



*Overview of
Performance
for 2006-07*

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
ENGINEERING AND TECHNOLOGY				
Monitoring and Regions				
Monitoring frequency spectrum for optimum usage	Clearance of harmful interference and optimum usage of frequency spectrum	Frequency Spectrum audits and reports on interference	<ul style="list-style-type: none"> 470 interference cases cleared out of 661. 200 high-site inspections done. 	Inadequate monitoring equipment
Frequency spectrum				
Review spectrum licence fees	Revised spectrum licence fees	Regulations on spectrum fees i.t.o ECA	Research completed and draft regulations	Inadequate resources
Review South African Table of Frequency Allocations (SATFA) i.t.o ECA.	Band Plan review in line with ECA	Publish Draft Band Plan for public comment	Revised plan forwarded to Minister for comment i.t.o ECA	Delays in publishing the Band Plan as required by ECA
Sharing of 800MHz frequency band to introduce non-broadcasting services in the frequency band	800 MHz Frequency Band Shared between broadcasting and non broadcasting services	Licensing of non-broadcasting services in the band	<p>Sharing study finalised and findings published</p> <p>Licensing of non-broadcasting services in the 800 MHz band</p>	Inadequate spectrum to cater for demand from users
Update regulatory focus to introduce new communications services	5.8 GHz Regulations published	Regulatory framework on the licensing of 5.8 GHz	<p>Discussion document published for public comment and comments received.</p> <p>Hearings put in abeyance pending the outcome of the Spectrum Licensing Framework.</p>	Delay in introducing broadband fixed wireless access services in this band
	Development of Satellite licensing framework	Regulatory framework on the licensing of satellite services	<ul style="list-style-type: none"> Draft Satellite Framework published for public comment. Process incorporated into Spectrum Licensing Framework project 	

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
ENGINEERING AND TECHNOLOGY				
Frequency spectrum				
	Regulations on Radio Frequency Identification (RFID) frequency allocations	Publish Draft RFID discussion paper for public comment Create an enabling regulatory framework for RFID licences	<ul style="list-style-type: none"> • Research on RFID completed • Discussion document published for public comment • Hearings scheduled for June 2007 	
	Personal locator beacons (PLB) Regulations	Regulatory framework for PLB	Regulations published and process finalised	
Regulatory framework for High Demand frequency spectrum bands	Regulations on the licensing of High Demand frequency spectrum bands and the applicable licence fees payable	<ul style="list-style-type: none"> • Research into the licensing of high demand bands • Discussion paper for public comment and conduct public hearings • Regulations on the licensing framework and licence fees payable 	<ul style="list-style-type: none"> • Research completed • Discussion document published for comment and comments received. • Public hearings held in March 2007 	Delay in the finalisation of regulatory framework
Review of equipment type specification in line with international developments.	Compliance with South African and International equipment standards	Equipment standards published and enforced	TC80 standards approved in March 2007	Delay in the implementation of the standards
Introduction of Digital Broadcasting services	Digital Broadcast frequency band plan	<ul style="list-style-type: none"> • Inputs by South Africa given to ITU • Development of the band plan • Publish band plan for public comment • Gazette final band plan 	<ul style="list-style-type: none"> • Draft band plan finalised • South Africa's Digital requirements to the ITU. • Ongoing discussions with DoC 	Delay in adoption of the RRC-06 Digital Broadcasting by DoC

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
ENGINEERING AND TECHNOLOGY				
Frequency spectrum				
Audit frequency spectrum	High demand bands monitored for usage and enforce migration.	Report on 2.5 GHz band usage	2.5 GHz band monitored and report completed	Uncooperative operators who have not migrated
Review and streamline licensing processes	Compliance with turn-around time of processing and issuing licenses.	Improved turn-around time of processing radio frequency spectrum and equipment type approval licence applications	Licensing process reviewed and bottlenecks in the process identified. applications processing turn-around times: Type approval - 3 weeks, spectrum licences 6 weeks.	Delay in processing or issuing licences on time
Radio frequency Spectrum licenses in line with ECA	Radio frequency spectrum licenses issued in line with ECA.	All new and renewed radio frequency spectrum licenses issued in compliance with ECA	New spectrum licences issued in line with ECA by December 2006. New licence applications after December 2006 put in abeyance pending the completion of the ECA licence conversion process.	Delay in finalizing the license conversion process

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
BROADCASTING				
Policy and Research Development				
Workshops i.r.o the new policy and regulations on community sound broadcasting policy	Ensuring that the community sound broadcasting licensees and aspirant licensees are informed of the new policy, regulations, licensing requirements and procedures.	Workshops were held from 26 September to 10 November 2006 in the provinces.	The project has been completed.	

Research into programming for children, the youth, women, and people with disabilities	Research report into programming trends for the identified groups and a determination whether regulatory intervention is required The report to form part of the presentation to be done by the Authority at the 5 th World Summit on Children in March 2007.	Drafting of a Research Report	Report completed and presented during the 5 th World Summit on Children and the Media	
Amendment of regulations on Community Sound Broadcasting, Special Events Broadcasting and Low Power	Regulations promulgated under the empowering provisions of the EC Act	Publication for draft regulations for public comment Conduct public hearings Publish final regulations	Draft regulations completed ECA committee has published a mapping framework for public comment and has subsumed the draft regulations	

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
BROADCASTING				
Policy and Research Development				
Digital Migration/ Transition Strategy	Development of a Digital broadcasting migrating strategy	Participation in the Government's Digital Migration Working Group	Working group has finalised its report and the report has been submitted for the Minister of Communication's consideration	Delay in the implementation of the strategy, which may impact on the broadcasting of the 2010 Soccer World Cup

Licensing				
Licensing of community broadcasters in the nodal point areas	Licensing of community sound broadcasting services in identified rural and peri-urban areas of South Africa	Consider applications from the identified areas Issue licences to successful applicants Provide written reasons for decisions	<ul style="list-style-type: none"> Applications have been considered and 13 successful applicants have been notified Licence conditions issued 	

Secondary markets commercial sound broadcasting licences	Licensing of commercial sound broadcasting services in Mpumalanga, Limpopo, Northern Cape and North West	<ul style="list-style-type: none"> Evaluate applications received Conduct public hearings Award licences to successful applicants Provide written reasons and finalise the applicable licence conditions 	<ul style="list-style-type: none"> Hearings conducted Recommendations to Council finalised Successful applicants notified Written reasons finalised 	
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Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
BROADCASTING				
Licensing				
Licensing of Community sound broadcasting services	Licensing of more community sound broadcasting services to other communities in South Africa	<ul style="list-style-type: none"> Evaluate applications received Conduct public hearings Award licences to successful applicants Provide written reasons and finalise the applicable licence conditions 	<ul style="list-style-type: none"> 37 applications received Recommendations on applications for condonation approved by Council Analysis of applications completed Hearings for competing applicants held in Bloemfontein in March 	
Licensing of Subscription Broadcasting Services	Licensing of subscription broadcasting services.	<ul style="list-style-type: none"> Evaluate applications received Conduct public hearings Award licences to successful applicants Provide written reasons and finalise the applicable licence conditions 	A total of 18 applications were received and are under consideration.	

Monitoring and Complaints

Monitoring of broadcasters: To ensure compliance with licence conditions and relevant legislation.	Assessment of compliance by broadcasters with the relevant obligations	Compliance assessment reports	During the period under review the Monitoring Unit produced 15 monitoring reports. Twenty- three (28) broadcasters were visited during the period under review.	
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Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
BROADCASTING				
Monitoring and Complaints				
Complaints received	Complaints resolution	Analysis of Complaints Referral to the relevant adjudication body	The Complaints Unit received 18 complaints	Delayed establishment of the Complaints and Compliance Committee i.t.o the ICASA Act, as amended
Broadcasting Monitoring and Complaints Committee (i.t.o IBA Act)	Complaints resolution	Adjudication of complaints submitted i.t.o the IBA Act	No complaints were adjudicated by the BMCC (BMCC was dissolved on 19 July 2006)	Delayed establishment of the Complaints and Compliance Committee i.t.o the ICASA Act, as amended

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
TELECOMMUNICATIONS				
Licensing				
Licensing of Phase 2 Under-serviced Area services	Issuing of licences in the identified areas	<ul style="list-style-type: none"> Evaluate applications received Conduct public hearings Award licences to successful applicants Provide written reasons and finalise the applicable licence conditions 	Recommendation submitted and licences issued.	Non-compliance with the USAASA SLA by licensees

Licensing of Value-added Network Services	Issuance of VANS Licences	<ul style="list-style-type: none"> Evaluate applications received Award licences to successful applicants 	101 VANS licences issued to successful applicants	Non-compliance with licence conditions by licensees
Licensing of Private Telecommunications Networks Services	Issuance of PTN Licences	<ul style="list-style-type: none"> Evaluate applications received Award licences to successful applicants 	15 PTN licences issued	Non-compliance with licence conditions by licensees
Finalise Outstanding Licence terms and conditions of Neotel	Finalise outstanding licence conditions applicable to Neotel	<ul style="list-style-type: none"> Negotiate with Neotel on the payment terms of the fixed licence fee of R100 million, Provide retail services, and Determine commencement date for Community Service Obligation 	<ul style="list-style-type: none"> Agreement reached with Neotel on the payment terms Recommendation made to Council on the proposals from Neotel 	Non-agreement with Neotel on outstanding terms and conditions Delay in bringing competition in the communications sector
Ensure compliance with terms and conditions	Enforce compliance with the applicable licence conditions	Council approval for Swiftnet's application of 30% shareholding by BEE entity	Hearing with Swiftnet held on 16 March 2007 and Swiftnet requested to submit additional information	Delay by Swiftnet in submitting requested information

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
TELECOMMUNICATIONS				
Licensing				
Ensure compliance with obligations imposed	MTN/ICASA/Cell C Community Service Telephone Dispute	Successful resolution of the dispute between the three mobile operators	Meetings held to explore different options to resolve the dispute	Uncertainty regarding deployment of CSTs Possible legal action by Cell C

Ensure access to communication services	Imposition of Universal Service Obligations	Establishment of a working group consisting of ICASA and Operators (MTN, Vodacom, WBS, Sentech and Cell C) to assist in fast-tracking implementation of the USOs. Neotel incorporated into the working group	Working Committee established Analysis of Implementation Plans completed Council approved commencement of roll-out for MTN, Vodacom, Sentech, WBS and Cell C.	Delay in implementation
Ensure fair competition within the communications sector	Development of a Central Numbering Database (CNDB)	Expanded CNDB with 08X non-geographic data and cater for 100 unit size blocks. Revised Short Code Discussion paper that takes into account the numbering administrations inputs	Database in place Revised on ongoing basis Software upgraded Training ongoing Draft Short code strategy document concluded Project completed	Software crash One week lead time required for repairs
Market intelligence	Ensuring that ICASA has up-to-date market information on the communications sector	Finalisation of Market Intelligence Report	Report completed in January 2007	Information likely to be quickly outdated due to the dynamic industry being regulated by ICASA
Definition of relevant communications market i.t.o. ECA	Proper market delineation and definition of markets to assess Significant Market Power	<ul style="list-style-type: none"> Finalisation of wholesale call termination Publication of documents on other markets, i.e. ADSL, Leased Lines and Retail Services 	<p>Draft discussion document on wholesale call termination published and Public hearings conducted</p> <p>Draft discussion documents on ADSL, Leased Lines and Retail Services finalised</p>	Legal challenges on proposed regulations

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
TELECOMMUNICATIONS				
Policy Analysis and Development				
Review Interconnection and Facilities leasing Guidelines	Regulations on Interconnect and Facilities Leasing in terms of ECA.	<ul style="list-style-type: none"> Draft regulations for both facilities leasing and interconnection Public hearings Finalisation of the regulations. 	Draft regulations published for public comment	Legal challenges on proposed regulations

Economic and Financial analysis of the provision of fixed-line services by Telkom	Review of Telkom's Chart of Accounts Cost Allocation Manual	Economic and Financial Review Telkom's Regulatory Financial Reports	Review of Telkom's RFR underway	Legal challenges on the proposed regulations
Economic and Financial analysis of the provision of mobile telecommunications services by Vodacom and MTN	Development of MTN and Vodacom's Chart of Accounts Cost Allocation Manual	Review of Vodacom and MTN's Regulatory Financial Reports (RFRs)	Vodacom and MTN'S Regulatory Financial Reports currently being analysed	Legal challenges on the proposed regulations
Ensure affordability of communication services and products	Regulations on Handset subsidies	Publish Draft Regulations for public comment Conduct public hearings Develop Handset Subsidies Regulations.	Draft regulations published for comment and public hearings conducted	Litigation
Create conducive environment for competition in the sector	Enquiry into the SAT 3 undersea cable and landing station	Draft discussion document on an Enquiry into Landing Stations	Draft discussion document was prepared and aligned with the EC Act. Discussions currently underway with DOC	

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
COMMUNICATIONS				
Media Liaison	Providing information regarding the Authority's regulatory activities to the media, and responding to media enquiries	Provide up-to-date information to the media	69 radio, television and print media interviews were provided by ICASA Chairperson and project managers – around Mobile Number Portability, 10-digit dialing, ADSL regulations, Call Termination Interviews conducted in several official languages ICASA responded to 33 media enquiries regarding MNP, 10-digit dialing, ADSL regulations 11 Media Releases issued, including Channel 65, USAL Hearings, Call Termination, and Postal Tariffs & Community Radio Hearings	Negative publicity for the Authority

External Marketing	Visibility of the Authority to stakeholders and the public	Preparation of media inserts and advertorials	<p>Placement of corporate advertisement welcoming Postal Division into ICASA in Beeld, Business Day, The Star & Sowetan. Coordinate placement of advertisements announcing MNP and 10-digit dialing</p> <p>Proofreading of MNP Posters and leaflets Displayed ICASA exhibitions stand and distributed promotional material at ICASA public hearings – Secondary Market Commercial Radio, USAL & Community Radio</p>	
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COMMUNICATIONS				
Responding to General Enquiries	Timeous response to enquiries filed by the public and stakeholders about ICASA's regulatory activities	Providing written responses to all enquiries	<p>A total of 1 076 enquiries were received from the public and operators regarding regulatory and consumer issues.</p> <p>Publication of the 30 days ECA Notice DVDs</p> <p>Distribution of regulatory information via stakeholders list</p> <p>Incorporation of postal operators into the ICASA stakeholders database</p>	Integrity of Authority at stake if enquiries not managed professionally
ICASA Website	Uploading content on website about ICASA's regulatory activities	Ensuring that up to date information is placed on the website	<p>An ECA dedicated webpage created for all ECA documents</p> <p>A Postal Division webpage created on the main menu</p> <p>Uploading all media releases issued, tender notices</p>	Integrity of Authority undermined when stakeholders do not have access to ICASA's regulatory activities
Annual Report	Production and tabling of Annual Report	Publication of the annual report	2005-2006 financial year timeously published	

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
LEGAL, CONSUMER PROTECTION AND INTERNATIONAL RELATIONS				
Legal				
Litigation	Safeguard ICASA's interests in litigation matters	Favourable court decisions for ICASA	FINALISED MATTERS: <ul style="list-style-type: none"> • Otherchoice – Court dismissed the application in favour of ICASA • COPASA vs. ICASA & Another – matter settled out of court between Cell C and COPASA • Aerosat vs. ICASA & Others – matter finalised with applicant's assets auctioned to recoup ICASA's costs • Tetramobile vs. ICASA – matter settled out of court • S Mrwata vs. ICASA – application for constructive dismissal dismissed • S Mopeli vs. ICASA – application for an increased remuneration dismissed • DG Burger vs. ICASA – application for condonation for late filing of an application dismissed • R Neepal vs. ICASA – application before the Durban Labour Court withdrawn by the applicant • Ntuli Consulting – matter settled out of court • IMVO Technologies – matter settled out of court 	Adverse court decisions.

			<ul style="list-style-type: none"> • MTN vs. Cell & ICASA – court set aside ICASA’s decision to approve Cell C’s Community Service Telephones • Islamic Unity Convention – court confirmed that certain provisions of the IBA Act and the applicable regulations were unconstitutional. Decision awaiting confirmation of Constitutional Court • Bay FM – matter settled out of court <p>ONGOING COURT CASES:</p> <p>Vodacom vs. Icasa Siza Security v ICASA A Snyman vs. ICASA N Suliman vs. ICASA S vs. Aerosat (criminal)</p> <ul style="list-style-type: none"> • Len Marshall • Nothnagel (awaiting court date) • Rippel (filing papers) • Radio Pretoria (matter pending before SCA) • Hoogelegen/Cape Town Site (filing papers) • L A Thipe vs. ICASA 	
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International Relations

Bilateral relations	Strengthening of relations with other regulatory and related bodies	Information sharing with other regulatory bodies	<p>ICASA hosted the following meetings:</p> <ul style="list-style-type: none"> • The Gambia Public Utilities Regulatory Authority (PURA); 02 – 05 May 2006; • Institutional capacity building project for Sudan; 10 – 14 July 2006; • Angolan delegation; 18 -21 July 2006; • Hosted the Commonwealth Telecommunications Organisation's Digital Switchover conference In January 2007 • Co-hosted the 5th World Summit on Children and the Media in March 2007 • Chinese Delegation; 13 October 2006- Exchange of ideas on postal regulatory issues 	
Communications Regulators Association of Southern Africa	Capacity building and information sharing with CRASA members Preparation of guidelines and harmonisation of regulation in the SADC region	Enhanced regulatory capacity within SADC	<ul style="list-style-type: none"> • Legal and Policy Committee met in Mauritius from 02 – 05 October 07 • Strategic Business Plan Committee met for the 3rd time in Lesotho from 16 – 20 October 2006 • Numbering and Standards Committee met on 11 – 12 December 06 	

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
LAW, CONSUMER PROTECTION AND INTERNATIONAL AFFAIRS				
Consumer Protection				
To investigate allegations of billing malpractices by Telkom	Establish accuracy of Telkom's bills w.r.t. the Rounding-off Principle and VAT calculation.	More bill statements acquired from domestic accounts. Ongoing	Veracity of complainant's claims proven on preliminary basis	Bigger sample size needed Lack of human capital to collect bigger sample size Customers from whom samples have been collected may have high expectation of the outcome Domestic customers unwilling to assist with their bill accounts
To investigate availability of telecoms service at public schools	Ascertain E-Rate preparedness in public schools	Phase 2 of the project was supposed to have been undertaken in October 2006	Project canned for time being	Lack of human and material capital to execute the project. Changes in ICT landscape may affect research findings. Business realities: Cost/Benefit analysis of servicing rural schools
To investigate allegations of overcharging on spectrum license fees sold by radio dealers to their customers.	Compliance with regulated license fees	Ongoing	Preliminary report written on the investigation	Database on radio dealers not updated Poor response rate from radio dealers Inability to verify allegations due to poor response rate
To draft Service Charter Guidelines for End-user Subscribers	Guidelines on Service Charter	Ongoing	Guidelines drafted and submitted	Lack of budget to conclude the project in 2006 financial year

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
LAW, CONSUMER PROTECTION, INTERNATIONAL AFFAIRS				
Consumer Protection				
Consumer complaints handling and resolution	Satisfactory resolution of consumer complaints	<ul style="list-style-type: none"> Speedy investigation of complaints Recommendations regarding resolution of complaints 	Report compiled and submitted Total handled = 502 Total closed = 217 Total pending = 285 Success Rate = 43%	Unsatisfactory responses from licensees

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
FINANCE AND BUSINESS SUPPORT				
Administration				
Supply Chain implementation in terms of Supply Chain legislation	Implementation of the Supply Chain Policy in line with PFMA and Treasury Regulations	Drafting of SCM Policy Approval of Policy and relevant structure Implementation of Policy	Policy approved and structure implemented Policy being workshopped with ICASA staff	Non-adherence to the policy
Assets Management	Creation of updated and accurate national assets register	Accurate Asset Register	Updated Asset Register Interface on JDE and Asset Pro done Asset verification done Procedure Manual is being developed	Unaccounted assets Assets not properly valued
Sound records and document management	Records management practices compliant with legislation and MISS standards	Draft Records Management Policy developed	Records Management Information compliance audit exercise 100% complete File plan development 87% complete Clean-up operation 25% complete RM Policy and Procedure Manual 25% complete	Loss of valuable information Non-adherence to legislation

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
FINANCE AND BUSINESS SUPPORT				
Information Technology				
Improved service delivery of IT	Improved IT customer service	Acquisition of Radical Help Desk System Order placed for new server	Training received by Helpdesk Administrator. Training for additional person will be scheduled in second week of April. Configuration of system will take place by 30 April 2007	Users not logging calls to Help Desk and calls not being logged to monitor/report on SLA This risk is addressed by ensuring that technicians attend to the request logged in the helpdesk only.
Access to communication (PABX upgrade)	Improved communication through call centre, VOIP, Fax and Telephones	Agreement signed on 25 Jan 2007. Cabling started at Head Office and Regions	The system has been installed, project on track	Poor communication

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
FINANCE AND BUSINESS SUPPORT				
Finance				
Improve Financial performance	Improved budget expenditure	Prevent unauthorized expenditure	Expenditure within allocation. Of the funds allocated 91% has been spent and 7% has been committed	
	Improved liquidity	Current assets should be more than current liabilities	The liquidity has been improved from 1.3 to 2.7	
Improve Financial reporting	Achieved unqualified report and complied with Treasury Regulation	Prepare financial statements of Administered Revenue on GAAP	Administered Revenue has been reported on an accrual basis for the first time	
Improve revenue management	Efficient collection of licence fees payable by users	Existence of customers	Customer database of Postal and Spectrum was verified.	
		Maintenance of debtors books	The licenses of the customers were reviewed and non compliance followed up. About R20.1m which was not billed previously because licenses conditions were not followed was billed.	

		Accurate debtors and revenue accounts.	The debtor's accounts were cleaned up	
Improve payment processes	Reduce fraud, improve payment cycle and comply with Treasury Regulation	Implement Electronic funds transfer payment system	EFT was implemented from 1 March 2007.	

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
HUMAN RESOURCES				
Facilitate the recruitment and selection process	Advertisement, interviews and letters of notification to successful candidate	Set up recruitment center to facilitate recruitment & speedup the filling of vacant positions	22 positions filled CEO and GM positions were advertised and are in the process of being filled.	Excessive recruitment costs, attracting and retaining the right HR capital
Facilitate the process for termination of service	Letter of resignation, pension fund withdrawal, SARS Tax directive (as applicable)	Terminations concluded as per employee notification, contract expiry or dismissal	Timeous processing of terminations	Delay in payments of benefits from Pension Fund
Ensure that employees' remuneration is executed accurately and timeously in accordance with legislation	Monthly Payroll processing of amendments that affect employees' remuneration, i.e. banking details, home owner's allowance, acting allowance, medical aid, 3rd party beneficiary payments, etc.	Payment of salary due date Payroll Admin staff attended Systems training and 2007 Tax seminar Implemented salary increments for Senior Management and above	Reduced error rate Leave status with report is updated monthly and reflected on pay-slip. Arrangements to transfer Payroll run and 3 rd party payments to Finance are in progress.	
Effective management of historical leave accumulated	Appropriate clearance of accrued leave excess	Reminders to all staff regarding outstanding leave to be taken or forfeited	Reports on employee leave status sent to department managers	Some departments are not in a position to allow for leave to prevent the forfeiting of excessive historical leave.
Implement the VIP Leave module and interface to the VIP Payroll to enable the management of leave	Leave credits on employee payslips Leave capturing on the system	Module monitored for efficiency and accuracy of record.	Leave module continues to run efficiently and leave is updated monthly. No problems identified A few leave balance queries have been received and are being investigated	Excessive leave accruals have to be used within 3 months in the new FY or be forfeited

Audit the payment of Home Owner's Allowance to employees	Audit findings to be concluded from data collected	Revised Home Owners' Allowance Policy	Policy consultation with CWU	Leave, Home-Owners Separation policies are to be consulted with management by end April 2007
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Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
HUMAN RESOURCES				
To assist with transfer of Postal Regulator Staff to ICASA	Negotiations and signed transfer agreement	Postal staff transfer took place in January 2007	Staff participated in the annual performance incentive scheme, consultation and job evaluation structures Preparation of induction Programme is underway	Treating former Postal staff in accordance with DoC HR practices may create anomalies
Execute administration and processing of employee benefits and general HR administration matters timeously	<ul style="list-style-type: none"> • Leave applications • Client and stakeholder queries • Bursary administration • Training requests • Employee records • Management (Personal Files) • Reference checking • Home loan applications (A/ Forbes) • Medical Aid applications/ changes • Pension fund applications and withdrawals • Terminations of Service • Leave Bonus payouts • Workman's Compensation (Injury on duty) 	<p>Investigating the reduction of Medical Aid schemes from 5 to a maximum of 2</p> <p>Investigating the re-introduction of the EAP programme in the 2007/8 FY</p>	<p>The sourcing of an Actuary not possible due to financial constraints. Attempting to move the process with own internal resources.</p> <p>Own resources to be analysed</p>	<p>Salary and 3rd party – payroll processing and payment residing in HR a risk owing to absence of segregation of duties</p> <p>Different Medical Aid and Pension Schemes create disparities in Employer contributions and inequality in apportioning of benefits among employees (Unfair Labour Practice)</p>

Grade all positions within ICASA	Positions graded and remuneration hierarchy developed	<p>Job grading committee training exercise commenced and report on findings drafted</p> <p>30 job profiles revised and interviewed</p> <p>119 positions been graded</p>	<p>Market comparisons on job grades and earnings completed</p> <p>Preliminary report delivered on 15 March 2007. Final review for four outstanding areas by 19 April 2007</p>	<p>Adjustments required may exceed available funds</p> <p>Project deadlines have passed</p>
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Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
HUMAN RESOURCES				
Organisational Performance and Development	Performance-based incentive process – 2006/7 FY	<p>Introduced an interim performance review management process</p> <p>Comparisons between DoC and ICASA EPMS systems</p>	<p>Trained 230 staff members</p> <p>Prepared organisation for the 2007/8 Performance Agreements</p> <p>286 employees subjected to the process</p>	<p>Process is rushed to meet financial year deadlines.</p> <p>Consultation (CWU) process not thorough as the Union did not consult their members adequately</p> <p>Process depended on the outcome of consultations with CWU</p>

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
POSTAL SERVICES				
Tariff Regulation	Approved/Determined Postal Tariffs	Rate Process Analysis & Recommendations report Gazette publication Press Release	Completed (Rate process/programme completed for 2007/2008) Completed (Economic/ financial analysis of SAPO tariff increase application completed. Recommendations made to ICASA Council and approved) Completed (approved tariffs published in the Government Gazette) Completed (Press release posted on ICASA website through ICASA Communications Unit)	Transition from approvals by Minister to ICASA Council
	Approved tariff Structures (including resolved tariffs/ pricing related queries & complaints	Progress feedback & input to tariff gazette Analysis and recommendations Input to tariff determination	Ongoing analysis and evaluation of tariffs/ pricing related issues and structures. Revised and published the tariff gazette to effect changes to tariff structures	
Regulatory information management/ facilitation	Regulatory reports	Ensure reporting by the licensed operator/stakeholder management	Quarterly reporting meetings coordinated and managed	Transition – Reporting lines and structures under review to incorporate ICASA's envisaged structure
Research and Development	Keeping abreast with international trends	Desktop research conducted on: <ul style="list-style-type: none"> Secure mail Post boxes Philately Postal Insurance 	Secure mail, post boxes and philately research was finalised.	

Strategic objective	Outcome (KPIs)	Outputs	Progress made	Risks
POSTAL SERVICES				
Ensure monitoring and compliance of the licence and registration conditions	Well-informed consumers	<p>Implementation of Year 1 of the independent monitor report</p> <p>Development of a database for registered unreserved operators</p> <p>Monitoring of encroachment in the reserved area</p>	<p>Recommendations sent to SAPO for implementation.</p> <p>Registered 60 Unreserved operators were registered.</p>	Envisaged full incorporation into ICASA structure
Economic/Tariff regulation framework	Alignment and guidelines for tariff setting.	Guidelines/Input to tariff analysis and evaluation	<p>Ongoing, preliminary research conducted on International tariffs/mail.</p> <p>Ongoing monitoring of economic indicators. Provided input to tariff analysis and evaluation (SAPO's application)</p> <p>Preliminary research on the trends/moves from Generally Accepted Accounting Standards (GAAP) to International Accounting Reporting Standards</p> <p>Impact analysis/ research/review of Price CAP. Need identified for the study and project deferred to 2007/2008 financial year</p>	Staff Compliment – Interim structure. (Limited staff compliment)

<p>Promote the development of postal services that are responsive to the needs of users and consumers</p>	<p>Good and reputable post offices</p>	<p>Implementation of mystery shopper recommendations.</p> <p>Customer Complaints/ Disputes resolved</p> <p>Outreach programmes for consumers</p> <p>Development of the Code of Practice for the Postal Sector</p> <p>Ongoing renewals of existing registered operators.</p>	<p>Mystery shopper recommendations were sent to the Post Office for implementation.</p> <p>Four pending cases were finalised. SAPO compensated customers.</p> <p>Education and awareness programmes were conducted in the different provinces.</p> <p>The Code of Practice was finalised and sent to Council for approval.</p> <p>This project is ongoing.</p>	<p>Envisaged full incorporation into ICASA</p>
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Chief Executive Officer,
Karabo Mollana
03/09/2007-

General Managers



**General Manager
Human Resources,**
Montseng Mopeli
08/01/2007-



**General Manager
Licensing,**
Sipho Tsotetsi
05/06/2007-



**General Manager
Consumer Protection,**
Phosa Mashangoane
01/07/2007-



Chief Financial Officer,
Tubane Mosia
06/11/2006-



**General Manager
Legal, Complaints &
Compliance Committee,**
Stanley Mamaregane
01/06/2007-



**General Manager
Engineering & Technology,**
Dumisa Ngwenya
01/08/2007-