must be well-maintained for the duration of the medium-term period.

Sub-Programme: Finance

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Maintained organisational service delivery	Audit	Audit opinion	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Clean Audit	Clean Audit

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Audit opinion	Unqualified audit		Unqualified audit		

Section 217 (1) of the South African Constitution decrees that when an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation; contracts for goods and services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective.

Section 217 (2) allows for parliament to enact a law for a preferential procurement system to be applied across the national and provincial spheres of government. The law was assented to by the President in 2000 as the Preferential Procurement Policy Framework Act No. 1 of 2000 (PPPFA).

The President also assented to the Public Finance Management Act No.1 of 1999 (PFMA), which regulates the management of finances in national and provincial spheres of government. It sets out the procedures for efficient and effective management of all revenue, expenditure, assets and liabilities.

At the end of every financial year, the Auditor General must express an opinion on the financial state of a public entity based on the above pieces of legislation. The public entity is expected to have a clean audit. The Authority has received an unqualified audit opinion over the past four financial years. In this regard, the Authority plans to ensure that it does not drop below an unqualified audit opinion at the end of the 2020/21FY, while applying every effort to get a clean audit over the Medium Term Expenditure Framework period.

The Authority will increase its effort to procure goods and services in a way that advances the prescripts of the revised Broad-Based Black Economic Empowerment Act of 2019 (BBBEE Act), benefit companies owned by woman, youth and people with disability; increase its effort to pay suppliers within 30 days of receipt of all correct invoices and reduce unauthorised and fruitless and wasteful expenditure. All the strategies should contribute positively to the type of audit of opinion the Authority will get at the end of the 2020/21 financial year.

Sub-Programme: Human Resources

Purpose: To ensure that the Authority can plan for required human resources, recruit the right talent in the right positions at the right time, 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.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Maintained organisational service delivery	Staff Vacancies Maintained	Staff vacancy rate maintained	9%	7%	5%	7%	7%	7%	7%
Maintained organisational service delivery	HR Strategy reviewed	Number of HR Strategies reviewed					1		
Maintained organisational service delivery	OD Strategy reviewed	Number of OD strategies reviewed					1		
Maintained organisational service delivery	Workplace Skills Plan implemented	Percentage of Workplace Skills Plan implemented				100%	100%	100%	100%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Staff vacancy rate maintained	7%	7%	7%	7%	7%
Number of HR Strategies reviewed	1				1
Number of OD Strategies reviewed	1				1
Percentage of Workplace Skills Plan implemented	100%	25%	25%	25%	25%

The Authority uses a systematic approach to identify and analyze organizational workforce needs culminating in a workforce plan. The workforce plan ensures sustainable organisational ability to pursue and achieve strategic and operational goals. This requires an adequate supply of qualified staff by sourcing and developing a future supply of the right skills to meet the Authority's needs.

The Authority acknowledges the value that employees from diverse backgrounds bring to the Authority. Hence, its commitment to the aim of the Employment Equity Act (Act No. 55 of 1998) (EEA). The Authority will demonstrate its commitment by taking active steps to promote employment equity in the workplace through:

- Enabling a fair representation of designated groups across the workforce by attracting, developing and retaining employees from the designated groups; and
- Making reasonable accommodation for employees from the designated groups (i.e. people with disabilities, youth and women) in its workplace(s).

The rationale for maintaining the vacancy rate is to ensure that the Authority does not lose the current crop of suitable talent that will enable it to fulfil its mandate. The maintained vacancy rate will lead to a high level of organisational performance, and as a result, organisational service delivery will be maintained.

Human Resources Division is a vital function within the Authority and as a result, needs to have an up to date strategy outlining how the sub-programme plans to support the core programmes to achieve business unit objectives. The HR strategy outlines the sub-programme's priorities, fit-for-purpose operating model, and how it intends to execute its plans and use its allocated resources to achieve its expected deliverables.

The Organisational Development (OD) strategy outlines planned change processes to continually improve the Authority's effectiveness and efficiency by utilising diagnostic data, designing and implementing appropriate solutions and interventions to enable the organisation to optimise its purpose and strategy.

The Workplace Skills Plan (WSP) is a requirement of Media, Information and Communication Technologies (MICT) Seta, which the Authority subscribes to. Compliance with the Seta requirements enables the Authority to provide occupationally directed learning activities to enhance the knowledge, practical skills and work experience of individuals and teams based on current and future occupational requirements; to drive optimal organisational performance.

Sub-Programme: 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.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Maintain organisational service delivery	Assurance provided	Level of assurance provided					Level 4	Level 4	Level 4
Maintain organisational service delivery	Consulting assignments completed	Number of consulting assignments completed					4	4	4

Indicators, Annual and Quarterly Targets

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

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

Assurance to the AREDC and management on the inherent high risks of the Authority will enable Council and management to make strategic decisions on the achievement of outputs and outcomes of the organization in relation to the control environment. Having an acceptable control environment wherein the residual risks

are within the risk appetite of the Authority, will assist in ensuring that the Authority's outputs and outcomes are achieved. Risk exposures reported will enable management to remedy such situations through committed actions that are tracked and monitored on a regular basis.

The consulting engagements in the form of project involvement, ad hoc review, valued added initiatives like the Risk Control Self-Assessment, combined assurance facilitation and continuous monitoring will assist management in understanding risks and implementing controls in a pro-active manner to enable an acceptable control environment for the Authority.

Sub-Programme: 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. The ICASA Act provides that the actions, findings or decisions of the Authority are subject to judicial review. The Sub-Programme advises the Authority and ensures that the Authority is properly represented in judicial reviews. The Sub-Programme also promotes good governance through ensuring effective risk management, including fraud risk management; regulatory compliance and business continuity.

The Sub-programme also supports the Complaints and Compliance Committee (CCC) in discharging its mandate as prescribed in terms of the ECA and the ICASA Act.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Maintained organisational service delivery	Legal services provided to client within SLA turnaround times	Percentage of legal services provided to client within SLA turnaround times	60%	88%	75%	80%	80%	80%	80%
Maintained organisational service delivery	Risk maturity of the organisation	Risk maturity level of the organisation	Level 2	Level 2	Level 2	Level 2	Level 3	Level 3	Level 3

Maintained organisational service delivery	Compliance maturity of the organisation	Compliance maturity level of the organisation	-	-	Level 2	Level 2	Level 2	Level 2	Level 2
Maintained organisational service delivery	Cases assessed for adjudication by the Complaints and Compliance Committee (CCC)	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	60%	82%	70%	85%	85%	85%	85%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of legal services provided to client within SLA turnaround times	80%	80%	80%	80%	80%
Risk maturity level of the organisation	Level 3				Level 3
Compliance maturity level of the organisation	Level 2				Level 2
Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	85%	85%	85%	85%	85%

Legal services provided to client (i.e. the Authority's business units, Council, Council Committees etc.) include legal advice, the drafting and vetting of regulations, contracts, policies; provision of legal opinions as well as management of litigation. The provision of legal services ensures that the Authority executes its mandate within the prescribed legislative framework. The management of litigation ensures that the Authority is properly represented in legal actions.

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

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

Adherence to the compliance obligations relevant to the Authority is a mandatory requirement which is managed through the LRCCC sub-programme. This includes compliance to applicable requirements set out in statutory, regulatory and supervisory requirements, as well as relevant industry and general codes,

requirements and best practice guidelines (collectively) that the Authority subscribes to. Through implementation of compliance programme, the Authority prevents (and reduces) non-compliance with relevant prescripts and contribute towards achievement of outcomes.

Adjudication of cases ensures that the industry is compliant with the legislation governing the ICT industry. The CCC as an enforcement arm of the Authority must ensure that the sector is compliant with the applicable legislation that governs the industry. This guarantees that the Authority achieves its mandate, which is to regulate in the public interest and primarily to protect consumer rights (with specific emphasis on women, children and people living with disabilities).

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

Programme 2: Licensing

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Access to quality broadband services increased	Process to assign Broadband Spectrum completed	Percentage of the process to assign broadband spectrum completed				10%	90%	100%	
Status of Social Cohesion, Diversity and Plurality of Views enhanced	Process to develop Regulations on Limitation of Ownership and Control and Equity Ownership by	Percentage of the process to develop Regulations on Limitation of Ownership and Control and Equity Ownership	100%		Publication of position paper on Equity Ownership by Historically Disadvantaged	50%	100%		

	Historically Disadvantaged Groups completed	by Historically Disadvantaged Groups completed			ntaged Groups				
Competition in the ICT Sector promoted	Process to develop Equipment Authorisations Regulations completed	Percentage of the process to develop the Regulations on Equipment Authorisations completed					50%	100%	
Competition in the ICT Sector promoted	Process to amend Standard Terms and Conditions Regulations for Class Licenses	Percentage of the process to amend the Standard Terms and Conditions Regulations for Class Licenses completed				50%	100%		
Competition in the ICT Sector Promoted	Process to amend Processes and Procedures Regulations for Class Licenses	Percentage of the process to amend Processes and Procedures Regulations for Class Licenses completed				50%	100%		
Status of Social Cohesion, Diversity and Plurality of Views enhanced	Process on the Licensing of digital community television broadcasting services on MUX 1 completed	Percentage of the process for licensing of digital community television broadcasting services on MUX 1 completed				25%	50%	100%	
Competition in the ICT Sector Promoted	Process on the Licensing of an Individual Electronic Communications Network Service completed	Percentage of the process for licensing of an Individual Electronic Communications Network Service Licence completed				25%	50%	100%	
Status of Social Cohesion, Diversity and Plurality of Views enhanced	Process on the Licensing of community sound broadcasting services completed	Percentage of the process for licensing of community sound broadcasting services completed				25%	100%		

Status of Social Cohesion, Diversity and Plurality of Views enhanced	Process on the Licensing of Commercial Sound broadcasting services in the Northern Cape completed	Percentage of the process on the Licensing of Commercial Sound broadcasting services in the Northern Cape completed					25%	100%	
Maintained organisational service delivery	Process to develop regulations to enable the ICT sector to respond to declared state of disaster (COVID-19 pandemic)	Percentage of the intervention to enable the ICT sector to respond to declared state of disaster (COVID-19 pandemic) completed					100%		

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of the process to assign broadband spectrum completed	90%	40%		70%	90%
Percentage of the process to develop Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups completed	100%		70%	80%	100%
Percentage of the process to develop the Regulations on Equipment Authorisation completed	50%		30%	40%	50%
Percentage of the process to amend the Standard Terms and Conditions Regulations for Class Licences completed	100%		70%	80%	100%
Percentage of the process to amend Processes and Procedures Regulations for Class Licences completed	100%		70%	80%	100 %
Percentage of the process for licensing of digital community television broadcasting services on MUX 1 completed	50%				50%

Percentage of the process for licensing of an Individual Electronic Communications Network Service Licence completed	50%	10%			50%
Percentage of the process for licensing of community sound broadcasting services completed	100%		25%	75%	100%
Percentage of the process on the Licensing of Commercial Sound broadcasting services in the Northern Cape completed	25%		10%		25%
Percentage of the intervention to enable the ICT sector to respond to declared state of disaster (COVID-19 pandemic) completed	100%	50%			100%

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

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

The projects identified by the Licensing Programme for the 2020/21 – 2022/23 Medium-Term Expenditure Framework (MTEF) seek to (i) streamline the Authority's licensing processes; (ii) reduce regulatory burden with respect to the authorization of electronic communications devices; (iii) release spectrum for the provision of broadband services; and (iv) promote competition in the ICT sector.

In line with government's district-based coordination delivery model the Programme will ensure that the priority districts are accommodated in the licensing of community sound broadcasting services.

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.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Status of Social Cohesion, Diversity and Plurality of Views enhanced.	Findings document into the must carry obligation	Number of findings documents into the Must Carry Obligation produced			1	1	1	1	
Status of Social Cohesion, Diversity and Plurality of Views enhanced.	Regulations on broadcasting of national sporting events reviewed	Number of regulations on broadcasting of national sporting events reviewed					1		
Status of Social Cohesion, Diversity and Plurality of Views enhanced.	Regulations on broadcasting of municipal elections reviewed	Number of regulations on broadcasting of municipal elections reviewed					1		
Rights of Consumer Protected.	SAPO tariffs approved	Number of SAPO tariffs approved	1	1	1	1	1	1	1
Rights of Consumer Protected.	Regulations on pricing of reserved postal services reviewed	Number of regulations on pricing of reserved postal services reviewed				1	1		
Rights of Consumer Protected.	Draft regulations on customer care in the postal sector developed	Number of draft regulations on customer care in the postal sector developed					1	1	
Rights of Consumers Protected.	Discussion documents on Regulation relating to the definition of advertising and the regulation of Infomercials and Programme Sponsorship in Respect of Broadcasting Activities	Number of discussion documents on Regulation relating to the definition of advertising and the regulation of Infomercials and Programme Sponsorship in Respect of Broadcasting Activities developed				1	1	1	1

Rights of Consumers Protected.	Bi-annual tariff analysis	Number of bi-annual tariff analyses	3	3	2	2	2	2	2
Competition in the ICT Sector Promoted	Draft regulations on subscription television broadcasting market	Number of draft regulations on subscription television broadcasting market produced		1	1	1	1		
Competition in the ICT Sector Promoted	Findings document on the mobile broadband services market	Number of findings documents on the mobile broadband services market published			1	1	1	1	

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of findings documents into the Must Carry Obligations produced	1		0.50		1
Number of regulations on broadcasting of national sporting events reviewed	1		0.50	1	
Number of regulations on broadcasting of municipal elections reviewed	1	0.25	0.50	0.75	1
Number of SAPO tariffs approved	1			0.50	1
Number of regulations on pricing of reserved postal services reviewed	1	0.25	0.50	0.75	1
Number of draft regulations on customer care in the postal sector developed	1	0.25		0.75	1
Number of discussion documents on Regulation relating to the definition of advertising and the regulation of Infomercials and Programme Sponsorship in Respect of Broadcasting Activities developed	1	0.25	0.50	0.75	1
Number of bi-annual tariff analyses	2		1		1
Number of draft regulations on subscription television broadcasting market produced	1	0.25	0.50	0.75	1
Number of findings documents on the mobile broadband services market published	1	0.25	0.50	0.75	1

The Policy, Research and Analysis Division ("PRA") will be embarking on three (3) projects aimed at enhancing social cohesion, diversity and plurality of views. The aim of the projects is to address specific matters in the broadcasting sector.

The first project planned is on the Must-Carry Obligations. The must carry

obligation arises from a central public interest principle of universal access (as per the White Paper on Broadcasting Policy of 1998) to ensure that Public Broadcasting Service programming is available to all citizens, including those citizens that use subscription services as their preferred means of access to television. Through the project, the Authority seeks to review the impact and relevance of the obligation on both broadcasters and audiences in context of current market and technological trends.

The second project aims to promote equitable treatment of political parties by broadcasters during elections. The Authority has the mandate in terms of Chapter 9 of the Constitution to foster and strengthen constitutional democracy; and will to this end review regulations currently in place to ensure equitable treatment of political parties during the upcoming municipal elections.

The third project planned by PRA aims to ensure that South Africans have access to sports of national interest through the broadcasting system. The purpose of regulating the broadcasting of national sporting events is to make them accessible to all television viewers, particularly those who cannot afford the cost of subscription television.

PRA plans to execute four (4) projects in the 2020/21 FY to protect the rights of consumers, three (3) of the projects are aimed at addressing mainly postal services and one (1) project is aimed at broadcasting services. The first project deals with customer care standards in the postal sector. The purpose of the project is to set universal service and access standards and obligations to ensure that postal services cater for the needs of people with disabilities. The project will ensure that, amongst other measures; people with disabilities have special counters and ramps at postal outlets to encourage economic participation by all citizens.

The second project aims to introduce effective price controls in the reserved postal services market. The price controls aim to ensure a balance between the provision of affordable postal services, the business continuity of postal services and the overall quality thereof. Additionally, the protection of consumers' rights will also

be pursued by ensuring that tariffs are cost-orientated and sufficiently unbundled.

The third project will also help protect the rights of consumers by ensuring affordable postal services in the reserved postal services market by regulating and monitoring prices charged by SAPO in each financial year.

The fourth project is aimed at protecting viewers from both excessive advertisements in programming and from surreptitious advertising. Furthermore, it is to ensure that viewers can make a distinction between editorial content¹⁴ and advertising and to ensure that undue prominence is not (unlawfully or unfairly) given to a product, service or trademark during broadcasts.

To promote competition, PRA aims to execute two (2) projects in the 2020/21 FY. The first project aims to address potential competition issues in the mobile broadband services market. The project is in the form of an inquiry in the mobile broadband services market. The inquiry will assist the Authority to determine effectiveness of competition in the broadband services market. The Authority may thereafter impose pro-competitive terms and conditions on licensee(s) who have Significant Market Power (SMP) in the mobile broadband services market should it find the market to be ineffectively competitive.

The second project is the inquiry into subscription broadcasting television services. The inquiry will enable the Authority to understand the factors that may have contributed to new subscription broadcasting service licensees' inability to gain traction in the market in terms of attracting subscribers and launching their services. To create an enabling environment for effective competition, the Authority may impose pro-competitive terms and conditions on licensee(s) who have SMP and/or remove any regulatory barriers to entry.

Programme 4: Engineering and Technology

¹⁴ Editorial content is content intended to inform, educate or entertain and is not created to attempt to sell something

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.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Access to quality broadband Services Increased	National Radio Frequency Plans updated	Percentage of updated National Radio Frequency Plan			100%		100%		
Access to quality broadband Services Increased	Frequency Migration plan implemented	Percentage of Frequency Migration plan implemented					100%		
Access to quality broadband Services Increased	IMT roadmap implemented	Percentage of IMT roadmap implemented					100%		
Access to quality broadband Services Increased	Certification of the Secondary Geolocation Spectrum Database providers completed	Percentage of the Certification of the Secondary Geolocation Spectrum Database providers completed					100%		
Access to quality broadband Services Increased	Network Performance Management System (NPMS) developed	Percentage of Network Performance Management System developed					20%	40%	60%
Access to quality broadband Services Increased	Recommendations towards enabling South Africa's uptake of 5G technologies produced.	Number of recommendations produced, towards enabling South Africa's uptake of 5G technologies			1	1	2	1	1
Status of Social Cohesion, Diversity and Plurality of Views enhanced.	Regulations for the introduction of digital sound broadcasting (DSB) in South Africa produced	Number of regulations for the introduction of digital sound broadcasting (DSB) in South Africa produced				1	1		
Rights of consumers protected	Spectrum Monitoring capacity (sites) established	Number of fixed spectrum Monitoring sites around Karoo Central Astronomy Advantage Area (KCAAA)					1	1	1

		established							
Rights of consumers protected	Provinces monitored for Quality of service	Number of provinces monitored for Quality of Service				4	6	7	9

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of updated National Radio Frequency Plans	100%		50%	75%	100%
Percentage of Frequency Migration plan implemented	100%		50%	75%	100%
Percentage of IMT roadmap implemented	100%		50%	75%	100%
Percentage of the Certification of the Secondary Geolocation Spectrum Database providers completed	100%		50%	75%	100%
Network Performance Management System developed	20%		10%	15%	20%
Number of recommendations produced, towards enabling South Africa's uptake of 5G technologies	2	1			1
Number of regulations for the introduction of digital sound broadcasting (DSB) in South Africa produced	1				1
Number of spectrum fixed Monitoring sites around KCAAA established	1				1
Number of provinces monitored for Quality of Service	6	2	1	1	2

Among the projects planned the following projects are key contributors to ensuring that South Africa's access to quality broadband services is increased:

- National Radio Frequency Plan Updated,
- Frequency Migration Plan Implemented,
- IMT Road Map Implemented,
- Recommendations towards enabling South Africa's uptake of 5G technologies produced, and
- Certification of the Secondary Geolocation Spectrum Database providers to enable use of TV Whitespaces completed.

The National Radio Frequency Plan (NRFP) allocates the Radio Frequency Spectrum to Radiocommunication Services. Revision of this plan is required to give effect to the decisions / outcomes of World Radiocommunications Conference 2019 (WRC-19) as more accurately outlined in the latest edition of the International Telecommunications Union Radio Regulations.

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

Certification of the Secondary Geolocation Spectrum Database providers is aimed at facilitating ease of access and use of TV Whitespaces in South Africa. TV Whitespaces deployment will enhance the country's ability to reach the full potential of the use of ICT by closing the gap of access to broadband services for rural communities. This is because TV Whitespaces technology is one of the most cost-effective method for providing broadband coverage to the marginal and rural areas.

Digital Sound Broadcasting aims to accommodate additional sound broadcasters in conventional and other frequency bands. It accommodates more broadcasters using a spectrally efficient digital technology. As a result, more communities will enjoy a variety of broadcasting services. This will in turn improve social cohesion and national identity.

The Authority will increase the capability to monitor quality of service through the implementation of a Network Performance Management System. The system will assist the Authority to ensure that all consumers have access to quality mobile data and voice services throughout South Africa. Consumer rights will be protected as the system will actively monitor quality of service provided by the Mobile Network Operators (MNOs), thereby ensuring that MNOs comply with Quality of Service regulations and improve customer experience.

The Meerkat is a precursor to the Square Kilometer Array (SKA) radio telescope, situated in the Northern Cape Province. It is a large-scale, global astronomy project, which when completed, will have a capability far higher than any radio telescope in the world. The Authority, in accordance with the ECA, AGA and ICASA Act, has put measures in place to ensure that it fulfils its role of preventing Radio Frequency Interference (RFI) in the Karoo Central Astronomy Advantage Areas (KCAAA). The Authority aims to establish a real-time spectrum monitoring

presence in the KCAAA, to monitor the radio activity and prevent unwanted emissions and RFI to the telescope. Land and technical surveys have identified four (4) ideal positions to deploy four (4) fixed monitoring sites. These will enable the Authority to continuously monitor over the SKA core site. The Authority, through spectrum monitoring and control measures, will contribute to the growth and sustainability of this science and technology ecosystem. The Authority aims to establish one site during the 2021FY.

In line with government's district-based coordination delivery model the Programme will ensure that the priority districts are accommodated in the execution of quarterly quality of service monitoring assessments which will be undertaken through drive tests during the 2020/21FY.

Programme 5: Regions

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Rights of consumers protected	Reported Radio Frequency interference cases resolved in 30 working days	Percentage of reported Radio Frequency interference cases resolved in 30 working days	92,5%	94%	100%	96%	96%	97%	98%
Rights of consumers protected	NATJOINTS instructions executed	Number of NATJOINTS instructions executed	100% execution of relevant NATJOINTS instructions received	6	9	4	4	4	4
Rights of consumers protected	Compliance monitoring inspections conducted	Number of compliance monitoring inspections conducted					5125	5150	5175
Rights of consumers protected	Consumer Education Plan implemented	Percentage of Consumer Education Plan implemented			100%	85%	90%	95%	100%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
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Percentage of reported Radio Frequency interference cases resolved in 30 working days	96%	96%	96%	96%	96%
Number of NATJOINTS instructions executed	4	1	1	1	1
Number of compliance monitoring inspections conducted	5125	1000	1812	1813	500
Percentage of Consumer Education Plan implemented				50%	90%

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

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

Furthermore, the Authority as per its mandate, forms part of the NATJOINTS and has a responsibility to support the NATJOINTS on all safety and security initiatives. The objectives of the Authority during a special event are to:

- Ensure there is no illegal use of the radio frequency spectrum;
- Prevent, limit and mitigate radio frequency interference to the SAPS, SANDF, Metro Police and all emergency services;
- Prevent the use of illegal jamming devices; and
Prevent the illegal broadcasting.

In line with government's district-based coordination delivery model the Programme will prioritize the relevant districts as identified in executing all its outputs, particularly the consumer education campaigns and compliance monitoring inspections.

Programme 6: Compliance and Consumer Affairs

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Rights of consumers protected	Consumer complaints resolved	Percentage of consumer complaints resolved	92%	85%	85%	85%	86%	87%	88%
Rights of consumers protected	Consumer Advisories provided to ICASA by the Consumer Advisory Panel	Number of Advisories provided to ICASA by the Consumer Advisory Panel	-	CAP established	1	1	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Consumer complaints resolved	86%	50%	60%	70%	86%
Number of Consumer Advisories provided to ICASA by the Consumer Advisory Panel	1	-	-	-	1

The Compliance and Consumer Affairs Programme ensures that the rights of consumers including women, children and persons with disabilities are protected by resolving consumer complaints in an efficient manner. Resolution of consumer complaints will ensure that consumers get value for their money on services they consume.

The Programme also ensures compliance by licensees with their licence terms and conditions as well as regulations and various legislation to ensure that consumers enjoy quality, affordable and efficient services.

10. Programme Resources Considerations

Table 6: Expenditure Estimates

Rand thousand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited Outcome			Approved budget	Medium-term estimate		
<u>Objective/Activity</u>							
Administration	315 445	270 814	275 937	276 018	258 877	270 321	279 766
Licensing	47 384	52 536	53 767	58 733	62 745	67 027	69 592
Engineering and technology	16 169	18 282	22 659	19 141	20 464	21 878	23 389

Policy research and analysis	20 703	22 492	29 533	24 559	26 276	28 113	30 078
Compliance and consumer affairs	29 658	31 027	27 691	27 896	29 812	31 858	34 041
Regions	-	69 598	75 078	88 880	94 787	101 073	102 746
Total	429 359	464 748	484 665	495 227	492 961	520 270	539 611
Economic classification							
Current payments	429 359	464 748	484 665	495 227	492 961	520 270	539 611
Compensation of employees	244 807	290 165	306 448	333 945	357 321	382 333	409 096
Salaries and wages	219 466	266 491	283 586	317 556	339 785	363 570	389 020
Social contributions	25 341	23 674	22 862	16 389	17 536	18 763	20 077
Goods and services	167 216	157 313	160 410	144 192	117 678	119 077	110 750
Of which							
Agency and support/outsourced services	-	-	-	-	-	-	-
Communication	5 810	3 211	2 575	1 959	2 294	2 408	2 524
Computer services	26 411	26 392	15 787	20 356	12 818	13 459	12 105
Consultants	3 768	3 008	1 783	2 577	2 851	2 994	3 138
Inventory	-	-	-	-	-	-	-
Lease Payments	-	-	-	-	-	-	-
Repairs and maintenance	1 670	166	4 762	330	311	326	342
Training and staff development	10 169	12 581	4 406	5 810	5 492	3 544	3 014
Travel and subsistence	19 333	21 133	22 848	12 893	6 982	5 975	4 762
Other unclassified expenditure	22 688	11 541	16 057	17 902	15 046	93 544	85 991
Depreciation	17 251	17 226	17 800	17 078	17 949	18 847	19 751
Losses from Sale of fixed assets	-	-	-	-	-	-	-
Total Expenditure	429 359	464 748	484 665	495 227	492 961	520 270	539 611

Expenditure analysis

Over the medium term, the Authority will focus on increasing internet access by licensing the international mobile telecommunications spectrum by 2021/22 thereby increasing access to wireless broadband services, protecting consumers against unfair practices by service providers, increasing competition in the telecommunications and broadcasting sectors, and developing a framework for dynamic spectrum management. The Authority also plans to increase its capability to monitor quality of service through the implementation of a system to manage network performance.

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Access to high-demand spectrum from 566.695 megahertz (MHz) to 958 MHz per year	Licensing	Priority 1: Economic transformation and job creation	810 MHz	850 MHz	958 MHz	958 MHz	958 MHz	958 MHz	958 MHz
Number of community television licences issued per year	Licensing	Entity mandate	1	1	1	1	14	13	13
Number of tariff analysis reports produced per year	Policy research and analysis	Priority 1: Economic transformation and job creation	3	3	2	2	2	2	2
Number of broadcasting licences monitored per year	Compliance and consumer affairs	Entity mandate	69	71	60	65	70	75	85
Percentage of consumer complaints resolved per year	Compliance and consumer affairs		92% (4 324/ 4 700)	93% (5 706/ 6 115)	94% (7 896/ 8 360)	85%	85%	85%	85%
Number of economic communications network service licences monitored per year	Compliance and consumer affairs		94	100	60	65	70	75	85

1. No historical data available.

Source: 2020 Budget Vote 30 Communications and Digital Technologies

As the Authority requires personnel with highly specialized skills to conduct this work, spending on compensation of employees' accounts for an estimated 71.5 per cent (R1.1 billion) of total expenditure over the medium term. The table below shows the number and cost of personnel posts filled or planned over the MTEF.

Number of posts estimated for 31 March 2020			Number and cost ¹ of personnel posts filled/planned for on funded establishment															Number	
Number of funded posts	Number of posts on approved establishment		Actual			Revised estimate			Medium-term expenditure estimate									Average growth rate (%)	Average: Salary level/Total (%)
			2018/19			2019/20			2020/21			2021/22			2022/23				
The Independent Communications Authority of South Africa			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	416		400	306.4	0.8	416	333.9	0.8	416	357.3	0.9	416	382.3	0.9	416	409.1	1.0	7.0% 100.0%	
1 – 6	27	27	26	5.0	0.2	27	5.4	0.2	27	5.8	0.2	27	6.2	0.2	27	6.6	0.2	7.0% 6.5%	
7 – 10	209	209	200	111.3	0.6	209	121.3	0.6	209	129.8	0.6	209	138.9	0.7	209	148.6	0.7	7.0% 50.2%	
11 – 12	118	118	112	99.0	0.9	118	107.9	0.9	118	115.5	1.0	118	123.6	1.0	118	132.2	1.1	7.0% 28.4%	
13 – 16	61	61	61	88.1	1.4	61	96.0	1.6	61	102.7	1.7	61	109.9	1.8	61	117.6	1.9	7.0% 14.7%	
17 – 22	1	1	1	3.0	3.0	1	3.3	3.3	1	3.5	3.5	1	3.8	3.8	1	4.0	4.0	7.0% 0.2%	

1. Rand million.

Source: 2020 Budget Vote 30 Communications and Digital Technologies

Total expenditure is set to increase from R495.2 million in 2019/20 to R539.6 million in 2022/23 at an average annual rate of 3per cent. The Authority expects to derive 96.6 per cent (R1.5 billion) of its projected revenue over the MTEF period through transfers from the department.

11. Updated Key Risks

Table 7: Key Risks

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

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

12. Programme 1: Administration

Sub-Programme: Corporate Services

Indicator Title	Percentage of stakeholders satisfied with the service that is being offered by ICASA
Definition	This is the percentage of stakeholders that are satisfied with the service that is being offered by ICASA
Source of Data	Survey records
Method of Calculation/ assessment	Total number of satisfied stakeholders divided by the total number of stakeholders surveyed multiplied by 100
Means of verification	Satisfaction survey report
Assumptions	Stakeholders' willingness to participate in the satisfaction survey
Disaggregation of beneficiaries (where applicable)	All ICASA customers (Women, Youth and people with Disability included)
Spatial transformation (where applicable)	Across South Africa
Calculation Type	Non - cumulative
Reporting Cycle	Annually
Desired Performance	Meet and/or exceed the set target to increase stakeholder satisfaction
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Number of international affiliations subscribed/maintained in terms of international/regional/postal/broadcasting organisations
Definition	This is the number of international affiliations subscribed/maintained in terms of international/regional bodies/organisations across the postal/broadcasting/telecoms sectors
Source of Data	Organisations affiliated/ subscribed to
Method of Calculation/ assessment	Quantitative
Means of verification	Membership confirmations
Assumptions	Continued existence of organisations to affiliate/ subscribe to
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	6 affiliations/subscriptions per annum
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Amount of business intelligence gathered from analysis of integrated business systems data
Definition	The indicator measures the amount of Business Intelligence (BI) gathered from analysis of Data Warehouse (DW)
Source of Data	New BI DW system
Method of Calculation/assessment	Quantitative
Means of verification	Reports from BI DW system
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired Performance	2 integrated reports from the new BI DW System
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Number of offices maintained
Definition	This indicator measures the number of offices which have been maintained in South Africa's nine provinces, to ensure that ICASA continues to reach South Africans nationally. Maintenance of offices means that all offices will be well-equipped and operational.
Source of Data	Landlord records /Finance Records
Method of Calculation/Assessment	Counting
Means of verification	Headquarters and provincial offices assets registers / lease agreements.
Assumption	Provincial offices will always exist
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired Performance	Maintenance of provincial presence
Indicator Responsibility	Executive: Corporate Services

Sub-Programme: Finance

Indicator Title	Audit Opinion
Definition	This is to measure ICASA's compliance with all relevant laws, regulations, accounting standards and corporate governance
Source of data	Annual Financial Statements, Audit Report, Annual Report
Method of Calculation / Assessment	Qualitative
Means of verification	Report issued by Auditor General South Africa (AGSA)
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non - cumulative
Reporting Cycle	Annually
Desired performance	Unqualified audit
Indicator Responsibility	Chief Financial Officer

Sub-Programme: Human Resources

Indicator Title	Staff vacancy rate maintained
Definition	<p>The indicator measures the rate of vacancies in the organisation.</p> <p>The organisation seeks to ensure that the vacancy rate is maintained at 7% during the 2021FY while maintaining its commitment to long-term vacancies reduction in line with the government's long-term HRD Strategy and HR Development Framework. In the same vein, the organisation will also strive for long-term improvement of its EE status as required under the Employment Equity Act.</p>
Source of data	Recruitment, resignation and dismissal information
Method of Calculation / Assessment	Number of staff vacancies divided by the number of approved positions multiplied by 100
Means of verification	HR Operational Report
Assumptions	<p>Sufficient funding to fill positions.</p> <p>Presence of qualified pool of potential employees from which to recruit.</p> <p>No blanket moratorium against recruitment for vacancies.</p>
Disaggregation of Beneficiaries (where applicable)	Women, Youth and People with Disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	All budgeted positions filled
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of HR strategies reviewed
Definition	<p>The indicator measures review of HR strategies.</p> <p>Human Resources Division is a vital function within ICASA and as a result, needs to have an up to date strategy outlining how the division plans to achieve business unit objectives. The HR strategy outlines the division's priorities, fit-for-purpose operating model, and how it intends to execute its plans and use its allocated resources to achieve its expected deliverables.</p> <p>The purpose of the strategy is to define the direction and intent of HR goals in a manner that will assist the achievement of the Authority's vision, mission and strategic objectives in both the short and long-term.</p> <p>An HR strategy plots interventions that will be put in place to align ICASA with HR best practices for the future. The review will be implemented as follows:</p> <p>Q1 – Produce a draft review of current HR strategy Q2 – Consult stakeholders on draft HR Strategy Q3 – EXCO/OPCO/REMCO recommend HR Strategy to Council Q4 – Reviewed HR Strategy approved</p>
Source of data	The current HR Strategy, SABPP Audit report
Method of Calculation / Assessment	Counting
Means of verification	Reviewed HR Strategy
Assumptions	Availability of stakeholders to consult
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Ensure the reviewed HR strategy is adopted by EXCO/OPCO
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of OD strategies reviewed
Definition	<p>The indicator measures review of OD strategies.</p> <p>The OD strategy outlines planned change process to continually improve the Authority's effectiveness and efficiency by utilising diagnostic data, designing and implementing appropriate solutions and interventions to enable the organisation to optimise its purpose and strategy.</p> <p>The strategy aims to ensure ICASA is efficiently geared towards the achievement of its mandate. This requires the fulfilment of the following sub-objectives:</p> <p>Ensure a Purpose Driven Organisational Design</p>

	<p>To ensure that the Authority's structural design is aligned with the mandate and strategy to enable the achievement of ICASA's objectives.</p> <p>Improve Organisational Cooperation To improve individuals', teams, divisions' abilities to work cooperatively to meet the Authority's objectives and improve engagement at work.</p> <p>Ensure Optimum Employee Engagement To facilitate stakeholder involvement in all OD processes to ensure optimum employee engagement.</p> <p>Ensure Continuous Organisational Improvement To ensure Compliance with relevant continuous improvement principles and good practices.</p> <p>Review of the strategy will be done in four stages as below: Q1 – Develop an OD Draft Strategy Q2 – Consult stakeholders on draft OD Strategy Q3 – EXCO/OPCO recommendation of the reviewed OD Draft Strategy to HR&RemCo Q4 – Reviewed OD Strategy is endorsed by RemCo and recommended to Council</p>
Source of data	Current OD Strategy
Method of Calculation / Assessment	Counting
Means of verification	Reviewed OD Strategy
Assumptions	Availability of stakeholders to consult
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	OD strategy is developed
Indicator Responsibility	Executive: Human Resources

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

	<p>WSP is directed at effective learning and development within the Authority.</p> <p>The plan will be implemented over a period of one year in four stages:</p> <p>Q1- 25% - Submit WSP to MICT Seta</p> <p>Q2- 25% - Procurement of training interventions as per budget</p> <p>Q3- 25% - Receive approval letter from MICT SETA</p> <p>Q4- 25% - Consolidate IDPs for 2021/22</p>
Source of data	Acknowledgement letter from MICT SETA, Training Tracker, and Consolidated Individual Development Plans (IDP).
Method of Calculation / Assessment	Amount of WSP implemented divided by the total WSP multiplied by 100
Means of verification	SETA approval letter
Assumptions	Compliance with MICT Seta requirements
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Full implementation of WSP.
Indicator Responsibility	Executive: Human Resources

Sub-Programme: Internal Audit

Indicator Title	Level of assurance provided
Definition	<p>This is to measure the level of Audit Assurance provided to Audit, Risk, Ethics and Disclosures Committee (AREDC) and Management.</p> <p>Level 1: Complete 30% of approved annual audit plan and subsequent approved changes thereto.</p> <p>Level 2: Complete 50% of approved annual audit plan and subsequent approved changes thereto.</p> <p>Level 3: Complete at least 70% of approved annual audit plan and subsequent approved changes thereto.</p> <p>Level 4: Complete 100% of approved annual audit plan and subsequent approved changes thereto.</p>
Source of data	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and quarterly Internal Audit progress reports issued.
Method of Calculation / Assessment	<p>The level of assurance will be measured as per defined measurement criteria. Method of calculation to determine level will be:</p> <ul style="list-style-type: none"> Number of completed audits divided by the total number of audits in the audit plan multiplied by 100 and this will signify the level achieved.
Means of verification	Internal Audit Assurance reports issued and Internal Audit progress reports produced for AREDC.

Assumptions	Availability of resources, the auditees and information.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Meet or exceed level 4 as per defined criteria
Indicator Responsibility	Chief Audit Executive

Indicator Title	Number of consulting assignments completed
Definition	This is to measure the number of consulting assignments completed. They include: <ul style="list-style-type: none"> • Involvement in projects; • Ad Hoc requests; and • Value adding engagements e.g. RCSA & Combined assurance facilitations.
Source of data	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and quarterly reports issued.
Method of Calculation / Assessment	Counting number of projects; number of ad hoc requests completed; and number of value added engagements (RCSA, Combined assurance - first line assurance facilitations)
Means of verification	Internal Audit Consulting reports issued and Internal Audit progress reports produced for AREDC.
Assumptions	Availability of resources, the auditees and information
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Execute all consulting assignments taken-up
Indicator Responsibility	Chief Audit Executive

Sub-Programme: Legal Risk & CCC

Indicator Title	Percentage of legal services provided within SLA turnaround times
Definition	<p>This is to measure the percentage of legal services provided within SLA turnaround times. The service comprises the following:</p> <ol style="list-style-type: none"> 1. Legal advice to Committees - 20 working days 2. Vet, draft regulations and other regulatory documents: 15 working days 3. Contracts: 10 working days 4. Internal legal opinions: 10 working days 5. Policy vetting: 10 working days 6. Informing Council of legal actions: 3 working days
Source of Data	Instructions, vetting, draft regulations and other regulatory documents requests, contract requests, internal legal opinions requests, policy vetting requests and legal suits recieved
Method of Calculation	<p>Number of legal advice, vetting and drafting provided, as per SLA turnaround times, divided by legal advice, vetting and drafting requested multiplied by 100</p> <p>The method of calculation will be as follows:</p> <ol style="list-style-type: none"> 1. Number of legal advices provided to Committees within 20 working days divided by the number of legal advices requested multiplied by 100 2. Number of vettings (for draft regulations and other regulatory documents) provided within 15 days divided by the number of vettings requested multiplied by 100 3. Number of contracts drafted / vetted within 10 working days divided by the number of contracts requested multiplied by 100 4. Number of internal legal opinions provided within 10 days divided by the number of internal legal opinions requested multiplied by 100 5. Number of policy vettings provided divided by the number of policy vettings requested multiplied by 100 6. Number of legal notices provided to Council divided by the number of legal suits received multiplied by 100 <p>Total calculation: 1 + 2 + 3 + 4 +5 +6 multiplied by 100</p>
Means of verification	Legal advice report; vetting, draft regulations and other regulatory documents report; Contracts report; Internal legal opinions report; policy vetting report and legal notices report
Assumptions	Cooperation by other Programmes
Disaggregation of Beneficiaries (where applicable)	All women, youth and people with disabilities

Spatial Transformation (where applicable)	Not applicable
CalculationType	Cumulative
Reporting Cycle	Quarterly
Desired Performance	80% of legal services provided within SLA turnaround times
Indicator Responsibility	Executive: Legal, Risk and CCC

Indicator Title	Risk maturity level of the organisation
Definition	This is to measure risk maturity of the organisation
Source of Data	Data will be collected from survey on risk maturity
Method of Calculation / Assessment	The organisation's risk maturity level will be measured using the acceptable risk maturity level standards whose custodian is LRCCC
Means of verification	Risk maturity report.
Assumptions	Availability of resources
Disaggregation of Beneficiaries (where applicable)	Internal and external stakeholders
Spatial Transformation (where applicable)	Not applicable
CalculationType	Cumulative
Reporting Cycle	Annually
Desired Performance	Risk maturity level 3
Indicator Responsibility	Specialist: Risk and Compliance

Indicator Title	Compliance maturity level of the organisation
Definition	This is to measure compliance maturity of the organisation
Source of Data	Data will be collected from survey on compliance maturity
Method of Calculation / Assessment	The organisation's compliance maturity level will be measured using the acceptable compliance maturity level standards whose custodian is LRCCC
Means of verification	Compliance maturity report.
Assumptions	Cooperation by other Programmes
Disaggregation of Beneficiaries (where applicable)	Internal and external stakeholders
Spatial Transformation (where applicable)	Not applicable
CalculationType	Cumulative
Reporting Cycle	Annually
Desired Performance	Compliance maturity level 2
Indicator Responsibility	Specialist Risk and Compliance

Indicator Title	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook
Definition	This is to measure the percentage of cases assessed within the timelines stipulated in the CCC Handbook
Source of Data	Data will be collected from Regulatory Divisions of ICASA and/or Complainants (Members of the public and Licensees)

Method of Calculation	Number of cases assessed within specified timelines in terms of CCC handbook (5 working days) divided by total number of cases received by CCC multiplied by 100
Means of verification	CCC cases assessed report
Assumptions	Availability of all relevant information for assessment of cases.
Disaggregation of Beneficiaries (where applicable)	All South Africans
Spatial Transformation (where applicable)	Not applicable
CalculationType	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	85% of all the cases referred for adjudication assessed within specified timelines
Indicator Responsibility	Executive: Legal, Risk and CCC

13. Programme 2: Licensing

Indicator title	Percentage of the process to assign broadband Spectrum completed
Short definition	<p>This is to measure completion of the process to assign broadband spectrum. The broadband spectrum assignment process will span a period of four years. The process is initiated by the publication of an invitation to apply, which constitutes 90% of the entire process and is concluded by assignment of broadband (spectrum licence awarded and issued) which constitutes 100% of the entire process.</p> <p>The quarterly targets of the process are denoted with percentages below:</p> <p>Q1 =40% (Published Invitation to Apply)</p> <p>Q2 = (No Target)</p> <p>Q3 = 70% (Published Notice regarding applications)</p> <p>Q4= 90% (Auction for assignment of Broadband Spectrum Conducted)</p>
Source/collection of data	Annual reports/minutes of meetings in which decisions are taken
Method of calculation/Assessment	Completed stages as per allocated percentage weightings
Means of Verification	Auction Report and or Auction attendance register
Assumptions	Budget availability, receipt of applications and auction success
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	Auction conducted
Indicator responsibility	Senior Manager: Spectrum Licensing

Indicator title	Percentage of the process to develop Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups completed
Short definition	<p>This is to measure completion of the process to develop Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups.</p> <p>The process will span a period of two years. It is initiated by the publication of a draft Regulation which constitutes 50% of the process in the 2019/20 financial year. The process is concluded by the publication of a Regulation on equity ownership by Historically Disadvantaged Groups which constitutes 100% of the process.</p> <p>Q1= No Activity;</p> <p>Q2= 70% (Pre-Hearing Analysis);</p> <p>Q3= 80% (Public Hearings);</p> <p>Q4= 100% (Publication of the regulation on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups).</p>
Source/collection of data	Annual reports/minutes of meetings in which decisions are taken, gazette.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Published regulation on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups
Assumptions	Budget and receipt of public comments
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative
Reporting cycle	Quarterly
Spatial Transformation	All South African citizens
Reporting cycle	Annually
Desired performance	100% completed process to develop a regulation on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups
Indicator responsibility	Senior Manager: ICT Service Licensing

Indicator title	Percentage of the process to develop the Regulations on Equipment Authorisation completed
Short definition	<p>This is to measure percentage of the process to develop the Regulations on Equipment Authorisation completed</p> <p>The process will span a period of two financial years initiated by the publication of a draft Regulation (50% of the process). The process is concluded by the publication of a Regulation on Equipment Authorisation which constitutes 100% of the process.</p> <p>The quarterly breakdown is as follows:</p> <p>Q1: No activity;</p> <p>Q2: 10% (Draft Regulations adopted by Council Committee);</p> <p>Q3: 25% (Draft Regulations on Equipment Authorisation submitted to Legal for vetting);</p> <p>Q4: 50% (Publication of Draft Regulations on Equipment Authorisation).</p>
Source/collection of data	Quarterly and Annual reports.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Published notice of Draft Regulations on Equipment Authorisation
Assumptions	Budget
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	50% (Publication of Draft Regulations on Equipment Authorisation).
Indicator responsibility	Senior Manager: Type Approval and Numbering

Indicator title	Percentage of the process to amend the Standard Terms and Conditions Regulations for Class Licenses completed
Short definition	<p>This is to measure completion of the process to amend the Standard Terms and Conditions Regulations for Class Licenses</p> <p>The process is initiated by the publication of the draft Amendment Standard Terms and Conditions Regulations Class Licenses which constitutes 50% of the process in the 2019/20 financial year. The process is concluded by the publication of the Amended Standard Terms and Conditions Regulations for Class Licenses which constitutes 100% of the process.</p> <p>Q1 =No activity;</p> <p>Q2 = 70% (Pre-Hearing Analysis Report);</p> <p>Q3 = 80% (Public Hearings);</p> <p>Q4 =100% (Publication of amended Regulations on Standard Terms and Conditions Regulations for Class Licenses)</p>
Source/collection of data	Quarterly and Annual reports/minutes of meetings in which decisions are taken, gazette.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Published notice of amended Regulations on Standard Terms and Conditions Regulations for Class Licenses
Assumptions	Receipt of public comments
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	100% completed process to amend the Processes and Procedure Regulations for Class Licenses completed
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	Percentage of the process to amend the Processes and Procedures Regulations for Class Licenses completed
Short definition	<p>This is to measure completion of the process to amend the Processes and Procedure Regulations for Class Licenses</p> <p>The process is initiated by the publication of the draft Amendment Regulations on the process to amend Processes and Procedures Regulations for Class Licenses which constitutes 50% of the process in the 2019/20 financial year. The process is concluded by the publication of the final Amended regulations on Processes and Procedure Regulations for Class Licenses which constitutes 100% of the process.</p> <p>Q1 = (No Target)</p> <p>Q2 = 70% (Pre-hearing analysis report)</p> <p>Q3 = 80% (Public Hearings)</p> <p>Q4= 100% (Publication of amended Regulations on processes and procedure Regulations for Class Licenses)</p>
Source/collection of data	Quarterly and Annual reports/minutes of meetings in which decisions are taken, gazette.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Published notice on amendment of the Processes and Procedure Regulations for Class Licenses
Assumptions	Budget and receipt of public comments
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	100% completed process to amend the Processes and Procedure Regulations for Class Licenses completed
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	Percentage of the process for licensing of Digital Community Television Broadcasting services on MUX 1 completed
Short definition	<p>This is to measure completion of the process for licensing of Digital Community Television Broadcasting Services on MUX 1.</p> <p>The licensing process is initiated by the drafting and publication of the invitation to apply, which constitutes 25% of the process in the 2019/20 financial year. The process is concluded by the publication of the Notice regarding applications for Digital Community Television Broadcasting services on MUX 1 constituting 50% of the process.</p> <p>The quarterly targets of the process are denoted with percentages below:</p> <p>Q1= No target;</p> <p>Q2= No Target;</p> <p>Q 3 No Target;</p> <p>Q4= 50% (Publication of the Notice regarding applications for digital community television broadcasting services on MUX 1)</p>
Source/collection of data	Government gazette and website.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Published notice regarding applications for digital community television broadcasting services on MUX 1
Assumptions	Budget and receipt of applications
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	100% completed processes for the licensing of digital community television broadcasting services on MUX 1
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	Percentage of the process for licensing of an Individual Electronic Communications Network Service Licence completed
Short definition	<p>This is to measure completion of the process for licensing of an Individual Electronic Communications Network Service Licence completed</p> <p>The licensing process is initiated by the publication of the Notice, which constitutes 25% of the process for licensing of an Individual Electronic Communications Network Service Licence in the 2019/20 financial year and the process is concluded by the publication of the Notice regarding applications for Individual Electronic Communications Network Service Licence constituting 50%</p> <p>Q1 = 10% (Publication of Invitation to Apply Individual Electronic Communications Network Service Licence);</p> <p>Q2 = No Activity;</p> <p>Q3 = No Activity;</p> <p>Q4 = 50% (Publication of the Notice regarding applications for Individual Electronic Communications Network Service Licence)</p>
Source/collection of data	Annual reports/minutes of meetings in which decisions are taken, gazette.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Published notice regarding applications for Individual Electronic Communications Network Service Licence
Assumptions	Budget and receipt of applications
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	100% completed processes for the licensing of licensing of an Individual Electronic Communications Network Service Licence completed
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	Percentage of the process for licensing of Community Sound Broadcasting Services completed
Short definition	<p>This is to measure completion of the process for licensing of Community Sound Broadcasting Services.</p> <p>The licensing process is initiated by the drafting and publication of the invitation to apply, which constitutes 25% of the process in the 2019/20 financial year. The process is concluded by a decision on the licensing process i.e. grant or not grant any licences.</p> <p>The quarterly targets of the process are denoted with percentages below:</p> <p>Q1= No target;</p> <p>Q2= 50% (Publication of the Notice regarding applications received for community sound broadcasting services);</p> <p>Q 3 No Target;</p> <p>Q4= 100% (Authority's Decision on the Licensing Process)</p>
Source/collection of data	Government gazette and website.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Authority's Decision on the Licensing Process (Decision Letters and/or issued Licenses)
Assumptions	Budget and receipt of applications
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	100% completed processes for the licensing of community sound broadcasting services
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	Percentage of the process on the Licensing of Commercial Sound broadcasting services in the Northern Cape completed
Short definition	<p>This is to measure completion of the process for licensing of Commercial Sound broadcasting services in the Northern Cape.</p> <p>The licensing process is initiated by the drafting and publication of an invitation to apply, which constitutes 25% of the process in the 2020/21 financial year.</p> <p>The quarterly targets of the process are denoted with percentages below:</p> <p>Q1= No target;</p> <p>Q2= 10% (Submission of the Draft Invitation to Apply for Legal Vetting);</p> <p>Q 3 No Target;</p> <p>Q4= 25% (Publication of an Invitation to Apply for Commercial Sound broadcasting services in the Northern Cape)</p>
Source/collection of data	Government gazette and website
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Published Invitation to Apply for Commercial Sound broadcasting services in the Northern Cape
Assumptions	Budget and receipt of applications
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	25% (Publication of an Invitation to Apply for Commercial Sound broadcasting services in the Northern Cape)
Indicator responsibility	Senior Manager: ICT Licensing Services

Indicator title	Percentage of the regulations to enable the ICT sector to respond to declared state of disaster (COVID-19 pandemic) completed
Short definition	<p>This is to measure completion of the regulations to enable the ICT sector to respond to declared state of disaster (COVID-19 pandemic).</p> <p>The regulation is initiated by the publication of the COVID 19 Regulations which constitutes 50% of the intervention in the 2019/20 financial year. The intervention is concluded by implementation of the COVID 19 Regulations and it constitutes 100% completion of the intervention</p> <p>Q1= 50% (Published COVID19 Regulations);</p> <p>Q2= No Activity;</p> <p>Q3= No Activity;</p> <p>Q4= 100% (COVID19 Regulations implementation)</p>
Source/collection of data	Government gazette and website.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings. Percentage of completion will be calculated as follows: stage completed divided by entire intervention stages multiplied by 100
Means of Verification	<p>Published Regulations and Notices</p> <p>Media releases outlining Authority's position</p> <p>Implementation Report as approved by Council</p>
Assumptions	Budget and Responses from Licensees
Disaggregation of Beneficiaries	All South African citizens
Reporting cycle	Quarterly
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	100% (COVID19 Implementation Report Approved at Council).
Indicator responsibility	General Manager: Licensing

14. Programme 3: Policy Research & Analysis

Indicator tile	Number of findings documents into the Must Carry regulations produced
Definition	<p>The indicator measures the number of findings documents on Must Carry Obligations. The process will happen in stages in quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: No deliverable Q2: Draft Findings Document on Must Carry obligations – 0.5 Q3: No deliverable Q4: A Findings Document – 1</p>
Source data	Stakeholder submissions, discussion document, the current regulations
Method of calculation/assessment	Counting
Means of Verification	Findings Document on Must Carry obligations
Assumptions	Receipt of stakeholder submissions
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Findings document on review of must carry obligations published
Indicator responsibility	GM: PRA

Indicator tile	Number of regulations in the broadcasting of national sporting events reviewed
Definition	<p>The indicator measures the number of regulations on broadcasting of national sporting events that have been reviewed. The end result of the review will be regulations.</p> <p>The review will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: No deliverable Q2: Analysis Document– 0.5 Q3: Regulations – 1 Q4: No Deliverable</p>
Source data	Stakeholder submissions

Method of calculation/ assessment	Counting
Means of Verification	Regulations on the broadcasting of national sporting events
Assumptions	Receipt of submissions
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Reviewed (revised) regulations on broadcasting of national sporting events published
Indicator responsibility	GM: PRA

Indicator tile	Number of regulations on broadcasting of municipal elections reviewed
Definition	The indicator measures review of regulations on the broadcasting of Municipal Elections. The result of the review will be new regulations. The review will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: Constitution of Council Committee – 0.25 Q2: Draft Regulations – 0.50 Q3: Public Consultations – 0.75 Q4: Regulations - 1
Source data	Provincial workshops, stakeholder submissions, current regulations
Method of calculation/ assessment	Counting
Means of Verification	Regulations on the broadcasting of municipal elections
Assumptions	Availability of resources
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Reviewed (reviewed) regulations on broadcasting of municipal elections approved by Council
Indicator responsibility	GM: PRA

Indicator tile	Number of SAPO tariffs approved
Definition	The indicator measures gazetted SAPO tariffs. The review will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: No deliverable Q2: No deliverable Q3: Draft tariff analysis report – 0.50 Q4: Gazetted tariffs – 1
Source data	Current Government Gazette on SAPO Tariffs, submissions from SAPO
Method of calculation/assessment	Counting
Means of Verification	Approved SAPO tariffs report
Assumptions	Provision of required information by SAPO
Disaggregation of beneficiaries (where applicable)	All consumers, SAPO
Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	SAPO tariffs to be gazetted approved by Council
Indicator responsibility	GM: PRA

Indicator tile	Number of regulations on pricing of reserved postal services reviewed
Definition	The indicator measures review of regulations on pricing of reserved postal services. The result of the review will be new regulations. The review will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: Consultations – 0.25 Q2: Draft regulations – 0.50 Q3: Consultations on draft regulations – 0.75 Q4: Regulations on pricing of reserved postal services – 1
Source data	Current regulations, findings document, stakeholder submissions
Method of calculation/assessment	Counting
Means of Verification	Regulations on pricing of reserved postal services
Assumptions	Stakeholders submissions
Disaggregation of beneficiaries (where applicable)	All consumers

Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Reviewed (revised) regulations on pricing of reserved postal services approved by Council
Indicator responsibility	GM: PRA

Indicator tile	Number of draft regulations on customer care in the postal sector developed
Definition	The indicator measures development of draft regulations on customer care in the postal sector. Development of the regulations will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: Constituion of Council Committee – 0.25 Q2: No deliverable Q3: Draft Explanatory Memo – 0.75 Q4: Draft regulations – 1
Source data	Current customer care regulations, research report
Method of calculation/assessment	Counting
Means of Verification	Draft Regulations on customer care in the postal sector.
Assumptions	Availability of data
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Draft regulations on customer care in the postal sector adopted by Council Committee
Indicator responsibility	GM: PRA

Indicator title	Number of discussion documents on Regulation Relating to the definition of advertising and the regulation of Infomercials and Programme Sponsorship in Respect of Broadcasting Activities developed
Definition	<p>The indicator measures delivery of discussion documents on the regulation of advertising, infomercials and Programme Sponsorship in respect of broadcasting activities.</p> <p>The delivery of the discussion document will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: Constitution of Council Committee – 0.25 Q2: Draft Committee Research Document – 0.50 Q3: Draft Discussion Document – 0.75 (adopted by Council Committee) Q4: Discussion Document – 1 (approved by Council)</p>
Source data	Stakeholder submissions, research report, current regulations
Method of calculation/assessment	Counting
Means of Verification	Discussion Document on Regulation Relating to the definition of advertising and the regulation of Infomercials and Programme Sponsorship in Respect of Broadcasting Activities
Assumptions	Absence of litigation
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Discussion Document on Regulation Relating to the definition of advertising and the regulation of Infomercials and Programme Sponsorship in Respect of Broadcasting Activities approved by Council
Indicator responsibility	GM: PRA

Indicator title	Number of bi-annual tariff analyses produced
Definition	<p>The indicator measures analyses of tariffs analyses conducted.</p> <p>The delivery of the analyses will happen in stages as quarterly deliverables as follows:</p> <p>Q1: No deliverable – 0</p>

	Q2: Tariff analysis report – 1 Q3: No deliverable – 0 Q4: Tariff analysis report – 1
Source data	Tariff notifications from stakeholders
Method of calculation/ assessment	Counting
Means of Verification	Tariff analysis reports
Assumptions	Tariff notifications by stakeholders
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	Tariff analysis reports produced (and approved by EXCO)
Indicator responsibility	GM: PRA

Indicator tile	Number of draft regulations on subscription television broadcasting market produced
Definition	<p>The indicator measures delivery of regulations on subscription television broadcasting market.</p> <p>Delivery of the regulations will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: Public hearings on draft findings document – 0.25 Q2: Findings document – 0.50 Q3: No deliverable – 0 Q4: Draft regulations – 1</p>
Source data	Findings document, stakeholder submissions
Method of calculation/ assessment	Counting
Means of Verification	Draft Regulations on subscription television broadcasting market
Assumptions	Availability of resources, absence of litigation, stakeholder responses
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Non-cumulative

Reporting cycle	Quarterly
Desired performance	Draft Regulations on subscription television broadcasting market produced (and approved by Council)
Indicator responsibility	GM: PRA

Indicator tile	Number of findings documents on the mobile broadband services market published
Definition	<p>The indicator measures delivery of findings documents on the mobile broadband services market.</p> <p>Delivery of the findings document will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: Public hearings on the discussion document – 0.25</p> <p>Q2: Draft findings document – 0.50</p> <p>Q3: Consultations on draft findings document – 0.75</p> <p>Q4: Findings Document – 1</p>
Source of data	Discussion document, submissions from stakeholders
Method of calculation/ assessment	Counting
Means of Verification	Findings Document on the mobile broadband services market
Assumptions	No litigation, stakeholder responses
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation	South Africa
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Findings Documents on the mobile broadband services market approved by Council
Indicator responsibility	GM: PRA

15. Programme 4: Engineering and Technology

Indicator Title	Percentage of the National Radio Frequency Plan updated
Definition	<p>The indicator measures updating of the National Radio Frequency Plan following the WRC-19 outcomes to include provisions in the latest edition of the ITU Radio Regulations.</p> <p>The National Radio Frequency plan will be updated in four stages: Stage 1: No deliverable Stage 2: Council decision on the draft National Radio Frequency Plan (50%) Stage 3: Consultation on the draft National Radio Frequency Plan (75%). Stage 4: National Radio Frequency Plan considered by Council (100%).</p>
Source of data	WRC-19 Final Acts, ITU Radio Regulations and National Radio Frequency Plan 2018
Method of calculation	Amount of National Radio Frequency plan updated/ total National Radio Frequency Plan to be updated x 100
Means of verification	The updated National Radio Frequency Plan
Assumptions	Sources of data available, submissions from the industry
Disaggregation of beneficiaries	All Citizens of SA
Calculation type	Cumulative
Spatial Transformation	National
Reporting cycle	Quarterly
Desired performance	The updated National Radio Frequency Plan considered by Council
Indicator responsibility	Senior Manager: Network Systems and Research

Indicator Title	Percentage of Frequency Migration Plan implemented
Definition	<p>The indicator measures implementation of the Radio Frequency Migration Plan. A Radio Frequency migration is the migration of users of radio frequency spectrum within the same band or other Radio frequency bands in accordance with the National Radio Frequency Plan.</p> <p>The frequency migration plan will be implemented in four stages: Stage 1: No deliverable Stage 2: The study conducted within and amongst affected users and uses (50%) Stage 3: The analysis of the submissions on the Radiocommunication Services affected (75%). Stage 4: Radio Frequency Migration Plan 2019 implemented (100%).</p>

Source of data	National Radio Frequency Plan 2018 and Radio Frequency Migration Plan 2019. Information on existing spectrum licences Spectrum Monitoring Data.
Method of calculation	The amount of the Frequency Migration Plan implemented/Total Frequency Migration Plan x 100
Means of verification	A report on implementation of the Radio Frequency Migration Plan 2019
Assumptions	Sources of data available, submissions from the industry
Disaggregation of beneficiaries	All Citizens of SA
Calculation type	Cumulative
Spatial Transformation	National
Reporting cycle	Quarterly
Desired performance	The Radio Frequency Migration Plan implemented
Indicator responsibility	Senior Manager: Network Systems and Research

Indicator Title	Percentage of IMT Roadmap implemented
Definition	<p>The indicator measures implementation of the International Mobile Telecommunications (IMT) roadmap. The IMT roadmap identifies frequency bands for IMT services as per ITU-R Recommendations.</p> <p>The IMT Roadmap will be implemented in four stages:</p> <p>Stage 1: No deliverable</p> <p>Stage 2: Developed Radio Frequency Spectrum Assignment Plans (RFSAPs) for IMT (50%)</p> <p>Stage 3: The analysis of the submissions regarding the Radio Frequency Spectrum Assignment Plans (RFSAPs) for IMT (75%)</p> <p>Stage 4: IMT Roadmap implemented (100%)</p>
Source of data	National Radio Frequency Plan 2018, Radio Frequency Migration Plan 2019 and IMT roadmap 2019
Method of calculation	The amount of the IMT Roadmap implemented/Total IMT Roadmap x 100
Means of verification	Report on the implementation of the updated IMT Roadmap
Assumptions	Sources of data available, submissions from the industry
Disaggregation of beneficiaries	All Citizens of SA
Calculation type	Cumulative
Spatial Transformation	National
Reporting cycle	Quarterly
Desired performance	IMT Roadmap implemented
Indicator responsibility	Senior Manager: Network Systems and Research

Indicator Title	Percentage of the certification of the Secondary Geolocation Spectrum Database Providers completed
Definition	<p>The indicator measures the certification of the Secondary Geolocation Spectrum Database providers.</p> <p>The Certification will be executed in four stages:</p> <p>Stage 1: Notice inviting the prospective applicants (25%)</p> <p>Stage 2: Report on the due diligence analysis (50%)</p> <p>Stage 3: Report on the simulated tests performed (75%)</p> <p>Stage 4: Qualification decision report (100%)</p>
Source of data	TV Whitespace regulations as well as other documents on a framework for TV Whitespace. Geolocation database
Method of calculation	The amount of the certification process completed/ The total certification process x 100
Means of verification	Qualification Decision Report
Assumptions	Sources of data available, submissions from the industry
Disaggregation of beneficiaries	All Citizens of SA
Calculation type	Accumulative
Spatial Transformation	National
Reporting cycle	Annually
Desired performance	Decision on Certification of the Secondary Geolocation Spectrum Database Providers.
Indicator responsibility	Senior Manager: Network Systems and Research

Indicator Title	Percentage of Network Performance Management System developed
Definition	<p>The indicator measures Network Performance Management System (NPMS) developed. Development of NPMS will be done in four stages for the 2020/2021 FY as follows:</p> <p>0% = No deliverable 15% = Draft Bid Documents Completed 15% = Publication of Bid 20% = Appointment of a service provider</p>
Source of data	NPMS, Network operators
Method of calculation	The amount of NPMS system developed/Total NPMS x 100
Means of verification	Appointment Letter for Service Provider
Assumptions	<p>Data is accurate and valid, full cooperation by the mobile operators.</p> <p>The funding for acquisition of the OSS system is availed as part of the special projects funding under the auspices of the IMT spectrum licensing project. It is noted that the OSS will be critical in the monitoring of obligations imposed on licensees who will be assigned IMT spectrum. These</p>

	obligations will include parameters for network performance and broadband speeds to be met by licensees.
Disaggregations of beneficiaries	All Citizens of SA
Calculation type	Cumulative
Spatial Transformation	Metropolitan areas (Johannesburg, Durban, Port Elizabeth and Cape town)
Reporting cycle	Annually
Desired performance	Service provider appointed
Indicator responsibility	Senior Manager: Engineering Facilities and Research

Indicator Title	Number of recommendations produced towards enabling South Africa's uptake of 5G technologies
Definition	<p>The indicator measures recommendations produced towards enabling South Africa's uptake of 5G technologies. The quarterly targets are shown below:</p> <p>Q1: Report to the Minister in line with the Policy Directive-5G band update</p> <p>Q2: No deliverable</p> <p>Q3: No Deliverable</p> <p>Q4: Recommendation Report towards enabling South Africa's uptake of 5G technologies</p>
Source of data	5G Forum meetings, local and international engagements, international 5G Fora, ITU study groups, International Standardisation Development Organisations (SDOs), and publications on 5G. WRC-19 Final Acts.
Method of calculation	Counting
Means of verification	Reports
Assumptions	Sources of data available, inputs from the 5G Forum
Disaggregations of beneficiaries	All Citizens of SA
Calculation type	Cumulative
Spatial Transformation	National
Reporting cycle	Annually
Desired performance	Recommendations towards enabling South Africa's uptake of 5G technologies
Indicator responsibility	Senior Manager: Network Systems and Research

Indicator Title	Number of Regulations on the introduction of Digital Sound Broadcasting (DSB) in South Africa produced
Definition	The indicator measures production of Digital Sound Broadcasting (DSB) Regulations in South Africa
Source of data	National Radio Frequency Plan 2018, Terrestrial Broadcasting Frequency Plan 2013, ITU-R reports, recommendations, handbooks and SADC guidelines
Method of calculation	Counting
Means of verification	DSB Regulations
Assumptions	Sources of data available, submissions from the industry
Disaggregations of beneficiaries	All Citizens of SA
Calculation type	Non-cumulative
Spatial Transformation	National
Reporting cycle	Annually
Desired performance	measured performance
Indicator responsibility	Senior Manager: Network Systems and Research

Indicator Title	Number of fixed spectrum Monitoring sites around Karoo Central Astronomy Advantage Area (KCAAA) established
Definition	The indicator measures establishment of fixed spectrum monitoring sites in the KCAAA, to achieve continuous monitoring over the Square Kilometre Array (SKA) core site.
Source of data	Astronomy Geographic Areas Act, Karoo Central Astronomy Advantage Areas Regulations, International Telecommunications Union- Radiocommunications sector (ITU-R) reports, recommendations, handbooks
Method of calculation	Counting
Means of verification	Established fixed spectrum Monitoring sites acceptance report
Assumptions	Location has been identified
Disaggregation of beneficiaries	Citizens of SA
Calculation type	Non-Cumulative
Spatial Transformation	Declared Astronomy Advantage Areas in SA
Reporting cycle	Annually
Desired performance	Site established and ready to use
Indicator responsibility	Senior Manager: Engineering Facilities and Research

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

16. Programme 5: Regions

It should be noted that Regions programme is particularly susceptible to the business continuity risks posed by COVID-19 pandemic as its deliverables are reliant on employees being on the field to execute the work required for fulfillment of the indicators outlined below.

Indicator Title	Percentage of reported Radio Frequency Interference cases resolved in 30 working days
Definition	The indicator measures the reported Radio Frequency Interference cases resolved within 30 working days
Source of Data	CRM
Method of Calculation/ Assessment	Number of reported interference cases resolved within 30 working days divided by the total interference cases resolved multiplied by 100
Assumptions	Budget availability for equipment and relevant training. COVID-19 pandemic mitigation measures being in place and effective.
Means of verification	CRM evidence, proof of receipt of complaint and signed inspection forms
Disaggregation of beneficiaries	All consumers and stakeholders in the ICT sector
Spatial Transformations	Not applicable
Reporting Cycle	Quarterly
Desired Performance	96% of Radio Frequency Interference cases resolved within 30 working days.
Indicator Responsibility	GM: Regions

Indicator Title	Number of NATJOINTS instructions executed
Definition	The indicator measures NATJOINTS instructions executed by ICASA
Source of Data	NATJOINTS activities
Method of Calculation/ Assessment	Counting
Assumptions	Budget Availability for equipment, travel, overtime and S&T. COVID-19 pandemic mitigation measures being in place and effective.
Disaggregation of beneficiaries	Consumers and Stakeholders
Means of verification	NATJOINTS instruction execution report
Spatial Transformations	N/A
Reporting Cycle	Quarterly

Desired Performance	All NATJOINT instructions executed
Indicator Responsibility	GM: Regions

Indicator Title	Number of compliance monitoring inspections conducted
Definition	<p>The indicator measures monitoring inspections conducted for compliance in line with the following regulations:</p> <ul style="list-style-type: none"> • End-user and subscriber service charter regulations : ECS/ECNS Licensees(100) • Regulations on radio apparatus installed at high sites (1825) • Conduct reserved (SAPO) postal compliance inspections (400) • The Community Broadcasting Services Regulations and Regulations regarding the Standard Terms and Conditions for Class Licences under Chapter 3 of the Electronic Communications Act, 2005 (No. 36 of 2005) (300) • Type Approval Regulations (2500)
Source of Data	CRM data and an Annual Compliance Report
Method of Calculation/ Assessment	Counting
Assumptions	<p>Availability of resources</p> <p>COVID-19 pandemic mitigation measures being in place and effective. This indicator requires that inspectors physically visit licensees' outlets, licensees' premises etc. to perform the inspections. As such it is directly impacted by restrictions on movement of people (and scheduling of meetings) during the COVID-19 pandemic period.</p>
Disaggregation of beneficiaries	All consumers and stakeholders in the ICT sector
Spatial Transformations	n/a
Means of verification	Compliance monitoring inspections report
Reporting Cycle	Annually
Desired Performance	All compliance monitoring inspections completed successfully
Indicator responsibility	GM: Regions

Indicator Title	Percentage of Consumer Education Plan implemented
Definition	The indicator measures implementation of the Consumer Education Plan.

Source of Data	Activities during implementation of the consumer education plan
Method of Calculation/ Assessment	Number of activities executed divided by number of planned activities multiplied by 100
Assumptions	Budget availability COVID-19 pandemic mitigation measures being in place and effective. This indicator requires public attendance of activation campaign events and is thus directly impacted by restrictions on public gatherings
Disaggregation of beneficiaries	All consumers and stakeholders in the ICT sector
Spatial Transformations	n/a
Means of verification	Council-approved plan, report on implementation of consumer education plan noted by Council
Reporting Cycle	Quarterly
Desired Performance	Implementation of 85% of consumer education plan.
Indicator responsibility	GM: Regions

17. Programme 6: Compliance and Consumer Affairs

Indicator Title	Percentage of Consumer Complaints resolved
Definition	The indicator measures consumer complaints resolved
Source of Data	Actual consumer complaints received on the CRM system
Method of Calculation/ Assessment	The number of complaints resolved divided by the number of complaints received multiplied by 100
Means of verification	CRM evidence
Assumptions	No downtime of CRM system
Disaggregation of beneficiaries	All consumers
Spatial Transformations	Not Applicable
Reporting Cycle	Annually
Desired Performance	1% annual increase on consumer complaints resolved
Indicator Responsibility	GM: Compliance and Consumer Affairs

Indicator Title	Number of Consumer Advisories provided to ICASA by the Consumer Advisory Panel
Definition	This is the number of Advisories produced by CAP for consumer protection provided to ICASA Council
Source of Data	CAP consumer protection initiatives undertaken
Method of Calculation/ Assessment	Counting
Means of verification	Council approved CAP advisory report
Assumptions	Budget availability for advisory work. COVID-19 pandemic mitigation measures being in place and effective. This indicator requires public attendance of CAP workshops by various identified stakeholders and is thus directly impacted by restrictions on public gatherings
Disaggregation of beneficiaries	All consumers
CalculationType	Non-Cumulative
Spatial Transformations	N/A
Reporting Cycle	Annually
Desired Performance	Improved level of consumer protection
Indicator Responsibility	GM: Compliance and Consumer Affairs

Annexure A: Amendments to the Strategic Plan

There are no amendments to the Strategic Plan because this Annual Performance Plan is based on the new Strategic Plan 2020/21 – 24/25.

Annexure B: Conditional Grants

The Authority does not receive any conditional grants.

Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
ICASA	Percentage of stakeholders satisfied with the service that is being offered by ICASA	70%	Survey Records
ICASA	Number of international affiliations subscribed/maintained in terms of international/regional bodies or organisations across the postal/broadcasting/ telecommunications organisations	6	Organisations affiliated and subscribed to
ICASA	Amount of business intelligence gathered from analysis of integrated business systems data	2	New BI DW system
ICASA	Number of offices maintained	9	Landlord records/Finance Records
ICASA	Audit Opinion	Unqualified audit	Annual Financial Statements, Audit Report, Annual Report
ICASA	Staff vacancy rate maintained	7%	Recruitment and dismissal information
ICASA	Number of HR strategies reviewed	1	The current HR Strategy, SABPP Audit report
ICASA	Number of OD strategies reviewed	1	Current OD Strategy
ICASA	Percentage of Workplace Skills Plan implemented	100%	Acknowledgement letter from MICT SETA, Training Tracker, Approval letter and Consolidated Individual Development Plans (IDP).
ICASA	Level of assurance provided	Level 4	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and quarterly Internal Audit progress reports issued.
ICASA	Number of consulting assignments completed	4	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and quarterly reports issued.
ICASA	Percentage of legal services provided to client within SLA turnaround times	80%	Instructions register/ Opinions

ICASA	Risk maturity level of the organisation	Level 3	Data will be collected from survey on risk maturity
ICASA	Compliance maturity level of the organisation	Level 2	Data will be collected from survey on compliance maturity
ICASA	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	80%	Data will be collected from Regulatory Divisions of ICASA and/or Complainants (Members of the public and Licensees)
ICASA	Percentage of the process to assign broadband spectrum completed	90%	Annual reports/minutes of meetings in which decisions are taken
ICASA	Percentage of the process to develop Regulations on Limitation of Ownership and Control and Equity Ownership by Historically Disadvantaged Groups completed	100%	Annual reports/minutes of meetings in which decisions are taken, gazette.
ICASA	Percentage of the process to develop the Regulations on Equipment Authorisation completed	50 %	Quarterly and Annual reports.
ICASA	Percentage of the process to amend the Standard Terms and Conditions Regulations for Class Licences completed	100%	Quarterly and Annual reports/minutes of meetings in which decisions are taken, gazette.
ICASA	Percentage of the process to amend Processes and Procedures Regulations for Class Licences completed	100%	Quarterly and Annual reports/minutes of meetings in which decisions are taken, gazette.
ICASA	Percentage of the process for licensing of digital community television broadcasting services on MUX 1 completed	50%	Government gazette and website.
ICASA	Percentage of the process for licensing of an Individual Electronic Communications Network Service Licence completed	50%	Annual reports/minutes of meetings in which decisions are taken, gazette.
ICASA	Percentage of the process for licensing of Community Sound Broadcasting services completed	100%	Government gazette and website.
ICASA	Percentage of the process on the Licensing of Commercial Sound broadcasting services in the Northern Cape completed	25%	Government gazette and website.

ICASA	Percentage of the intervention to enable the ICT sector to respond to declared state of disaster (COVID-19 pandemic) completed	100%	Government gazette and website.
ICASA	Number of findings documents into the Must Carry regulations	1	Stakeholder submissions, discussion document, the current regulations
ICASA	Number of regulations on broadcasting of national sporting events reviewed	1	Stakeholder submissions
ICASA	Number of regulations on broadcasting of municipal elections reviewed	1	Provincial workshops, stakeholder submissions, current regulations
ICASA	Number of SAPO tariffs approved	1	Current Government Gazette on SAPO Tariffs, submissions from SAPO
ICASA	Number of regulations on pricing of reserved postal services reviewed	1	Current regulations, findings document, stakeholder submissions
ICASA	Number of draft regulations on customer care in the postal sector developed	1	Current customer care regulations, research report
ICASA	Number of discussion documents on Regulation relating to the definition of advertising and the regulation of Infomercials and Programme Sponsorship in Respect of Broadcasting Activities developed	1	Stakeholder submissions, research report, current regulations
ICASA	Number of findings documents on subscription television broadcasting market produced	1	Draft findings documents, stakeholder submissions
ICASA	Number of findings documents on the mobile broadband services market published	1	Discussion document, submissions from stakeholders
ICASA	Number of bi-annual tariff analyses produced	2	Tariff notifications from stakeholders
ICASA	Percentage of the National Radio Frequency Plan updated	100%	WRC-19 Final Acts, ITU Radio Regulations and National Radio Frequency Plan 2018
ICASA	Percentage of Frequency Migration plan implemented	100%	National Radio Frequency Plan 2018 and Radio Frequency Migration Plan 2019. Information on existing spectrum licences Spectrum Monitoring Data.
ICASA	Percentage of IMT Roadmap implemented	100%	National Radio Frequency Plan 2018, Radio Frequency Migration Plan 2019 and IMT roadmap 2019

ICASA	Percentage of the certification of the Secondary Geolocation Spectrum Database providers	100%	TV Whitespace regulations as well as other documents on a framework for TV Whitespace.
ICASA	Number of recommendations produced, towards enabling South Africa's uptake of 5G technologies	2	5G Forum meetings, local and international engagements, international 5G Fora, ITU study groups, International Standardisation Development Organisations (SDOs), and publications on 5G.
ICASA	Number of Regulations on the introduction of Digital Sound Broadcasting (DSB) in South Africa produced	1	National Radio Frequency Plan 2018, Terrestrial Broadcasting Frequency Plan 2013, ITU-R reports, recommendations, handbooks and SADC guidelines
ICASA	Number of spectrum fixed monitoring sites around Karoo Central Astronomy Advantage Area (KCAAA) established	1	Astronomy Geographic Areas Act, Karoo Central Astronomy Advantage Areas Regulations, International Telecommunications Union- Radiocommunications sector (ITU-R) reports, recommendations, handbooks
ICASA	Percentage of Network Performance Management System developed	20%	NPMS, Network operators
ICASA	Number of Provinces monitored for Quality of Service	6	Measurements collected through Drive Testing using SABS 1725-1/2 standards
ICASA	Percentage of reported Radio Frequency Interference cases resolved in 30 working days	96%	Customer Relations Management (CRM)
ICASA	Number of NATJOINTS instructions executed	4	NATJOINTS activities
ICASA	Number of compliance monitoring inspections conducted	5125	CRM data and an annual Compliance Report
ICASA	Percentage of Consumer Education Plan implemented	90%	Council-approved plan, report on implementation of consumer education strategy noted by Council
ICASA	Percentage of Consumer Complaints resolved	86%	Actual consumer complaints received on the CRM system
ICASA	Number of Advisories produced by CAP for consumer protection	1	CAP consumer protection initiatives undertaken

Annexure D: District Development Model

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

Communication	Resolution of radio frequency interference cases	Part of Programme 5: Regions budget	OR Tambo District Municipality	31.4632° S, 29.2321° E	Eastern Cape Regional Manager	Licensees operating in the area Consumer Groups in the Municipality
Communication	Consumer education campaign to educate the public on ICASA's service offerings	Part of Programme 5: Regions budget	OR Tambo District Municipality	31.4632° S, 29.2321° E	Eastern Cape Regional Manager	All stakeholders Consumer Groups in the Municipality
Communication	Regulations Enforcement: type approval regulations, licence terms and conditions	Part of Programme 5: Regions budget	OR Tambo District Municipality	31.4632° S, 29.2321° E	Eastern Cape Regional Manager	Licensees operating in the area Businesses selling subscriber and other electronic equipment in the area Consumer Groups in the Municipality