ICASA | ANNUAL PERFORMANCE PLAN 2025/26

ICASA

Independent Communications Authority of South Africa

Annual Performance Plan 2025|26

Independent Communications Authority of South Africa

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Annual Performance Plan
for 2025/2026

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LIST OF ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
5G	Fifth Generation Cellular Network Technology
AI	Artificial Intelligence
ASMS	Automated Spectrum Management System
BBBEE	Broad-Based Black Economic Empowerment
CAP	Consumer Advisory Panel
CCC	Complaints and Compliance Committee
CPD	Continuous Professional Development
DOC	Department of Communications
DTPS	Department Of Telecommunications & Postal Services
DTT	Digital Terrestrial Television
DOA	Digital Object Architecture
ECA	Electronics Communications Act
EDRMS	Electronic Document Record Management System
EMF	Electric and Magnetic Fields
EVP	Employee Value Proposition
GDP	Gross Domestic Product
HDGs	Historically Disadvantaged Groups
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communications Technology
IMT	International Mobile Telecommunications
IoTs	Internet of Things
IPTV	Internet Protocol Television
ITU	International Telecommunications Union
KCAAA	Karoo Central Astronomy Advantage Areas
MTEF	Medium Term Expenditure Framework

MTN	Mobile Telecommunications Network
MUX 1	Multiplex 1
NATJOINTS	National Joint Operational and Intelligence Structure
NDP	National Development Plan
NPMS	Network Performance Monitoring System
NT	National Treasury
OTT	Over the top
PAJA	Promotion of Administrative Justice 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
SETA	Sector Education and Training Authority
SIPs	Strategic Integrated Projects
SKA	Square Kilometre Array
SLA	Service Level Agreement
SMMEs	Small, Medium and Micro Enterprises
SOC	State Owned Company
TV	Television
WRC	World Radiocommunication Conference
WOAN	Wireless open access network
USAASA	Universal Service and Access Agency of South Africa

STATEMENT BY THE ACCOUNTING AUTHORITY

MOTHIBI G. RAMUSI

The future of telecommunications, broadcasting, and postal regulation has been shaped by rapid technological advances, digital convergence, e-commerce and shifting of consumer behaviour. As a result, the rollout of emerging technologies will require the Independent Communications Authority of South Africa (ICASA) to manage spectrum allocation efficiently, ensuring optimal use while balancing the needs of public and private sectors. With the expansion of smart and emerging networks, there will be a need for continuous quality-of-service oversight and infrastructure support, through regulations especially in advancing infrastructure expansion and service offerings in underprivileged, rural and underserved areas.

What has become important and strategic at this stage, is that next-generation technologies demand proactive regulatory frameworks to prepare for the next wave of connectivity. As telecommunications, broadcasting, online streaming, financial technology, and e-commerce converge, ICASA is required to adopt more unified regulatory frameworks to oversee cross-platform licensees and related service providers that are aligned to the Information and Communication Technology (ICT) sector.

ICASA recognises the role that is to be played by digital platforms. One of the regulatory priorities will be to find a balance between freedom of expression and the need to curb misinformation and harmful content on these platforms. A collaborative working model with other regulatory bodies that may have mandates that are cross-functional to those of ICASA will remain as an ongoing engagement between entities to act in a proactive manner on identified gaps or opportunities.

With increasing data usage and more sophisticated tracking methods, ICASA will ensure information security and network reliability to protect consumer rights and adopt and enforce regulations, where necessary, consistent with standards as resolved by the World Telecommunications Standardisation Assembly (WTSA) of the International Telecommunication Union (ITU) and other competent standards bodies.

All licensees and related stakeholders that are dealing with ICASA must implement appropriate security measures to safeguard their deployed infrastructure and networks to build consumers trust and confidence in the use of ICTs. The telecommunications, e-commerce and broadcasting infrastructure are integral to national security as they need to be managed through a developed framework.

It is well within ICASA's strategic and operational mandate to facilitate digitally enabled South Africa through regulations. In this regard, a greater emphasis will be placed on ensuring that licensees expand connectivity not only in urban and semi-urban areas but to underprivileged, rural and underserved communities, ensuring equitable access to digital services. This advancement of infrastructure will also ensure that affordable access to data and digital services is attained, as this will be essential in promoting inclusion and bridging the socio-economic digital divide that still exists in South Africa.

The strategic intent of ICASA will also be to improve regulatory efficiency, allowing real-time monitoring of the licensee’s network performance, *"All licensees and related stakeholders that are dealing with ICASA must implement appropriate security measures to safeguard their deployed infrastructure and networks to build consumers trust and confidence in the use of ICTs. The telecommunications, e-commerce and broadcasting infrastructure are integral to national security as they need to be managed through a developed framework."*

enhanced spectrum management, and quicker response to non-compliance matters. There is currently no policy pronouncement that governs Artificial Intelligence (AI) in South Africa; however, ICASA will be ready to oversee ethical standards in AI-driven services and content, ensuring fairness and transparency in AI applications within the ICT sector.

As climate change becomes a more prominent global issue, ICASA will further focus on regulatory matters that promote sustainability, requiring licensees and related service providers to adopt greener practices in their business models.

Licensees will be encouraged and, in some cases, mandated through license conditions to participate in socially responsible initiatives, especially in line with national socio-economic development goals. The future of the traditional postal sector continues to decline; therefore, ICASA will continue to support digitally transformed efforts, such as e-commerce and financial services, to ensure that the postal sector remains viable.

In conclusion, ICASA is geared to develop forward-thinking regulations that balance innovation with consumer protection, equitable access, inclusive infrastructure, and maintain economic stability. The evolution of a forward-thinking ICASA will demand agility, ongoing adaptation, change management and a very close collaboration with both internal and external stakeholders, government, and international bodies to ensure the regulatory environment remains effective, relevant and aiming for an impactful outcome.

Mothibi Ramusi
Chairperson

STATEMENT BY THE ACCOUNTING OFFICER

TSHIAMO MALULEKA-DISEMELO

The Authority's five-year Strategic Plan is grounded in national policy and legislation, providing a blueprint for effective ICT sector regulation to stimulate economic growth. This plan reflects the Authority's vision for expanding and modernising the ICT sector to make communications services, especially broadband, more affordable, and accessible to all South Africans. It outlines various measures to promote competition, reduce communication costs, ensure efficient use of the radio frequency spectrum, and enhance social cohesion in line with the Authority's constitutional mandate to oversee and regulate the broadcasting, telecommunications, and postal sectors in South Africa in the public interest, ensuring that our citizens benefit from accessible, diverse, and high-quality communications services. Notably, it also prioritises consumer welfare by ensuring robust protections for consumer rights. Our aim is to contribute meaningfully to the digital economy and to ensure South Africa's global competitiveness through inclusive and forward-looking regulatory practices.

Over the past fiscal year, the Authority focused on delivering outputs aligned with its regulatory mandate:

Access to Broadband Services Increased

- IMT roadmap
- Monitoring of spectrum auction social obligations

Status of Social Cohesion (Inclusive of Diversity of views)

- Review of Digital Migration Regulations
- Licencing of community sound broadcasting services

Rights of Consumers Protected

- Regulations on rapid deployment
- Quality of service

Competition in the ICT Sector Promoted

- Regulations on call termination
- Subscription TV market inquiry

Organisational Service Delivery Maintained

- Unqualified audit without findings
- Regulator of the future
- Funding model

The Authority's impact statement for the five-year planning period is outlined in this Strategic Plan 2025- 2030, guided by the change agenda (National Development Plan 2030 and the Medium-Term Development Plan 2024/29), the Authority's constitutional and legislative mandates (sustained agenda).

The outcomes below will guide the Authority's work over the Medium-Term Strategic Framework period 2025- 2030:

- Access to Broadband Servies Increased
- Social Cohesion and Nation-Building Enhanced
- Rights of Consumers Protected
- Skills Produced for the Economy by ICASA
- Competition in the ICT sector promoted.

Tshiamo Maluleka-Disemelo
Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Independent Communications Authority of South Africa under the guidance of its Council. It considers all the relevant policies, legislation and other mandates for which the Independent Communications Authority of South Africa is responsible, as well as accurately reflects the Impact, Outcomes and Outputs which the Independent Communications Authority of South Africa will endeavour to achieve over the period covered by the plan.

pp

Julia Kenyane
Programme 1: Administration -
Sub-Programme: Corporate Services

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Programme 1: Administration -
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Siyanda Nkamisa (Acting)
Programme 5: Regions and Consumer Affairs

David Molapo
Senior Manager: Strategy & Programme Management

Tshiamo Maluleka-Disemelo
Accounting Officer

Mothibi Ramusi
Chairperson

PART A

OUR MANDATE

1. CONSTITUTIONAL MANDATE

The Authority derives its mandate from section 192 of the Constitution of the Republic of South Africa, 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 the Authority's legislative mandate (sustained agenda) and government policy (change agenda) outlined below.

2.1 LEGISLATIVE MANDATES

The Authority's full mandate is a compendium of several legislations which cover a spectrum of sustaining issues within the country.

THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996

Section 192: National legislation must establish an independent authority to regulate broadcasting in the public interest, and to ensure fairness and a diversity of views broadly representing South African society.

THE INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA ACT NO. 13 OF 2000, AS AMENDED (ICASA ACT)

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

THE BROADCASTING ACT NO. 4 OF 1999 (THE BROADCASTING ACT)

The Act clarifies the powers of the Minister and the Authority respectively and provides for the regulation of broadcasting activities 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 regulations for the electronic communications and broadcasting sectors. The Authority has 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 licence and monitor the postal services sector and 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 underserviced 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 a constitutional body exercising public power and performing public functions, 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 the electronic transactions sector, aims to prevent the abuse of information systems, and encourages the use of e-government services.

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

ASTRONOMY GEOGRAPHIC ADVANTAGE ACT, 2007 (ACT NO.21 OF 2007)

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

THE PROTECTION OF PERSONAL INFORMATION ACT, NO. 4 OF 2013 (POPIA)

POPIA aims to give effect to the application to the constitutional right to privacy. The POPIA has a profound impact in the way ICASA is collecting, storing or archiving, sharing, retaining and destroying the personal information of its Data Subjects. The Act seek to balance the legitimate needs of the ICASA to collect and use personal information for its business and strategic purposes against the right of individuals (Data Subjects) to their privacy.

2.2 POLICY MANDATES

In addition to the legislative mandates, the communication plans and policies below guide the Authority and South African institutions in the delivery of quality communication services.

- The National Treasury Economic Policy Paper, 2019
- South Africa Connect - 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)
- South Africa Artificial Intelligence Policy Framework (2024)
- National Data and Cloud Policy (2024)
- The Next Generation Radio Frequency Spectrum Policy for Economic Development (2024)
- Broadband and Digital Skills Programme (2024)

3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

Over the five-year planning period, the Authority will continue to contribute to the national effort to implement the National Development Plan 2030.

3.1 THE NATIONAL DEVELOPMENT PLAN 2030

The National Development Plan 2030 describes a better future state for South Africans and outlines what each sector of the South African economy must do to ensure that the future becomes a reality. It states that by 2030:

a) "By 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will be universally available and accessible and will meet the needs of citizens, business and the public sector, providing access to the creation and consumption of a wide range of converged services required for effective economic and social participation – at a cost and quality at least equal to South Africa's main peers and competitors."

b) Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.

c) Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6

The Plan outlines several milestones across all sectors of the economy which must be realised to achieve the above-mentioned envisioned state.

In terms of the communications sector contribution, Chapter 4 of the Plan outlines the role the regulators must play towards the realisation of the future that is encapsulated in the two statements above. It states that:

The role and effectiveness of sector regulators needs to be reviewed. In addition to issuing licences and setting tariffs, regulators need to place more emphasis on stimulating market competition and promoting affordable access to quality services. This will require capacity-building in regulatory institutions.

The Plan sets out time horizons for achieving different milestones cumulatively up to 2030 in the communications sector at large.

SHORT-TERM 2012 – 2015

The following policy issues required attention: Adjust market structures and remove legal constraints to enable full competition in services. Develop a strategy for the local loop to ensure that quality improves; costs are reduced and fixed-line coverage is expanded to meet the demand for high-speed telecommunications.

Ensure that regulatory agencies have the resources to encourage market entry and fair competition and address market failure.

Implement a service- and technology-neutral licensing regime to allow for flexible use of resources, especially for spectrum that is urgently needed for next-generation services. Make spectrum available on a "use it or lose it" basis to encourage efficient use, drive down costs and stimulate innovation. Spectrum allocation should accompany set obligations to overcome historical inequalities in the ICT sector. However, these obligations should not delay the competitive allocation of this resource. Ensure access to low-cost, high-speed international bandwidth with open-access policies. Facilitate the development of high-bandwidth backbone networks.

Assess state-owned enterprise and municipal performance in ICT provision and decide on the future role and configuration of the state's family of ICT enterprises (Broadband InfraCo, Sentech and Telkom).

Examine the market's ability to sustain infrastructure competition and whether the benefits of this outweigh the problems of duplication of facilities in a resource-constrained environment. Identify alternatives to infrastructure competition through structural separation of the national backbone from the services offered by Telkom to create a common carrier that offers open access to service competitors. Similarly, encourage or prescribe sharing of expensive trenching infrastructure by creating common rights of way for competing operators to lay dedicated lines.

MEDIUM-TERM 2015 – 2020

Between 2015 and 2020, the following goals were pursued: Extend broadband penetration. The Planning Commission supports the Department of Communications' proposed target of 100 percent broadband penetration by 2020. All schools, health facilities and similar social institutions should be connected, and individual citizens should have affordable access to information services and voice communication at appropriate locations. Broadband is currently defined as a minimum connection speed of 256 kilobytes per second, but by 2020, this will probably be at least two megabytes per second, with some countries aiming for 100 megabytes per second. South Africa's goals should be to remain competitive rather than to set firm numerical targets.

Benchmark South Africa's performance against other countries. It is suggested that by 2020, strategic investment and regulatory guidance will result in the costs associated with internet access falling to match South Africa's peers. More generally, South Africa should aim to position itself in the top quartile of the International Telecommunications Union's ICT Development Index ranking of middle-income countries. It should also aim to regain its position as the continent's leader in both quality and cost of ICT services.

LONG TERM: 2020–2030

By 2030, the government will make extensive use of ICT to engage with and provide services to citizens. All South Africans will be able to use core ICT services and enjoy access to a wide range of entertainment, information and educational services. The e-strategy collaborations between the state, industry and academia will stimulate research and innovation and promote local content production and multimedia hub establishment. These systems will be used to interact with the global ICT ecosystem, of which South Africa will be an integral part.

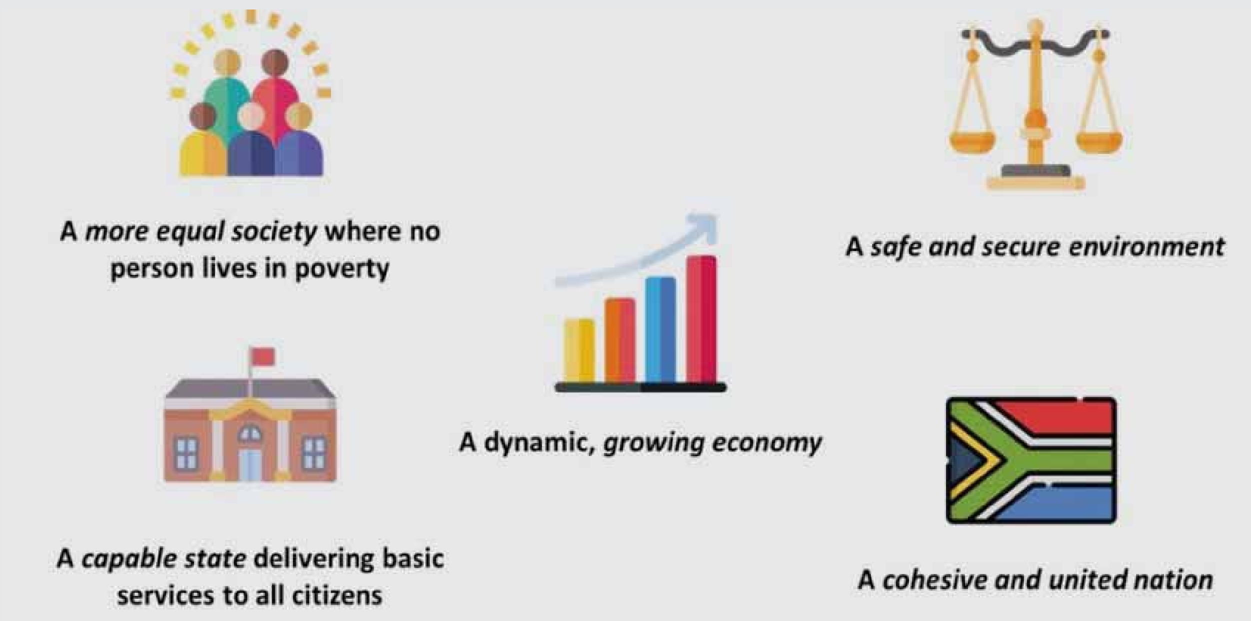
Therefore, while the Authority's work will be aligned to the work of government through Chapter 4 of the Plan, it will also still be a continuation of any aspects that the Authority may have not completed from the 2012-2015 short-term period, the 2015-2020 medium-term period and the current 2020 – 2030 long-term period that it is embarking upon with its planning effort.

3.2 THE MEDIUM-TERM DEVELOPMENT PLAN

The Medium-Term Development Plan (MTDP) is the government's 5-year strategic plan formerly known as the Medium-Term Strategic Framework (MTSF). It follows the political cycle. Thus, it contains the intentions and priorities of the political party incoming into government administration.

The MTDP is normally developed after an end-term evaluation of the past five years' MTDP. The last MTDP (MTSF) was for the political cycle 2019–24. Thus, the MTDP for the 7th Administration is for the political cycle 2024-29 or colloquially, MTDP 2024–29.

The MTDP 2024–2029 aligns with the goals and objectives of the NDP2030 and the minimum programme of priorities of the Government of National Unity (GNU). The NDP2030 remains South Africa's long-term country plan towards 2030 and is aligned with its international commitments on the continent and globally. The MTDP 2024–2029 sets out five goals for the next five years. These are intended to guide the actions of government in pursuing the goals of the NDP.



Source: Presidency, 2024

Figure 1: MTDP 2024-29 Goals

The MTDP 2024-29 is unique in a sense that it is the first medium-term strategic framework that is not based solely on the manifesto of the African National Congress (ANC). It is a product of the GNU. Thus, it is informed by the statement of intent from the coalition of political parties that form the GNU.

The MTDP 2024–29 has three strategic priorities that all government institutions must be aligned with over the medium-term period, broken down into specific outcomes that the outputs of the government institutions must contribute to for the realisation of the long-term goals in the NDP 2030:

- Strategic Priority 1: Inclusive growth and job creation
- Strategic Priority 2: Reduce Poverty and tackle the high cost of living
- Strategic Priority 3: A capable, ethical and developmental state

The Authority will contribute to the national outcomes below over the MTDP 2024-29 period:

Table 1: MTDP 2024-29 Strategic Priorities ICASA Contributes To

<table>
<tr><th colspan="3">MTDP 2024 – 29 PRIORITIES</th></tr>
<tr><td>Strategic Priority 1: Inclusive growth and job creation</td><td>Strategic Priority 2: Reduce Poverty and tackle the high cost of living</td><td>Strategic Priority 3: A capable, ethical and developmental state</td></tr>
<tr><th colspan="3">NATIONAL OUTCOMES</th></tr>
<tr><td>Outcome: Science, technology and innovation for growth
• Invest in digital identity and payments, expand access to affordable broadband, and increase training for young people in digital skills.</td><td>Outcome: Social Cohesion and National Building
• Promote and protect South Africa's diverse languages and cultures.
• Promote the rights of women, youth, children and persons with disabilities and remove the social, economic, cultural and other barriers to full participation in the economy</td><td rowspan="2">Outcome: Effective border management and development in Africa
• Promote peace, security, democracy and socioeconomic development in SADC and other parts of the continent. Strengthen the AU Peace and Security and Governance architecture.
• Increase the voice of developing countries in the UN and other multilateral institutions, promoting peace, security and development, South-South and North-South cooperation through BRICS, the G20, the Non-Aligned Movement and other forums.</td></tr>
<tr><td>Outcome: Increased infrastructure investment and job creation
• Invest in infrastructure development in key sectors of energy, communications, water and transport infrastructure, and focus on underserviced areas.</td><td>Outcome: Economic transformation and equitable inclusion of women, youth and persons with disabilities (WYPD) for a just society</td></tr>
</table>

3.3 THE DISTRICT DEVELOPMENT MODEL

In 2019, the 6th Administration adopted a new approach to fast-track service delivery and development across South Africa called the Khawuleza joined-up District Development Model. The President is the champion of the model supported by the Deputy President and Minister in the Presidency. The Minister of COGTA and the Department of Cooperative Governance is responsible for coordinating implementation in line with their mandate of 'cooperative governance'.

The model seeks to breakdown silos horizontally across various sectors and vertically across the three spheres of government by using district spaces as locus of coordination and integration of development efforts.

The focus on implementation in the MTDP 2024-29 requires all three spheres of government to work collaboratively through the District Development Model (DDM) approach.

The DDM bridges the gap between the three spheres of government to ensure better coordination, coherence and integration of government planning and interventions and, therefore, also brings the government closer to the people.

The Authority does not run specific projects on the ground. However, it carries out compliance, enforcement and quality of service tests across all the nine provinces in the country. It will continue to play its role in implementing DDM by choosing district municipalities in which it will carry out quality of service monitoring. Focus will be on the district municipalities that are in the Minister of Communications and Digital Technologies service delivery agreement with the President, Lejweleputswa and Ruth Mompati Municipalities.

3.4 STATE OF THE NATION ADDRESS 2025

When delivering the State of the Nation Address 2025, the President stated several initiatives which the government will implement over the medium-term period, to which the Authority will play its role to ensure it makes a positive contribution. The President said:

That is why our focus is on empowering black people, women and persons with disabilities because they were deliberately excluded from playing a key role in the economy of their own country. We will fast-track the regulations of the Public Procurement Act to ensure businesses owned by women, youth and persons with disabilities receive equitable opportunities in government contracts.

We will continue to provide training to women entrepreneurs to enable them to compete for government tenders. In November last year, we launched the National Skills Fund Disabilities Programme. In its first phase, this transformative initiative will empower over 10,000 persons with disabilities through tailored training programmes, stipends and specialised tools. This part of the work we must undertake as business, government, labour and civil society to enable persons with disabilities to play an important part in the economy of our country.

This part of the work we must undertake as business, government, labour and civil society to enable persons with disabilities to play an important part in the economy of our country.

Therefore, the Authority will contribute as part of government as a constitutional institution and a communications regulator.

3.5 MINISTER OF COMMUNICATIONS AND DIGITAL TECHNOLOGIES SPEECH EXCEPTS

Addressing an audience at the South Africa's Communications & Digital Technology Infrastructure Roadmap, 28-31 October 2024, the Minister outlined key areas that are vital to the country's roadmap in the communications and digital technologies sector in South Africa.

THE IMPORTANCE OF THE DIGITAL TRANSFORMATION OF THE ECONOMY AND SOCIETY

The digitalization agenda has an enormous role to play by way of contribution to South Africa's digital economy.

WHERE WE ARE AND THE PRIORITIES OF THE CURRENT ADMINISTRATION (2024- 2029)

1) Ensuring universal access to the internet,
2) Empowering people with digital skills for a digital economy and society,
3) Enabling productive use of digital technologies, and
4) Creating a supportive environment for digital investment and innovation.

UNIVERSAL ACCESS TO THE INTERNET

To achieve true universal connectivity, our strategy has been built on three key layers, namely:

- International connectivity through submarine cables
- National connectivity through terrestrial cables
- And last mile connectivity through a combination of fixed and wireless solutions.

NATIONAL CONNECTIVITY: EXPANDING HIGH-SPEED TERRESTRIAL NETWORKS

Our goal is to connect every corner of South Africa, ensuring that all citizens, regardless of location, have access to reliable and high-speed internet.

LAST MILE CONNECTIVITY: BRIDGING THE DIGITAL DIVIDE

To complete the broadband ecosystem, we must ensure last mile connectivity – bringing internet services directly to end-users, particularly in remote, rural, and underserved urban areas.

HARDWARE

Affordable data and smart devices are also critical for achieving internet access and usage targets.

DIGITAL SKILLS FOR A DIGITAL ECONOMY AND SOCIETY

Through targeted digital skills programs, we aim to empower citizens, especially the youth, to actively participate in the digital economy, whether as employees, entrepreneurs, or innovators.

DIGITAL PUBLIC INFRASTRUCTURE

The Presidency has established an interdepartmental working group to develop a comprehensive strategy and implementation roadmap for developing South Africa's digital public infrastructure, focusing on the three pillars of digital identity systems, digital payments systems, and data exchange systems.

DATA CENTRES

Digital services will, and already are, significantly driving the demand for data centres, primarily due to the growing need to store, process, and analyse vast amounts of data. Over the past few years, the country has witnessed substantial investment in data centres, with local and international players establishing a strong presence. South Africa is positioning itself as a leading hub for data centre infrastructure in Africa, driven by growing demand for cloud services, digital platforms, and big data analytics.

DATA AND CLOUD POLICY

Our policy is focused on ensuring compliance with data sovereignty and cybersecurity regulations and encouraging investments in renewable energy to power these facilities, in line with our national sustainability goals.

SPECTRUM POLICY

The regulatory authority managed to license more than 300 MHz of the coveted spectrum, unleashing innovation and competition in the sector. I have been informed by the regulatory authority that they have initiated the process of licensing the next round of IMT spectrum.

NATIONAL AI POLICY FRAMEWORK

Provides a comprehensive approach to harnessing AI for economic growth and social development, while also addressing ethical concerns.

4. RELEVANT COURT RULINGS

The Authority's posture towards its work is to ensure that it always operates within the bounds of the law. Its posture is also to guard against any attempt by anyone to undermine its independence and execution of its mandate which it must always do in the public interest. Over the past five years, the Authority dealt with several litigations which are documented below, and which may impact its operations and service delivery obligations

INTERPRETATION OF SECTION 19 (2) OF THE ELECTRONIC COMMUNICATIONS ACT

On 8 September 2022 the Authority received an urgent review application from Open Heaven Community Radio seeking relief that, the Respondent be interdicted and restrained from interfering with broadcasting services of the applicant, including seizing its broadcasting/electronic equipment or interfering with its allocated broadcasting spectrum, pending finalisation of Part B of this application. After hearing the urgent application, the Court dismissed the application on the basis that there was no urgency.

Under Part B of the review application, the Court indicated that the Authority has an implied legislative power to consider condonation applications for non-compliance with time limits stipulated in section 19(2) of the ECA. The Authority filed an application for leave to appeal the judgment and Open Heaven also filed a cross appeal.

The matter is before the Appeal Court. This means that the order of court is suspended until the Appeal is heard and Appeal Order is issued.

AMENDMENT OF THE NATIONAL AND PROVINCIAL PARTY ELECTION BROADCAST AND POLITICAL ADVERTISEMENT REGULATIONS

On 19 March 2024, Authority received an urgent review application, filed by the Democratic Alliance DA wherein the DA seeks an order declaring that regulation 4(2) of the National and Provincial Party Election Broadcast and Political Advertisement Regulations, be set aside and the amended Regulation 4(2) is to be read as it stood prior to the amendment.

On 30 March 2024, judgment was delivered against the Authority in terms of which the amended regulation 4(2) of the National and Provincial Party Election Broadcast and Political Party Regulations was set aside and the old version of the regulation was reinstated.

CONTRAVENTION OF SECTION 43 OF THE ECA: FACILITIES LEASING REGULATIONS

On 18 May 2023, Metro Fibre Networx (Pty) Ltd ("MFN") filed a review application seeking to set aside the judgment and recommendations of the CCC as well as the decision of the Authority that MFN contravened section 43 of the ECA read with regulation 3 of the Electronic Communications Facilities Leasing Regulations in that it gained access to Telkom's electronic communications facilities without following the prescribed procedures.

In the CCC judgement, MFN was directed to desist from contravening section 43 of the ECA and from continuing installing its optic fibre on Telkom's infrastructure. Further, MFN was directed to submit a request to Telkom to lease the electronic communications facilities in terms of section 43 of the ECA.

The matter was heard on 16 August 2024 and the Court ordered in favour of the Authority and agreed with the interpretation by CCC of the provision of section 43 read with regulations of the Facilities Leasing Regulations. MFN has filed an application for leave to appeal to the court judgement.

THE CODE FOR PERSONS WITH DISABILITIES REGULATIONS 2021

On 07 October 2021, the Authority received a new review application from National Council of and for Persons with Disabilities (NCPD) in terms of which the following order is sought: (1) Reviewing and setting aside the decision of the Authority to make and publish the Code for Persons with Disabilities Regulations 2021, government notice 325 which was published in the Government Gazette on 9 April 2021 ("the Code"); (2) Remitting the decision back to the Authority and directing the Authority to draft and the Code taking into account the NCPD's submission; (3) The Authority is directed to pay the applicant's costs and (4) Granting further and/or alternative relief. Judgement was delivered on 22 February 2024, in favour of ICASA. The Application was dismissed, however, there was no cost order issued against NCDP.

The Applicant has filed leave to Appeal the Judgement on 14 March 2024. The Judgement is suspended until the finalizing of the Appeal process.

TRADEMARK INFRINGEMENT

On 22 May 2024, the Authority lodged an application for a determination order with the Companies Tribunal against ICASAsePush. The Authority submitted that the name ICASAsePush does not satisfy the requirements of section 11(2) of the Companies Act, 2008, as such the Authority objected to the reservation of the name ICASAsePush with the Companies and Intellectual Property Commission. The name ICASAsePush falsely implies or suggests that or would mislead the public to incorrectly believe that ICASAsePush is an organ of state or is associated with the Authority. The application was granted and CIPC was ordered to cancel the reservation of the name.

FAILURE TO RENEW THE LICENSE AS PRESCRIBED

On 10 July 2024, the Authority received an urgent application in terms of which Zone Online Radio CC made an application to the High Court, in terms of which the Authority is interdicted from taking any steps to terminate its broadcasts until the determination of Part B. Under Part B of its application, the Applicant sought an order for the review, declaration of unlawfulness and setting aside of the Authority's refusal to condone the late submission of its renewal application; the and the Authority rejecting a new application for registration of a Low Power Class Commercial Broadcasting License.

On 22 July 2024, the Court dismissed the urgent application with costs. The application was dismissed on the basis that the applicant failed to prove the necessary elements of urgency in its founding papers. Part B review application will proceed.

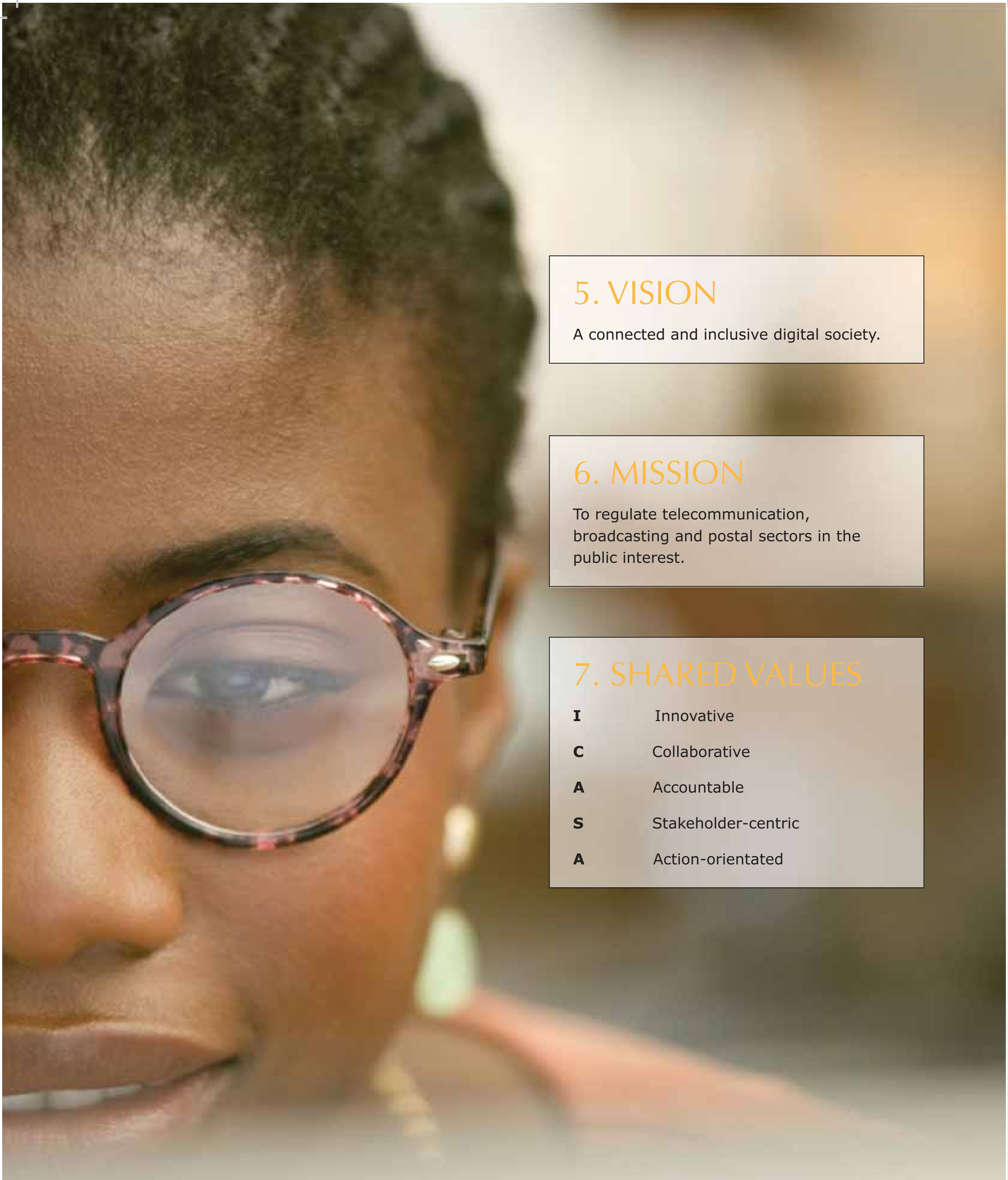
FAILURE TO RENEW THE LICENSE AS PRESCRIBED

On 26 July 2024, the Authority received an application in terms of which On Digital Media t/a Star-Sat (Pty) Limited ("the applicant") filed an urgent application at the High Court, Pretoria seeking to interdict and restrain the Authority from taking any steps to close down the operations of ODM after 18 September 2024 pending the final determination of the relief sought in Part B. Part B seeks the review of the Authority's decision refusing to consider the applicant's late renewal application. Further, the applicant prays for an order that the renewal application be remitted back to the Authority for consideration decision within thirty (30) days from the date of the Court's order.

On 04 September 2024, the urgent review application was dismissed with cost and Order was granted in favour of the Authority to proceed shutting down ODM from operating. On 1 October 2024 the Authority was granted a warrant of execution to confiscate equipment from ODM's premises.

PART B

OUR STRATEGIC FOCUS



5. VISION

A connected and inclusive digital society.

6. MISSION

To regulate telecommunication, broadcasting and postal sectors in the public interest.

7. SHARED VALUES

I	Innovative
C	Collaborative
A	Accountable
S	Stakeholder-centric
A	Action-orientated

8. SITUATIONAL ANALYSIS

8.1 EXTERNAL ENVIRONMENT ANALYSIS

For the Authority to strategise and plan for the MTDP 2024-29 period of implementation, it performed a scan of its external and internal environments to gain a full understanding of the issues that require regulatory intervention within the country's communications sector and the issues that require adjustment in its internal environment so that it can respond appropriately to the issues in its external environment for the benefit of South Africans..

For the scanning of its external environment, the Authority held two environmental scanning sessions with communication sector's captains of industry, policy makers, associations, sister regulators and other interest groups.

8.1.1 OVERVIEW OF THE COMMUNICATIONS SECTOR

South Africa's ICT sector has undergone noticeable changes over the last three decades propelled by the advent of Industry 4.0, digital transformation and a variety of emerging technologies, proliferating across the world, which have changed many economic sectors that depend on ICTs for effectiveness.

CONTRIBUTION TO GDP

In 2024, South Africa's ICT sector contributed an estimated 3.0% to the country's gross domestic product (GDP). The digital economy is projected to account for 15-20% of South Africa's GDP by 2025, an increase from approximately 8-10% in 2020.

SECTOR SIZE

The sector's size is estimated at R642 billion in 2024, and is expected to reach R939 billion by 2029, growing at a CAGR of 7.90% during the forecast period (2024-2029) (Mordor Intelligence,2024).

DEVELOPMENT

South Africa leads in the IDI among the listed Southern African Development Community ("SADC") countries with a score of 83.6, demonstrating strong universal (82.6) and meaningful (84.6) connectivity (ICASA,2024).

NETWORK READINESS

South Africa is ranked seventy-four (74) out of hundred and thirty-four (134) countries on the ICT Network Readiness Index (NRI)[1] with a score of 45.85 compared with the United States of America (USA) ranked one (1) with a score of 76.91 (Portulans Institute, 2023).

HOUSEHOLD INTERNET ACCESS

The national percentage of households with Internet access from any location rose from 75.3% in 2022 to 78.6% in 2023, reflecting a 3.3 percentage point rise (ICASA, 2025).

NATIONAL PERCENTAGE OF HOUSEHOLDS WITH INTERNET ACCESS

Access to internet from any location decreased from 77.5% in 2021 to 75.3% in 2022. However, there was an increase in the proportion of households with Internet access, specifically at home, rising from 10.4% in 2021 to 13% in 2022.

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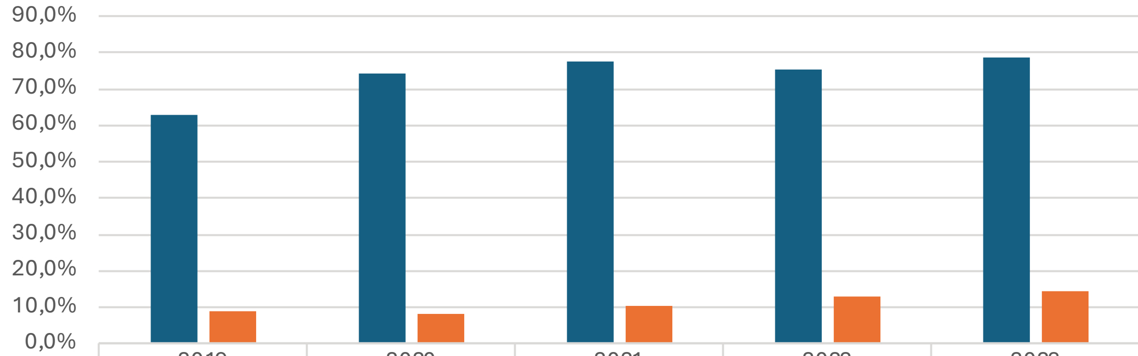
1 The Network Readiness Index evaluates 134 economies based on technology (access, content and future technologies), people (individuals, business and government), governance (trust, regulation and inclusion) and impact (economy, quality of life and SDG contribution) related to their readiness to harness the benefits of the digital revolution.



	2019	2020	2021	2022	2023
Anywhere	63,0%	74,1%	77,5%	75,3%	78,6%
At home	9,1%	8,3%	10,4%	13,0%	14,5%

Source: StatsSA GHS, 2019 - 2023.

Figure 2: Percentage of Households with access to the Internet at home, or for which at least one member has access to or used the Internet nationally in 2023

BROADBAND ACCESS

In terms of broadband access, the geographical coverage has significantly expanded to include 82.06% of the country's landmass, marking a substantial improvement in connectivity.

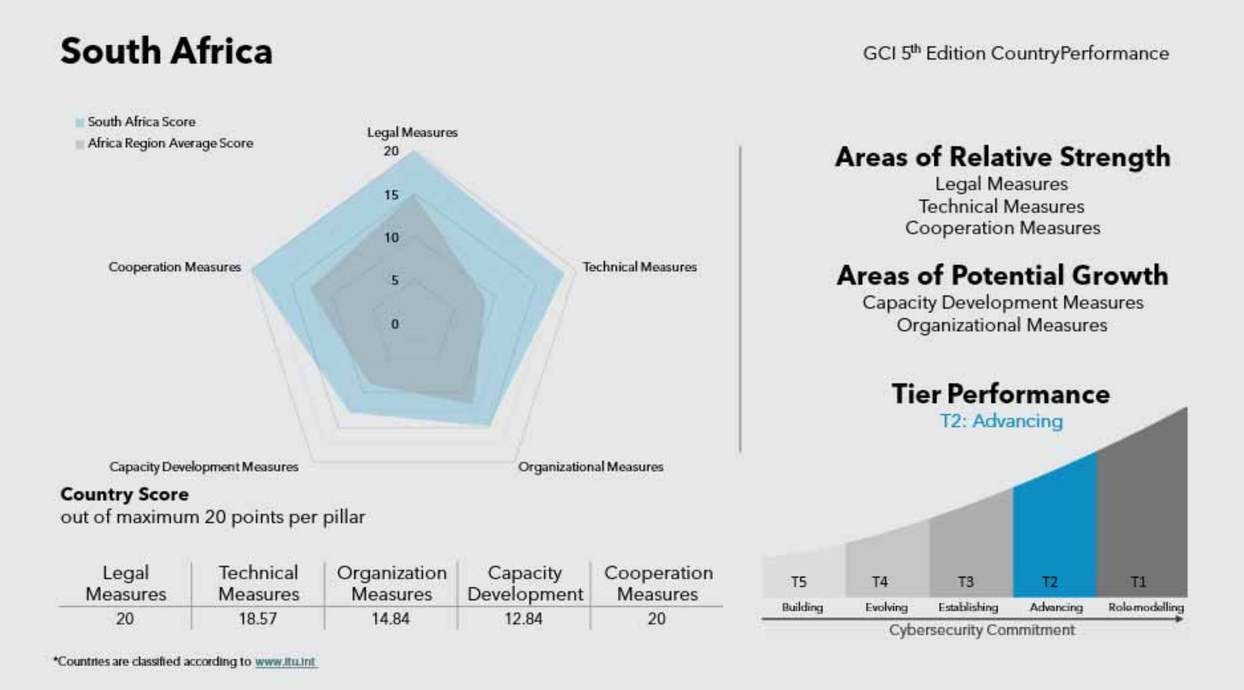
BROADBAND SPEED

South Africa is ranked number 104 on the 2023 Global Broadband Speed League of 220 countries at the broadband speed of 36.46Mbps (Cable, 2024).

CYBERSECURITY

South Africa's score on the Global Cybersecurity Index (GCI)[2] is T2 (Advancing) at 8.91 (ITU,2024). See Figure 3 below. Its areas of relative strength are legal, technical and cooperation measures. Its areas of potential growth are capacity development and organisational measures.

2 GCI measures the commitment of countries to cybersecurity in the context of measures across the following five pillars: Legal: Measuring the laws and regulations on cybercrime and cybersecurity, Technical: Measuring the implementation of technical capabilities through national and sector-specific agencies, Organisational: Measuring national strategies and organizations implementing cybersecurity, Capacity Building: Measuring awareness campaigns, training, education and incentives for cybersecurity capacity development and Cooperation: Measuring partnerships between agencies, firms and countries. Countries working to achieve cybersecure meaningful connectivity, the GCI offers a clear picture of where they are and a roadmap of activities to make progress.



Source: ITU 2024

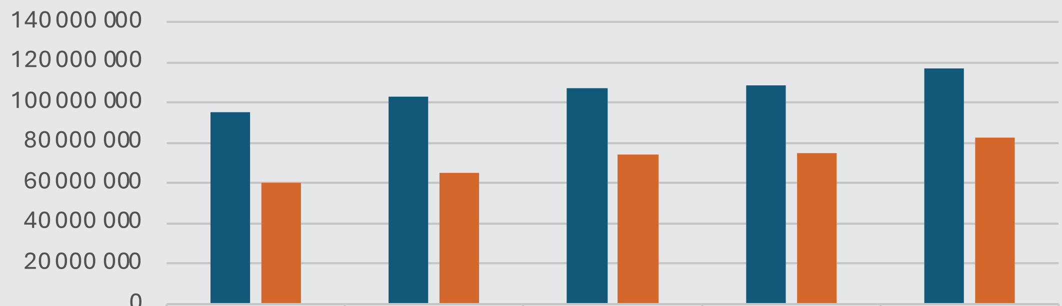
Figure 3: South Africa score on the Global Cybersecurity Index (GCI)

CONCENTRATION OF THE MOBILE MARKET

The South African mobile market is highly concentrated with an Herfindahl-Hirschman Index (HHI)[3] of 3 495 showing reasonable competition (Gillwald,2018).

MOBILE SUBSCRIPTIONS

In 2024, mobile cellular subscriptions increased by 7.46% to reach 116.8 million, while smartphone subscriptions rose by 10.36% to reach 82.7 million.



	2020	2021	2022	2023	2024
Mobile cellular subscriptions	94 952 509	103 167 525	106 800 158	108 700 620	116 813 021
Smartphone subscriptions	60 438 901	65 313 134	73 883 537	74 977 556	82 742 112

Source: ICASA Electronic Communications Questionnaire. 2020 - 2024

Figure 4: Mobile Cellular and Smartphone Subscriptions as of 30th September each year

3 HHI is used to measure competition by determining concentration in a market. It is calculated by squaring the market share of each firm competing in a market and then summing the resulting numbers. The fewer the number of firms in a market the higher the HHI, hence a monopoly. The converse is trye.

GOVERNANCE

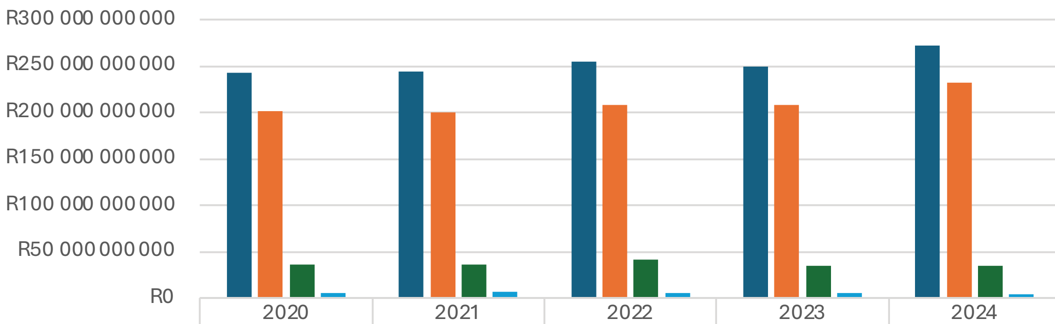
The sector's governance is shared between the Ministry of Communications and Digital Technologies and the Independent Communications Authority of South Africa (ICASA) in terms of policy and regulation respectively.

UNIVERSAL SERVICE AND ACCESS OBLIGATIONS

As of 2023, a total of 4,921 schools were connected to the internet as mandated by ICASA's Universal Service and Access obligations. KwaZulu Natal province boasts the highest number with 1,087, followed by the Eastern Cape province with 789, while Gauteng province recorded the lowest at 202.

SECTOR REVENUE

The combined revenue for the three sectors increased by 9.01% in 2024, driven largely by an 11.70% increase in telecommunication revenue. This surge is attributed to the rapid adoption of mobile technologies, increased internet penetration, and the rollout of 4G and 5G networks to support digital services. Additionally, the growth in e-commerce and remote working enhanced the demand for broadband services.



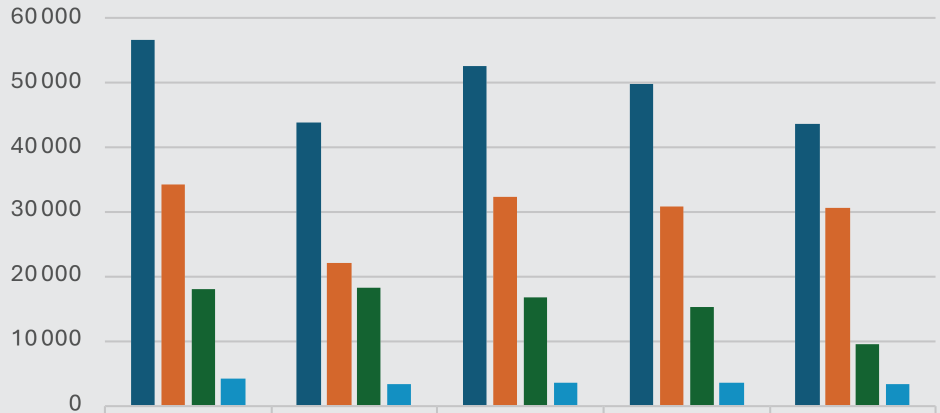
	2020	2021	2022	2023	2024
Total combined for 3 sector revenue	R243 019 264 975	R243 657 771 045	R254 881 511 121	R249 253 672 693	R271 722 794 891
Total telecommunication revenue	R201 254 592 538	R200 250 923 462	R208 145 121 928	R208 288 440 948	R232 667 956 493
Total broadcasting revenue	R35 814 897 915	R36 798 752 670	R41 202 864 454	R35 256 064 407	R34 624 793 241
Total postal service revenue	R5 949 774 522	R6 608 094 913	R5 533 524 738	R5 709 167 338	R4 430 045 157

Source: ICASA Electronic Telecommunications, Broadcasting and Postal Questionnaire 2020 – 2024.

Figure 5: Total Revenue of the three sectors, for the 12 months ending 30th September each year

EMPLOYMENT

In 2024, the combined employment across the telecommunications, postal, and broadcasting sectors decreased by 12.38%. The CAGR over the five-year period shows a 6.33% decline in total employment across the three sectors.



	2020	2021	2022	2023	2024
Total combined employment for 3 sector	56 550	43 862	52 634	49 689	43 538
Telecommunication employment	34 329	22 055	32 280	30 862	30 597
Postal services employment	17 984	18 363	16 792	15 303	9 570
Broadcasting employment	4 237	3 444	3 562	3 524	3 371

Source: ICASA Electronic Communications, Broadcasting and Postal Questionnaires 2020 – 2024. 5G Deployment

Figure 6: Total employment for the three sectors as of 30th September each year

As of 2025, 5G, currently covers 46.64% of the population. In 2022, 5G population coverage stood at 20%, by 2023, it stood at 38.42%.

LOADSHEDDING EFFECT

Spending on battery backups saw a steep decline, plummeting from R2.59 billion to R173.75 million. This reduction was reflected in the number of battery units purchased, which fell sharply from 150,415 to just 44,708 units.

Similarly, the investment in generator systems also experienced a noteworthy downturn, with expenditures dropping from R930.21 million to R211.47 million. The number of generators purchased saw a significant reduction, decreasing from 3,268 units to a mere 855.

SOUTH AFRICA'S INTERNET SPEED

Table 2: South Africa Speed Test 2021-2025

FIXED BROADBAND					
	2021	**2022**	**2023**	**2024**	**2025**
Fixed broadband speed (ranking)	87	100	95	103	102
Fixed broadband download speed (Mbps)	38,25	28,63	43,23	43,66	48,51
Fixed broadband upload speed (Mbps)	26,3	23,16	33,06	37,24	39,75
FIXED BROADBAND					
Mobile broadband speed (ranking)	55	61	58	53	61
Mobile broadband download speed (Mbps)	38,95	30,36	34,71	47,95	49,81
Mobile broadband upload speed (Mbps)	10,71	7,12	6,79	8,13	9,17

Source: OOKLA, Speedtest intelligence 2021 - 2025.

8.1.2 STAKEHOLDER ANALYSIS

Stakeholders in the South African communications sector have power to influence the outcome of a project, decision or activity. They also have interest which is gauged by the degree to which they are affected by a project, decision or activity. The grid below presents how different stakeholders interface in terms of power and interest and how the Authority will behave towards them.

Table 3: ICASA Stakeholder Analysis

POWER: HIGH	**KEEP SATISFIED** **Political Leaders:** Elected officials who may not be directly involved but have significant influence. **Interest**: Low, unless issues arise that are politically beneficial. **Power**: High, as they can propose, support, or block legislation affecting the sector. **Investors/Shareholders:** Individuals or groups with stakes in communications companies. **Interest**: Low to Moderate, focused on financial returns rather than regulatory details. **Power**: High, as they could exert influence on corporate policies and strategies.	**MANAGE CLOSELY** **Government Agency:** Department of Communications and Digital Technologies. **Interest**: High, as it shapes policies and regulations that affect the communications ecosystem. **Power**: High, as it can enforce regulations and policy changes and provide funding. **Communications Providers:** Major players like Vodacom, MTN, Cell C, Radio Stations, Postal Services Providers, **Interest**: High, as they are directly affected by regulations and compliance requirements. **Power**: High, given their ability to influence market dynamics and public perception,
POWER: LOW	**MONITOR** **Small Communications Providers:** Local or regional companies with limited market impact. **Interest**: Low, as they may adapt to broader regulations set by larger companies. **Power**: Low, as they have minimal influence on policy or regulation. **Research Institutions/Think Tanks:** Those that study telecommunications policy but don't engage directly. **Interest**: Low to Moderate, focused primarily on research, rather than active involvement. **Power**: Low, though they can influence thought leadership and public discourse.	**KEEP INFORMED** **End Users:** General public using telecommunications, broadcasting and postal services. **Interest**: High, as they are concerned with service quality, pricing, and access. **Power**: Low, as individual voices may not have significant impact, but collective consumer action can influence change. **Advocacy Groups:** Organizations focused on consumer rights, digital privacy, and access to information. **Interest**: High, as regulations directly impact their causes. **Power**: Low but can mobilize public opinion and raise awareness on important issues.
	INTEREST: LOW	**INTEREST: HIGH**

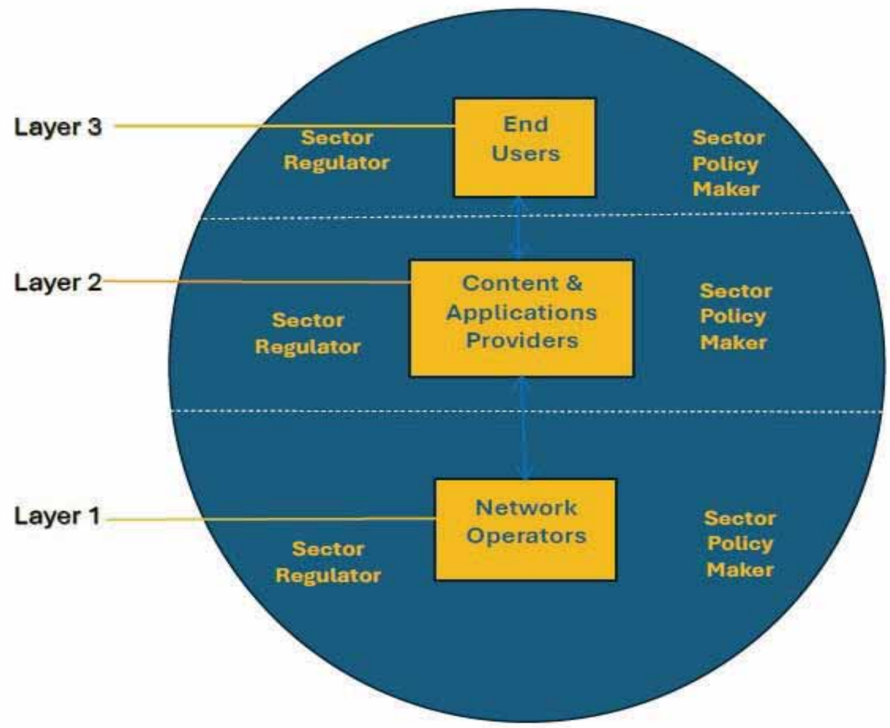
The Authority must engage actively with high-power, high-interest stakeholders to understand needs and foster collaboration; monitor and maintain positive relationships with high-power, low-interest groups to ensure they remain supportive; provide updates and cultivate relationships with those interested but lacking power to ensure informed support; and keep an eye on low-power, low-interest stakeholders but allocate fewer resources since their influence is minimal.

On the overall, the Authority must establish regular engagement sessions with high-power stakeholders for policy discussions; conduct surveys and feedback loops with consumers and advocacy groups to gauge sentiment on regulations and leverage online platforms and community forums to raise awareness among low-power end-users.

COMMUNICATIONS SECTOR ISSUES

The DPME Revised Framework for Strategic Plans and Annual Performance Plans, December 2019 recommends use of situational analysis techniques such as PESTEL, Balanced Scorecard, Fishbone analysis and any others that may prove appropriate to the work of a government institution.

Thus, scanning of the external environment to identify the key issues on which the Authority will develop and implement interventions for the MTDP 2024-2029 period was done using a simplified version of the Fransman's new ecosystem framework[4] as opposed to a PESTEL technique The Fransman's new ecosystem framework was chosen due to its appropriateness to the communications sector in which the Authority operates. The communications sector has converged, and it is no longer in the traditional way that divides the sector into telecommunications, broadcasting and postal services sub-sectors. Refer to Figure 6 for a simplified depiction of Fransman's new ecosystem framework.



Source: Modified from Fransman (2010)

Figure 7: A Simplified Version of the Fransman's New ICT Ecosystem

4 The New ICT Ecosystem refers to the interactions between three groups of players: network element providers (those who provide the individual elements of networks) Layer 1; network operators (those who create and operate networks) Layer 2; platform, content and applications providers (those who use elements and networks to provide content and applications) Layer 3; and final consumers (divided into various subgroups) Layer 4 (Fransman 2010).

The Fransman's new ecosystem framework uses three layers for analysis of the environment in which an entity operates,

- Layer 1: Network Providers
- Layer 2: Content and Applications Providers
- Layer 3: End-users

Layer 1 – Network Operators: Networked elements including routers, switches, computers, and PCs with their operating systems which are produced by companies are strung together to form converged networks, including telecoms, cable, satellite and broadcasting networks.

Layer 2 – Content and Applications Providers: The companies in Layer 1 produce content and applications which is consumed by end users in layer 3.

Layer 3 – End Users: These are the consumers of ICT goods and services who may be divided into companies (large and small), households, government, and others.

LAYER 1: NETWORK PROVIDERS

The South African communications network ecosystem comprises elements that ensure the ability to undertake electronic communication, broadcasting and postal communication operated by a variety of network providers who operate the network based in South Africa or other countries.

The table below presents the type of networks that were analysed and the network providers that operate them, which the Authority engaged with during the external environmental scanning session.

Table 4: Types of Communication Networks and Providers in South Africa

Aspect	Content
Types of Networks	**Terrestrial Networks:** Terrestrial: stations on the ground, at sea, in the air up to≈50 km - Fixed service: fixed wireless access, backbone lines, backhauling - Land Mobile: mobile broadband -ubiquitous connectivity, PMR - Aeronautical mobile: comms with aircraft, at airports, WAICs - Maritime mobile: communications with ship, shore, e-navigation - Broadcasting: TV and sound program delivery to the population - Radio-navigation: location and navigation - Radiolocation: object detection, transport safety, e.g. intelligent transport systems (ITS), air/maritime traffic control - Other: Amateur, Meteorological aids, standard frequency and time signal **Signal distributors (Sentech)/ Broadcasting:** - DVB T/ T2-Lite/ T2 - ATSC (Advanced Television Systems Committee) - ISDB (Integrated Services Digital Broadcasting) - PAL (Phase Alternating Line)/ NTSC/ SECAM - AM/ FM - Digital radio Mondiale (DRM), Digital sound broadcasting (DSB) - 5G broadcasting - DVB-C (cable) - DBV-H (handheld) **Space Networks:** - Satellite constellations - Broadcasting communication Satellite (DVB S/S2/S2x) - Mobile communication Satellite - Fixed communication Satellite

Aspect	Content
Types of Networks (continued)	**Postal Networks:** - Traditional post offices/services - Logistics networks (i.e., FedEx, DHL) - e-commerce, online - Reserved/unreserved postal services **Internet Networks:** - IPTV - Internet radio - OTT/ Podcasts/ Video Sharing platforms - VOIP - Social Media - Streaming - FinTech - eCommerce - Internet-of-things - Community networks - Smart Cities (stand-alone networks) **Airborne Networks:** - Unmanned aircrafts (Drone) networks - HAPS (high-altitude platform stations) **Data Centre Networks:** - Amazon Web Services (AWS) data centres - Microsoft Azure data centres - Google Cloud Platform (GCP) data centres - Teraco **Government Networks:** - Broadband Infraco - SITA - Security services
Companies	**Telecommunications Companies:** Vodacom, MTN, Telkom, Cell C, Rain, Orange, ISPs, WISPs **Fixed Telecommunications Companies:** Vumatel, MetroFibre, Seacom, WIOCC, Dark Fibre Africa **Traditional Broadcasters:** SABC, FM, MultiChoice, Highveld Stereo. **Satellite Operators:** Intelsat, Immarsat, Eutelsat, Oneweb, Starlink (SpaceX), etc. **Postal Services:** Post Office, FedEx, DHL **Data centres Operators:** Amazon Web Services (AWS) data centres; Microsoft Azure data centres; Google Cloud Platform (GCP) data centres, Sentech, MTN **Internet service Providers:** Netflix, Showmax, Apple TV, Facebook, Takealot, Yoco

Table 5 below provides the issues or plans that were identified on the South African communication networks at the stakeholder engagement session that was held with different stakeholders in the South African communications sector. The table also presents the strategies/postures that were suggested to resolve the issues identified.

Table 5: Identified Issues/Plans on the South African Communication Network with Postures/positions that ICASA has taken on them

No.		Issues/Plans	Strategy/Posture
1.	**Telecoms**	The emergence of advanced digital technologies increases the demand for spectrum resources. Newer ICT technologies and infrastructure is needed in the rural, remote and underserved areas to mitigate the widening of the digital divide.	1. On an annual basis, update/amend the under-serviced areas as contained in the definition of the Regulations: Under-Serviced Areas. These regulations are crucial in understanding where interventions are required to bridge the digital divide. 2. Enable proliferation of emerging technologies by licensing the IMT Spectrum with the recognition that data has become a basic need and, therefore a free basic data grant is necessary mainly to households that cannot afford it in the under-serviced areas. This is seen as an effort to bridge the digital divide and not leave anyone behind.
2.	**Telecoms**	The high cost of smartphones, devices and data, especially in low-income households, is a significant barrier to digital inclusion.	1. Track the smartphone pricing as part of the Annual ICT Sector Report. 2. Conduct an inquiry on the Smartphone pricing and introduce applicable interventions to remove the barrier.
3.	**Telecoms**	Rural areas in South Africa remain underserved by mobile broadband services, mainly due to the high costs associated with deploying infrastructure in low-density populations.	1. Intensify Compliance and Monitoring to actively implement the Use it or lose it principle as promoted in Section 31 (8 -10) of the ECA. 2. Formulate regulations to enable community-based networks to use the IMT Spectrum that is not deployed in various Communities.
4.	**Telecoms**	As more South Africans adopt digital services, concerns around cybersecurity and privacy are growing. Without adequate protections, citizens face the risk of data breaches, fraud, and online vulnerabilities, which could undermine confidence in using technology.	1. ICASA will promote cybersecurity measures and collaborate nationally and internationally to develop and enforce cybersecurity standards. 2. It is important for ICASA to ensure network reliability and information security. By ensuring that networks are secure and reliable, the Authority will foster trust in digital platforms, allowing citizens to use online services safely and confidently, taking into cognisance the Cyber Security Bill. 3. ICASA will promote cybersecurity awareness. 4. Conduct Benchmark studies in various markets and collaborate with relevant stakeholders.
5.	**Telecoms**	Fraudulent activities, including call masking and manipulation of caller line identification (CLI), have affected many citizens, leading to scams and security breaches.	1. ICASA aims to strengthen monitoring and enforcement of the regulations and invest in systems to detect and prevent fraud. (Licensees are prohibited from manipulating CLI in terms of the Numbering Regulations). 2. Develop a regulatory mechanism to collect evidence from mobile network operators and deal with manipulating CLIs.

No.		Issues/Plans	Strategy/Posture
7.	**Telecoms**	Pre-Rica'd Simcards that are not correctly registered to the user of the Simcards – contribute to the issue of identity fraud.	1. ICASA will enforce efficient number management by influencing the Department of Justice in implementing biometric registration. 2. Strengthen enforcement and number management.
9.	**Telecoms**	International roaming remains costly for South African citizens. Technology advancements provide alternative ways to bypass traditional roaming arrangements. International Roaming (switching gateways)	1. ICASA will review the international roaming market to assess whether current regulations remain relevant. ICASA will consider the work done by the Southern African Development Community (SADC) and Communications Regulators' Association of Southern Africa (CRASA) to reduce the roaming costs in the SADC region. 2. ICASA will monitor the impact of satellite-based services and their potential role in providing more affordable cross-border communications.
10.	**All**	Climate Change – Sustainability of networks	1. Assess whether the ICT infrastructure/networks are resilient enough to cope with severe weather patterns. 2. Encourage the deployment of sustainable infrastructure.
11.	**All**	No Common concept/metrics that can be used to measure performance on networks, particularly fixed networks	1. Formulate a framework to measure the performance of networks. 2. Develop an online dashboard to track industry indicators and find means to verify them.
12.	**Telecom**	Rapid Deployment	1. Develop collaborative regulations for Rapid deployment, e.g., COGTA, to open up more government sites for network deployment and solve the dispute between licensees and property owners. 2. Reduce the timelines for processing license transfer applications, particularly the I-ECNs' licenses.
13.	**Telecom**	Impact of the 2022 Spectrum Auction	1. ICASA to conduct Regulatory Impact Assessment for the 2022 Spectrum Auction
15.	**Telecoms**	Individual Electronic Communication Network Service Licences are set to expire in 2029	1. The Authority to initiate the renewal process three years before it expires.
16.	**Broadcast**	Network deployment, maintenance, and operating costs for Digital Terrestrial Television are increasingly unaffordable for licensees. This affects the sustainability of DTT services, potentially limiting citizens' access to free-to-air and public broadcasting.	1. ICASA will develop regulations and technical rules for MUX operators. 2. ICASA will finalise its review of the digital migration regulations. The outcome will inform if there is a need to advise the Minister to review the Policy. Engage the department to determine the current state of digital migration and its impact on the 4.4 million households that do not have STBs. The delay in subsidising the STBs was met with an increase in households with analogue TVs. 3. The Authority must engage the policy maker to open up technology neutrality for DTT to deploy the viable technologies the industry deems fit, thus allowing the Authority to develop technical rules for coordination and interference avoidance.

No.		Issues/Plans	Strategy/Posture
17.	**Broadcast**	Congested VHF/FM band	1. Implement digital sound broadcasting Regulations
18.	**Broadcast**	The rise of over-the-top (OTT) services, such as Netflix and WhatsApp, has disrupted traditional broadcasting and has seen regulated traditional linear broadcasting compete with these services for audiences and revenue. OTTs disrupt the broadcasting environment and affect the use of conventional infrastructure and networks, threatening to render them useless.	1. Conduct a market Inquiry on OTTs to establish the impact on licensees and various markets, taking into cognisance the policy review on audiovisuals.
19.	**Broadcast**	Network Security and Data Protection- (As broadcasting becomes more digitised and reliant on IT networks, the risk of cyberattacks increases, threatening content distribution and operational continuity. Ensuring security and privacy in broadcasting networks is essential. Signal piracy, malware, deepfake.	1. ICASA will intensify awareness among consumers
20.	**Broadcast**	Analogue Switch-off date not feasible	1. The Authority must continuously collaborate with the Ministry to advise as an evidence-based regulator.
21.	**Broadcast**	DTT system and its network was deployed in 2014. It requires a technology update and has high maintenance costs. There is no competitor in the signal distribution market for DTT	1. ICASA will recommend that the Policy Maker review the Digital Migration Policy to balance the deployment of DTT and DTH.
22.	**Broadcast**	Network Security and Data Protection- (As broadcasting becomes more digitised and reliant on IT networks, the risk of cyberattacks increases, threatening content distribution and operational continuity. Ensuring security and privacy in broadcasting networks is essential. Signal piracy, malware, deepfake.	1. Network awareness and Enhancement.
23.	**Postal**	As letter mail volumes decline, the postal sector shifts toward digital services and e-commerce parcel delivery. This shift has created new opportunities and challenges in meeting the changing needs of South African citizens.	1. Conduct an Inquiry to understand the market better and introduce appropriate interventions.
24.	**Postal**	Universal service obligations (USOs) ensure all citizens can access basic communication services. However, the current framework may not adequately align with the evolving market and technology landscape.	1. ICASA will review and update universal service obligations to reflect the needs of modern South African society, ensuring that rural, low-income, and underserved citizens are prioritised in delivering essential services such as broadband, postal services, and digital platforms.
25.	**Postal**	The postal industry has shifted from physical operations to digital postal services. (e-commerce parcel delivery) Investigate whether regulations are still fit for purpose.	1. Conduct an inquiry to investigate the role of the Regulator in e-commerce and the appropriate regulatory approach

No.		Issues/Plans	Strategy/Posture
26.	**Postal**	Reserved postal service is becoming unsustainable	1. Review current monitoring and enforcement strategies to ensure SAPO improves its quality of services and operational efficiency.
27.	**Government**	Lack of participation of government and security services on regulatory matters.	1. Promote collaboration to identify the needs of government and security services to ensure that they are not left behind.

LAYER 2: CONTENT AND APPLICATIONS PROVIDERS

ICT companies create applications or platforms that they use to create content that is consumed by end users. South Africans' end-users also consume content produced internationally through a variety of applications, most of which are internationally owned and based.

CONTENT

Content consumed by South African end-users can be classified into audio and audiovisual. Service providers providing content include South African Broadcasting Corporation, eMedia, Multichoice, Community Radio/TV Services and Media 24, Ster-Kinekor, NuMetro, YouTube, WhatsApp and other such applications that South Africans can access through their devices.

In its 2002 review of the previous regulations the Authority stated in the final Position Paper on South African content, that: *"The Authority, as the national custodian of South African content, is committed to the ideal espoused in the White Paper on Broadcasting Policy that television and radio should be predominantly South African.*

It is clear from the hearings and the monitoring of licensees that broadcasting South African content is not regarded as a burden. Indeed, broadcasters see South African content as an opportunity to meet changing audience needs and to grow the South African industry, while contributing to the emerging democratic culture of the country.

What is also clear as a result of the public process is that not all categories of programming and all stations need to be regulated to ensure they become predominantly South African. The Authority believes that, in the light of the shortage of resources within the sector and within the Authority itself, the Authority should only regulate that which requires regulation[5]."

The Authority, seeking to live up to its own Discussion Document[6] has promulgated the Regulations to ensure that the Licensees it regulates, provide content that is appropriate and meets the needs of the consumer at large. The South African Music Content Regulations, 2016 and the Local Television Content Regulations, 2016 have since been promulgated and remain in force.

Recently though, it has become possible to deliver content via over the top (OTT) online, internet platforms than the traditional broadcasting network services. However, the world of streaming is upon us and turning delivery of content via traditional broadcasting, on its head.

Delivering content can be achieved through various Applications that come preloaded on smart devices, such as mobile phones, tablets, laptops, desktops, and smart (mainly high definition) television sets.

Table 6 below presents the issues that were identified in the realm of content creation and consumption in South Africa.

5 Discussion Document as published in Government Gazette No. 37803 dated, 4 July 2014 (page 12).

6 Ibid

Table 6: Identified Issues/Plans on the Content that is Consumed in South Africa with Postures/Positions that ICASA has taken on them

Issues	Our Strategy/Posture
1. Audio visual No local content requirements for OTTs, potential negative consumer impact, fake news, deep fake, cyber bullying, onerous regulatory requirements for community radio services, lack of knowledge of regulatory framework, protection and viability of the public broadcasting services, cross media ownership and control (parked), delay or failure to review regulations for amendment. **2. Audio** Fake news, onerous regulatory requirements for community radio services, lack of knowledge of the regulatory framework, protection and viability of the public broadcasting services, delay or failure to review regulations for amendment. (Dealt with under Audio Visual). **3. News and Current affairs** Fake news, business case for local news producers under threat (rephrase), selective or heavy urban bias news reporting. **4. Documentaries** No issues **5. Film and Short Video** Child pornography. **6. Sport** Inability to access sports of national interest. **7. User generated content** Does not conform to or is subject to any production, editorial standards.	1. awareness on regulatory framework for community radio and tv services. 2. Sustainability of the public broadcasting service. 3. No monopolies, Ensure diversity of views. 4. Support the work of the Competition Commission to ensure a level playing field. 5. Collaboration with other agencies i.e. FPB. 6. No exclusivity to access the right to broadcast sports of national interest may require change to the law which is beyond ICASA's scope. Sec 60 (1) of the ECA is clear that subscription broadcasting services may not acquire exclusive rights that prevent or hinder the free-to-air broadcasting of national sporting events, as identified in the public interest from time to time, by the Authority. 7. Collaborate with the Information Regulator, Competition Commission, etc, to deal with spam and nuisance calls. Enforce Regulations and tighten them even more from a numbering perspective. 8. Need for more awareness on user generated content. 9. Undertake Regulatory Impact Assessment (RIA), more regularly.

APPLICATIONS

South Africans use a variety of ICT applications to consume content in cyberspace. The list below provides applications that provide content to end-users in South Africa and the names of some of the service providers that provide the applications.

Table 7: Applications that are used in South Africa and the Service Providers that offer them

Application	Service Provider[7]
OTTs **(a) Instant messaging applications** WhatsApp Telegram **(b) Streaming** Showmax Netflix YouTube **(c) Social media** Facebook X Instagram **(d) Online Gaming** Xbox PlayStation6 Steam	Multichoice Netflix Vox
Email	Microsoft Google
IoT	Polymorph Groove Jones
Fintech	Vodapay Momo (MTN)
Navigation	Google maps Waze
Safety of life	Namola Gauteng ePanic Apple
Weather Service	South African Weather Services

7 The list is not exhaustive.

According to The History of Mobile Apps – Inventionland[8] *"In 1997, the Nokia 6110 included a built-in version of the basic arcade genre game "Snake," which many consider the first mobile app. The first iPod would also come with built-in games: Solitaire and Brick. Back in 1983, however, a young Steve Jobs envisioned the App Store…or at least a very basic version of it."*

The ubiquitous Applications or Apps as we know them today have become a modern-day fad. Apps are something we can hardly do without and there is no manufacturer worth their salt, that can dare enter the market let alone not have the popular few included in their smart device. The Apps do serve a critical role, though; for example, banking apps, insurance apps, and even the South African Revenue Services (SARS) have their own, which make it very convenient for filing tax returns. However, all Apps remain unregulated.

Apps do not pay any direct fees to the Authority government tax and they are not subject to any Regulations. They operate beyond borders because of their multinational nature. That they are not regulated along the lines of the Licensees, that is the crux of the discussion currently.

Therefore, the Authority faces the challenge of considering how to navigate the world of Applications and to regulate them, if at all. At the very least, the Authority will probably come up with some or other inquiry into OTTs, that will better inform how to deal with all Applications on smart devices.

Table 6 below presents the issues that were identified by the Authority and its external stakeholders which it will be addressing the MTDP 2025/26-2029/30 period.

Table 8: Identified Issues/Plans on the Applications used in South Africa with Postures/Positions that ICASA has taken on them

Issues	Our Strategy/Posture
OTTs No legislative framework. **2. Email applications** No legislative framework. **3. IoT** No legislative framework. **4. Digital Financial Services** No legislative framework. Convergence between digital financial services and ICT. **5. Navigation** Processing and sharing of personal information without user consent, no or lack of formal addresses, navigational inaccuracies, and adherence by international bodies to cyber security Regulations. Plan-Regulators Forum established **6. Safety of life** No national disaster recovery plan on electronic communications, SADC model on national emergency communication plan **7. Weather services** Data integrity and accuracy. **8. Spam** Nuisance calls and messages.	Develop a discussion document on OTTs. Follow and contribute to the work of the ITU and IoTs e.g. Study group 20. Develop a South African use case for smart cities.

8 https://inventionland.com/blog/the-history-of-mobile-apps - extracted on, 23 Oct

LAYER 3: END-USERS

There is substantial progress noted in expanding ICT access to consumers/end-users, in the areas of Postal, Telecommunications and Broadcasting sectors. However, there is a persistent challenge in addressing widespread consumer inclusion across South Africa.

Disparities in connectivity, digital literacy, and access to affordable services persist, disproportionately affecting underserved and rural communities.

It is widely acknowledged that *consumers/end users are no longer just people and organisations; they now include machines and robots. The traditional way of regulating has proven ineffective and inefficient in addressing these areas. Despite regulatory challenges, broadening the definition of consumers to include a variety of digital consumption* will help in regulating these areas.

Artificial intelligence (AI) systems are becoming increasingly used by consumers/end-users. The trend in increasing use of AI is attributed to advances in machine learning (ML) model technology. Despite the increase in AI use, this area has proved to provide limited customer experience (specifically in communicating with consumers) using consumer`s languages. To address the challenge, a code of conduct for the use of customer service points will be developed.

Postal service sector is facing several major challenges. The challenges include the decline in mail volumes and drop-in profit margins and leading to continuous operating losses and financial difficulties.

Despite the difficulties faced by postal services, the challenge of inadequate, unreliable, insecure access to postal services remains. To mitigate the challenge faced by the Postal sector, Authority will influence policy direction to open the reserved postal competition with conditions (universal obligations).

Authority faces the critical task of addressing the issues of quality of services, network availability, network accessibility and service availability by consumers. Authority will enhance compliance efforts to ensure that operators comply with the standards. To further strengthen the quality of service, the Authority will look into procuring the quality-of-service monitoring system, reviewing quality-of-service regulations and performing live monitoring audits where necessary.

Another area of concern regarding quality of service that requires attention is that the Authority publishes an ICT sector report annually with few industry indicators. To enhance and improve the report, the Authority will consider establishing an online dashboard to monitor key industry indicators and measure performance.

End users/consumers face challenges of data protection, privacy, online security, and safety, to mention but a few. Consumers are also increasingly concerned about the industry's unethical considerations. Through collaboration with other regulatory functions, the Authority will enhance efforts to reduce the challenges faced by consumers.

Table 9: Identified Issues/Plans on the End-Users in South Africa with Postures/Positions that ICASA has taken on them

Issue/Plan	Posture/Position
End-user definition problem. Consumers / end-users are no longer just people, organizations), they are also machines / robots Digital content and Generative AI The use of AI which has limited customer experience (communication with consumers)	Broaden the definition of consumers to include a variety of digital consumption Digital literacy and localisation of content Develop the code of conduct for the use of customer service point
Inadequate, unreliable, insecure access to postal services Limited access to digital content Inadequate adoption of technologies to meet customer demands (e.g. E-commerce) Readiness to harness the use of AI and ability to regulate it	ICASA to influence policy direction to open the Reserved Postal Competition with conditions (universal obligations) Promote means of consuming/accessing digital content Zero-rating of websites.
Poor access to communications Services • Network unavailability; no network signal • Network accessibility; having a signal by you cannot access it • Service availability; connected to the network but no service **Postal** • Late delivery of mail • Damaged/stolen mail • Closure of postal outlets	**Enforcing compliance** ICASA to procure a quality-of-service monitoring system Perform live monitoring audits at the licensees' operations (Sec 69 (5)(f) of ECA) The collective effect of service performances which determine the degree of satisfaction of a user of a service. It is characterized by the combined aspects of performance factors applicable to all services, such as: • service operability performance • service accessibility performance • service retainability performance • service integrity performance • other factors specific to each service. Collaborate with Research Institutions to develop a monitoring framework Review quality of service regulations Review of the reserve postal service sector Review of the universal service obligations Review of mail conveyance framework Influence policy direction to introduce a second licensee
Indicator reporting Currently, ICASA publishes an ICT sector report annually with few industry development indicators.	ICASA should consider establishing an online dashboard to monitor key industry indicators and measure performance.
Data protection and privacy Online security and safety for consumers Inadequate Ethical considerations for consumers	Collaborative regulation to tighten online security (to address SIM fraud (RICA), Cybersecurity, and Banking fraud) Encourage responsible online behaviour Data rollover rules, biometrics
Consumer (billing and quality of service) complaints	Strengthen transparency and enforcement efforts Collaborate with other bodies (such as the consumer complaints issues where there is a lack of capacity and instead of overregulating)
Issue/Plan	**Posture/Position**

Lack of consumer participation in the regulation-making process Lack of community participation in the community radio stations	Advocacy groups / Consumer commissions, simplify regulations Promote transparency and awareness to regulatory obligations and compliance requirements awareness to the communities on their rights to participate in the radio stations
Lack of awareness of the social obligation benefits by consumers	Provide awareness Develop reliable database
Inability to access communication services by people with disabilities	Operators to roll out the emergency NRS Review regulations, Enforce compliance & monitoring

8.1.3 DEMAND FOR THE AUTHORITY'S SERVICES

As a regulator, the Authority is a nexus between communication service providers, consumers and policy makers. It must serve its licensees in terms of its regulatory mandate and protect consumers from malpractices by the licensees. It must also continue to be part of the national developmental effort to better South Africans through communication services.

The external situational analysis the Authority performed revealed that the stakeholders value the presence of the Authority as a player in the South African communication sector. In their words "there would be chaos in the sector if there was no body to regulate it." However, the stakeholders had reservations about certain things that the Authority does which they feel the Authority must stop, those that the Authority must start doing and those that it must continue doing.

8.1.4 PARTICIPATION OF WOMEN, YOUTH AND PERSONS WITH DISABILITIES IN THE SECTOR

In South Africa, women continue to face challenges in accessing economic opportunities, despite policies aimed at promoting inclusion. The proportion of working-age males rose slightly from 49,2% in Q2:2014 to 49,6% in Q2:2024, while the percentage for females dropped from 50,8% in Q2:2014 to 50,4% in Q2:2024 (STASSA, 2024). Women are increasingly participating in various roles within the sector, including journalism, marketing, and communications. However, challenges such as pay inequality and access to leadership positions remain.

According to Statistics South Africa (Stats SA) 2024 mid-year population estimates, approximately 21 million South Africans, or 33.1% of the total population, are considered young, defined as individuals aged 15 to 34 years. According to STATSSA, the youth unemployment rate decreased from 45.5% in Q3 2024 to 44.6% in Q4 2024. The communications sector offers numerous entry-level positions for youth, particularly in areas like social media, digital marketing, and content creation. Various initiatives aim to provide young people with skills relevant to the communications industry, such as internships, training programs, and partnerships with educational institutions.

According to the STATSSA 2022 figures approximately 3.3million people live with disability in South Africa. The South African government and private sector have made strides towards inclusion, implementing policies aimed at improving accessibility and employment for persons with disabilities. Nevertheless, challenges still exist, including physical accessibility issues and societal attitudes that can hinder employment opportunities in the communications sector.

The South African government has recognized the importance of inclusive growth and has taken steps to improve digital access for underrepresented groups. Non-governmental organizations and advocacy groups are working to promote inclusivity and support for women, youth, and persons with disabilities in the communications field.

9. INTERNAL ENVIRONMENT ANALYSIS

For the Authority to be able to offer its services and address the issues it has identified in its performance environment and implement the strategies it has come up with per issue, it must have a sound internal environment with institutional structure, leadership, shared values, staff, skills and systems that will ensure it is able to do so.

This section presents an analysis of the Authority's internal environment with the aim of determining the Authority's strengths, weaknesses, opportunities and threats to ensure the proper arrangement of internal resources for effective performance in implementing its strategic plan. Our analysis is prefaced by a high-level overview of the Authority's performance over the past five years, followed by the analysis using the McKensy 7s technique

9.1 ICASA'S PERFORMANCE OVERVIEW (2019/20 – 2023/24)

The Authority's performance over the past five years is dotted by successes and failures, from which it has learnt valuable lessons, which it will take into the MTDP 2024-29 period.

The Authority achieved an average performance of 87.2% over the five-year period against a target of 80% on achieving all its outcomes. However, the Authority could not achieve an annual target of 91%, which it resolved to maintain since it achieved it in 2017/18FY. See the performance of each year in Figure 8 below.

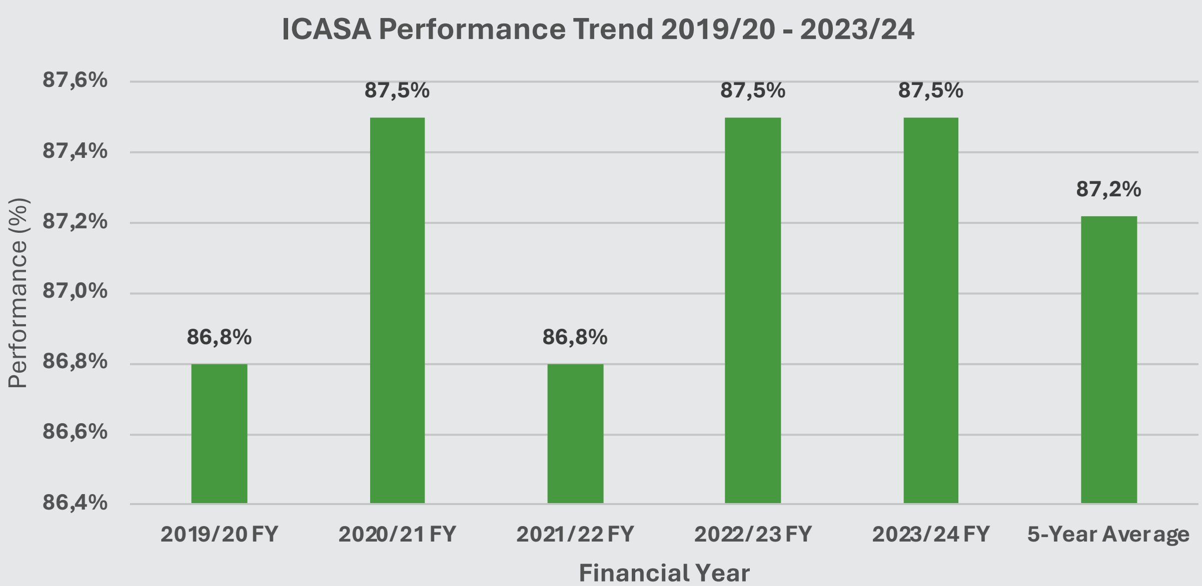


Figure 8: ICASA Performance Trend

The issuing of the high demand spectrum to the industry in 2022 saw the Authority contribute R14.4 billion to the national fiscus.

ICASA continued its drive to ensure compliance by licensees on Universal Service Obligations which requires public service institutions (schools, clinics, hospitals, libraries, traditional offices) nationwide to be connected by those licensees' awarded spectrum through the 2022 spectrum auction process. By 31 March 2025, 50% of these institutions are expected to be connected.

The Authority planned to conduct the second auction of the high demand spectrum in 2023/24FY. However, it could not after receiving legal advice to perform a market assessment study before embarking on the auction. The market study is currently being conducted, and the auction is planned for the 2025/26FY based on the findings of the market study.

The Authority represented the country at different international fora such as the ITU, ATU, APU and CRASA and had interactions with sister regulators including MACRA, BOCRA, ESCOM, TCRA, ZITCA in Africa, to mention a few, for various business reasons of mutual benefit. The Authority also attended the World Radiocommunication Conference 2023 (Dubai, United Arab Emirates, 20 November – 15 December 2023) and adopted the outcomes of the conference and the Authority will be implementing them during the MTDP 2024-2029 period.

In terms of protecting of consumers, the Authority has resolved 890 interference cases across the country from 2019/20 to-date. The fewer the interference cases the better.

Table 10: Interference Cases Resolution within 30 days

2020-2024	Resolved	No. cases Exceed TAT	No. Cases Resolved within TAT[9]	% Resolved within TAT
2019-2020	208	4	204	98,1%
2020-2021	197	1	196	99,5%
2021-2022	199	3	196	98,5%
2022-2023	160	4	156	98%
2023-2024	141	3	138	98%
Total	**905**	**15**	**890**	

The Authority has also resolved 62 468 complaints out of 65 344 that were received from 2019/20 to-date giving a 96% complaints resolution rate.

Table 11: Resolution of Complaints

Aspect	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Percentage	96%	95%	95%	96%	96%	96%
Resolved	7419	11353	13504	15111	15081	62468
Received	7728	11951	14215	15741	15709	65344

Resolution of interference cases and consumer complaints will continue to be done in the MTDP 2024-2029 period.

9 Turnaround Time

The Authority also collects revenue on behalf of government. The mandate is derived from section 4(1)(c) of the ECA read with section 15 of the ICASA Act. To this end, the Authority is duty-bound to ensure that all charges and fees levied in respect of licences granted, authorisations issued, and any other activities are collected.

The table below presents the amount of revenue that the Authority collected as of 31 December 2024. The Authority normally collects 99% of the revenue in licence fees over one financial year.

Total Universal Service Access Fund (USAF) revenue collected on behalf of USSASA amounted to R 266 227 433.33. This amount is included in the Authority's total revenue collection at the end of 31

Table 12: Government Revenue Collection

Government Revenue Collection 2024/25						
Revenue stream	**Revenue Billing**	**Q1 Collection**	**Q2 Collection**	**Q3 Collection**	**Total Collection Q3**	**Percentage**
Spectrum	1,145,188,181.33	806,879,682.03	172,767,423.83	49,354,452.63	1,029,001,558.49	90%
ECS/ECNS	877,968,594.20	224,924,397.15	590,502,156.26	55,130,236.76	870,556,790.17	99%
Broadcasting	107,630,889.46	249,088.27	9,281,464.69	94,793,562.28	104,324,115.24	97%
Postal	44,127,268.02	10,469,776.06	61,380.98	16,655.00	10,547,812.04	24%
Totals	**2,174,914,933.01**	**1,042,522,943.51**	**772,612,425.76**	**199,294,906.67**	**2,014,430,275.94**	**93%**

December 2024, and it was paid to the National Revenue Fund in accordance with the ICASA Act. The Authority will continue to collect both license fees revenue and USAF for government over the medium-term period 2025 – 2030 targeting ninety-nine percent (99%).

9.2 MCKENSY 7S ANALYSIS OF THE ICASA'S INTERNAL ENVIRONMENT

The Authority's internal environment was analysed through a workshop session with Council and all the Authority's Programmes, using the McKensy's 7s[10] framework and the SWOT Analysis techniques.

The McKensy 7s framework is depicted in Figure 9 below.

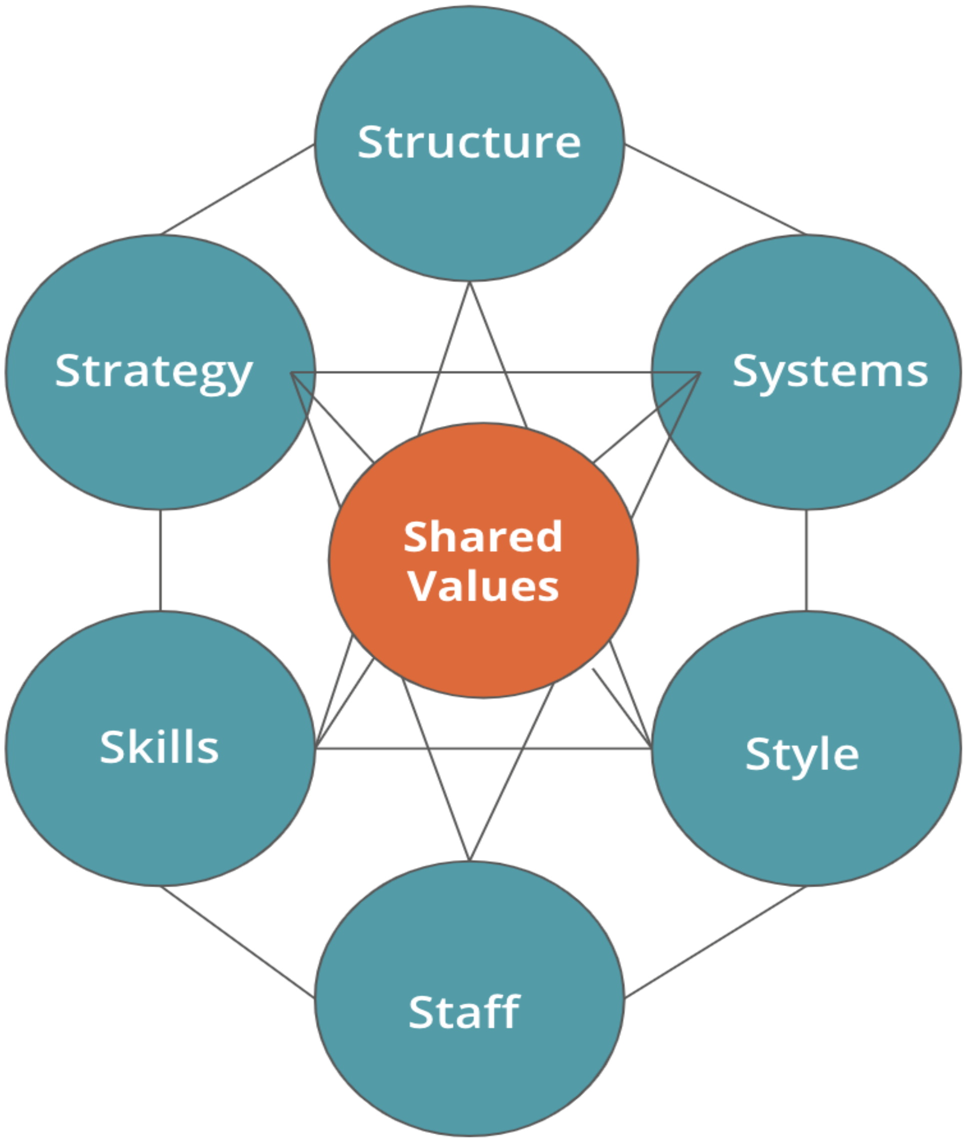


Figure 9: MicKinsey 7s Model

10 **McKinsey 7s model** is a tool that analyses company's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, to identify if they are effectively aligned and allow the organization to achieve its objectives.

STRATEGY

The Authority will complete the implementation of its Strategic plan 2019 – 2024 by the end of March 2025. The Authority's strategy for the 2029/30 medium-term planning period should be a compendium of its targeted beneficiaries' needs as determined in its performance environment analysis, its sustained agenda (mandate), and the change agenda (developmental policies of the government of the day).

Strengths for the Authority to implement its strategy lie in its constitutional mandate, which gives it the unique status of an entity that is a creature of statutes. The Authority's strength also lies in the support it enjoys from the Ministry and the Department of Communications and Digital Technologies in terms of policy direction. Affiliation to international bodies in the communications sector such as ITU, APU, ATU, CRASA, technology companies around the world and sister regulators further emboldens the Authority's ability to implement its strategy. Associations and pressure groups that keep the Authority on its toes further spur it on to implement its strategy robustly.

Weaknesses that impinge on the Authority's ability to implement its strategy effectively can be grouped into those that are a result of it being an entity of government. They include legislative challenges such as the Act on which the Authority is based, which requires amendment in view of the technological changes that are proliferating within the international communications sector. Furthermore, there are often delays in receiving policy directions and directives, which result in the slow pace of implementation.

The South African communications sector is a heavily contested terrain by its key players. As a result, the Authority always finds itself in litigations as different parties make moves to maximise the gains they derive from the communications sector. The Authority has had to deal with numerous litigations in the past few years, and it does not look like they will be abating soon. Thus, the Authority must always set aside part of its allocated funds for litigation purposes, a scenario which is least preferable.

The strengths outlined above arm the Authority with tools to continue in implementing its strategy 2030 over the medium-term period. The weaknesses identified present an opportunity for the Authority to come up with tactics to ensure its strategy 2030 is implemented successfully.

STRUCTURE

The Authority is led by a Council, with members (councillors) serving fixed terms of four years as per the ICASA Act. The Chairperson has a term of five years. The Executive Council is supported by three governance committees: the Audit Risk Ethics and Disclosure Committee, the IT & Risk Committee, and the Remuneration & Human Resources Committee, which together form the Authority's governance structure.

The Authority has a Chief Executive Officer who is head of administration as per the ICASA Act. The Chief Executive Officer is supported by an Executive Committee comprised of heads of Programmes with the legislated officials for compliance with the PFMA being CFO, CAE, Senior Manager: Strategy & Programme Manager and Risk & Compliance Specialist.

The strength of the structure is that it is based on the Authority's founding legislation, the ICASA Act of 2000. The structure is funded through funds allocated through the Act of Parliament. There is a clear hierarchy and reporting lines.

With changes in the performance environment of the Authority, the current structure, which was established in 2014 and revised in 2022, is beginning to show some weaknesses in terms of responding to the requirements of the Authority's work. There is ambiguity in terms of some roles and responsibilities, there are bottlenecks in decision-making processes. There is poor communication flow, resistance to change in certain areas, and insufficient resources for the structure to be fully functional.

The weaknesses present opportunities for betterment and improvement such as partnerships and collaborations. Another opportunity is presented by the current new strategic plan 2030 being developed which must be implemented through a commensurate organisational structure. Thus, a new organisational structure accompanying strategic plan ought to be developed.

STAFF

The Authority's organisational structure comprises of 471 approved positions, of which 341 are currently occupied. The figure includes a complement of five Councillors out of an expected nine Councillors. The situation is bred by the fact that Parliament is currently in the process of finalising the appointment of four more Councillors, which must take the total number to nine. The Authority is not recruiting for 106 positions due to inadequate funding. 24 posts that are budgeted remain vacant, the recruitment process to fill those vacancies is currently underway. This results in a vacancy rate of 5.1%. The Authority has managed to maintain the vacancy rate below 7% for the past three years, reflecting its proactive approach towards workforce management.

EMPLOYMENT EQUITY

The table below presents the Authority's employment equity status as of 31 December 2024 against South Africa's economically active population.

Currently, the Authority's headcount displays a few deviations from the targeted EAP of South Africa. The most notable shortcomings lie in the representation of White Females shortfall of (41% n=6) and Coloured Females with a shortfall of (40% n=6). While the Authority is above its target for African Females, this group remains underrepresented at the Professional Level.

To address the disparities, the Authority will implement strategic measures to recruit White Females and Coloured Females and foster the development of African Females, ensuring their progression to professional positions over time.

It is expected that Parliament will finalise the appointment of an additional four Councillors in the first quarter of 2025/26FY to put the Authority in good stead to implement this strategic plan 2030.

SKILLS

Certainty of a requisite set of skills to ensure the implementation of the Authority's work amidst a rapidly changing environment is crucial. To this end, skill development is a critical component of the Authority's strategic focus. As the landscape of technology continues to evolve rapidly, the Authority recognises the importance of staying abreast of the latest advancements. By investing in employee skill sets to refresh expertise, the

EMPLOYMENT EQUITY STATISTICS **AS AT 31 December 2024**

ICASA NUMBER OF EMPLOYEES VS. Economically Active Population of SA (2018)

Race Gender	Actual #	Ideal No. based on EAP#	EAP% 2018	VARIANCE
African Female	144	122	35.8%	18%
African Male	136	146	42.7%	-7%
Coloured Female	9	15	4.4%	-40%
Coloured Male	14	18	5.2%	-21%
Indian Female	6	4	1.1%	60%
Indian Male	6	6	1.7%	4%
White Female	8	14	4.0%	-41%
White Male	14	17	5.1%	-19%
Foreign National	4			
Total	**341**			

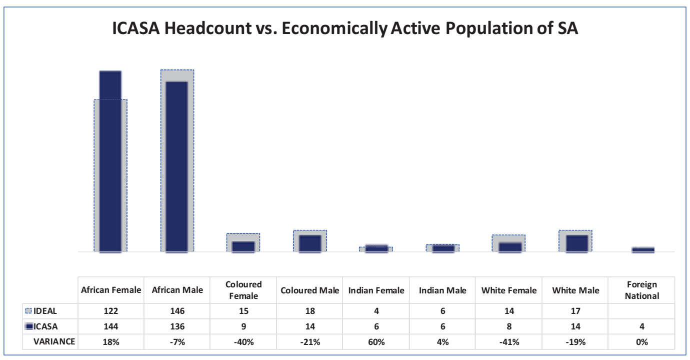


Figure 10: ICASA Employment Equity Status

Authority ensures that its workforce remains agile, adaptable and ready to tackle the challenges of a perpetually changing technological environment.

Digitalisation is at the core of the global changes that are happening around the world. It makes certain skills obsolete and introduces new ones that require employees' staff to be trained or re-trained.

The schema below shows the Authority's expenditure on short-term training.

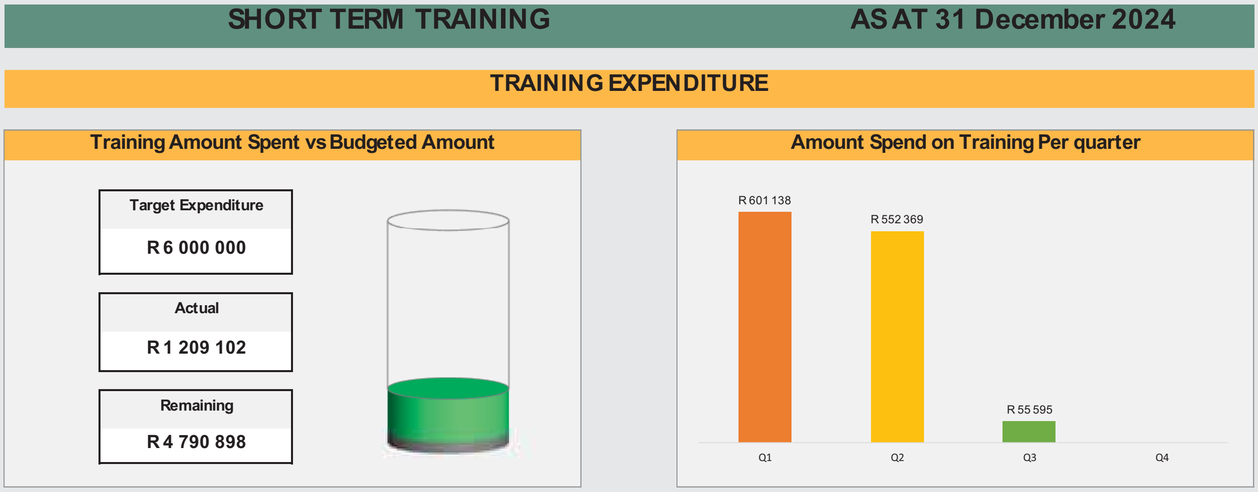


Figure 11: Short-Term Training Expenditure

The Authority also runs a bursary scheme, which allows staff to undertake long-term training to strengthen their career paths or start new ones in line with the Authority's long-term goals.

The Report of the Presidential Commission on the 4th Industrial Revolution for South Africa has noted that *"A human capacity strategy needs to focus on the future areas of work while strengthening current sectors for maximum job retention, job creation and a transition from the current to future -ready scenarios*[11]*."*

Further, The Implementation Guide for the National Digital and Future Skills Strategy for South Africa[12] makes the point as follows: *"Digital and future skills are a vital component of South Africa's human resource capacity growth path, without which it cannot renew its economic sectors, government and social sectors."*

The two preceding statements interweave the weaknesses, opportunities, and threats the Authority must contend with.

STYLE

The Authority`s consultative leadership style provides a unique platform for its employees and the general national communications landscape sector and further enhances collaboration.

The leadership of the Authority gains key strength from the Ministry and Department of Communications and Digital Technologies on alignment with government policies. Furthermore, the Authority has recently welcomed a new chairperson who will be with the Authority for the next five years meaning he will be with the Authority for 4 years of implementation of this strategic plan.

Several weaknesses are acknowledged around leadership at different levels, such as resistance to change or inflexibility, lack of delegation or micromanagement, poor conflict resolution skills and insufficient feedback mechanisms.

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11 Report of the Presidential Commission on the 4th Industrial Revolution as ppublished in Government Gazette No. 43834 dated, 23 October 2020, page,158.

12 The Implementation Guide for the National Digital and Future Skills Strategy for South Africa, page 8.

The Authority is also alive to threats such as staff turnover due to dissatisfaction with leadership, changes in market or industry that necessitate rapid shifts in leadership style. Negative perception of leadership affecting organisational reputation and resistance from leaders to adapt to new methodologies or technologies.

Staff recognition matters are continuously improved, and silo approaches are discouraged. This will be continued going into the implementation of the strategic plan. The development of a leadership framework is being considered, and this will address other areas such as succession planning.

To hone the leadership posture on the organisation going forward, collection of qualitative and quantitative data on leadership performance and organisational culture assessment will be done. Gauging of the employees' perspectives on leadership will also be done.

SHARED VALUES

Shared values within the Authority include norms and behaviours that are expected from all staff members. They are provided for in the ICASA guidelines, and employees are required to familiarize themselves with them before commencing their employment at the Authority.

The current organisational shared values were introduced in 2014 when the organisation went through a restructuring process, and they have remained in force since then to-date. During the situational analysis process, it was felt that they needed revamping. As a result, the suggestion to use the letters in the name of the Authority as a guide to come with the shared values was adopted as below.

I	Innovative
C	Collaborative
A	Accountable
S	Stakeholder-centric
A	Action-orientated

The past shared values and the current ones which have been adopted' s strength is that they give the Authority a reputation for integrity that has increased customer trust in the Authority, and which will continue to do so over the years.

In the main, the Authority's staff practice aligned with its past stated shared values. However, there are some behaviours that showed weaknesses, where there was contradiction to the established shared values, which led to disillusionment among some employees who observed them. Pockets of resistance were also picked up where identification of strong shared values led to rigidity or resistance in adopting to the ideas or changes in the Authority's performance environment. The Authority will implement tactics such as promotion of the shared values throughout operations, decision-making processes, and employee engagement initiatives.

With the identified strengths, there are market differentiation opportunities where the shared values can be used for marketing and branding purposes. There is also opportunity to attract talent that resonates with the Authority's values. Also, they can open doors to strategic partnerships and collaborations with like-minded organisations.

Threats such as cultural misalignment with regulators in the country or with Ministry and Department of Communications and Digital Technologies may create conflicts. There may be backlash if the Authority's practice does not align with its shared values. There is also a possibility of poor alignment of the shared values at operational level leading to higher turnover rates among staff who feel disconnected to from the Authority's shared values.

The end goal is to ensure that the Authority's employees live the shared values to improve its corporate culture.

SYSTEMS

There are various systems that the Authority relies on to implement policies and run day-to-day operations, such as the legislative and regulatory framework, employee management system, records management, Human Resources recruitment system, project management system and financial systems. It is essential to highlight that some of these systems improve the efficiency of the business if they can be integrated.

The legislative and regulatory framework is matured and formulated by the public. The Authority is committed to reviewing regulations every five years to ensure that their purposes remain relevant and aligned with the changes in the ICT sector.

The strategic system at the core of the Authority's mandate is the Automated Spectrum Management System, which enables the regulator to receive and process applications and draw data to retrieve information critical to its effort to do spectrum planning. Since transitioning from the manual processing of applications to an automated system, the Authority has noted the poor performance of the ASMS. In this strategic cycle, the Authority intends to retire the system and introduce an improved system that can be sourced from the shelves, tested and used competently in various markets.

Another critical system identified is the spectrum monitoring system, which needs to be improved to cater to the needs of the public to receive quality telecommunication and broadcasting services. Detailed analyses of various systems are presented in the table below based on their strengths, weaknesses, opportunities, and threats. A decision column on the right hand-side gives some of the possible solutions that the Authority plans to implement to deal with the weaknesses and threats and apply its strengths to taken advantage of the opportunities.

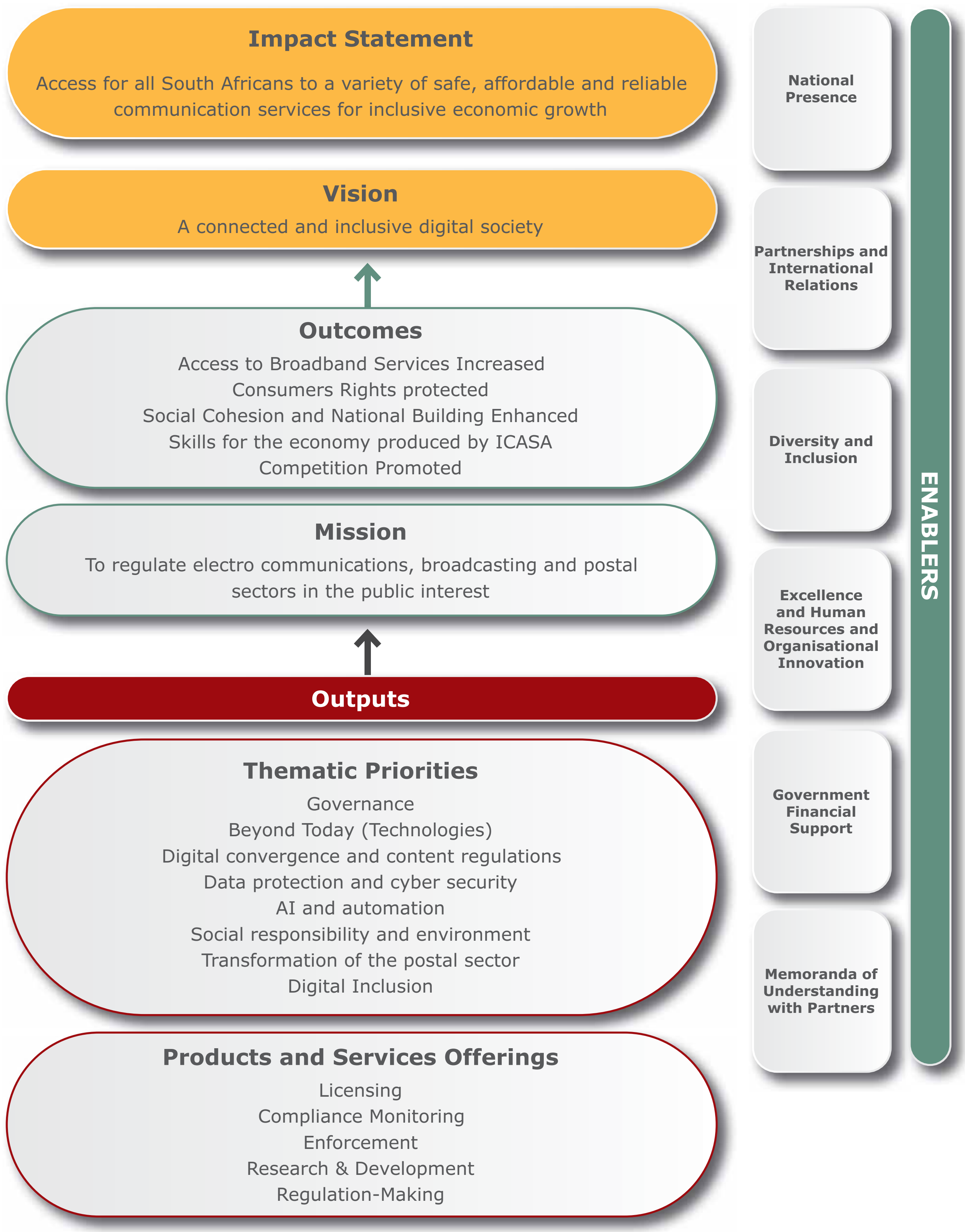
Table 13: SWOT Analysis

Systems	Strength	Weakness	Opportunity	Threat	Decision
Regulatory Impact Assessment System	A comprehensive approach to assessing economic and market impacts, leading to informed decisions.	Time-consuming data collection and stakeholder engagement process -may delay decision-making.	Improve efficiency using automated data collection and analytics tools.	Evolving market conditions may require more frequent assessments, adding pressure to the system.	Invest in automated data analysis tools and develop real-time market monitoring to reduce time lags and adapt quickly to market changes.
	Detailed cost-benefit analysis offers transparency and credibility in regulatory actions.	No ex-ante regulatory impact assessment. Limited flexibility in adapting to unexpected or rapid policy changes. Lack of skills in software use	Expansion to incorporate real-time data analysis for proactive decision-making. Training of staff	Consistent or complete data from stakeholders may maintain the accuracy of assessments.	Enhance stakeholder engagement processes and build a flexible framework for real-time data updates to improve responsiveness. Do post-ante regulatory impact assessment. Applicable to other regulatory processes in other divisions.

Systems	Strength	Weakness	Opportunity	Threat	Decision
Automatic Spectrum Management System (ASMS)	ASMS – No strengths were identified for the ASMSs other than recognising its intention.	a) ASMS - Not fully functional (broadcasting module not onboard), b) ASMS - No proper reporting functionality and related requirements, c) ASMS - inability to re-calibrate the system, d) ASMS - picking system errors after procurement. e) ASMS - unreliability of the system, f) ASMS - no penalties for system's poor performance/ delivery, g) ASMS - Budget, SCM, Spec, Skills. h) ASMS - System not delivering optimally, system has outlived its usefulness/ lifespan, i) ASMS - lack of proper project management, change management.	Review and resolve system for short to medium - consider Spectrum Management System developed by ITU, for Developing Countries – ICASA can get a licence for it.	Loss of revenue and reputational damage to the Authority.	Replace entire system (consider international service provider).
Spectrum Monitoring System to ensure Quality of Service and experience	Quality of service – Unit established and functional (drive-by tests)	Quality of service – System capability limited, manual data loading onto the server,	Quality of service – Real-time data loading, system to interface with Licensees' systems, review and amend Regulations, benchmark against other countries on the continent (do away with drive-by tests).	Quality of service – Integrity and reliability of data from drive-by tests.	Quality of service – Authority to consider having its own network, upgrade its own systems, procure multimodular system.
CRM	CRM – Not applicable	-	-	-	-

Systems	Strength	Weakness	Opportunity	Threat	Decision
LogRhythm/ Usecure/ Nessus/Trellix/ ePurifier	Automated real-time detection. Leverage of Expertise of Vendors	Reliance on external service providers non-integration	Consolidation / Integration/Skill transfer	Non-compliance compliance with relevant legislation	Adoption of systems that can integrate all processes. All-in-one.
Acronyms	Cloud-based architecture. Eliminates the need for physical Disaster Recovery sites. Leverage of Expertise of Vendors	Reliance on external service providers	Skills transfer	Non-compliance compliance with relevant legislation Cyber security	Recruitment of skilled Personnel
Assurance and consulting services – Team Mate. Issue Tracking – Team Mate	Use a risk-based approach. Assure the governance, risk management and internal control processes Team Mate – follow global standard/ best practice	Team Mate requires continuous system updates and upgrades.	Review and consider other similar risk and internal audit system	Vulnerable to cyber attacks	Harmonise IA systems
Supply Chain Management System	The SCM Process is in place for procurement in general.	Manual-based system. The system is not fully compliant with Treasury Regulations.	Procure new system	Fruitless and wasteful Expenditure leading to no clean Audit.	Review and overhaul the current system to automate and make it accessible online.

Based on the situational analysis done, the Authority's strategic focus will be in areas that are depicted in the ICASA Strategic Plan 2025 – 30 Strategic Framework below as thematic priorities.



PART C

MEASURING OUR PERFORMANCE

THEORY OF CHANGE[13]

NDP2030

By 2030, ICT will underpin the development of a dynamic information society and knowledge economy that is more inclusive and prosperous. A seamless inofrmation infrastructure will meet the needs of the citizens, business and the public sector, providing access to a wide range of services required for effective social and economic participation – at a cost and quality at least equal to South Africa's competitors.

MTDP 2024-29

Strategic Priority 1: Inclusive growth and job creation

Outcome: Science, technology and innovation for growth

Invest in digital identity and payments, expand access to affordable broadband, and increase training for young people in digital skills.

Strategic Priority 2: Reduce Poverty and tackle the high cost of living

Outcome: Social Cohesion and National Building

Promote and protect South Africa's diverse languages and cultures.

Promote the rights of women, youth, children and persons with disabilities and remove the social, economic, cultural and other barriers to full participation in the economy.

Strategic Priority 3: A capable, ethical and developmental state.

Outcome: Effective border management and development in Africa

Promote peace, security, democracy and socioeconomic development in SADC and other parts of the continent. Strengthen the AU Peace and Security and Governance architecture. Increase the voice of developing countries in the UN and other multilateral institutions, promoting peace, security and development, South-South and North-South cooperation through BRICS, the G20, the Non-Aligned Movement and other forums.

Annual Operational Plan 2025/26FY

INPUTS

Human Capital (Staff Complement)

Financial Capital (Annual Allocation of Funds)

Partner Agencies

KEY ACTIVITIES

Assign broadband spectrum

Develop saterlite regulatory framework

Implement IMT roadmap

Monitor quality of service

Develop Rapid Deployment Regulations

Procure from women, youth and persons with disabilties companies

Facilitate international engagements

Resolve consumer complaints

Develop signal distribution regualtions

Implement IT strategy

License community sound broadcasting

Annual Performance Plan 2025/26FY

KEY OUTPUTS

Broadband spectrum assignment completed

Saterlite regulatory framework completed

IMT roadmap implemented

Quality of Service Monitored

Regulations on Rapid Deployment

Women, youth and persons with disabilities companies benefiting from procurement

International engagements facilitated

Consumer complaints resolved

Signal distribution regulations

IT strategy implemented

Community sound broadcasting licensed

Strategic Plan 2025-30

OUTCOMES

Broadband Services Increased

Competition Promoted

Social Cohesion and Nation Buidling Enhanced

Digiital Skills Produced by iCASA

Consumer Rights Protected

IMPACT STATEMENT

Access for all South Africans to a variety of safe, affordable and reliable communication services for inclusive economic growth

Assumptions

Continued availability of allocated resources, Positive Dependencies sustain and negative ones do not materialise in executing activities, Identified output and outcome risks do not materialise. Overall, the performance environment does not change drastically and government policy remains unchanged.

Figure 12: Theory of Change

13 Theory of Change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

10. INSTITUTIONAL PERFORMANCE INFORMATION

Informed by the issues identified in the external and internal situational analysis, the Authority will execute its work through five programmes.

10.1 PROGRAMME 1 - ADMINISTRATION

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

10.1.1 SUB-PROGRAMME: CORPORATE SERVICES

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

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets				
			Audited /Actual Performance				
			2025/26	2026/27	2027/28	2028/29	2029/30
Skills for the economy produced in ICASA	Stakeholder Engagements facilitated by ICASA	Number of stakeholder engagements facilitated by ICASA	2	2	2	2	2
Skills for the economy produced in ICASA	International engagements facilitated by ICASA	Number of International engagements facilitated by ICASA	1	1	1	1	1
Skills for the economy produced in ICASA	OHS annual plan implemented	Percentage of OHS annual plan implemented	100%	100%	100%	100%	100%

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of stakeholder engagements facilitated by ICASA	2		1	1	
Number of international engagements facilitated by ICASA	4	1	1	1	1
Percentage of OHS annual plan implemented	100%	25%	50%	75%	100%

STAKEHOLDER ENGAGEMENTS

ICASA remains committed to being more customer centric in its approach, as such for the 2025/26 financial year ICASA is aimed at advancing its relationships with its key stakeholders through structured, high-impact engagements. A key output in this regard is the annual stakeholder engagement, the engagements will provide a platform for interaction with Licensees, SMMEs, media and other key players within the ICT sector. This engagement will enable ICASA to communicate progress on regulatory initiatives and solicit feedback from stakeholders, ensuring the Authority remains responsive to industry needs.

INTERNATIONAL ENGAGEMENTS

ICASAs participation in international fora is aimed at advancing South Africa’s interests within global and regional ICT forums. The APP commits ICASA to facilitating the international engagements. These engagements will be in the form of multilateral bodies, regional cooperatives, bilateral discussions, and benchmarking exercises. The resolution and discussion from the engagements will culminate into four quarterly reports

OCCUPATIONAL HEALTH AND SAFETY (OHS) COMPLIANCE

In line with ICASA’s commitment to operational excellence, ICASA to implement the OHS annual plan which will assist in ensuring compliance with the Occupational Health and Safety Act, 1993. By prioritising employee safety and well-being, ICASA reinforces its dedication to providing a safe working environment, aligned with various legislative requirements and industry standards.

10.1.2 SUB-PROGRAMME: INFORMATION TECHNOLOGY

Purpose: To ensure that information technology systems are well maintained and enhanced to ensure their availability and optimal performance.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Skills for the economy produced in ICASA	IT Systems efficiency attained	Percentage of IT Systems efficiency attained	99.01%	98.84%	98%	98%	98%	98%	98%
Skills for the economy produced in ICASA	Security incidents being monitored on IT Systems	Number of security incidents being monitored on IT Systems	52	52	52	52	52	52	52
Skills for the economy produced in ICASA	Intranet systems implemented	Number of Intranet systems implemented				0	1	1	1
Skills for the economy produced in ICASA	IT helpdesk system implemented	Number of IT helpdesk systems implemented				0	1	1	1

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of IT Systems efficiency attained	98%	98%	98%	98%	98%
Number of security incidents being monitored on IT Systems	52	13	13	13	13
Number of Intranet systems implemented	1	0	0	0	1
Number of IT helpdesk systems implemented	1	0	1	0	0

Explanation of planned performance over the medium-term period

The internal situational analysis identified several new automation initiatives. Furthermore, many of the current systems in use have limited functionality and need to be upgraded or replaced. In particular, the following were identified.

a) Provide an efficient IT environment
b) Cybersecurity awareness and monitoring
c) Implementation of a new Intranet
d) Implementation of IT helpdesk system

PROGRAMME RESOURCE CONSIDERATIONS

The IT function will need to be capacitated to implement and support the new systems that are planned to be implemented.

An additional cost of R100 million over the 5-year planning period will be outlaid to execute the work.

10.1.3 SUB-PROGRAMME: FINANCE

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

The sub-programme consists of four Units:

REVENUE UNIT

The Unit is responsible for NRF revenue billing, collection and maintenance of the integrity of the NRF's books of accounts in line with relevant legislative prescripts.

MANAGEMENT ACCOUNTS UNIT

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

SUPPLY CHAIN MANAGEMENT UNIT

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

ACCOUNTS PAYABLE & PAYROLL

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

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Skills for the economy produced in ICASA	No Irregular expenditure	% Reduction in Irregular expenditure	-	-	-	-	100%	100%	100%
Skills for the economy produced in ICASA	No Fruitless and wasteful expenditure	% Reduction in Fruitless and wasteful expenditure					100%	100%	100%

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Skills for the economy produced in ICASA	No material misstatements on the financial statements	% reduction of material misstatements on the financial statements					100%	100%	100%
Skills for the economy produced in ICASA	All valid invoices paid within 30 days	% of valid invoices paid within 30 days of receipt.					100%	100%	100%
Skills for the economy produced in ICASA	Consequences management actions taken	% of consequence management actions taken					60%	80%	90%
Skills for the economy produced in ICASA	License fees collected	Percentage of Licence Fees Collected	99%	99%	99%	99%	99%	99%	99%
Skills for the economy produced in ICASA	Woman owned companies benefitting from procurement of goods and services	Percentage of woman owned companies benefitting from procurement of goods and services	-	-	37%	45%	50%	50%	50%
Skills for the economy produced in ICASA	Youth owned companies benefitting from procurement of goods and services	Percentage of youth owned companies benefiting from procurement of goods and services	-	-	15%	30%	35%	40%	40%
Skills for the economy produced in ICASA	Persons with disabilities owned companies benefitting from procurement of goods and services	Percentage of persons with disabilities owned companies benefitting from procurement of goods and services	-	-	1%	2%	2%	4%	5%

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% Reduction in irregular expenditure	100%	40%	50%	60%	100%
% Reduction in fruitless expenditure	100%	40%	50%	60%	100%
% reduction of material misstatements on the financial statements	100%	40%	50%	60%	100%
% of valid invoices paid within 30 days of receipt.	90%	70%	75%	80%	90%
% of consequence management actions taken	60%	40%	40%	40%	60%
Percentage of License Fees Collected	99%	40%	70%	80%	99%
Percentage of woman owned companies benefitting from procurement of goods and services	50%	25%	35%	45%	50%
Percentage of youth owned companies benefiting from procurement of goods and services	40%	25%	30%	35%	40%
Percentage of persons with disabilities owned companies benefitting from procurement of goods and services	2%			1%	2%

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The contribution of its outputs to achieving the intended outcomes and impact in the Strategic Plan and the institution's mandate including, where applicable, priorities in relation to women, youth and people with disabilities.

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

The above planned finance initiatives combined with planned initiatives on strategy, planning, monitoring and evaluation of the performance of the Authority by the Strategy & Programme Management Unit in the Office of the CEO, must enable the Authority to make an improvement from achievement of an unqualified audit to a clean audit in the year of planning and over the medium-term period. An objective assessment of outcomes year to date indicates that, whilst the Authority can work towards improvement of the 2024/25 audit outcomes through ensuring there are no material adjustments in the annual financial statements, improvement in payment within 30 days and limiting instances of UIFW, the Authority has incurred UIFW and failed to affect all payments within 30 days putting achievement of clean audit in the 2024/25 at risk.

The Authority levies various fees on licenses it issues to communications service providers in terms of inter alia; section 4(1)(c)(iv) and (v) and (d) of the ECA. All the fees collected by the Authority are paid into the National Revenue Fund in terms of section 15(3) of the ICASA Act. The fulfilment of this revenue collection 57 mandate is critical for the sustainability of the national fiscus. Sustainability of the national fiscus has been embedded in the Ministers' service delivery agreements with the President. Thus, it remains a key strategic focus for the Authority for the medium-term period. The sub-programme aims to maintain the 99% license fees collection rate each year over the medium-term period.

The Authority has also added empowerment targets aimed at opening the sector to women, youth, and people with disabilities. The aim is to slowly build business over the MTEF period and hence the incremental targets to ensure alignment with Government's priorities. The Authority is committed to implementing interventions to redress the ongoing socio-economic exclusion of especially persons with disabilities to ensure that in future, it can channel a higher percentage of its procurement spend to same.

10.1.4 SUB-PROGRAMME: HUMAN RESOURCES

Purpose: To strategically align talent management with the Authority's overarching goals, utilise data-driven methodologies for precision recruitment, and foster an integrated talent landscape centred on performance management, workforce adaptability, and employee wellness. HR is committed to advancing a diverse and inclusive environment, anchored by equitable rewards and well-managed employment relations, to catalyse engagement and a high-performance culture.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Skills for the economy produced in ICASA	Vacancy rate maintained	Vacancy rate	3,06%	5,9%	7%	7%	7%	7%	7%
Skills for the economy produced in ICASA	Employee Satisfaction Surveys Executed	Number of Employee Satisfaction Surveys executed	-	-	1	1	1	1	1
Skills for the economy produced in ICASA	Workplace Skills Plan implemented	Percentage of Workplace Skills Plan implemented	100%	100%	100%	100%	100%	100%	100%
	Employee Wellness Initiatives Implemented	Number of Employee Wellness Initiatives implemented	-	-	4	4	4	4	4
Social cohesion and nation-building	Women in the professional occupational level increased	Number of women in the professional occupational level increased	-	-	39	41	43	45	47

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Skills for the economy produced in ICASA	Youth in ICASA maintained	Number of youth in ICASA maintained	-	-	34	36	38	40	40
Social cohesion and nation-building	Persons with disabilities in ICASA increased	Number of persons with disabilities in ICASA increased			5	6	7	8	8

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Vacancy rate	7%	7%	7%	7%	7%
Number of Employee Satisfaction Surveys executed	1				1
Percentage of Workplace Skills Plan implemented	100%	25%	25%	25%	25%
Number of Employee Wellness Initiatives implemented	4	1	1	1	1
Number of women in the professional occupational level increased	43				43
Number of youths in ICASA increased	38				38
Number of persons with disabilities in ICASA increased	7				7

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

While the Authority has maintained a well-skilled complement of staff that has given it the capacity to implement its long-term strategic direction, there is always room for improvement. Therefore, the Authority has set a seven percent (7%) vacancy rate target in the 2025/26 financial year. It plans to maintain the seven percent (7%) vacancy rate over the medium-term period. The rationale for maintaining the vacancy rate is to ensure that the Authority does not lose qualified talent to continue fulfilling its mandate.

The Employee Satisfaction Surveys aim to benchmark and monitor employee attitudes and commitment levels towards the Authority, leadership, their roles, and the different stakeholders they serve - to determine the factors that drive employee satisfaction. These surveys' data measure employee satisfaction, identify specific drivers of employee satisfaction at the Authority, provide report results through team lenses and provide actionable results. These results provide the supporting tools to create an environment that empowers employees to be satisfied within the Authority. The Authority plans to do one Satisfaction Survey per year over the remainder of the medium-term period.

The Workplace Skills Plan and Annual Training Report (WSP & ATR) are a requirement of Media, Information and Communication Technologies (MICT) Seta, with which the Authority is affiliated. Compliance with the MICT Seta requirements enables the Authority to provide occupationally directed learning activities to enhance individuals' and teams' knowledge, practical skills and work experience. This is based on the current and future occupational requirements to drive optimal organisational performance. In 2023/24, the sub-programme submitted the Authority's Workplace Skills Plan and Annual Training Report to MICT Seta. These submissions lay a foundation for implementing the Authority's Workplace Skills Plan in the 2025/26 financial year going into and over the medium-term period.

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

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

The Authority further believes that the demographics of South Africa represent the population we serve and inspire confidence in our stakeholders. The Authority is also committed to a non-discrimination policy in recruitment, career progressions and training. Applicants with disabilities who meet the criteria will be given preferential consideration in line with Section 6(1) of the Employment Equity Act No. 55 of 1998 (as amended).

The graph below shows the Authority's gender split status:

Gender Split of Headcount

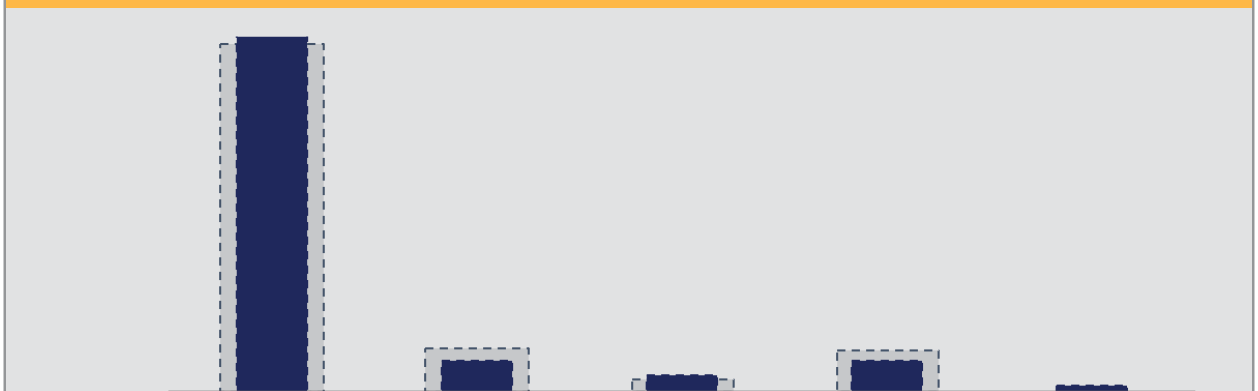
	Female	Male
IDEAL	46.00%	54.00%
ICASA	48.82%	51.18%

The graph shows that the Authority has exceeded the ideal 46% headcount target aligned to the economically active population of South Africa. Furthermore, women are also well represented at the Council level and at EXCO.

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

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

Race Split of Headcount



	African	Coloured	Indian	White	Foreign National
IDEAL	79%	10%	3%	9%	
ICASA	81%	7%	4%	7%	1%

The sub-programme plans to maintain the Authority status where it has exceeded the national ideal figures with regards to African. Where the current statistical figures are below the national ideal, the sub-programme plans to improve the situation to bring it on par with the national ideal over the medium-term period. The intention will be implemented to do things across the board instead of having a specific output with targets. However, every year, an analysis will be done to determine progress.

The Authority, together with the nation, recognises the importance of youth and their role in contributing to the national effort of socio-economic development that aims to ensure a better life for all. To this end, the Authority initiated a graduate development programme in 2016 to give temporary employment opportunities and training to young graduates who need experience that is always required when they enter the world of work.

The recruited graduates stay in the Authority for a two-year period, after which they can use the experience, they have gained to seek long-term employment within or outside the Authority. Since 2016, four cohorts of graduates who completed the programme have either found long-term employment within or outside the Authority.

Based on the success of the graduate development programme thus far, the sub- programme made a fifth intake of a cohort of graduates in the 2023/24 financial year whose two-year stay with the Authority will end in 2025/26 financial year and plans to make a sixth intake over the medium period.

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

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

10.1.5 SUB-PROGRAMME: INTERNAL AUDIT

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

To provide an independent and objective reasonable assurance and advise to the Audit, Risk, Ethics and Disclosures Committee (AREDC) and management on the governance, risk management and internal control processes. This is designed to add value and improve ICASA's operations thereby assisting it to accomplish its objectives through insights and foresights.

OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Skills for the economy produced in ICASA	Assurance provided	Level of assurance provided	Level 3	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4
Skills for the economy produced in ICASA	Advisory assignments completed	Number of advisory assignments completed	10	17	4	4	4	4	4

OUTPUT 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 advisory assignments completed	4	1	2	3	4

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

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

The advisory engagements in the form of project involvement and ad hoc reviews will assist management in understanding risks and implementing controls in a pro-active manner to enable effective management thereof.

Combined assurance considerations and continuous monitoring on the remediation of previously reported matters to assist management in understanding risks and implementing controls to align to good governance practices and enable an acceptable internal control environment for the Authority.

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

PROGRAMME RESOURCE CONSIDERATIONS

The budget for Internal Audit for the 2024/25 financial year is R16 656 810. 85% thereof is attributable to staff costs 14% to consultants. The human capital of more technology skills and tools are necessary to fulfil the future needs of providing assurance and advisory engagement to the Authority. A panel for internal audit is in place to augment the division with the knowledge, skills and tools.

10.1.6 SUB-PROGRAMME: LEGAL RISK & CCC

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

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

OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rights of Consumers Protected	Legal services provided to client within SLA turnaround times	Percentage of legal services provided to client within SLA turnaround times	95%	80%	80%	80%	80%	80%	80%
	Cases assessed for adjudication by the Complaints and Compliance Committee (CCC) in accordance with the CCC Handbook	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	100%	90%	90%	90%	90%	90%	90%
Skills for the economy produced in ICASA	Risk maturity of the organisation	Risk maturity level of the organisation	Level 3	Level 3	Level 3	Level 3	Level 3	Level 3	Level 3
	Risks assessments conducted to identify potential disaster incidents	Number of risk assessments conducted to identify potential disaster incidents	-	-	-	-	Number of Disaster Risk assessment conducted to identify potential disasters incidents	Monitoring report on implementation of Disaster Management Plan	Monitoring report on implementation of Disaster Management Plan

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of legal services provided to client within SLA turnaround times	80%	80%	80%	80%	80%
Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	90%	90%	90%	90%	90%
Risk maturity level of the organisation	Level 3	-	-	-	Level 3
Number of Disaster Risk assessments conducted to identify potential disasters incidents	1	-	-	-	1

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The sub-programme outputs must contribute to the rights of consumers protected and skills for the economy outcomes.

Legal services provided to client (i.e. the Authority's business units, Council, Council Committees etc.) include legal advice, the drafting and vetting of regulations, regulatory documents9, contracts, policies, provision of legal opinions as well as management of litigation. The provision of legal services ensures that the Authority executes its mandate within the prescribed legislative framework. The management of litigation ensures that the Authority is properly represented in legal actions.

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

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

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

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

PROGRAMME RESOURCE CONSIDERATIONS

The estimated spending is R35 million which has been budgeted for the Programme The bulk of the budget will be extended to the Litigation Costs.

The Programme is experiencing shortage of staff and this might impact on the work to provide to the Council Committees and implementation of some activities under Risk and Compliance.

10.2 PROGRAMME 2 - LICENSING AND COMPLIANCE

Purpose: To licence and monitor compliance of broadcasting and electronic communication services

In alignment with the national development plan, the programme will contribute to two MTDP Strategic Priorities through the following outcomes:

- Social cohesion and nation building
- Science, technology and innovation for growth
- Promote competition in the ICT Sector

OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Social cohesion and nation building	Process to Licence Community Sound Broadcasting Services completed	Percentage of the process to licence Community Sound Broadcasting Services completed	50%	100%	No Target	50%	100%	No Target	50%
	Process on the Licensing of digital community television broadcasting services on MUX 1 completed	Percentage of the process to licence digital community television broadcasting services on MUX 1 completed	No Target	50%	100%	No Target	50%	100%	No Target
Broadband services increased	Process to assign Broadband spectrum completed	Percentage of the process to assign broadband spectrum completed	100%	100%	No target	No target	40%	70%	100%
Social cohesion and nation building	Elections monitoring plan achieved	Percentage of Elections monitoring plan achieved	75%	100%	No Target	50%%	100%	50%	100%
Competition in the ICT Sector Promoted	Process to develop a satellite regulatory framework completed	Percentage of the process to develop a satellite regulatory framework completed	No target	No target	No target	50%	75%	100%	No target

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of the process to licence Community Sound Broadcasting Services completed	100%	-	-	-	100%
Percentage of the process to license digital community television broadcasting services on MUX 1 completed	50%	-	-	50%	-
Percentage of the process to assign broadband spectrum completed	40%	No target	No target	No target	40%
Percentage of Elections monitoring plan achieved	50%	No target	No target	No target	50%
Percentage of the process to develop a satellite regulatory framework completed	75%	No target	No target	No target	75%

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

At the organisational outcomes level, the programme's outputs must contribute to social cohesion and nation building and Science, technology and innovation for growth.

The Authority's mandate requires it to regulate, electronic communications, spectrum and broadcasting in the public interest whilst promoting a plurality of views.

The outputs planned by the Programme for the 2025/26 financial year seek to promote and protect South Africa's diverse languages, culture and to promote diversity of views through:

(i) the licensing of community sound services,

(ii) the licensing of DTT community television broadcasting services, and

(iii) Achieving the Elections Monitoring Plan,

Further, the outputs planned seek to expanding access to affordable mobile broadband services through:

(iv) the licensing of IMT frequency spectrum; and

(v) creating an enabling regulatory framework to promote broadband satellite services.

The forecast of the estimated spending, amounting to R221 505 000.00 budgeted for the Programme in the medium-term period, will be directed towards delivering all planned outputs. The licensing of IMT spectrum constitutes the majority of this budget, with R207 400 000.00 specifically being ringfenced to the project.

10.3 PROGRAMME 3 - POLICY RESEARCH AND ANALYSIS

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

OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated perfor-mance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rights of Consumer Protected	Final Regulations on the Review of Municipal Political Elections Broadcasts and Political Advertisements	Number of Final Regulations on the Review of Municipal Political Elections Broadcasts and Political Advertisements	-	-	-	-	1	No target	No target
	Regulations made pursuant to the review of Digital Migration Regulations	Number of Regulations made pursuant to the review of the Digital Migration Regulations	-	-	-	-	1	-	No target
Competition in the ICT Sector Promoted	Regulations on Signal Distribution	Number of regulations on signal distribution	-	-	-	-	1	No target	No target

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Final Regulations on the Review of Municipal Political Elections Broadcasts and Political Advertisements	1	0.25		0.75	1
Number of Regulations made pursuant to the review of the Digital Migration Regulations	1	0.25	0.50	0.75	1
Number of regulations on signal distribution	1	0.25	0.50	0.75	1

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

REGULATIONS MADE PURSUANT TO THE REVIEW OF DIGITAL MIGRATION REGULATIONS

The 2012 Digital Migration Regulations have guided the industry through the migration process which is on the verge of completion. The Authority saw it fit to reassess and update the regulatory framework to ensure it remains relevant, forward-looking and supportive of innovation and growth in the broadcasting sector.

REGULATIONS ON THE REVIEW OF MUNICIPAL POLITICAL ELECTIONS BROADCASTS AND POLITICAL ADVERTISEMENTS DEVELOPED.

The review focuses on the broadcast of Municipal Political Broadcasts and Political advertisements. The regulation provides a framework for political broadcasts, including the inclusion of independent candidates and the allocation of slots for Political election broadcasts.

NUMBER OF REGULATIONS ON SIGNAL DISTRIBUTION

The project for signal distribution services aims to regulate competition in the identified markets and market segments within the signal distribution value chain, as per section 67(4) of the ECA.

10.4 PROGRAMME 4 - ENGINEERING AND TECHNOLOGY

Purpose: To develop, coordinate and manage the regulatory framework for management of radio frequency spectrum including development of equipment technical standards and representing ICASA at international regulatory forums. Among the three (3) national priorities, the programme must contribute to:

- Inclusive growth and job creation

OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Broadband services increased	National Radio Frequency Band Plan Updated	Percentage of National Radio Frequency Band Plan Updated	-	-	-	50%	100%	No Target	No Target
Broadband services increased	Radio Frequency Migration plan implemented	Percentage of Radio Frequency Migration plan implemented	-	-	-	-	50%	100%	No Target
Broadband services increased	IMT roadmap implemented	Percentage of IMT roadmap implemented	-	-	-	-	50%	100%	No Target
Broadband services increased	Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	-	25%	50%	75%	100%	Not Target	No Target
Broadband services increased	Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced	Number of Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced				0.5	1	No Target	No Target
Rights of Consumers Protected	Provinces monitored for Quality of service	Number of provinces monitored for Quality of Service	6	7	8	9	6	6	7

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of National Radio Frequency Band Plan Updated	100%	-	-	-	100%
Percentage of Radio Frequency Migration plan implemented	50%	-	-	-	50%
Percentage of IMT roadmap implemented	50%	-	-	-	50%
Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	100%	-	-	-	100%
Number of Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced	1				1
Provinces monitored for Quality of service	6	1	2	2	1

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs listed below that the Programme has planned to deliver in the year of planning must contribute to broadband services increase and science, technology and innovation for growth in the MTDP 2024 - 2029.

- Frequency Migration Plan implemented,
- IMT Road Map implemented,
- Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed; and
- National Radio Frequency Plan Updated.

The Frequency Migration Plan governs the migration of the services identified in the National Radio Frequency Plan (NRFP) 2021. This process is followed to avail the identified broadband spectrum including frequencies allocated to Mobile Services on Primary basis and identified for International Mobile Telecommunications (IMT). 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 the Sixth Generation of Technologies (6G) and beyond.

Delivery of planned outputs for development of both the implementation of the Radio Frequency Migration Plan 2025 and IMT Roadmap 2025 will be completed over a two (2) year period commencing in 2025/26 financial year and finalised in 2026/27 financial year. A new output and indicator will be developed to commence the updating of Radio Frequency Migration Plan 2025 and IMT Roadmap 2025 in 2027/28 financial year, in line with the updated NRFP 2025.

The Dynamic Spectrum Access aims to develop the framework for the second phase of Dynamic Spectrum Access and Opportunistic Spectrum Management. The first phase was the framework for the Television White Spaces (TVWS), which has been developed and implemented. The second phase is aimed at introducing Dynamic Spectrum Access beyond the TVWS bands and is to include the frequency bands Identified for the other Radiocommunications Services.

The Discussion Document on Dynamic Spectrum Access and Opportunistic Spectrum Management was delivered in 2022/23 financial. In 2023/24 financial year, The Programme delivered a Position Paper on Dynamic Spectrum Access and Opportunistic Spectrum Management for Bands beyond Broadcasting Bands. In 2024/25 financial year, the Programme developed Draft Regulations on Dynamic Spectrum Access and Opportunistic Spectrum Management for Bands beyond Broadcasting Bands and Final Regulations will be completed in 2025/26 financial year. A new output and indicator will be developed to commence the implementation of the Regulations in 2026/27 financial year.

The National Radio Frequency Plan governs the allocation of Radio Frequency Spectrum to a variety of Radiocommunications services in line with World Radio Conference (WRC) Final Acts and International Telecommunications Union (ITU) Radio Regulations, and also ensures orderly management radio frequency spectrum, including harmonisation of use of radio frequency spectrum at international and regional levels.

Section 34 of ECA obliges the Authority to take into consideration the latest version of the ITU radio regulations when developing the NRFP. The Programme plans to update the NRFP 21 in line with WRC-23 Final Acts and latest Edition of the ITU Radio Regulations

Delivery of planned NRFP updated output will be completed over a two (2) year period commencing in 2024/25 financial year and finalised in 2025/26 financial year. The Programme developed a draft Updated NRFP in 2024-25 financial year and plans to deliver the final updated NRFP in 2025-26 financial year. A new output and indicator will be developed to commence the development of Long-Term National Spectrum Outlook in 2026/27 financial year. The Long-Term National Spectrum Outlook is the timelines of spectrum releases to ensure that they are aligned with and reflective of trends in spectrum usage, demand and technology, maximizing the use of spectrum, and in turn, fostering innovation. This innovation recognises the critical component spectrum plays in achieving the goals of 'broadband for all citizens' in SA.

The development of Rapid Deployment Regulations for Electronic Communications Networks and Electronic Communications Facilities ("the Regulations") will support speedy access to Electronic Communications services by the consumers. The Regulations will be developed in line with the National Policy and Policy Directions on Rapid Development of Electronic Communications Networks and Electronic Communications Facilities issued by the Minister of Communications and Digital Technologies on 31 March 2023.

The Programme developed the Draft Regulations in 2024/25 financial year and plans to finalise the Final Regulations in 2025/26 financial year. The Authority will commence implementing the Regulations during 2026/27 financial onward, including monitoring compliance of the Regulations by affected stakeholders/licensees.

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 2025/26 financial year.

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

10.5 PROGRAMME 5 - REGIONS & CONSUMER AFFAIRS

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

OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited Performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rights of consumers protected	Radio Frequency interference cases resolved in 30 working days reported	Percentage of Radio Frequency interference cases resolved in 30 working days reported	97%	97%	98%	98%	98%	98%	98%
	Licence applications / registrations processed within turn-around time	Level of service delivery with respect to Licence applications / registrations processed within turn-around time	Level 2	Level 2	Level 3	Level 3	Level 4	Level 4	Level 4
	Consumer complaints resolved	Percentage of consumer complaints resolved	87%	87%	88%	88%	89%	90%	90%
	Consumer Advisories provided to ICASA by the Consumer Advisory Panel	Number of consumer advisories provided to ICASA by the Consumer Advisory Panel	1	1	1	1	1	1	1

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Radio Frequency interference cases resolved in 30 working days reported	98%	98%	98%	98%	98%
Level of service delivery with respect to Licence applications / registrations processed within turn-around time	Level 4	Level 4	Level 4	Level 4	Level 4
Percentage of consumer complaints resolved	89%	89%	89%	89%	89%
Number of consumer advisories provided to ICASA by the Consumer Advisory Panel	1				1

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The Authority's mandate is to ensure fair access, compliance, and quality standards across electronic communications, broadcasting, and postal services in South Africa. By monitoring and enforcing regulations, the Programme seeks to preserve industry standards, consumer protection, and promotes a competitive, accessible market.

The Regions and Consumer Affairs 's mandate requires it to regulate in the interest of all South African consumers and protect them against harmful business practices by licensees and illegal operators within the sector.

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.

In addition, the Consumer Advisory Panel conducts research and stakeholder engagements in the rural areas and with persons with disabilities to produce advisories to the Authority on consumer issues resulting from Electronic Communications, Broadcasting and Postal Services usage.

The issuing and compliance monitoring of class Electronic Communication Service (ECS) and the Electronic Communication Network Service licences (ECNS), Pre-assigned spectrum licences and MMSI numbers facilitates access to ICT services across the country. Efficient service delivery is achieved through the licensing process of these ICT services. Consumers are given access to digital technologies and services that they were previously excluded from.

In line with government's district-based coordination delivery model the Programme will prioritise the relevant districts as identified in executing all its outputs.

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

The Regions and Consumer Affairs Programme will continue to help the Consumer Advisory Panel (CAP) for the panel to deliver its mandate of advising Council on consumer issues.

11. ORGANISATIONAL RESOURCE CONSIDERATIONS

In terms of section 15 of the ICASA Act, the Authority is financed from funds appropriated by Parliament. To this end, 94.2% of the Authority's revenue over the medium term is derived via transfers (grants) from the DCDT and 5.8% is generated from interest earned from short-term investments. The short-term investments are derived from idling funds before spending on projects occurs. Grant allocation is expected to increase at an average rate of 4.2% over the MTEF. Tables below outline the Authority's projected revenues, expenditure estimates and overall financial position for the MTEF period.

Statement of financial perfomance	Audited outcome	Audited outcome	Audited outcome	Approved budget	Average growth rate (%)	Expen-diture/ total: Average (%)	Medium-term estimate			Average growth rate (%)	Expen-diture/ total: Average (%)
R thousand	2021/22	2022/23	2023/24	2024/25	2021/22-2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Revenue											
Tax revenue	–	–	–	–	–	–	–	–	–	–	–
Non-tax revenue	**14,560**	**73,418**	**63,805**	**64,500**	64.2%	9.7%	**19,104**	**19,983**	**20,886**	-31.3%	5.8%
Sale of goods and services other than capital assets	–	–	–	–	–	–	–	–	–	–	–
Sales of goods and services produced by entity	–	–	–	–	–	–	–	–	–	–	–
of which:											
Administrative fees	–	–	–	–	–	–	–	–	–	–	–
Sales by market establishment	–	–	–	–	–	–	–	–	–	–	–
Other sales	–	–	–	–	–	–	–	–	–	–	–
Sales of scrap, waste, arms and other used current goods	–	–	–	–	–	–	–	–	–	–	–
Other non-tax revenue	14,560	73,418	63,805	64,500	64.2%	9.7%	19,104	19,983	20,886	-31.3%	5.8%
Transfers received	**494,024**	**498,500**	**506,023**	**470,470**	**-1.6%**	**90.3%**	**486,128**	**509,301**	**532,321**	**4.2%**	**94.2%**
Total revenue	**508,584**	**571,918**	**569,828**	**534,970**	**1.7%**	**100.0%**	**505,232**	**529,284**	**553,207**	**1.1%**	**100.0%**
Expenses											
Current expenses	**493,486**	**506,983**	**552,902**	**534,970**	**2.7%**	**100.0%**	**505,232**	**529,284**	**553,207**	**1.1%**	**100.0%**
Compensation of employees	321,541	326,695	344,713	376,464	5.4%	65.6%	393,158	412,289	430,925	4.6%	76.0%
Goods and services	149,525	158,038	184,354	134,112	-3.6%	30.0%	87,634	92,280	96,450	-10.4%	19.3%
Depreciation	22,242	22,242	23,627	24,389	3.1%	4.4%	24,435	24,710	25,827	1.9%	4.7%
Interest, dividends and rent on land	178	8	208	4	-70.8%	–	5	5	5	4.6%	–
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–	–
Total expenses	**493,486**	**506,983**	**552,902**	**534,970**	**2.7%**	**100.0%**	**505,232**	**529,284**	**553,207**	**1.1%**	**100.0%**
Surplus/(Deficit)	**15,098**	**64,935**	**16,926**	–	**-100.0%**		–	–	–	–	
Check	–	–	–	–			–	–	–		

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	Audited outcome	Audited outcome	Audited outcome	Approved budget	Average growth rate (%)	Expen-diture/ total: Average (%)	Medium-term estimate			Average growth rate (%)	Expen-diture/ total: Average (%)
R thousand	2021/22	2022/23	2023/24	2024/25	2021/22-2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Administration	267,742	284,454	310,991	295,989	3.4%	55.5%	257,367	268,932	281,088	-1.7%	52.0%
Licensing	72,890	62,980	55,744	63,185	-4.7%	12.3%	65,527	69,030	72,150	4.5%	12.7%
Engineering and technology	22,621	27,912	32,356	22,941	0.5%	5.1%	24,020	25,125	26,260	4.6%	4.6%
Policy research and analysis	25,945	27,467	35,444	31,424	6.6%	5.7%	31,807	33,269	34,773	3.4%	6.2%
Compliance and consumer affairs	31,435	25,766	35,268	28,038	-3.7%	5.8%	29,356	30,706	32,094	4.6%	5.7%
Regions	72,853	78,404	83,098	93,393	8.6%	15.7%	97,156	102,221	106,842	4.6%	18.8%
-	–	–	–	–	–	–	–	–	–	–	–
-	–	–	–	–	–	–	–	–	–	–	–
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-	–	–	–	–	–	–	–	–	–	–	–
-	–	–	–	–	–	–	–	–	–	–	–
Total expense	**493,486**	**506,983**	**552,902**	**534,970**	**2.7%**	**100.0%**	**505,232**	**529,283**	**553,207**	**1.1%**	**100.0%**

As the Authority requires personnel with highly specialized skills to conduct its work, spending on compensation of employees' accounts for an estimated 76% of total expenditure over the medium term. The picture is indicative of the Authority under-funded situation hence the need to bring into reality the hybrid self-funding model as the ultimate solution. The table below shows the number and cost of personnel posts filled or planned over the MTEF period.

	March 2024		Number and cost[1] of personnel posts filled/planned for on funded establishment															Number	
	Number of posts on approved establishment	Number of funded posts	Actual			Revised estimates			Medium-term expenditure estimate									Average growth rate of person-nel posts	Average: salary level/ Total (%)
			2023/24			2024/25			2025/26			2026/27			2027/28				
Salary level			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2024/25 - 2027/28	
Salary level	**418**	**418**	**418**	**344,714**	**825**	**418**	**376,465**	**901**	**418**	**393,158**	**941**	**418**	**412,289**	**986**	**418**	**430,925**	**1,031**	**4.6%**	**100.0%**
1 – 6	18	18	18	3,668	204	18	3,844	214	18	4,025	224	18	4,210	234	18	4,400	244	4.6%	4.3%
7 – 10	207	207	207	123,574	597	207	144,710	699	207	150,511	727	207	158,481	766	207	165,644	800	4.6%	49.5%
11 – 12	130	130	130	120,503	927	130	126,287	971	130	132,223	1,017	130	138,305	1,064	130	144,557	1,112	4.6%	31.1%
13 – 16	62	62	62	94,051	1,517	62	98,566	1,590	62	103,198	1,664	62	107,946	1,741	62	112,825	1,820	4.6%	14.8%
17 – 22	1	1	1	2,917	2,917	1	3,057	3,057	1	3,201	3,201	1	3,348	3,348	1	3,499	3,499	4.6%	0.2%
Detail																			

Financial position	Audited outcome	Audited outcome	Audited outcome	Approved budget	Average growth rate (%)	Net change/ total: Average (%)	Medium-term estimate			Average growth rate (%)	Net change/ total: Average (%)
	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Carrying value of assets	129,225	122,383	113,253	113,253	-4.3%	4.2%	113,253	113,253	113,253	–	5.4%
of which:					–	–				–	–
Acquisition of assets	(19,111)	(10,221)	(20,395)	(8,701)	-23.1%	-0.5%	(9,110)	(9,529)	(9,960)	4.6%	-0.4%
Investments	–	–	–	–	–	–	–	–	–	–	–
Inventory	458	361	389	1,166	36.5%	–	1,219	1,275	1,275	3.0%	0.1%
Loans	–	–	–	–	–	–	–	–	–	–	–
Accrued investment interest	–	–	–	–	–	–	–	–	–	–	–
Receivables and prepayments	9,638,903	1,005,352	993,887	1,001,117	-53.0%	56.0%	1,002,079	1,003,112	1,003,112	0.1%	47.8%
Cash and cash equivalents	915,800	1,130,283	1,278,758	978,758	2.2%	39.7%	978,758	978,758	978,758	–	46.7%
Non-current assets held for sale	–	–	–	–	–	–	–	–	–	–	–
Defined benefit plan assets	–	–	–	–	–	–	–	–	–	–	–
Taxation	–	–	–	–	–	–	–	–	–	–	–
Statutory receivables	–	–	–	–	–	–	–	–	–	–	–
Finance lease receivable	–	–	–	–	–	–	–	–	–	–	–
Derivatives financial instruments	–	–	–	–	–	–	–	–	–	–	–
Total assets	**10,684,386**	**2,258,379**	**2,386,287**	**2,094,294**	**-41.9%**	**100.0%**	**2,095,309**	**2,096,398**	**2,096,398**	**–**	**100.0%**
Accumulated surplus/(deficit)	180,231	245,165	262,092	262,092	13.3%	9.0%	262,092	262,092	262,092	–	12.5%
Capital and reserves	–	–	–	–	–	–	–	–	–	–	–
Capital reserve fund	–	–	–	–	–	–	–	–	–	–	–
Borrowings	–	–	–	–	–	–	–	–	–	–	–
Finance lease	7,112	3,978	2,408	2,408	-30.3%	0.1%	2,519	2,633	2,752	4.6%	0.1%
Accrued interest	–	–	–	–	–	–	–	–	–	–	–
Unspent conditional grants and receipts	127,454	401,792	370,468	370,468	42.7%	13.0%	370,468	370,468	370,468	–	17.7%
Deferred income	–	–	–	–	–	–	–	–	–	–	–
Trade and other payables	10,323,778	1,559,877	1,700,690	1,408,698	-48.5%	76.1%	1,407,405	1,406,113	1,403,638	-0.1%	67.1%
Benefits payable	–	–	–	–	–	–	–	–	–	–	–
Capitalised value of pensions	–	–	–	–	–	–	–	–	–	–	–
Non controlling interests	–	–	–	–	–	–	–	–	–	–	–
Taxation	–	–	–	–	–	–	–	–	–	–	–
Provisions	45,812	47,567	50,628	50,628	3.4%	1.8%	52,825	55,092	57,448	4.3%	2.6%
Managed funds (e.g. poverty alleviation fund)	–	–	–	–	–	–	–	–	–	–	–
Service concession arrangement	–	–	–	–	–	–	–	–	–	–	–
Derivatives financial instruments	–	–	–	–	–	–	–	–	–	–	–
Total equity and liabilities	**10,684,386**	**2,258,379**	**2,386,287**	**2,094,294**	**-41.9%**	**100.0%**	**2,095,309**	**2,096,399**	**2,096,398**	**–**	**100.0%**
Contingent liabilities	–	–	–	–			–	–	–		

12. PUBLIC ENTITIES

Not applicable.

13. INFRASTRUCTURE PROJECTS

Not applicable.

14. PUBLIC-PRIVATE PARTNERSHIPS (PPPS)

Not applicable.

PART D

TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

SUB-PROGRAMME: CORPORATE SERVICES

Indicator Title	NUMBER OF STAKEHOLDER ENGAGEMENTS FACILITATED BY ICASA
Definition	This is the number of stakeholder engagements hosted by ICASA. The stakeholder engagement will take the form of an annual general meeting where ICASA will engage with the stakeholders on the progress made thus far within the Authority. The stakeholders will include Licensees and SMMEs in ICT.
Source of Data	Approved stakeholder engagement submission
Method of Calculation/ Assessment	Counting
Means of verification	Stakeholder engagement supporting reports such as registration forms and RSVP lists stored for accessibility during audits.
Assumptions	Stakeholders' willingness to attend the engagement
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	Host a stakeholder engagement
Indicator Responsibility	Executive: Corporate Services

Indicator Title	NUMBER OF INTERNATIONAL ENGAGEMENTS FACILITATED BY ICASA
Definition	The indicator measures the number of international engagements facilitated by ICASA. • ICASA facilitates engagements across the following international platforms: • Multilateral bodies (International Telecommunications Union, Universal Postal Union, Commonwealth Telecommunications Organisation etc.) • Regional cooperation and technical working committees (Communication Regulator of Southern Africa, African Telecommunications Union, Pan African Postal Union, SmartAfrica) International Fora (Wireless World Research Forum and International Institute of Communications) • Bilateral engagements • Benchmark study visits and tours ICASA officials provide technical expertise and support to specific country mandates and positions in the international fora The quarterly target breakdown will be as follows **Q1:** One (1) Report on International Engagements: The report will incorporate meetings that have taken place in the fourth quarter of the previous financial year (2024/25) and the half of the first quarter of the planning financial year (2025/26). The lagging time frame is due to the fact that certain meetings take place in between quarters. **Q2** One (1) Report on International Engagements, the report will incorporate meetings that have taken place during the latter part of the first quarter of the 2025/26 FY and half of the engagements from the second quarter of the 2025/26 FY. The lagging time frame is due to the fact that certain meetings take place in between quarters.

Definition (continued)	**Q3:** One (1) Report on International Engagements, the report will incorporate meetings that have taken place during the latter part of the second quarter of the 2025/26 FY and half of the engagements from the third quarter of the 2025/26 FY. The lagging time frame is due to the fact that certain meetings take place in between quarters. **Q4:** One (1) Report on International Engagements, the report will incorporate meetings that have taken place during the latter part of the third quarter of the 2025/26 FY and half of the engagements from the fourth quarter of the 2025/26 FY. The lagging time frame is due to the fact that certain meetings take place in-between quarters.
Source of Data	Electronic Communications Act, International schedule of engagements and reports received from the engagements
Method of Calculation/ Assessment	Counting
Means of verification	Submitted reports
Assumptions	All ICASA nominated officials will participate and provide the required expertise and support to the programme. National Treasury Regulations won't affect the implementation of the IR programme
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Across South Africa
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired Performance	International engagements facilitated in pursuance of South Africa's interests summarised into four quarterly reports.
Indicator Responsibility	Executive: Corporate Services

Indicator Title	**PERCENTAGE OF OHS ANNUAL PLAN IMPLEMENTED**
Definition	The indicators measures the percantage of implementation on the OHS Plan in compliance to Occupational Health and Safety Act, 1993, related regulations and guidelines **Q1 – 25%** • OHS Committee meeting. **Q2- 50%** • OHS Committee meeting. **Q3 – 75%** • OHS Committee meeting. **Q4 – 100%** • OHS Committee meeting.
Source of Data	Occupational Health & Safety legislation, regulations & guidelines
Method of Calculation/ Assessment	Total numberOHS Annual Plan activies completed divided by the total number of OHS Annual Plan activities planned, multiplied by 100
Means of verification	OHS annual plan
Assumptions	Employees' willingness to comply with the control measures put in place to meet the legislative requirements of the Occupational Health & Safety Act.
Disaggregation of beneficiaries (where applicable)	Not applicable

Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Meet or exceed the set target to increase compliance with OHS legislation, regulations & guidelines
Indicator Responsibility	Executive: Corporate Services

SUB-PROGRAMME: INFORMATION TECHNOLOGY

Indicator Title	**NUMBER OF SECURITY INCIDENTS BEING MONITORED ON IT SYSTEMS**
Definition	The indicator measures the number of activities undertaken to safeguard the IT environment from cyber threats
Source of Data	SIEM solution
Method of Calculation/ Assessment	Counting
Means of verification	Reports from SIEM system
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Weekly
Desired Performance	52 weekly reports
Indicator Responsibility	Chief Information Officer

Indicator Title	**PERCENTAGE OF IT SYSTEMS EFFICIENCY ATTAINED**
Definition	The indicator measures the efficiency of the ICASA IT operational environment
Source of Data	Uptime Reports VOX
Method of Calculation/ Assessment	(Server uptime% + Internet uptime% + network uptime% + helpdesk SLA%) / 4
Means of verification	SCCM reports Internet statistical reports Wide area network availability reports Helpdesk statistics
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable

Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Monthly/ Quarterly
Desired Performance	IT Efficiency >= 98%
Indicator Responsibility	Chief Information Officer

Indicator Title	**NUMBER OF INTRANET SYSTEMS IMPLEMENTED**
Definition	The indicator measures the number of Intranet systems implemented
Source of Data	Project documentation
Method of Calculation/ Assessment	Counting
Means of verification	Access of new Intranet system from any ICASA laptop
Assumptions	Availability of information from Divisions to load to the Intranet
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One new Intranet system implemented in the financial year
Indicator Responsibility	Chief Information Officer

Indicator Title	**NUMBER OF IT HELPDESK SYSTEMS IMPLEMENTED**
Definition	The indicator measures the number of IT Helpdesk systems implemented
Source of Data	Project documentation
Method of Calculation/ Assessment	Counting
Means of verification	SLA reports generated from the new IT helpdesk system
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One new IT Helpdesk system implemented in the financial year
Indicator Responsibility	Chief Information Officer

SUB-PROGRAMME: FINANCE

Indicator Title	PERCENTAGE OF THE PROGRESS IN ACHIEVING THE DESIRED CLEAN AUDIT
Definition	The indicator measures the interventions towards the achievement of a clean audit relating to - Payment of suppliers within 30 working days - Prevention of Irregular, Fruitless and Wasteful Expenditure - Prevention of Unauthorised Expenditure - Preparation of Financial Statements free from material errors or misstatements The above aspects must be complied with in line with the PFMA No. 1 of 1999 and the accounting standards. Implementation of the interventions will contribute towards the achievement of a clean audit by ICASA. **Q1 – 100%** - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of the prior year Annual Financial Statements in line with the Accounting Standards **Q2 – 100%** - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of Quarter 1 Financial Statements in line with accounting standards **Q3 – 100%** - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of Quarter 2 Financial Statements in line with accounting standards **Q4 – 100%** - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of Quarter 3 Financial Statements in line with accounting standards
Source of Data	Audit Report 2023/24FY, Invoices, Fruitless and Wasteful Expenditure Report, Unauthorised Expenditure Report, Quarterly and Annual Financial Statements.
Method of Calculation/ Assessment	As per quarterly targets above
Means of verification	Management reports on supplier payments within 30 working days; Internal Audit Reviews conducted on UIFW; Quarterly and Annual Financial Statements reviews
Assumptions	Continued billing of ICASA by suppliers, expenditure on projects and administration, books of accounts to reconcile
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable

Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Clean audit from the AGSA after audit of the 2024/25FY
Indicator Responsibility	Chief Financial Officer

Indicator Title	**PERCENTAGE OF LICENCE FEES COLLECTED**
Definition	The indicator measures the percentage of licence fees collected based on licences issued. In terms of the ECA, read with the ICASA Act and the relevant regulations, ICASA must collect licence fees and transfer such collections to the National Revenue Fund.
Source of Data	Bank statements for amount collected List of invoices for amounts billed
Method of Calculation/ Assessment	Licence fees collected from licensees divided by licence fees invoiced multiplied by 100
Means of verification	Bank statements for amount collected List of invoices for amounts billed
Assumptions	All licensees will pay their annual license fees on time without requesting payment plans.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	99%
Indicator Responsibility	Chief Financial Officer

Indicator Title	**PERCENTAGE OF PROCUREMENT SPEND ON COMPANIES OWNED BY WOMEN**
Definition	The indicator measures the percentage of procurement spend on companies' majority (>51%) owned by women
Source of Data	National Treasury Central Supplier Database (CSD) and ICASA Finance Records
Method of Calculation/ Assessment	Procurement spent on companies' majority (>51%) owned by women/ total procurement spend
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies will respond to our procurement request.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	15% annual target achieved
Indicator Responsibility	Chief Financial Officer

Indicator Title	PERCENTAGE OF PROCUREMENT SPEND ON COMPANIES OWNED BY YOUTH
Definition	The indicator measures the percentage of procurement spend on companies majority (>51%) owned by youth (18-35yrs)
Source of Data	National Treasury Central Supplier Database (CSD)
Method of Calculation/ Assessment	Procurement spent on companies' majority (>51%) owned by youth (18-35yrs)/ Total procurement spend
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies will respond to our procurement request.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	15%
Indicator Responsibility	Chief Financial Officer

Indicator Title	PERCENTAGE OF PROCUREMENT SPEND ON COMPANIES OWNED BY PEOPLE WITH DISABILITIES
Definition	The indicator measures the percentage of procurement spend on companies' majority (>51%) owned by people with disabilities
Source of Data	National Treasury Central Supplier Database (CSD)
Method of Calculation/ Assessment	Procurement spent on companies' majority (>51%) owned by people with disabilities/ Total procurement spend
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies will respond to our procurement request.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	2%
Indicator Responsibility	Chief Financial Officer

SUB-PROGRAMME: HUMAN RESOURCES

Indicator Title	VACANCY RATE
Definition	The ratio of vacant positions to total positions within the Authority. The organisation seeks to maintain the vacancy rate at 7% during the 2024/25FY while maintaining its commitment to long-term vacancy reduction in line with the government's long-term HRD Strategy and HR Development Framework. Similarly, the organisation will also strive to improve its Employment Equity status as required under the Employment Equity Act and the Authority's Employment Equity Plan.
Source of Data	HR Management System (Recruitment, resignation and dismissal information)
Method of Calculation/ Assessment	(Number of Open Positions / Total Number of Positions) x 100
Means of verification	HR Operational Report
Assumptions	Enough funding to fill positions. Presence of a qualified pool of potential employees from which to recruit. No blanket moratorium against recruitment for vacancies.
Disaggregation of beneficiaries (where applicable)	Women, Youth and People with Disabilities
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	All budgeted positions filled
Indicator Responsibility	Executive: Human Resources

Indicator Title	NUMBER OF EMPLOYEE SATISFACTION SURVEYS EXECUTED
Definition	The indicator measures the number of Employee Satisfaction Surveys conducted during the reporting period. These surveys assess employees' satisfaction levels with various aspects of their work environment, including: Overall job satisfaction Workplace conditions and resources Role clarity and expectations Team dynamics and collaboration Organisational support systems The survey results provide insights that can assist the Authority identify areas for workplace improvement and inform evidence-based decision-making in human resource management.
Source of Data	Employees' response to the survey
Method of Calculation/ Assessment	Counting
Means of verification	Employee Satisfaction Survey results
Assumptions	Low participation rate amongst employees
Disaggregation of beneficiaries (where applicable)	Women, youth and people with disability within ICASA

Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Annually
Desired Performance	The successful completion of the Employee Satisfaction Surveys
Indicator Responsibility	Executive: Human Resources

Indicator Title	**PERCENTAGE OF WORKPLACE SKILLS PLAN IMPLEMENTED**
Definition	The indicator measures the implementation of the Workplace Skills Plan (WSP). 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. WSP refers to a plan to train and develop employees to close performance gaps and to develop future capacity. WSP is directed at effective learning and development within the Authority. The Annual Training Report (ATR) is a follow-up on the WSP, as it reports on the education and training interventions that were delivered in the previous year. This report also consists of all training attendance registers, proof of expenditure, training providers used. The plan and the report will be implemented in one year divided into four stages: Q1 – 25% - Submit WSP/ATR to Media Information and Communication Technologies (MICT) Seta Q2 – 25% - Compile a training needs analysis Q3 – 25% - Receive approval letter from MICT Seta Q4 – 25% - Consolidated IDPs for 2025/26
Source of Data	Acknowledgement letter from MICT Seta, Training needs analysis, Approval letter from MICT Seta and Consolidated Individual Development Plans (IDP).
Method of Calculation/ Assessment	Amount of WSP/ATR implemented divided by the total WSP/ATR multiplied by 100
Means of verification	SETA approval letter
Assumptions	Compliance with MICT Seta requirements
Disaggregation of beneficiaries (where applicable)	Women, youth and people with disabilities within ICASA
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired Performance	Full implementation of WSP/ATR
Indicator Responsibility	Executive: Human Resources

Indicator Title	NUMBER OF EMPLOYEE WELLNESS INITIATIVES IMPLEMENTED
Definition	The indicator measures the number of wellness-related events, webinars and awareness campaigns organised by HR. These initiatives include: Organising educational sessions and awareness programs about health and well-being topics Health Calendar Desk drops on Health-related topics Wellness-focused activities and events for employee participation Distributing health and wellness information and invitations through iNews Providing opportunities for employees to learn about health-related topics and lifestyle choices These initiatives aim to support employee well-being by providing accessible information and voluntary participation opportunities. Providing a safe tool through the EAP Program for employees who may need psychological assistance.
Source of Data	iNews to ICASA employees announcing employee awareness initiatives.
Method of Calculation/ Assessment	Counting
Means of verification	Employee Awareness Wellbeing Initiatives communicated through iNews with staff (to support positive employee health and behaviour)
Assumptions	Low participation rate among employees
Disaggregation of beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired Performance	The successful completion of four (4) Employee Wellness Initiatives
Indicator Responsibility	Executive: Human Resources

Indicator Title	NUMBER OF WOMEN IN THE PROFESSIONAL OCCUPATIONAL LEVEL INCREASED
Definition	The indicator measures the increase in number of women in the professional occupational level (D Level positions) within ICASA. The purpose of this initiative is to empower women in leadership positions within ICASA that support the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women Youth and Persons with Disabilities to improve gender mainstreaming initiatives within the public sector.
Source of Data	Employee data on the database
Method of Calculation/ Assessment	Number of women in D Level positions within ICASA
Means of verification	HR Operational Report
Assumptions	Inability to attract retain women at D Levels.
Disaggregation of beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative

Reporting Cycle	Annual
Desired Performance	A workforce that has 43 women within the professional occupational level.
Indicator Responsibility	Executive: Human Resources

Indicator Title	**NUMBER OF YOUTHS IN ICASA MAINTAINED**
Definition	The indicator measures the number of youths within ICASA. The purpose of this initiative is to create career opportunities for the youth of South Africa.
Source of Data	Recruitment and termination records found in the HR Quarterly report
Method of Calculation/ Assessment	Number of youths within ICASA
Means of verification	HR Operational Report
Assumptions	High turnover amongst youth.
Disaggregation of beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	A workforce that has 38 youths within ICASA.
Indicator Responsibility	Executive: Human Resources

Indicator Title	**NUMBER OF PERSONS WITH DISABILITIES IN ICASA INCREASED**
Definition	The indicator measures the increase in the number of persons with disabilities within ICASA. The purpose of this initiative is to create career opportunities for persons with disabilities and the youth of South Africa and supports the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women, Youth and Persons with Disabilities to improve the likelihood of persons with disabilities within South Africa.
Source of Data	List of employee declarations of disabilities
Method of Calculation/ Assessment	Number of persons with disabilities
Means of verification	HR Operational Report
Assumptions	Receipt of job applications from Persons with Disabilities
Disaggregation of beneficiaries (where applicable)	Women, youth and people with disabilities within ICASA
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	A workforce that has seven persons with disabilities within ICASA.
Indicator Responsibility	Executive: Human Resources

SUB-PROGRAMME: INTERNAL AUDIT

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

Indicator Title	NUMBER OF ADVISORY ASSIGNMENTS COMPLETED
Definition	The indicator measures the number of advisory assignments completed. They include: • Involvement in projects; and • Ad hoc requests.
Source of Data	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and quarterly Internal Audit reports issued.
Method of Calculation/ Assessment	Counting.
Means of verification	Internal Audit Advisory and Ad-hoc reports issued and progress reports produced for AREDC.
Assumptions	Availability of resources, the auditees and information.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	National
Calculation Type	Cumulative year to date

Reporting Cycle	Quarterly
Desired Performance	Execute all advisory assignments taken-up
Indicator Responsibility	Chief Audit Executive

SUB-PROGRAMME: LEGAL RISK & CCC

Indicator Title	**PERCENTAGE OF LEGAL SERVICES PROVIDED TO CLIENT WITHIN SLA TURNAROUND TIMES**
Definition	The indicator measures the percentage of legal services provided within SLA turnaround times. The service comprises the following: 1. Legal advice to Committees - 20 working days 2. Vet, draft regulations and other regulatory documents: 15 working days 3. Contracts: 10 working days 4. Internal legal opinions: 10 working days 5. Policy vetting: 15 working days 6. Informing Council of legal actions: 4 working days
Source of Data	Instructions received, vetting requests, draft regulations and other regulatory documents vetting/drafting requests, contract/addendum drafting requests, internal legal opinions requests, policy vetting requests and legal suits received
Method of Calculation/ Assessment	Number of legal advice, vetting and drafting provided, as per SLA turnaround times; divided by legal advice, vetting and drafting requested multiplied by 100 The method of calculation will be as follows: 1. Number of legal advices provided to Committees within 20 working days - divided by the number of legal advices requested - multiplied by 100 2. Number of regulations and other regulatory documents vetted/drafted within 15 days - divided by the number of vetting/drafting requests - 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 within 15 days - 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 Total calculation: Legal services provided/Legal services requested multiplied by 100
Means of verification	Legal advice report; vetting memo, emails/correspondence sent, draft regulations and other regulatory documents report; Contracts and General Legal Support report; Internal legal opinions report.
Assumptions	Cooperation by other Programmes
Disaggregation of beneficiaries (where applicable)	All women, youth and people with disabilities
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	80% of legal services provided within SLA turnaround times

Indicator Title	PERCENTAGE OF CASES ASSESSED FOR ADJUDICATION BY THE CCC IN ACCORDANCE WITH THE CCC HANDBOOK
Definition	The indicator measures the percentage of cases assessed within the timelines stipulated in the CCC Handbook
Source of Data	Data will be collected from Regulatory Divisions of ICASA and/or Complainants (Members of the public and Licensees)
Method of Calculation/ Assessment	Number of cases assessed within specified timelines in terms of CCC handbook (5 working days) divided by total number of cases received by CCC multiplied by 100
Means of verification	Report of assessed CCC cases
Assumptions	Availability of all relevant information for assessment of cases.
Disaggregation of beneficiaries (where applicable)	All South Africans
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	90% of all the cases referred for adjudication assessed within specified timelines
Indicator Responsibility	Executive: Legal, Risk and CCC

Indicator Title	RISK MATURITY LEVEL OF THE ORGANISATION
Definition	The indicator measures the risk maturity of the organisation in accordance with Risk Capability Model. 1.Initial- the organisation is at initial stages of the risk management processes. Functions are not intended. Management has no confidence that enterprise risk management has been embedded into the organisation. 2.Repeatable-Some function appears to be effective, however there still major deficiencies in the process. Significant process gaps need to be closed. 3.Defined-Clearly outline enterprise Risk Management processes. There is a room for improvement in the process. 4.Managed- The Enterprise Risk Management (ERM) function is well directed and controlled. Most functions are designed correctly and are in place and effective. 5.Optimised-The ERM function is totally effective and efficient, totally implemented, user friendly and is best practice. Nothing more to be done except monitor and review
Source of Data	Data will be collected from survey on risk maturity
Method of Calculation/ Assessment	The organisation's risk maturity level will be measured using the acceptable risk maturity level standards whose custodian is LRCCC
Means of verification	Risk maturity report based on the Framework
Assumptions	Cooperation by other Programmes
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative

Reporting Cycle	Annually
Desired Performance	Risk maturity level 3
Indicator Responsibility	Specialist Risk and Compliance

Indicator Title	**DISASTER RISK ASSESSMENTS CONDUCTED TO IDENTIFY POTENTIAL DISASTER INCIDENTS**
Definition	An integrated and coordinated disaster risk assessment focused the development of a Disaster Management Plan that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters and emergency preparedness.
Source of Data	Disaster Risk Management Report
Method of Calculation/ Assessment	Simple count
Means of verification	Report on risk assessment conducted
Assumptions	Cooperation by other Programmes
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One Disaster Risk assessment conducted, and report produced
Indicator Responsibility	Specialist Risk and Compliance

PROGRAMME 2: LICENSING & COMPLIANCE

Indicator Title	PERCENTAGE OF THE PROCESS TO LICENCE COMMUNITY SOUND BROADCASTING SERVICES COMPLETED
Definition	The indicator measures the completion of the process for licensing of Community Sound Broadcasting Services. The licensing process is initiated by the publication of the Invitation to Pre-Register in the 2024/25 financial year, which constitutes 50% of the entire process. The 2025/26 financial year is concluded by the Report regarding the licensing process of Community Sound Broadcasting Services constituting 100% of the entire process. Q1 = No Target, Q2 = No Target, Q3 = No Target, Q4 = 100% (Report regarding the licensing process of Community Sound Broadcasting Services approved by Council)
Source of Data	Government gazette and website
Method of Calculation/ Assessment	Completed stages as per allocated percentage weightings
Means of verification	Report regarding the licensing process of Community Sound Broadcasting Services
Assumptions	Budget and receipt of applications
Disaggregation of beneficiaries (where applicable)	All South African citizens
Spatial transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	100% (Report regarding licensing of Community Sound Broadcasting Services)
Indicator Responsibility	Senior Manager: ICT Licensing Services

Indicator Title	PERCENTAGE OF THE PROCESS TO LICENCE DIGITAL COMMUNITY TELEVISION BROADCASTING SERVICES ON MUX 1 COMPLETED
Definition	The indicator measures completion of the process for licensing of Digital Community Television Broadcasting Services on MUX 1. The 2025/26 licensing process is initiated by approval of the invitation to Pre-Register (ITP-R) by Council, which constitutes 50% of the entire process. The process is concluded in 2026/27 by the Report regarding the licensing process of digital community broadcasting services which constitutes 100% of the entire process. Q1 = No Target, Q2 = No Target, Q3 = 50% (Approval of ITP-R by Council), Q4 = No Target.
Source of Data	Government gazette and website
Method of Calculation/ Assessment	Completed stages as per allocated percentage weightings
Means of verification	ITP-R, Minutes

Assumptions	Budget and receipt of applications
Disaggregation of beneficiaries (where applicable)	All South African citizens
Spatial transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	50% (Approval ITP-R by Council)
Indicator Responsibility	Senior Manager: ICT Licensing Services

Indicator Title	**PERCENTAGE OF THE PROCESS TO ASSIGN BROADBAND SPECTRUM COMPLETED**
Definition	The indicator measures the process to assign Broadband spectrum. This is a multi-year project initiated by the Report regarding the licensing process constituting 40% in the 2025/26 financial year. The process is c is concluded by the Close out Report in the 2027/28 financial year constituting 100% Q1 = no target, Q2 = no target, Q3 = no target, Q4 = 40% (Report regarding the Licensing process approved by Council)
Source of Data	Quarterly and Annual Reports, Government gazettes, minutes and website
Method of Calculation/ Assessment	Completed stages as per allocated percentage weightings
Means of verification	minutes, Published notices
Assumptions	Budget; No Litigation; Appointment of a service provider
Disaggregation of beneficiaries (where applicable)	All South Africans
Spatial transformation (where applicable)	N/A
Calculation Type	non-cumulative
Reporting Cycle	Quarterly
Desired Performance	40% (Report regarding the Licensing process approved by Council)
Indicator Responsibility	Senior Manager: Spectrum Licensing

Indicator Title	PERCENTAGE OF ELECTIONS MONITORING PLAN ACHIEVED
Definition	The indicator measures the percentage of the process to achieve Elections Monitoring Plan The process spans a period of two financial years initiated by the adoption of the Draft Elections Monitoring Report by the Committee which constitutes 50% of the process. The process is concluded by the publication of the approved Final Elections Monitoring Report on Authority's website in the 2025/26 FY. The process is concluded by the publication of the Final Elections Monitoring Report on the Authority's website. Q1: No Target Q2: No target Q3: No Target Q4: 100% [Council Approved Final Election Monitoring Report published on the Authority's website].
Source of Data	Quarterly and Annual reports.
Method of Calculation/ Assessment	Completed stages as per allocated percentage weightings.
Means of verification	Signed Council Committee Minutes adopting the draft Elections Monitoring Report
Assumptions	Budget
Disaggregation of beneficiaries (where applicable)	All South African citizens
Spatial transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	100% (Council Approved Final Elections Monitoring Report published on the Authority's website)
Indicator Responsibility	Senior Manager: Compliance

Indicator Title	PERCENTAGE OF THE PROCESS TO DEVELOP A SATELLITE REGULATORY FRAMEWORK COMPLETED
Definition	This indicator measures the completion of the process to develop a satellite regulatory framework. This is a multi-year project initiated by the Findings document constituting 50% of the process in the 2024/25 financial year. The process is concluded by the draft Satellite Regulations approved by Council in the 2025/26 Financial year. Q1 = no target; Q2 = no target; Q3 = no target; Q4 = 75% (Draft Satellite Regulations approved by Council)
Source of Data	Quarterly and Annual reports.
Method of Calculation/ Assessment	Completed stages as per allocated percentage weightings.
Means of verification	Committee and Council Minutes, Approved draft regulation
Assumptions	No litigation of the process; and A findings document calling for regulation development.

Disaggregation of beneficiaries (where applicable)	All South Africans
Spatial transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	75% (Draft Satellite Regulations approved by Council)
Indicator Responsibility	Senior Manager: Spectrum Licensing

PROGRAMME 3: POLICY RESEARCH & ANALYSIS

Indicator Title	NUMBER OF REGULATIONS MADE PURSUANT TO THE REVIEW OF DIGITAL MIGRATION REGULATIONS
Definition	The indicator measures the delivery of Final Regulations made pursuant to the review of the Digital Migration Regulations. Delivery of the Regulations pursuant to the review Digital Migration Regulations will happen in stages as quarterly deliverables, which are assigned ratio of completion as follows: Q1: Draft Regulations - 0.25 Q2: Public Hearings -0.50 Q3: Analysis of Public Hearings & additional information – 0.75 Q4: Final Regulations approved by Council - 1
Source of Data	Current regulations, Findings document
Method of Calculation/ Assessment	Counting
Means of verification	Final Regulations made pursuant to the review of the Digital Migration Regulations.
Assumptions	No Litigation
Disaggregation of beneficiaries (where applicable)	All broadcasters, all consumers, ECNS providers
Spatial transformation (where applicable)	South Africa
Calculation Type	Cumulative year-to-date
Reporting Cycle	Quarterly
Desired Performance	Final Regulations approved by Council.
Indicator Responsibility	Executive PRA

Indicator Title	NUMBER OF FINAL REGULATIONS ON THE REVIEW OF MUNICIPAL POLITICAL ELECTIONS BROADCASTS AND POLITICAL ADVERTISEMENTS DEVELOPED.
Definition	The indicator measures the delivery of the Final Regulations on Municipal Political Elections Broadcasts and Political Advertisements Delivery of the Final Regulation on Municipal Political Elections Broadcasts and Political Advertisements will happen in stages as quarterly deliverables, which are assigned ratio of completion as follows: Q1: Constitution of a Council Committee- 0.25 Q2: No deliverable Q3: Draft Regulations and provincial consultations-0.75 Q4: Final Regulations-1.0
Source of Data	Municipal Elections Broadcasts and Political Advertisements Amendment,2021, Draft Regulations, Stakeholder submissions and public consultations
Method of Calculation/ Assessment	Counting
Means of verification	Final Regulations on the Review of Municipal Political Elections Broadcasts and Political Advertisements
Assumptions	No Litigation

Disaggregation of beneficiaries (where applicable)	Citizens, broadcasters and political parties
Spatial transformation (where applicable)	South Africa.
Calculation Type	Cumulative year to date.
Reporting Cycle	Quarterly.
Desired Performance	Final Regulations on the Review of Municipal Political Elections Broadcasts and Political Advertisements Amendment approved by Council.
Indicator Responsibility	Executive PRA

Indicator Title	**NUMBER OF REGULATIONS ON SIGNAL DISTRIBUTION DEVELOPED**
Definition	Delivery of the regulations on signal distribution will happen in stages as quarterly deliverables which are assigned a ratio of completion as follows Q1: Draft regulations – 0.25 Q2: Receipt of Written Submissions on draft regulations – 0.50 Q3: Public hearings on draft regulations – 0.75 Q4: Final regulations – 1
Source of Data	Stakeholder submissions, research report and public hearings.
Method of Calculation/ Assessment	Counting.
Means of verification	Regulations on Signal Distribution services approved by the Council.
Assumptions	Availability of resources, absence of litigation and stakeholder responses.
Disaggregation of beneficiaries (where applicable)	All consumers.
Spatial transformation (where applicable)	South Africa
Calculation Type	Non-cumulative.
Reporting Cycle	Annually.
Desired Performance	Regulations on Signal Distribution services approved by the Council.
Indicator Responsibility	Executive: PRA

PROGRAMME 4: ENGINEERING & TECHNOLOGY

Indicator Title	PERCENTAGE OF NATIONAL RADIO FREQUENCY PLAN UPDATED
Definition	The indicator measures the process to completed to update the National Radio Frequency Plan in line with the Final Acts of the World Radiocommunications Conference 2023 (WRC 23) and the latest Edition of the ITU Radio Regulations. The process spans a period of two (2) financial years initiated by the publication of Draft Updated National Radio Frequency Plan (50% of the process) in 2024-25 FY. The process is concluded by the publication of Final Updated National Radio Frequency Plan which constitutes 100% of the process in 2025-26 FY. The quarterly breakdown for 2025/26 FY is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: (100%) Updated National Radio Frequency Plan produced
Source of Data	National Radio Frequency Plan 2021, the Final Acts of WRC 23 and the latest Edition of the Radio Regulations.
Method of Calculation/ Assessment	Non-cumulative
Means of verification	Updated National Radio Frequency Plan approved by Council
Assumptions	Sources of data available, Final Acts of WRC 23 and the latest Edition of the Radio Regulations.
Disaggregation of beneficiaries (where applicable)	All citizens of South Africa
Spatial transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	(100%) Updated National Radio Frequency Plan produced
Indicator Responsibility	Executive: Engineering and Technology

Indicator Title	PERCENTAGE OF RADIO FREQUENCY MIGRATION PLAN IMPLEMENTED
Definition	The indicator measures the process to implement the Radio Frequency Migration Plan. Radio Frequency migration is the migration of users of radio frequency spectrum within the same band or other Radio frequency bands. The process will span a period of two (2) financial years initiated by the development of a Draft Radio Frequency Assignments Plans (50% of the process) in the 2025/26 FY. The process is concluded by the delopment of the Final Radio Frequency Assignment Plans which constitutes 100% of the process in the 2026/27 FY. The quarterly breakdown for 2025-26 FY is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: (50%) Draft Radio Frequency Assignment Plans
Source of Data	National Radio Frequency Plan 2021, Radio Frequency Migration Plan 2019 and Radio Frequency Spectrum Licences Database.

Method of Calculation/ Assessment	Completed stages as per allocated percentage weightings
Means of verification	Draft Radio Frequency Assignment Plans approved by Council
Assumptions	Sources of data available, submissions from the industry
Disaggregation of beneficiaries (where applicable)	All Citizens of South Africa
Spatial transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	50% of Radio Frequency Migration Plan implemented
Indicator Responsibility	Executive: Engineering and Technology

Indicator Title	**PERCENTAGE OF IMT ROADMAP IMPLEMENTED**
Definition	The indicator measures the process to implement the International Mobile Telecommunications (IMT) Roadmap. The IMT roadmap identifies frequency bands for IMT services as per International Telecommunication Union Radio Communications Sector (ITU-R) Recommendations. The process will span a period of two financial years initiated by the development of Draft IMT Radio Frequency Assignemnt Plans (50% of the process) in the 2024/25 FY. The process is concluded by development of the Final IMT Radio Frequency Assignment Plans which constitutes 100% of the process in the 2026/27 FY. The quarterly breakdown for 2025/26 FY is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: (50%) -Draft IMT Radio Frequency Assignment Plans
Source of Data	National Radio Frequency Plan 2021 Radio Frequency Migration Plan 2019 and IMT roadmap 2019
Method of Calculation/ Assessment	Completed stages as per allocated percentage weightings
Means of verification	Draft IMT Radio Frequency Assignment Plans approved by Council
Assumptions	Sources of data available, submissions from the industry
Disaggregation of beneficiaries (where applicable)	All Citizens of South Africa
Spatial transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	50% of the IMT Roadmap Implemented
Indicator Responsibility	Executive: Engineering and Technology

Indicator Title	PERCENTAGE OF FRAMEWORK FOR DYNAMIC SPECTRUM ACCESS AND OPPORTUNISTIC SPECTRUM MANAGEMENT DEVELOPED
Definition	The indicator measures the process to develop the Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management completed. The process spans a period of four financial years initiated by the publication of a Discussion Document produced in respect of the framework for the second phase of Dynamic Spectrum Access and Opportunistic Spectrum Management (25% of the process) in 2022/23 FY, publication of Position Paper (50% of the process) in 2023/24 FY, publication of Draft Framework (75% of the process) in 2024/25 and publication of Final Framework (100% of the process) in 2025/26 FY. The quarterly breakdown for 2025/26 FY is as follows: Q1: No deliverable Q2: No deliverable Q3: No Deliverable Q4: (100%) Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management
Source of Data	Discussion Document,Position Paper and Draft Framework on Dynamic Spectrum Access and Opportunistic Spectrum Management, National Radio Frequency Plan 2021, International Benchmark Reasearch Studies, WRC Final Acts 2024 and ITU Recommedations and Reports
Method of Calculation/ Assessment	Counting
Means of verification	Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management approved by Council
Assumptions	Sources of data available, and Budget
Disaggregation of beneficiaries (where applicable)	All citizens of SA
Spatial transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	(100%)Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management produced
Indicator Responsibility	Senior Manager :Network Systems and Research

Indicator Title	NUMBER OF REGULATIONS ON RAPID DEPLOYMENT OF ELECTRONIC COMMUNICATIONS INFRASTRUCTURE AND FACILITIES IN TERMS OF CHAPTER 4 OF THE ECA PRODUCED
Definition	The indicator measures completion of the number of Regulations as required to be promulgated under Chapter 4 of the ECA. The process spans over two years starting financial year 2024/25 with the development of the draft regulations. 2025/26 FY the final regulations will be produced and will be implemented over three years after the final regulations are published. The quarterly breakdown for 2025/26 FY is as follows: Q1: No Deliverable Q3: No Deliverable Q4: Final Regulations on Rapid Deployment of electronic communications networks and facilities.
Source of Data	Policy and Policy Directions on Rapid Deployment of Electronic Communications Networks and Electronic Communications Networks and Facilities Electronic Communications Act

Method of Calculation/ Assessment	Counting
Means of verification	Regulations on Rapid Deployment of Electronic Communications Networks and Facilities approved by Council
Assumptions	Sources of data available, submissions from the industry
Disaggregation of beneficiaries (where applicable)	All citizens of SA
Spatial transformation (where applicable)	National
Calculation Type	Cumulative year-end
Reporting Cycle	Annually
Desired Performance	Regulations on Rapid Deployment of Electronic Communications Networks and Facilities
Indicator Responsibility	Senior Manager: Engineering Facilities and Research

Indicator Title	**NUMBER OF PROVINCES MONITORED FOR QUALITY OF SERVICE**
Definition	The indicator measures provinces monitored for Quality of Service (QoS). The aim of the monitoring is to assess the QoS provided by the mobile operators as perceived by the user. The quarterly breakdown for 2025/26 FY is as follows: Q1 = 1 Q2 = 2 Q3 = 2 Q4 = 1
Source of Data	Measurements collected through drive testing using the adopted South African Bureau of Standards (SABS) – SANS 1725-1 and SANS 1725-1 standards.
Method of Calculation/ Assessment	Counting
Means of verification	Monitoring report for each province
Assumptions	Monitoring equipment functioning properly Sufficient human resources to support the measurement campaigns
Disaggregation of beneficiaries (where applicable)	All citizens of SA
Spatial transformation (where applicable)	National
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired Performance	Acceptable levels of network performance
Indicator Responsibility	Senior Manager: Engineering Facilities and Research

PROGRAMME 5: REGIONS & CONSUMER AFFAIRS

Indicator Title	PERCENTAGE OF RADIO FREQUENCY INTERFERENCE CASES RESOLVED IN 30 WORKING DAYS REPORTED
Definition	The indicator measures the percentage of the reported Radio Frequency Interference cases resolved within 30 working days
Source of Data	Customer Relationship Management (CRM)
Method of Calculation/ Assessment	Number of reported interference cases resolved within 30 working days divided by the total interference cases received multiplied by 100
Means of verification	CRM evidence
Assumptions	Budget availability for equipment and relevant training
Disaggregation of beneficiaries (where applicable)	All consumers and stakeholders in the ICT sector
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Percentage of Radio Frequency Interference cases resolved within 30 working days.
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	LEVEL OF SERVICE DELIVERY WITH RESPECT TO LICENSE APPLICATIONS / REGISTRATIONS PROCESSED WITHIN TURN-AROUND TIME
Definition	The indicator measures the processing of license applications / registrations processed. **Level 1:** • 70% Class Electronic Communications System (EC)/Electronic Communications Network System (ECNS) and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 15 working days • 90% Maritime Mobile Service Identity (MMSI) numbers issued within 7 working days • 60% of type approval applications processed within 30 working days **Level 2:** • 71% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 15 working days • 91% MMSI numbers issued within 7 working days • 61% of type approval applications processed within 30 working days **Level 3:** • 72% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 15 working days • 92% MMSI numbers issued within 7 working days • 62% of type approval applications processed within 30 working days **Level 4:** • 73% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 98% of pre-assigned applications within 15 working days • 93% MMSI numbers issued within 7 working days • 63% of type approval applications processed within 30 working days

Source of Data	Customer Relationship Management (CRM)
Method of Calculation/ Assessment	Number of applications processed within TAT divided by total applications processed multiplied by 100. This will be calculated for each service type i.e. Class ECS/ECNS and/or unreserved postal license applications, pre-assigned applications, MMSI and Type approval applications processed within turnaround time
Means of verification	CRM evidence
Assumptions	Budget availability for recruitment and training of staff
Disaggregation of beneficiaries (where applicable)	All consumers and stakeholders in the ICT sector
Spatial transformation (where applicable)	n/a
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Processing of applications and registrations within Type Approval Test (TAT). Annual improvement in service delivery
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	**PERCENTAGE OF CONSUMER COMPLAINTS RESOLVED**
Definition	The indicator measures consumer complaints resolved
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 (where applicable)	All consumers
Spatial transformation (where applicable)	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Resolution of complaints within TAT
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	NUMBER OF ADVISORIES PROVIDED TO ICASA BY THE CONSUMER ADVISORY PANEL
Definition	The indicator measures the Advisories produced by Consumer Advisory Panel (CAP) for consumer protection The quarterly breakdown for 2024/25 FY is as follows: Q1 = No Target Q2 = No Target Q3 = No Target Q4 = 1 Advisory
Source of Data	CAP consumer protection initiatives undertaken
Method of Calculation/ Assessment	Counting
Means of verification	Council approved CAP advisory report
Assumptions	Budget availability for advisory work
Disaggregation of beneficiaries (where applicable)	All consumers
Spatial transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Improved level of consumer protection
Indicator Responsibility	Executive: Regions and Consumer Affairs

ANNEXURES

ANNEXURE A
AMENDMENTS TO THE STRATEGIC PLAN

Not applicable because this APP is the first one of the MTDP 2025/26 – 2029/30 period.

ANNEXURE B
CONDITIONAL GRANTS

Not applicable.

ANNEXURE C
CONSOLIDATED INDICATORS

Not applicable.

ANNEXURE D
DISTRICT DEVELOPMENT MODEL

Areas of Intervention	**Medium Term (3 Years MTEF)**					
Communication	**Project Description**	**Budget Allocation**	**District Municipality**	**Location: GPS Coordinates**	**Project Leader**	**Social Partners**
Communication	Quality of Service monitoring in provinces	Part of Programme 4: Engineering & Technology	Lejweleputswa Municipality	28.3991° S, 26.2305° E	Phillip Ramalata	The Municipality
Communication	Quality of Service monitoring in provinces	Part of Programme 4: Engineering & Technology	Ruth Mompati Municipality	26.6635° S, 24.3341° E	Phillip Ramalata	The Municipality

NOTES

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