

Independent Communications
Authority of South Africa

STRATEGIC PLAN

for the fiscal years
2013-2017



Foreword by the Chairperson

The Independent Communications Authority of South Africa's (ICASA, the Authority) 2013-2017 Strategic Plan is guided by the Government's Medium Term Strategic Framework which outlines areas of priority with regard to socio-economic service delivery to all South Africans.

This Strategic Plan seeks to answer two important questions in relation to the Authority's mandate and role:

- Where do we want the Authority to be in the next five years? and
- What impact is the Authority going to make in the lives of South Africans and on the economy of the country in the next five years?

These questions speak directly to ICASA's vision, mission statement, values and the Strategic Outcome Orientated Goals spelled out in this five year Strategic Plan.

The Authority's priority is to improve the lives of all South Africans in as far as communications and postal services are concerned, and to position the two sectors as key drivers of the South African economy.

The World Bank's Information and Communication Technology (ICT) indicators point to a phenomenal and unprecedented global growth of voice and data services in the past two decades: 4,5 billion mobile telephony subscribers and high-speed broadband networks reaching more than 400 million subscribers.

On the upside, these indicators tell us that the information communication technologies have permeated all aspects of public and private life, and indeed have become drivers of the modern economy.

It is worth noting that the communications sector withstood the vicissitudes of the economic and financial meltdown that affected leading national economies recently.

On the downside, these statistics also tell us that there are millions of our people who stand on the periphery of this unfolding technological revolution.

Yet, it is these very information and communication technologies that can improve the lives of our people in terms of access to education, health and government services.

The two ICT imperatives outlined above, of increasingly driving the modern economy and that of Universal Service and Access, actually present themselves as two sides of a coin. We cannot do the one without the other.

The Authority intends to take the country's information and communications sector forward by focusing on the following strategic goals and objectives:

Ensure effective participation of historically disadvantaged persons in the ICT industry, with particular emphasis on the role of women, persons with disabilities and youth. This objective will be pursued through the licensing of broadcasting services to enhance diversity in ownership, and by conducting an audit from time to time to review ownership patterns and trends with regards to the empowerment of historically disadvantaged persons.

Ensure the provision of broadband services. Access to broadband and pricing is part of Universal Service and Access. Access to broadband services at fair prices is a crucial element in supporting the development of a knowledge economy. The Authority intends to work with the Department of Communications (DoC) to remove any red tape to network investment, as well as to ensure that there are no barriers to effective competition in the broadband services value chain. Universal Service and Access to broadband services is a crucial objective, whereby the Authority will take into consideration the needs of rural areas and persons with disabilities who have special needs that need to be addressed swiftly.

Optimise the use of the radio frequency and numbering resource to support the widest variety of services. The Authority will develop a Radio Frequency Migration Strategy, review the Radio Frequency Plan in preparation for the Digital Migration process, licence available wireless spectrum for broadband and produce radio frequency spectrum usage reports. The licensing of high demand radio frequency spectrum for 800MHz and 2.6GHz will go a long way in optimising usage of the frequency spectrum.

Promote the protection of consumers and accessibility for persons with disabilities. The Authority is mandated to protect consumers of postal and ICT services from unfair retail practices through public awareness campaigns and a streamlined complaints handling system. The needs of persons with disabilities in the provision of ICT services are a special priority.

Promote the development of public, commercial and community broadcasting services in the context of the Digital Migration to meet the information, educational and entertainment needs of our communities. The Digital Terrestrial Television (DTT) framework would allow for the licensing of new digital television channels, thereby introducing diversity in content production and competition among service providers. The Authority intends to introduce a new regulatory framework to support the digital era, focussing on national policy objectives of local content development and the support of public broadcasting objectives.

The Digital Migration process would also free up portions of the spectrum that can be used to achieve broadband connectivity to realise some of the country's socio-economic development goals. This value-add to services and applications is known as the Digital Dividend.

Ensure compliance with legislation and regulation. The Authority has begun a public consultative exercise to review all broadcasting regulations to ensure that these are in line with the unfolding digital era. The current review is an exploration into the impact of the existing regulatory framework for broadcasting services. As such, any outcomes from this process represent input to the broader Ministerial Review of Broadcasting Policy in South Africa. The Authority will conduct regular reviews and audits to ensure the realisation of national policy objectives for the ICT sector, and to propose the necessary interventions and remedial measures.

Promote competition in the ICT sector. Competition among ICT operators will stimulate innovation, lower prices and add value for consumers. The Authority intends to promote competition in the provision of ICT services to ensure that end-users pay fair prices and that all licensees have a fair opportunity to participate in the ICT sector. The Authority will continue with a range of regulations already in place or in the pipeline. This includes Call Termination at wholesale level among operators to reduce the cost of communications, and to ensure that that cost reductions filter through to the retail level to benefit consumers. Local Loop Unbundling (LLU), enforcement of interconnection, facilities leasing regulations and agreements, and infrastructure sharing between electronic communications network operators will also enhance competition in the ICT sector.

Strengthening and modernising ICASA involves positioning the Authority to enable it to meet the demands of a fast changing industry landscape. Technological and service developments in the ICT industry take place on a world scale, impacting different national economies in differing ways. National regulators are required by these circumstances to adapt and adjust their operations accordingly, either through reviewing their funding models and/or organisational structures.

The Authority intends to build on the experience accumulated during the 2010 FIFA World Cup and the Conference on Climate Change (COP 17) to improve efficiency in eliminating or mitigating harmful radio frequency interference at major national events. Cooperation with national security agencies in this regard will continue.

Other areas of focus for the near future include Research and Development, to keep-up with unfolding technological developments and trends. Cyber Security is one such area deserving serious attention. The Minister of Communications, Ms Dina Pule, is calling for measures to be put in place to secure eCommerce platforms.

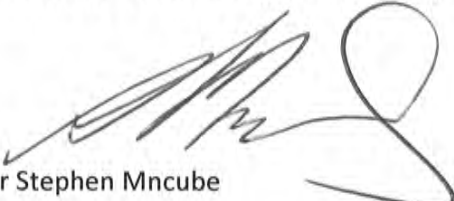
The past two decades have also seen increased interaction of national economies, and economic blocks across the globe. ICASA plays an important role in ensuring compliance with international convention with regards to the regulation of communications and postal services.

Last year the Authority hosted the merger annual general meetings between the Southern African Postal Regulatory Authority (SAPRA) and the Communications Regulatory Association of Southern Africa (CRASA) to form a new regional regulatory association for the communications and postal sectors. ICASA is currently chairing the executive committee of the new association, CRASA, and will continue to serve in this capacity until the end of the 2013/14 financial year.

Annexure B lists the roles that the ICASA Council carries out and how it delineates its functions whilst ensuring that it acts as a collective. The planned regulatory and licensing projects for 2012/2013 are incorporated into the individual performance contracts of Councillors.

Finally, the Authority plays an important role in buttressing the country's constitutional democracy. The Authority publishes regulations on the coverage of National and Local Government Elections, and monitors all radio and television election broadcasts in this regard.

The Authority will continue to play a critical role in aligning ICT regulations with policy, and ensures that the ICT sector is regulated in the public interest without fear or favour.


Dr Stephen Mncube

Chairperson
Independent Communications Authority of South Africa

Overview by the Chief Executive Officer

The Authority derives its mandate primarily from the following legislation:

- The Constitution of the Republic of South Africa;
- The Broadcasting Act 2002;
- The Independent Communications Authority of South Africa Act, 13 of 2000 (ICASA Act);
- The Electronic Communications Act, No 36 of 2005 (ECA); and
- The Postal Services Act, 124 of 1998.

The five year Strategic Plan of the Authority is premised on the abovementioned legislation and provides a blueprint for the institution's response to the needs of the Information and Communication Technology (ICT) sector. The plan articulates the vision of the Authority in dealing with the promotion of competition, universal service and access to all communication services at affordable rates and that all citizens have access to broadband services by 2020.

Context and strategic direction

Communications, globally, is fast becoming the world of data, where end-users may use one hand-held device to utilise a multitude of services previously provided through distinctly different technologies. For example, bank statements used to be received by physical post, now the end-user may receive statements via email or access their account directly through the internet via a computer or a smartphone. End-users may also now enjoy watching their favourite sport through hand-held devices, their cell phone or their computer. Essentially the transmission medium for end-users to access previously separate postal, telecommunication and broadcasting services, is changing rapidly on an international scale to a transmission medium that supports the transmission of data, which may be experienced by the end-user in any format sought after, be it online news, correspondence or their favourite television programme.

The strategic direction of the Authority is therefore to embrace this international technology-driven trend and to ensure that all regulatory endeavours aim to foster the adoption and development of South Africa's Information and Communication Technology sector into the digital era.

This strategic plan outlines the Authority's focus on the development of broadband services, the introduction of a regulatory framework for broadcasting services in the digital era as well as to ensure that retail prices faced by the end-user are comparable to that of Brazil, Russia, India and China (BRIC) thereby ensuring that all South Africans participate in the digital economy.

Competition in the sector

The promotion of competition is seen as a crucial element in achieving the goals of **Outcome 6** of Government's Outcome-based approach. The retail voice services market remains contested between a few players in both the mobile and fixed retail markets, although with increased competition between players in the provision of retail broadband services, where broadband prices have declined by close to thirty per cent (30%) for entry-level packages in the 2011/12 financial year alone.

Competition in the wholesale services market is increasing, with substantial investments going into new wireless access networks as well as long-distance and metropolitan networks. These investments will stimulate increased competition at the wholesale level of the electronic communications value chain, reducing the reliance on already existing network infrastructure. These investments provide a new backbone from which South Africa will be able to launch into the broadband era.

Spectrum Management

Access and utilisation of spectrum is increasingly becoming a priority both on the international and local stage as a result of high consumer demand for increased mobility in the use of data and voice services. This demand has led to the Authority's release of an Invitation To Apply (ITA) for both 800MHz and 2.6GHz spectrum as well increased efforts regarding spectrum interference management.

The Authority will also be implementing the new spectrum fees regime which is structured to promote the efficient use of spectrum by licensees and remove the potential hoarding of this crucial resource.

Achievements

On the regulatory front the Authority delivered on the following:

- Granted three (3) licenses for the provision of commercial radio broadcasting services for Gauteng, Cape Town and Durban;
- Published Compliance Manual Procedure Regulations;
- Published Compliance Report on Coverage of 2011 Municipal Elections;
- Released the Issues Paper on the Review of Existing Broadcasting regulations and subsequent regional public consultation;
- Published the Local Loop Unbundling (LLU) discussion document, subsequent public hearings and recommendations for a reduction in fixed line network access prices;
- Held Broadcasting signal distribution market review public hearings; and
- Developed a proposal for a combined licensing framework for the 800MHz and 2.6GHz spectrum using a wholesale open access model.;

Integrated Planning

As part of ensuring that planning is done in an integrated manner, the Authority and the DoC intend to collaborate on matters affecting the cost to communicate in South Africa. The focus areas are the following:

- To ensure fair and reduced retail prices;
- Promotion of Broadband Services; and
- To ensure Universal Service and Access.

Turning the Tide

Regulation making

An overhaul of the review of our existing Regulations is imperative to ensure that the Regulator is responsive to transformation of the ICT sector:

- A Review of the Broadcasting Regulatory Framework towards a Digitally Converged Environment, Parts 1 and 2 of 3 Government Gazette 34828; and
- On 16 March 2009, the Authority published for public comment, in notice number 304 of 2009, Government Gazette 32029, a notice inviting comments regarding draft radio frequency spectrum fee regulations. This started a process of consultation which culminated in the publication of Radio Frequency Spectrum Fee Regulations, 2010 with 1 April 2011 as the commencement date. The Authority later deferred the implementation of these regulations to 1 April 2012.



Strategic Plan 2013-2017

ICASA's proposed way forward in contributing to **Government Outcome 6** is outlined in this Strategic Plan. The plan identifies six (6) key strategic priorities for 2012/13, though a significant risk still exists in terms of adequate funding to carry them out towards achieving ICASA's mandate.

A handwritten signature in blue ink, appearing to read 'Themba Dlamini', written over a faint circular graphic element.

Themba Dlamini

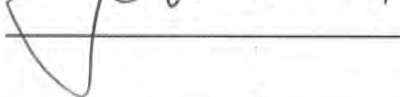
Chief Executive Officer
Independent Communications Authority of South Africa

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the executive management of ICASA under the guidance of Council;
- Takes into account all the relevant policies, legislation and other mandates for which ICASA is responsible; and
- Accurately reflects the strategic outcome oriented goals and objectives which ICASA will endeavour to achieve over the period 2013 to 2017.

Thamsanqa Ndadana
Acting Chief Financial Officer

Signature: 

Geoffrey Cox
Monitoring & Evaluation Specialist
Office of the CEO


Signature: 

Themba Dlamini
Chief Executive Officer

Signature: 

Approved by:

Dr Stephen Mncube
Chairperson

Signature: 

Date: 06-03-2012

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Executive Summary

This 2013-2017 Strategic Plan comprises eight (8) Strategic Outcome Orientated Goals supported by thirteen (13) Strategic Objectives. This strategic planning document is aligned to relevant Government Outcomes and supports the Department of Communications' vision of being "A Global Leader in the Development and use of ICTs for socio-economic development and the betterment of people's lives".

Areas of focus to support the DoC: are;

- the implementation of an ICT rural development strategy to improve socio-economic conditions in targeted communities;
- working to facilitate and monitor the Digital Terrestrial Television (DTT) infrastructure roll-out strategy of the DoC;
- the successful migration to digital broadcasting from the current method of terrestrial broadcasting;
- implementing a national incentive for the ICT industry so as to create a competitive and sustainable industry;
- increasing universal access and services to the ICT through creating measures to improve spectrum usage in accordance with the National Radio Spectrum Policy; and
- improving and optimising the Authority's institutional processes thereby enhancing the DoC's performance.

This Strategic Plan provides the blueprint for the Authority to carry out its mandated objectives, in the context of a national plan of work informed by priorities identified in the Medium Term Strategic Framework (MTSF).

The Authority's Medium Term Business Plan for 2013-2015 contains the detailed operational information and budgetary provisions to support performance targets. The organisation remains committed to its vision and value system, and will ensure that performance measures to demonstrate excellence, institutional accountability and on-going transformation remain in place. To achieve its mandate this plan requires that the National Treasury provides increasing levels of financial support for the work of ICASA.

MTEF period 2013-2015 work programme

The medium term Key Outcomes, Outputs and Activities that support the Strategic Outcome Orientated Goals and Strategic Objectives are summarised in the Annual Performance Plan in Annexure A.

Priorities for 2012/13

The priorities for the 2012/13 financial year are a continuation of those identified in 2011/12:

Strategic Priorities

- i. Local Loop Unbundling (LLU);
- ii. Access to Broadband and fair pricing across the broadband value chain;
- iii. Spectrum monitoring and assignment equipment and related software;
- iv. Review of existing regulatory framework for broadcasting services to support the introduction of digital terrestrial television;
- v. Promoting Universal Service and Access; and
- vi. Licensing of Spectrum.

Operational Priorities

- vii. Head Office relocation;
- viii. Organisational realignment; and
- ix. Formulation of a Self-Funding model.

Wider economic challenges

The South African economy faces challenges based on wider global economic pressures, notably the financial challenges in the European Union. Such pressures have an impact on the South African economy in the form of a fluctuating and trending higher exchange rate. Given that a large portion of electronic communications equipment is imported, it is possible that the costs of the necessary capital equipment required to achieve broadband coverage by 2020 may increase.

Part A: Strategic Overview

The Independent Communications Authority of South Africa (ICASA, the Authority) is a Chapter Nine Institution. It operates in terms of the Independent Communications Authority of South Africa Act, No 13 of 2000 (as amended) which provides for the continued existence of the Authority.

1. Our Vision

To advance the building of a digital society.

2. Our Mission

To ensure that all South Africans have access to a wide range of high quality communication services at affordable prices.

3. Our Values

The Authority adopts the following principles in the consideration of all regulatory activity:

People	We value, respect and recognise our people;
Necessity	We are committed to evidence-based regulation ensuring that regulation is only introduced where there is a demonstrable need. We intend to ensure that regulatory compliance does not become a barrier to the development of a sustainable ICT sector by simplifying or reducing regulation, wherever possible or appropriate;
Effectiveness	We are committed to achieving our identified goals and to delivery on our mandate, taking into account the impact of such decisions;
Proportionality	We aim to impose obligations in an objective, transparent and proportionate manner, where intervention is necessary;
Transparency	We will strive to work within a consistent, fair and defined set of parameters, and to ensure decisions are evidence-based and fully reasoned, and that any decision-making process is open and accessible;
Accountability	We are formally accountable to the Parliament of South Africa and, through the appeals system, to the courts and remain conscious that we ultimately serve the end-users; and
Consistency	We will pursue our legal responsibility to ensure consistency in our actions.

The Authority's work is used to assist Government in addressing some of its pertinent challenges such as the digital divide and universal access to electronic, broadcasting, postal and communications services thereby making a difference to the lives of people in South Africa.

4. Legislative and other mandates

4.1. Constitutional mandates

The Constitution of the Republic of South Africa

- The Constitution of the Republic of South Africa (RSA) places a duty on Parliament “to establish an independent regulatory institution which is required to provide for the regulation of broadcasting in the public interest and to ensure fairness and a diversity of views broadly representing South African society” (S192). Parliament has deemed it fit to add the regulation of electronic communications and postal services to this function.
- ICASA is a licensing body, a regulator and a quasi-judicial body because it licenses, regulates, adjudicates and issues sanctions (S34).
- ICASA is also an organ of state bound by the Bill of Rights (S8).

4.2. Legislative mandates

The Broadcasting Act of 2002

- The Act amended the Independent Broadcasting Authority (IBA) Act of 1993, which sought to clarify the powers of the Minister and the regulator.
- The Act called for a new Broadcasting Policy that will, among others, contribute to democracy, development of society, gender equality, nation building, provision of education and strengthening the spiritual and moral fibre of society.

The Independent Communications Authority of South Africa, Act of 2006 (ICASA Amendment Act)

- The primary object of this Act is to provide for the regulation and control of telecommunication matters in the public interest (S2). It seeks, among others, to promote the universal and affordable provision of telecommunication services.
- The Act established the South African Communications Authority, and this regulator shall be independent and impartial (S3).

The Electronic Communications Act, No 36 of 2005 (ECA)

- The substantive regulatory function of ICASA is pertaining to broadcasting, postal services and the electronic communications sectors.
- ICASA plays a concurrent function with the Competition Commission on competition matters (Chapter 10).
- ICASA strives to create an appropriate and predictable regulatory environment to achieve the stated objects of the EC Act of 2005, section 2 (S2).

The Competition Act of 1998

- The Competition Commission and Competition Tribunal play a complementary role or co-jurisdiction role with ICASA on competition matters within the electronic communications environment (S82 (1)).
- The Competition Commission holds an ex post jurisdiction over competition related matters. ICASA holds an ex ante and ex post jurisdiction over competition related matters.

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

- PAJA binds ICASA in its deciding functions and the Complaints and Compliance Committee (CCC) in the exercise of their administrative and judicial functions.

The Postal Services Act, No 124 of 1998

- The Postal Services Act requires the Authority to license and monitor the South African Post Office (SAPO) in relation to the achievement of customer care standards and the provision of universal service obligations, including the roll-out of street addresses and the provision of retail postal services in under-serviced areas.

4.3. Policy mandates

4.3.1. Universal Services Access Obligations (USAO)

The Minister of Communications released the National Broadband Policy on 13 July 2010, with the vision “to ensure universal access to Broadband by 2019 by ensuring that South Africans are able to access Broadband either individually, or as a household, subscribe to a broadband service, or are able to access broadband services directly or indirectly at a private or public access point” (Government Gazette No. 33377, page 10).

The Authority views its responsibilities in achieving this objective as ensuring that broadband is made available to all citizens by:

- Creating an enabling environment for broadband growth through promoting competition in the broadband market at the level of infrastructure and services;
- Promoting infrastructure-sharing between Electronic Communications Network Service (ECNS) licensees; and
- Developing an allocation strategy for spectrum suitable for fixed, mobile and unlicensed broadband.

The Authority intends to achieve these outcomes through stakeholder engagement and regulatory measures where necessary, to cover the following areas:

- Promote competition in broadband markets. Local Loop Unbundling is part of this process to open access to fixed networks;
- Enforce the interconnection (IC) and facilities leasing (FL) regulations rigorously;
- Promote infrastructure sharing between electronic communications network operators as well as greater co-operation between municipalities and ECNS licensees with regard to way leaves to extend the network of networks to its fullest possible extent;
- Development of a ten year spectrum allocation strategy for spectrum suitable for fixed, mobile and unlicensed broadband and make it available during the ten year period. The Authority will also explore the possibility of introducing spectrum leasing regulations to maximise the efficient use of spectrum for broadband;
- Build a common understanding as to the scope and scale of the broadband network of networks in the Republic through research and network audits during the ten year period; and
- Engage with stakeholders and the National Electricity Regulator of South Africa (NERSA) with regard to facilitating the availability of electricity to power the broadband network of networks as it expands throughout the country.

4.3.2. The Department of Communications policy framework

The Authority is responsible for regulating electronic communications, broadcasting and postal services in the public interest, to ensure affordable services of a high quality for all South Africans. In addition to developing regulations the Authority also issues licenses to electronic communications and broadcasting service providers, enforces compliance with rules and regulations, protects consumers from unfair business practices and poor quality services, hears and decides on disputes

and complaints brought against licensees, and controls and manages the effective use of the radio frequency spectrum.

The DoC policy framework is embedded within and aligned to broader government priorities and policy, as enunciated, for example, in the Medium Term Strategic Framework (MTSF), the New Growth Plan and most recently the finalisation of government's twelve (12) Key Outcomes. The Authority has realigned its strategic objectives to contribute directly to the DoC Outcomes as identified in the Minister's Performance Agreement, relating specifically to **Outcome 6**, namely an **Efficient, Competitive and Responsive Economic Infrastructure Network**;

Output 1: Improving competition and regulation - The Department has been mandated to review the current industry structure to ensure that the principle of separating policy, operations and regulations is constantly driven through:

- Developing and enacting the ECA Amendment Bill into Law;
- Developing and enacting the ICASA Amendment Bill into Law;
- Developing of an Integrated ICT Framework; and
- Review of Legislation that has a bearing on ICT.

Output 5: Communication and Information Technology - In order to reduce cost of communication, increase our broadband penetration and to reduce the digital divide in both urban and rural contexts, the following is expected:

- Issuing of a policy directive for the unbundling of the local loop;
- That the cost of voice calls, that is mobile, wholesale (Interconnection/Mobile Termination Rates) and fixed-public access, be reduced by 30% by 2014;
- Broadband enhancements:
 - Improve Broadband speed from 128kbps to 256kbps, through the broadband policy intervention;
 - Increase Broadband penetration from 2% to 10% by 2014; and
 - 60% population coverage through DTT infrastructure roll-out (Dependent on SENTECH).

5. Situational Analysis

The Authority identified the following priority initiatives during the 2011/12 financial year:

- i. Local Loop Unbundling;
- ii. Broadband;
- iii. Spectrum monitoring and assignment equipment and related software;
- iv. A review of the existing regulatory framework for broadcasting services to support the introduction of digital terrestrial television;
- v. Universal Service and Access;
- vi. Licensing of High Demand Spectrum; and
- vii. System Automation – online application and data.

In identifying these priority initiatives, the Authority reviewed its budget allocation to ensure that funding was allocated directly to those core areas that support government objectives. The lack of sufficient funding of the Authority still has the following opportunity costs:

- The Authority continues to over-pay for office rental until its head office relocation is fully funded. This is a matter of serious concern and has been raised by Parliament's Special Committee on Public Accounts. The knock-on effect of higher than necessary rental costs is that more important initiatives are starved of funds.
- ICASA continues to fail to comply with its legislative mandate to effectively monitor and enforce activities by licensees, by not having the requisite equipment. Monitoring and enforcement activities are a key component of the role of a regulator, where the lack of any ability to enforce legislation hinders the Authority's efforts to support government objectives.
- ICASA cannot conduct the necessary work to support government objectives, for example, through the effective allocation of spectrum or development of the regulatory framework that will lead to lower prices for end users.

This shortage of funds forced the Authority to revise deliverables included in its 2011-2014 corporate strategy. This reduced the input the Authority had in ensuring achievement of **Outcome 6** of Government's outcomes-based approach, which was revised in line with the re-prioritisation of funds.

ICASA's MTEF budget submission is informed by Government's policy priorities aimed at addressing the challenges posed by converging technologies in the communications sector, reducing the cost of doing business, enhancing the productive capacity of the economy, creating employment, investing in human capital development and improving the capacity and effectiveness of the state to deliver services.

Whilst the Authority's strategic goals remain based on the key Government priorities it is unlikely to achieve all of these objectives in the future if its funding allocation is not increased. The Authority needs to attract more funding, in order to grow responsibly, meet its objectives and assure financial viability, good governance and risk management within the organisation.

The additional funding requested during 2011 was divided into Infrastructure (Capital Projects) and Non-Infrastructure (Opex projects). Partial additional funding was however received for 2013 onwards and these ring-fenced allocations will assist in meeting some of the priorities.

Progress to date on the 2011/12 priority initiatives has been as follows:

Local Loop Unbundling (LLU)

The Authority prioritised the implementation of LLU to commence in the 2011/12 financial year. After the release of a discussion paper (22 June 2011) and public hearings (11 to 13 November 2011), the Authority announced (30 November 2011) that LLU is to be implemented through a phased approach, to ensure minimal disruption to network services as well as to provide sufficient time for industry collaboration on mechanisms to address the access line deficit. A price reduction on the IPConnect product is to take place at the end of March 2012, with the Bitstream form of LLU to be available from November 2012. The Authority intends to continue evaluating the necessity for implementation of LLU through the 2012/13 financial year by initiating a price benchmark study across the broadband value chain. The results of this study will be utilised to shape further regulatory intervention in the ICT sector where the need is identified.

Broadband

Access to Broadband Wireless services depend on the availability of radio frequency spectrum. The Authority prioritised the development of a regulatory response to the National Broadband Plan as released by the Minister of Communications (13 July 2010). The Authority is an active member of the Broadband Inter-Governmental Implementation Committee (BIGIC) chaired by the DoC. During the year 2011/12, the Authority, in conjunction with the DoC, initiated an ICT indicators toolkit to ensure that both regulator and policy-maker are consistently provided with up-to-date information about broadband utilisation and penetration. The Authority also initiated the development of an on-line map of detailed network coverage data so that all stakeholders will be able to establish the types of network coverage available at any location within South Africa. The Authority will conclude the development of this on-line map during the course of 2012/13 financial year and conduct the above-mentioned price benchmark study across the broadband value chain.

Spectrum monitoring and assignment equipment and related software

The procurement of this critical equipment and software is to be completed by the end of March 2012. Implementation and staff training regarding the use of this equipment is to take place during the 2012/13 financial year.

A review of the existing regulatory framework for broadcasting services to support the introduction of digital terrestrial television

The Authority issued an Issues Paper regarding the review of the existing broadcasting regulatory framework on 8 December 2011. Subsequently the Authority has undertaken regional consultations with public hearings in Johannesburg to take place from 26 to 30 March 2012. The outcome of the public consultation will dictate the form and procedure which the Authority will follow going forward into 2012/13.

Universal Service and Access

The Authority held consultative workshops with stakeholders on Universal Service and Access in August 2011 and published draft regulations on Under-Serviced Area definitions on 6 October 2011.

The Authority intends to proceed with implementation of recommendations made by all stakeholders during the 2012/13 financial year by developing a mechanism for access to the Universal Service and Access Fund.

Licensing of High Demand Spectrum

The Authority issued a draft Invitation to Apply for the High Demand Spectrum (800MHz and 2.6GHz) on 15 December 2011 for comment by all stakeholders. The Authority awaits the conclusion

of the Ministerial policy directive process before proceeding with the licensing of High Demand Spectrum.

System Automation

The Authority has initiated a process of automating all support service functions. This is an on-going activity that is to be concluded during the 2012/13 financial year.

5.1. Performance environment

Increased access to the internet is viewed as a crucial objective, given the ability for access to the internet to stimulate economic growth as well as support broader socio-economic goals such as eEducation, eHealth and eGovernment. A 10% point increase in internet penetration is forecast to stimulate a 1.38% point increase in economic growth¹ through providing direct benefits in the building and maintenance of networks and indirect benefits through new business and employment opportunities that may be created owing to increased access to the world's most efficient communications system – the internet.

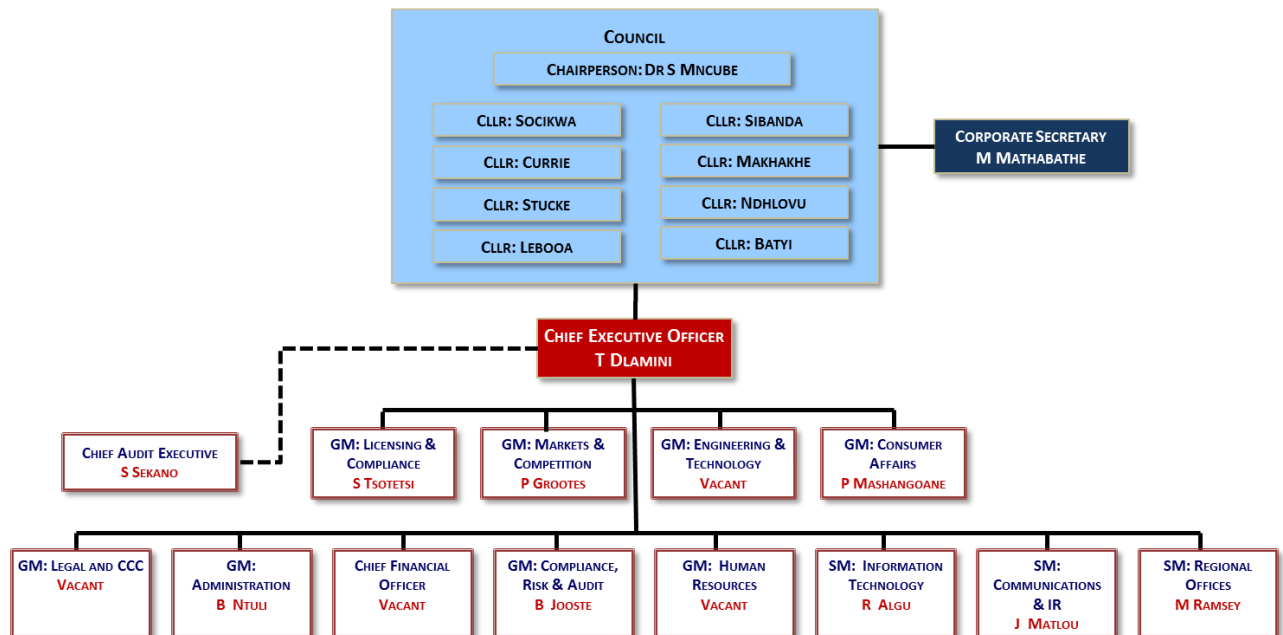
In South Africa, only 27.5% of households report that at least one member of a household has access to the internet either at home or at work². However, there is growing demand for internet services, evidenced both by price trends in the market and the increased demand for critical inputs to provide such services in the form of the high demand for critical “high demand” spectrum, particularly in the 2.6GHz range. The Authority intends to support the Government objective of universal access to the internet by 2020 by providing all necessary critical inputs and regulatory measures timeously. Nevertheless, significant challenges exist whereby the majority of South African citizens face high communications costs, not necessarily as a function of costs, but as a function of income. Furthermore, South Africa is a nation of vast distances and varying geographic topography making network deployment both a slow and costly process. It is therefore imperative that the Authority adopts population density rather than geographic coverage as an indicator for universal access.

¹ Kim, Y., Kelly, T. & Raja, S., 2010. Building broadband: Strategies and policies for the developing world. World Bank

² StatsSA General Household Survey, 2010

5.2. Organisational environment

ICASA Organogram



The Authority is undergoing an organisational realignment process to reposition ICASA to deliver effectively on its mandate. Whilst the current structure shows vacancies in certain positions, a reorganisation will result in some of the portfolios changing completely and new ones being created. The cost related to this approach will have to be taken into consideration. Furthermore, the newly formed structure will lean towards a reduced executive and elevating specialists in programmes where necessary. The end product of this realignment is to streamline the Authority's reporting and governance framework.

5.3. Strategic planning process

The Authority has updated its three year corporate strategy to a five year strategic plan. This annual update is done by taking into consideration several inputs; a scan of important developments in the internal and external environment, an updated analysis of perceived strengths, weaknesses, opportunities and threats (SWOT), and engagement with internal and external stakeholders. Changes in the strategy are influenced by the availability of funding, recommendations from institutional reviews and changes in leadership.

The following provides an overview of important national policy developments that impact on the work of the Authority:

- Following the fourth democratic elections in 2009, a strong emphasis on coordinated national planning, resource allocation and performance management was introduced. The Medium-Term Strategic Framework (MTSF) published in July 2009 identified key development challenges facing South Africa, as well as ten (10) national priority areas for focused interventions. Strategic and business plans of Government departments and public entities must outline their planned contributions towards the ten (10) national priorities, so that plans, activities, budgets and implementation strategies are aligned across spheres and departments. The Authority's contributions towards addressing Government's twelve (12) Key Outcomes derived from these national priorities are explicitly identified in its strategic plan.

- Medium-Term Strategic Framework (MTSF) allocations were made to enable the Authority to participate in the integrated implementation of the plan, especially when advancing the philosophy of a digital society.
- In addressing Government's strategy for service delivery, the Authority has taken note of **Outcome 6, Building an Efficient, Competitive and Responsive Economic Infrastructure Network**, which emphasises increasing broadband penetration and the digital terrestrial television infrastructure rollout. The Authority has placed the provision of broadband services at the front and centre of its work plan and is committed to ensuring a successful migration to digital terrestrial television.

The following internal imperatives, linked to prerequisites for institutional sustainability, will also drive the implementation of the strategy:

- **Focus on good governance and accountability:** The Authority has taken note of the recommendations outlined in the King III report on corporate governance, and is ready to integrate these principles into its policies and practice. This commitment to institutional accountability requires explicit mention in the strategic and operational plans of the Authority.
- **Focus on sustainability:** The global financial meltdown and associated economic downturn in South Africa had an impact on resources that are readily available for research. Financial targets set at strategic level will have to be backed up with operational plans addressing prerequisites for institutional sustainability. These include staffing requirements (quality, size and composition of staff complement), research priorities (relevance, quality, effective production and dissemination) stakeholder relations (being recognised as a "partner of choice"), optimal and cost-effective resourcing and appropriate institutional policies and practices.

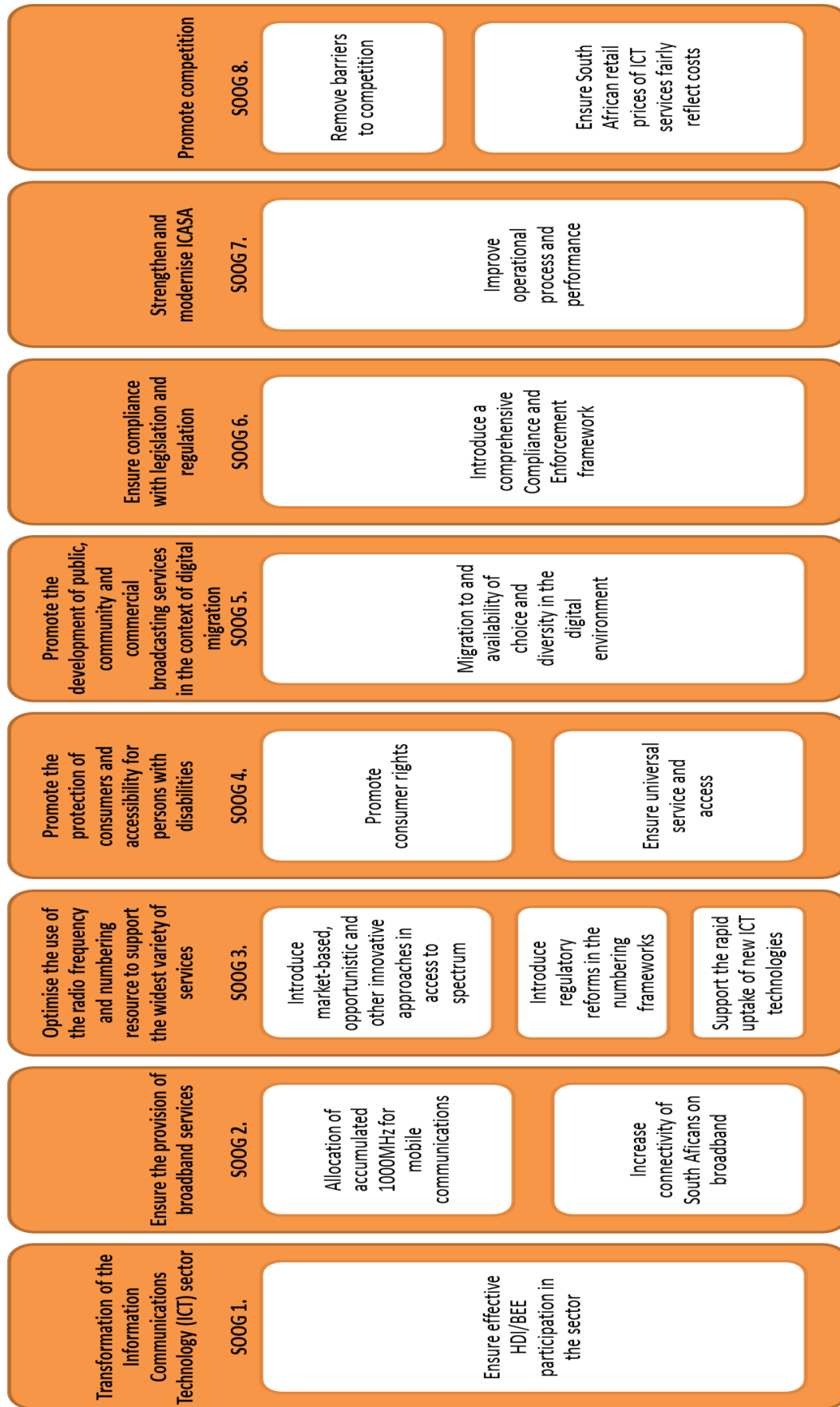
Monitoring implementation of the strategy provides regular feedback on the progress of operational plans, and together with evaluating the achievement of predetermined objectives and targets provides managers, decision makers and other stakeholders with performance measurements. This information informs the Authority's progress in its Annual Report and in turn is used in the next planning cycle.

5.4. Institutional arrangements

The Authority strives to be an efficient and highly productive regulator that maximises benefit to stakeholders, staff and management from effective systems, processes, resources and organisational culture. The Authority will also:

- Promote internal and external service quality standards;
- Continue the ICASA-wide capacity building programme focusing on staff and promote the coaching skills initiative for managers. Develop plans for staff development, career growth and succession for senior staff members;
- Implement a new financial model to ensure that core salaries are fully covered by the Parliamentary grant, hence reducing pressures on cash flow and providing security of permanent employment to highly skilled staff;
- Obtain support from the DoC and National Treasury to address funding shortfalls for infrastructural support; and
- Increase the proportion of under-represented groups in the middle management echelons of the Authority and promote a culture of valuing diversity in all its forms within the ICASA community.

6. Strategic outcome oriented goals of the Authority



Strategic Outcome Oriented Goal 1	Transformation of the Information Communications Technology (ICT) sector
Goal statement	Promote the empowerment of historically disadvantaged persons, including Black people, with particular attention to the needs of women, youth and persons with disabilities.

Risks identified

Following an extensive consultation process, the Authority has drafted recommendations pertaining to ownership and control issues for the attention of the Minister of Communications. The regulatory framework applicable to ownership and control may also be affected by the amendments of the ECA, and finalisation of the ICT Charter. The Authority intends to participate in the amendment process of the ECA and thereafter align its initiatives and existing regulations.

Strategic Outcome Oriented Goal 2	Ensure the provision of broadband services
Goal statement	All South Africans should have affordable access to reliable high speed broadband services by 2020. Regulatory policies must promote open access, technological neutrality and investment to ensure that broadband service providers have sufficient incentive to develop and offer broadband services as well as harness the capacities of the state in support of the provision of broadband services.

Risks identified

The successful uptake of broadband services involves a multitude of players. On the supply-side it includes all licensees, including government agencies and municipalities. On the demand-side it includes end-users, designated groups as well as government departments. The risk associated to this goal is the challenge in achieving consensus from all parties on how best to ensure access to the internet for all by 2020. The Authority intends to manage this risk through an on-going engagement with the DoC regarding the implementation of the Broadband Policy as well as holding industry workshops to cover supply-side aspects of the provision of broadband services.

Strategic Outcome Oriented Goal 3	Optimise the use of the radio frequency and numbering resource to support the widest variety of services
Goal statement	Efficient and effective use of frequency and numbering resource to promote the growth and rapid deployment of innovative and efficient communications technologies and services.

Risks identified

The review of the radio frequency plan in 2012/2013 will focus on frequency migration which, among other things, will facilitate the release of spectrum for wireless broadband access. There is also a need to develop a ten (10) year roadmap on spectrum management and assignment. The risks associated with spectrum management include the potentially high costs of spectrum migration which some licensees may have to incur.

In addition, the management of the numbering resource is a critical factor in the evolving world of application to person and machine to machine communication. Such techniques of communication increase the demand for access to the numbering resource which the Authority will incorporate into the national numbering plan. In order to mitigate the risk of inefficient use of this resource the Authority intends to introduce a framework for the levying of fees on the use of numbers by 2016.

Strategic Outcome Oriented Goal 4	Promote the protection of consumers and accessibility for persons with disabilities
Goal statement	Ensure the continued protection of consumers in the ICT and postal sectors, through advocacy and awareness raising programmes, a streamlined complaints handling system, Quality of Service and Quality of Experience assessments. Ensure that the needs of persons with disabilities are provided for by operators in compliance with consumer protection regulations, as well as ensure universal service to postal services.

Risks identified

The complaints handling system is not automated and this is likely to compromise the integrity of complaints data. Furthermore, the monitoring and evaluation of progress made on the redress of complaints is at times a challenge. This risk will be mitigated by an Electronic Complaints Case Management System that the Authority needs to procure to improve efficiencies in the redress of consumer complaints

The current regulatory framework for monitoring and evaluating the performance of the postal sector in achieving universal service objectives is out-dated, meaning that the Authority is not in a position to evaluate the performance of the universal postal operator, SAPO, effectively. The Authority intends to mitigate this risk by introducing a new regulatory framework for the provision of universal access to postal services over the ensuing MTEF period.

Strategic Outcome Oriented Goal 5	Promote the development of public, community and commercial broadcasting services in the context of digital migration
Goal statement	ICASA will promote the development of public, commercial and community broadcasting services which are responsive to the needs of the public, competitive and diverse and which promote a plurality of news, views and information and provide a wide range of entertainment and educational programmes, a proportion of which are locally produced.

Risks identified

The development of public, community and commercial broadcasting services is at a nexus of substantial and disruptive change with the introduction of DTT, and the ensuing availability of increased capacity for more channels within the allocated spectrum to support a greater variety of broadcasting services. This migration necessitates the development of a new broadcasting regulatory framework to support the digital era which includes a complete review of all existing regulations that affect broadcasting services.

The Authority will ensure that the new regulatory framework supports all stakeholders, including the Ministerial Policy Review of the broadcasting sector. To ensure that this is achieved, the Authority intends to embark on a broad consultation process covering all interest groups so as to coherently structure the regulatory review process for the ensuing MTEF period.

Strategic Outcome Oriented Goal 6	Ensure compliance with legislation and regulation
Goal statement	ICASA will advocate for compliance with applicable laws and regulation in South Africa. ICASA will also investigate and audit activities by licensed and unlicensed entities to ensure compliance.

Risks identified

The Authority manages matters of compliance in which licensees are obliged to comply with norms and standards as specified by the Authority in various regulations, as well as disputes between licensees, such as interconnection and facilities leasing disputes. The risk the Authority faces is in licensees not effectively complying with mandated requirements.

The Authority intends to manage this risk by streamlining its compliance and dispute resolution procedures over the MTEF period as well as to ensure that future regulations include clear and concise compliance obligations.

Strategic Outcome Oriented Goal 7	Strengthen and modernise ICASA
Goal statement	ICASA will be an efficient and highly productive regulator that maximises benefit to stakeholders, staff and management from effective systems, processes, resources and organisational culture. The Authority will promote internal and external service quality standards.

Risks identified

Whilst partial additional funding has been made available to assist the Authority to relocate its Head Office and so reduce rental costs, the necessary approval processes lie outside the remit of the Authority which may delay the implementation process. Concerted attempts are being made to ensure approval processes are fast-tracked.

Strategic Outcome Oriented Goal 8	Promote competition
Goal statement	The Authority intends to promote competition in the provision of electronic communications, postal and broadcasting services that supports the Nation’s economy and the developmental goals of the Republic. The competitive framework should foster innovation and offer consumers fair prices and a reliable, meaningful choice in affordable services.

Risks identified

The promotion of competition necessitates changing market structures and conduct of existing licensees so as to ensure an improved experience for the end-user. However, the Authority faces substantial information asymmetry as to the conduct and structure of existing markets as well as the potential challenges from those parties likely to be affected by any pro-competitive action. The Authority intends to mitigate this risk by detailed information gathering processes and consultative processes during any investigation.

Part B: Strategic Objectives

ICASA's strategic objectives (SO) are linked to the Government's Outcomes Based Approach. The strategic objectives that have been identified to achieve the set strategic outcome orientated goals (SOOG) are summarised in the table below, and are discussed within the context of the allocated budgets of the functional programmes.

SOOG	1	STRATEGIC OUTCOME ORIENTATED GOAL:	Transformation of the ICT sector
SO	1.1.	STRATEGIC OBJECTIVE:	Ensure effective HDI/BEE participation in the sector
SOOG	2	STRATEGIC OUTCOME ORIENTATED GOAL:	Ensure the provision of broadband services
SO	2.1.	STRATEGIC OBJECTIVE:	Allocation of accumulated 1000MHz for mobile communications
SO	2.2.	STRATEGIC OBJECTIVE:	Increase connectivity of South Africans on broadband
SOOG	3	STRATEGIC OUTCOME ORIENTATED GOAL:	Optimise the use of the radio frequency and numbering resource to support the widest variety of services
SO	3.1.	STRATEGIC OBJECTIVE:	Introduce market-based, opportunistic and other innovative approaches in access to spectrum
SO	3.2.	STRATEGIC OBJECTIVE:	Introduce regulatory reforms in the numbering frameworks
SO	3.3.	STRATEGIC OBJECTIVE:	Support the rapid uptake of new ICT technologies
SOOG	4	STRATEGIC OUTCOME ORIENTATED GOAL:	Promote the protection of consumers and accessibility for persons with disabilities
SO	4.1.	STRATEGIC OBJECTIVE:	Promote consumer rights
SO	4.2.	STRATEGIC OBJECTIVE:	Ensure universal service and access
SOOG	5	STRATEGIC OUTCOME ORIENTATED GOAL:	Promote the development of public, community and commercial broadcasting services in the context of digital migration
SO	5.1.	STRATEGIC OBJECTIVE:	Migration to and availability of choice & diversity of broadcasting services in the digital environment
SOOG	6	STRATEGIC OUTCOME ORIENTATED GOAL:	Ensure compliance with legislation and regulation
SO	6.1.	STRATEGIC OBJECTIVE:	Introduce a comprehensive Compliance and Enforcement framework
SOOG	7	STRATEGIC OUTCOME ORIENTATED GOAL:	Strengthen and modernise ICASA
SO	7.1.	STRATEGIC OBJECTIVE:	Improved operational processes and performance
SOOG	8	STRATEGIC OUTCOME ORIENTATED GOAL:	Promote competition
SO	8.1.	STRATEGIC OBJECTIVE:	Remove barriers to competition
SO	8.2.	STRATEGIC OBJECTIVE:	Ensure South African retail prices of ICT services fairly reflect costs

7. Functional Programmes

ICASA's operating budget is structured into four core functional programmes and a corporate support services programme which includes all the operational support service business units.

7.1. Programme 1: Governance and Administration

The purpose of Programme 1 is to provide operational support services to the Authority through the following business units:

7.1.1. Regional Offices

The mandate of the Regional Offices is to eliminate or reduce radio frequency spectrum interference experienced by authorised users (ECA section 30(3) and (4)) and to inspect possession of radio apparatus (ECA section 32(1)).

Objectives/Performance Outcomes

- Execute centralised high impact investigations of radio apparatus in terms of the ECA section 30(3) and (4) and section 32(2) the related legislation and other applicable laws;
- Execute ICASA's mandate in terms of the ECA section 32(1), 30(3) and (4) in safety and security operations at national events/situations as coordinated by the National Joint Operational Centre on behalf of the Justice Crime Prevention & Security (JCPS) Cluster of Government; and
- Facilitate the conclusion of a MoU between ICASA and provincial stakeholders;

7.1.2. Legal and Complaints & Compliance Committee (CCC)

This function ensures that all legal instruments including but not limited to, legislation, regulations, agreements, contracts, opinions, advice and memoranda are legally sound and beyond reproach when published or promulgated, entered into and concluded into legally binding documents.

The Legal department's mandate is to provide effective and efficient legal services to safeguard the Authority's interests.

Objectives/Performance Outcomes:

The performance outcomes of this function include:

- Provide technical and administrative support to the CCC in its adjudicatory functions;
- Proactively monitor Parliamentary Legislative Processes that may impact on the statutory mandate of ICASA;
- Draft, vet and scrutinise subordinate legislation, namely, regulations and government notices published in the Government Gazette;
- Draft, vet and scrutinise all agreements and memoranda entered into and concluded between the Authority and other national and international regulatory agencies or bodies; and
- Manage all litigation instituted against and for the Authority that is before the High Court, Supreme Court of Appeal and the Constitutional Court.

7.1.3. Human Resources

The Human Resources function is the custodian of the human capital management with the responsibility to ensure that the organisation is able to achieve its vision, mission and strategic goals through the optimum utilisation of its human resources.

Objectives/Performance Outcomes:

To provide the role of a facilitator, coordinator, broker and change agent, the department has set itself the following objectives to enable the organisation to achieve its strategic objectives for the planning period:

- Ensure efficiency, effectiveness and sustainability of the organisation;
- Continue the ICASA-wide capacity building programme focusing on staff and promote the coaching skills initiative for managers. Develop plans for staff development, career growth and succession for senior staff members;
- Develop a Culture of Learning and Innovation;
- Optimise value derived from human capital through an effective performance management framework;
- Provide an Integrated Talent Management strategy;
- Transformation of the remuneration strategy; and
- Practice sound Employee Relations practices for the establishment of a disciplined and harmonised workplace.

Risk management

Risk: Lack of financial resources may not enable the programmes that often require external expert facilitation and advice. Mitigation: Skills development must be provided for as a special need when budgeting.

7.1.4. Communications & International Relations

The mandate of the Communications and International Relations function is to provide corporate communications support to the Authority, and to coordinate the Authority's international relations program and activities.

Objectives/Performance Outcomes:

- Promote access to and a free-flow of information about the Authority's regulatory activities to the general public, consumers, licensees and operators, the media and other stakeholders;
- Position the Authority, its Councillors and officials, favourably in the public space;
- Promote a free flow of information within the organisation, and improve employee morale and contribute to the creation of a conducive corporate culture; and
- Coordinate the Authority's international relations program and cooperation with other regulators and agencies across the African continent and world-wide.

7.1.5. Administration Support Services

The Administration and Support Services function provides strategic support to other ICASA functions and stakeholders.

Objectives/Performance Outcomes:

- Ensure ICASA Records Management has effective Knowledge Management Systems;
- Constantly improve the provision of professional Administration Support Services;
- Provide management of the Authority's property and assets; and
- Ensure adequate Security and Occupational Health & Safety measures are in place.

7.1.6. Information Technology Services

The mandate of IT Services is to provide technology infrastructure, continuous access and security, technical support and maintenance of internal systems, development and sourcing of business

applications and solutions that will enable all ICASA business functions to perform at their highest potential in order to achieve ICASA's strategic goals and objectives.

Objectives/Performance Outcomes:

- Introduce latest technical architecture and key systems to reduce potential failures and security risks and leverage IT performance benefits. This includes the implementation of a new Spectrum System, a Customer Relationship Management System and a Human Resources System. These systems will be phased in over a four year period with full integration across all systems;
- Enhance policies, adhere to standards and adopt procedural frameworks to improve the integrity, delivery and usability of ICASA data/information; and
- Identify opportunities to strengthen and leverage business processes.

7.1.7. Finance

The mandate of Finance is to implement financial standards and policies, financial controls, manage financial resources and procurement in line with Public Finance and Management Act (PFMA) and relevant legislations.

Objectives/Performance Outcomes:

- Improve Financial Systems;
- Improve Financial Processes, Procedures, Policies & Compliance;
- Improve Financial Reporting;
- Improve Revenue Collection;
- Improve participation of HDI in ICASA procurement; and
- Implement a new financial model to ensure that core salaries are fully covered by the Parliamentary grant, hence reducing pressures on cash flow and providing security of permanent employment to highly skilled staff;
- Obtain support from the DoC and National Treasury to address funding shortfalls for infrastructural support;

Risk management

Risk: Inability to manage funds efficiently and effectively. Mitigation: Create appropriate finance structure and monitoring functions.

7.1.8. Compliance, Risk & Audit

Compliance, Risk & Audit provides an effective and efficient internal assurance function in collaboration with external assurance providers to both internal and external stakeholders of the Authority.

The mandate of Compliance, Risk and Audit is to ensure overall compliance to all legislative mandates impacting the Authority.

Objectives/Performance Outcomes:

- Ensure that processes are in place for an accurate and reliable assessment, monitoring and evaluation of Organisational Performance against Budget and Strategic Plans
- Co-ordinate fraud prevention, detection and investigative strategies through a Fraud Prevention Plan;
- Co-ordinate risk management, including compliance risk management, within the Authority through implementation of a Risk Management Policy and Plan;

- Ensure an effective control environment through monitoring of the review processes of Policies and Procedures, including procedure manuals; and
- Ensure an effective control environment with internal audit reports issued in regard to business processes and associated controls, internal control, risk management and governance processes.

7.2. Programme 2: Licensing and Compliance

The purpose of Programme 2 is to promote competition through licensing of additional commercial broadcasting services, as well as, monitoring and ensuring compliance with legislation, regulations and licence terms and conditions by licensees and exempted services.

The mandate of the Licensing and Compliance is to provide human capacity and resources in relation to:

- granting, authorisation, renewal, amendment, transfer and revocation of broadcasting, electronic communications services, electronic communications network services and postal services, as well as authorising licence exemptions; and
- monitoring and ensuring compliance with legislation, regulations and licence terms and conditions by licensees and exempted services.

Objectives/Performance Outcomes

- Ensure effective compliance with legislation and regulation;
- Develop and publish annual compliance reports;
- Publish compliance report on coverage of National Government Elections in 2014;
- Procure Broadcasting and Postal Monitoring Equipment;
- Timeous Amendments and Transfers of ECNS, ECS and BS licences; and
- Timeous Registration of Class Broadcasting, ECS and ECNS Licences and Courier Services;

Strategic objectives

Strategic Objective 1.1	Ensure effective HDI/BEE participation in the sector
Objective statement	Promote the empowerment of historically disadvantaged persons, including Black people, with particular attention to the needs of women, youth and persons with disabilities.
Baseline	Status report on Ownership Control and Management.

Strategic Objective 5.1	Migration to and availability of choice & diversity in the digital environment
Objective statement	The objective is to promote the development of public, commercial and community broadcasting services which are responsive to the needs of the public, competitive and diverse and which promote a plurality of news, views and information and provide a wide range of entertainment and educational programmes, a proportion of which are locally produced through the licensing of new broadcasting services.
Baseline	Monitoring of compliance under the existing analogue based regulatory framework.

Strategic Objective 6.1	Introduce a comprehensive Compliance and Enforcement framework
Objective statement	The objective is to develop a framework by 2015 that ensures that all licensees comply with all statutory obligations in the provision of information and carrying out of obligations according to regulatory formats and timelines. The Authority ensures that regulatory approvals/reviews are conducted according to the stipulated timeframes in specific regulations, and will also investigate and audit activities by licensed and unlicensed entities to ensure compliance.
Baseline	ECN/S: 15 Annual Compliance Reports, Broadcasting: 40 Annual Broadcasting Compliance Reports and Postal: 1 Annual Compliance Report. Compliance Procedures Manual released in November 2011 to provide greater guidance to all licensees regarding information requirements and timelines so as to improve the standards and quality of compliance.

Strategic Objective 8.1	Remove barriers to competition
Objective statement	The objective is to license additional commercial broadcasting services towards promoting competition, diversity and choice of broadcasting services.
Baseline	Wholesale Voice Call Termination Rates are currently regulated and are to reduce to R0.40 per minute for mobile termination by 1 March 2013. The issuing of Invitations To Apply (ITA) for new broadcasting licences in 2011/12.

Risk management

Risk: In licensing multiple projects which are being run concurrently, there is a risk of litigation by the industry if they are not satisfied with the process or if they become unsuccessful or disqualified. There is also a risk of deemed class licence registrations as more focus will be on projects. Mitigation: Adherence to proper processes and procedures in terms of the Act and existing regulations, as well as, equitable allocation of available human capital in all the projects and licence registrations.

Risk: Inability to conduct and ensure effective monitoring and compliance due to insufficient human capital. Mitigation: Utilising the services of temporary compliance officers.

Risk: Litigation by the industry if they are not satisfied with the process or if they become unsuccessful or disqualified. Mitigation: Adherence to proper processes and procedures in terms of the Act and existing regulations.

7.3. Programme 3: Markets and Competition

The purpose of Programme 3 is two-fold:

- To promote competition, innovation and investment in respect of services and facilities provided in the electronic communications, broadcasting and postal sectors, whilst taking into account cultural diversity, especially regarding broadcasting content.
- To ensure compliance with regulations that have a pro-competitive impact on the conduct of ECNS/ECS licensees, including the numbering plan and interconnection and facilities leasing regulations

Objectives/Performance Outcomes

- Overhaul the existing regulatory framework for broadcasting services so as to support the migration to digital broadcasting services by 2017;

- Review and submit recommendations to the Minister of Communications as to the need for the South African Post Office’s exclusivity over the provision of providing identified postal services in order to achieve Universal Service; by 2015
- To develop and implement a regulatory framework that supports the provision of broadband services in South Africa in line with the National Broadband Policy by 2015; and
- Propose regulatory measures to support growing competition and fair prices for end-users in the ICT sector through continuous reviews of relevant markets within the ICT sector.

Strategic objectives

Strategic Objective 2.2	Increase connectivity of South Africans on broadband
Objective statement	The objective is to provide a regulatory framework that will support both private and public sector investment in the provision of broadband services so as to achieve universal access to the internet for all South Africans by 2020.
Baseline	Currently only 27.5% of households have one member who has access to the internet either at work or at home (StatsSA, General Household Survey, 2010). The National Broadband Policy of 2010 sets out the goal to be achieved of universal access to broadband services at 256kbps by 2020.

Strategic Objective 3.2	Introduce regulatory reforms in the numbering frameworks
Objective statement	The objective is to ensure that the numbering resource is utilised in an optimal manner to ensure effective and efficient provision of services to end-users, achieved through on-going evaluation of the utilisation of allocated numbers.
Baseline	The existing numbering plan.

Strategic Objective 4.2	Ensure universal service and access
Objective statement	The objective is to ensure that all citizens have access to postal services within a three kilometre radius of their home, or a minimum of one post office per 10,000 inhabitants, to be achieved by 2017.
Baseline	The South African Post Office is obliged, through its licensed terms and conditions, to roll out 50 post offices per year in designated areas.

Strategic Objective 5.1	Migration to and availability of choice & diversity in the digital environment
Objective statement	The objective is to ensure that South African citizens have access to a range of sound and television broadcasting services that support a plurality of views and cater for all language and cultural groups, to be achieved through the development of a new regulatory framework to support broadcasting services in the digital era, and completed by 2016.
Baseline	The Authority published an Issues Paper entitled “A Review of the Broadcasting Regulatory Framework towards a Digitally Converged Environment” on 8 December 2011 in Government Gazette Number 34828.

Strategic Objective 6.1	Introduce a comprehensive Compliance and Enforcement framework
Objective statement	ICASA's objective is to develop a framework by 2015 that ensures that all licensees comply with all statutory obligations in the provision of information and carrying out of obligations according to regulatory formats and timelines. The Authority ensures that regulatory approvals/reviews are conducted according to the stipulated timeframes in specific regulations, and will also investigate and audit activities by licensed and unlicensed entities to ensure compliance.
Baseline	Processed 274 numbering applications and reviewed 42 interconnection and 36 facilities leasing agreements.

Strategic Objective 8.1	Remove barriers to competition?
Objective statement	The objective is to ensure that barriers to competition in the electronic communications value chain are removed to foster a more efficient and effective infrastructure to benefit consumers, through regulation of wholesale call termination rates, instituting a pricing framework for broadcasting signal distribution services and the fostering of enhanced number portability by 2017.
Baseline	Wholesale Voice Call Termination Rates are currently regulated and are to reduce to R0.40 per minute for mobile termination by 1 March 2013.

Strategic Objective 8.2	Ensure South African retail prices of ICT services fairly reflect costs
Objective statement	The objective is to ensure that end-users pay fair retail prices, which are comparable to those prices charged in BRIC countries, for all electronic communications and postal services by 2017.
Baseline	The Authority mandated an allowable increase in the price of 5.7% for the 2012/13 financial year.

Resource considerations

Markets and Competition consists of four departments, namely:

Postal Policy and Research: this department focuses on regulatory policy matters that affect postal services, including quality of service, universal service and market structure;

Policy Development and Research: this department focuses on regulatory policy matters that affect broadcasting services, including local content, access to sports rights etc.;

Economic and Financial Analysis and Numbering Administration: this department manages the numbering resource, any relevant regulatory financial reporting by identified licensees and monitors trends in retail prices; and

Markets and Competition Analysis: this department manages the interconnection and facilities leasing regime as well as conducts market reviews to ensure effective competition in identified segments of the ICT sector.

Markets and Competition is led by a senior management team of one General Manager and four Senior Managers, who are each responsible for one of the above departments

Risk management

Risk: Licensees may not comply with the regulations and guidelines. Mitigation: Manage all disputes in line with stipulated processes and timelines

Another risk this programme faces is the lack of available information sufficient to accurately conduct regulatory reviews. These risks are to be mitigated through extensive and on-going engagement with licensees on ICT statistics collection as well as specific information requests as and when required for regulatory policy work.

7.4. Programme 4: Engineering and Technology

In order to support ICASA’s objectives to promote the efficient use spectrum resources and to promote the digital agenda, Engineering and Technology intends to put in place programs that will increase the number of entities having access to radio frequency spectrum for broadband wireless access (BWA). Engineering and Technology will also ensure that all available radio frequency spectrum bands that are in demand are not left unassigned or unused for a long time.

The focus in 2012/13 financial year will be the development of a framework for licensing of available BWA frequency in the 3400-3600MHz band, finalization of the frequency migration plan/strategy, implementation of Wholesale Open Access model in licensing of some of mobile broadband spectrum and the development of a framework for market-based licensing for some of the mobile spectrum. The acquisition and implementation of state-of-art spectrum management system will also be finalised.

Objectives/Performance Outcomes

- Develop and implement a roadmap for licensing the identified Broadband Wires Access (BWA) radio frequency spectrum
- Model the managed spectrum park in some of the high demand spectrum bands to facilitate access to the BWA spectrum.
- Introduce a framework for secondary markets in mobile broadband spectrum.
- Introduce a framework for using spectrum efficient technologies such as “white spaces” and cognitive radio to promote efficient use of spectrum resource.
- Continue collaborations with research institutions in endeavours to discover efficient ways to manage the spectrum resource.
- Implement a state of the art end-to-end spectrum management system to improve the capacity to efficiently manage the spectrum and also improve the turnaround times of processing the spectrum applications.
- Continue monitoring Quality of Service (QoS) to support a better consumer experience.

Strategic objectives

Strategic Objective 2.1	Allocation of accumulated 1000MHz for mobile communications
Objective statement	In support of the provision of broadband services, Engineering and Technology will endeavour to increase access to broadband wireless spectrum by licensing the available IMT spectrum.
Baseline	The draft framework for licensing 2.6GHz and 800MHz was released on 15 December 2011.

Strategic Objective 3.1	Introduce market-based, opportunistic and other innovative approaches in access to spectrum
Objective statement	Allow greater access to radio frequency spectrum by identifying additional spectrum and investigating other spectrum sharing mechanisms and ensure efficient use of radio frequency spectrum.
Baseline	Wholesale Open Access model introduced for the combine licensing of 2.6GHz and 800MHz released on 15 December 2011.

Strategic Objective 3.3	Support the rapid uptake of new ICT technologies
Objective statement	To promote and support the introduction of new ICT technologies by putting in place new type approval framework(s) that removes barriers to entry and facilitates speedy introduction of new ICT technologies.
Baseline	New Initiative.

Resource considerations

Engineering and Technology comprises the frequency spectrum and spectrum monitoring and control departments, whose responsibilities include:

- The granting of frequency and station licences, certificates and authorisations;
- Management and planning of access to the radio frequency spectrum;
- Preparation of the national radio frequency plan;
- Investigation of radio communications interferences;
- Assessment, adoption and management of technical standards relating to customer equipment and other devices; and
- providing relevant technical support to stakeholders.

Frequency Spectrum

The Frequency Spectrum department consists of the following units:

- Spectrum Management – focuses on the assignments of radio frequency spectrum;
- Frequency Spectrum Licensing – focuses on the processing of spectrum applications;
- Equipment Type Approval – focuses on processing of type approval application; and
- Broadcasting Spectrum – focuses on the assignments of broadcasting spectrum.

Spectrum Monitoring and Control

Spectrum Monitoring and Control department is tasked with identifying and managing Spectrum Monitoring objectives to ensure spectrum efficiency, compliance and devising long term strategies for interference control. Other functions include compliance with rules and regulations, Quality of Service and frequency use and occupancy.

Risk management

The demand for Broadband Wireless Access (BWA) spectrum is high, with the likelihood of any determination being hotly contested. The Authority will mitigate any such risk by introducing and adhering to a transparent public participation process, ensuring that all stakeholder views are considered in any final determination on the allocation of high demand spectrum.

Risk: Lack of expertise in current personnel. Mitigation: External service providers will be utilised to address urgent shortage of skills

7.5. Programme 5: Consumer Affairs

The Consumer Affairs function aims to ensure the continued protection of consumers in the ICT and postal sectors, through advocacy and awareness raising programmes and a streamlined complaints handling system. Furthermore it strives to ensure that the needs of persons with disabilities are provided for by operators in compliance with consumer protection regulations.

The mandate of Consumer Affairs is to protect consumers including Persons with Disabilities through:

- Public education and awareness;
- Complaints redress;
- Consumer research;
- Monitoring quality of services and quality of experience; and
- Develop consumer protection regulations.

Objectives/Performance Outcomes

- Promote consumer rights; and
- Promote universal service and access.

Strategic objectives

Strategic Objective 4.1	Promote consumer rights
Objective statement	The promotion of consumer rights is a legislative mandate that ensures the continued protection of consumers with in the ICT and postal sectors, through advocacy and awareness raising programmes and a streamlined complaints handling system. Furthermore, this includes the accessibility of ICT services for persons with disabilities.
Baseline	Consumer rights promoted through the set target of 640 consumer advocacy and awareness raising programmes. 60% of consumer complaints set to be redressed per annum.

Strategic Objective 4.2	Ensure universal service and access
Objective statement	Universal service and access is an obligation imposed on licensees to ensure that consumers wherever they are should have access to quality communication services at affordable prices. This objective would be achieved through the collaboration between ICASA and USAASA.
Baseline	ICASA monitored the provision of universal service and access by licensees in previous years. This monitoring process is set to continue as Quality of Service (QoS) and Quality of Experience (QoE) reports, with one report produced per quarter.

Part C: Links to other plans

8. Annual Performance Plan

The strategic outcome orientated goals and objectives are to be achieved through key outcomes and outputs, resulting from the targets and activities over the next five (5) years. This is the product of a thorough business planning process within the Authority, which takes into account both internal and external environments and their impact on the mandate of ICASA. This process determines what is deliverable at an operational level and highlights the strategic elements to evaluate and update the Authority's Strategic Plan.

The five (5) year Strategic Plan is a reflection of the Authority's medium-term strategy and also forms the basis for an organisational performance management tool that is used to determine performance information through periodic monitoring and evaluation of the achievement of the planned deliverables. The Authority's Annual Performance Plan strategic activities are provided in Annexure A.

9. Financial Commentary

9.1. Current expenditure

The Authority's expenditure budget is R229 932 213 to December 2011, of which R206 116 552 has been spent. It is expected that actual spending will be in line with the full year budget at the end of March 2012. An area of concern has been the delayed spending patterns on projects, a consistent trend over the past few years.

Operating expenditure

The Authority has spent R201 384 513 of its total year-to-date budget as at 31 December 2011, excluding depreciation, of R212 332 376. This amounts to 95% of the total budget allocated for the period under review. The major expenditure item relates to staff costs with a total year-to-date budget of R130 652 504, of which 98% has been spent. The other major expense item relates to office rental with the total amount spent as at 31 December 2011 of R37 291 637. These two items amount to 81% of the Authority's budget excluding depreciation. In order to address high rentals, the Authority is seeking new offices and it is expected that savings on accommodation expenses of up to R18 million per annum could be realised.

9.2. Expenditure trends

The Authority spent its allocations over the previous two years, and it is expected that the current year's allocation will also be spent. The Authority is funded through a government grant transferred on a quarterly basis to the Authority by the DoC. The current budget allocation for the 2011/12 financial year is R313 378 000. A total of R206 116 552 (66%) has been spent on current expenditure at the end of December 2011. Furthermore, an amount of R6 600 000 has been spent on capital assets taking total spending at the end of December 2011 to R212 716 552 (68%).

Expenditure increased by approximately 8% between the financial years 2010/11 and 2011/12. This was mainly due the increase in staff costs. The allocation for the 2012/13 financial year has increased by 24% over the allocation for the 2011/12 financial year due to this additional funding of R65 000 000 allocated for ring-fenced purposes. Expenditure in the 2013/14 financial year will increase by 1% due to additional funding of R52 000 000 allocated for ring-fenced purposes. The budget for the 2014/15 financial year will decrease to R398 133 000 due to additional funding of only R15 000 000.

9.3. Savings and cost effectiveness measures

There are no material expenditure items from which savings and cost-effectiveness measures may be introduced under the current operational environment. Nevertheless, the Authority will continuously review expenditure of all goods and services to ensure cost efficiencies are being achieved.

9.4. Funding requirements

In order for the Authority to meet its statutory obligations, the financial resource allocations for the medium term, in accordance with the MTEF allocation are as follows:

R'000 Project costs	Actual	Estimated	Medium-Term Expenditure Forecasts		
	2010/11	2011/12	2012/13	2013/14	2014/15
Consumer Affairs	5 022	1 000	0	2 100	3 563
Licensing and Compliance	3 441	3 500	7 626	1 500	2 442
Markets and Competition	1 809	6 300	9 251	3 500	1 284
Engineering and Technology	5 172	7 500	7 773	2 000	1 817
Regions	1 787	600	0	1 000	1 268
Human Resources	2 876	3 600	0	800	2 041
Admin	741	0	13	0	526
Communication & International Affairs	196	0	0	0	139
Information Technology	2 056	0	0	0	1 459
Finance	1 416	0	0	0	1 005
Total Projects (excluding ring-fenced)	24 517	22 500	24 663	10 900	15 544
Operational Expenditure (OPEX)	2010/11	2011/12	2012/13	2013/14	2014/15
Programme 1 - Governance & Administration	217 091	225 909	238 011	247 219	261 219
Programme 2 - Licensing & Compliance	16 099	18 662	19 738	20 729	21 872
Programme 3 - Markets & Competition	14 130	17 458	18 442	19 358	20 426
Programme 4 - Engineering & Technology	28 151	30 452	32 197	33 761	35 629
Programme 5 - Consumer Affairs	7 863	9 059	9 176	9 623	10 156
Total OPEX	283 334	301 541	317 564	330 691	349 302
Economic Classification	2010/11	2011/12	2012/13	2013/14	2014/15
Compensation of employees	169 116	182 989	196 044	206 072	217 406
Goods and services	114 218	118 552	121 520	124 619	131 896
OPEX	283 334	301 541	317 564	330 691	349 302
Programme Projects	24 517	22 500	24 663	10 900	15 544
Capital Expenditure (CAPEX)	22 437	23 413	4 870	22 125	18 287
Additional funding: Projects ring-fenced			32 000	5 000	
Additional funding: CAPEX ring-fenced			33 000	47 000	15 000
Total Expenditure	330 287	347 454	412 097	415 716	398 133
DoC Allocation (including ring-fenced)	290 923	313 378	389 797	394 661	378 221
Surplus/(Deficit) excl. interest received	(39 364)	(34 076)	(22 300)	(21 055)	(19 912)
add back: Depreciation	15 260	17 546	17 000	16 050	14 400
add: Interest received and other income	5 955	6 000	5 300	5 005	5 512
Total Surplus/(Deficit) excl. depreciation	(18 149)	(10 530)	0	0	0
Cash reserves	34 777	24 247	37 859	28 394	25 555

9.5. Ring-fenced additional funding allocated

ICASA succeeded in bidding for additional funding to support its operations. The nature of the bids was both Infrastructure (Capital projects) and Non-Infrastructure (Opex projects). The tables below provide a breakdown of the total allocations over the MTEF period.

Infrastructure - Capital Projects	R'000	2012-13	2013-14	2014-15	TOTAL
1. Broadcast Monitoring Equipment		15 000	15 000	-	30 000
2. Postal Monitoring Equipment		10 000	10 000	-	20 000
3. End-to-end automated spectrum management tool		6 000	10 000	-	16 000
4. ICASA Fleet (Vehicles for Monitoring & Compliance)		2 000	2 000	-	4 000
5. Handheld Spectrum Analysers		-	5 000	15 000	20 000
6. Test Equipment Upgrade		-	5 000	-	5 000
TOTAL		R 33 000	R 47 000	R 15 000	R 95 000

The procurement of these capital items will enable the Authority to fulfil its mandate in respect of some of the areas where it has been unable to deliver effective and efficient performance.

Operational Efficiency Projects	R'000	2012-13	2013-14	2014-15	TOTAL
1) Relocation of Head Office		20 000	-	-	20 000
2) IT Master Systems Plan		5 000	5 000	-	10 000
3) Consumer Protection		5 000	-	-	5 000
4) Consumer Complaints Handling		2 000	-	-	2 000
TOTAL		R 32 000	R 5 000	R 0	R 37 000

In respect to these operational efficiencies;

- the Authority needs to relocate its Head Office to premises that will be the best fit for economic purposes, and could as a result make savings on its accommodation costs of up to R18 million per annum;
- the Authority has developed an IT Master Systems Plan (MSP) covering three (3) years to implement systems and automate processes to provide more efficient services to all stakeholders;
- the protection of consumers in the ICT sector is a crucial mandate for the Authority thereby necessitating the need for an effective consumer complaints handling system which requires additional funding to the allocation already made available.

Annexure A: Annual Performance Plan – Key Outcomes, Outputs and Activities

SOOG 1		STRATEGIC OUTCOME ORIENTATED GOAL			Transformation of the ICT sector						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
1.1.		STRATEGIC OBJECTIVE									
		Ensure effective HDI/BEE participation in the sector									
Licensing & Compliance	1	Develop Regulations	Report and recommendations on ownership trends and structures for licensees who have been allocated both numbers and radio frequency spectrum	Report on licensee's ownership trends monitored and ownership structures audited in the ICT sector	Preliminary report including recommendations on HDI equity ownership issued to the Minister	Report on Individual licensees' equity ownership	Conduct annual audit on licensees' equity ownership	Revise draft regulations and publish for comment following ECA amendment	Finalise the Development of Regulations on HDI/BEE	Implement Regulations on HDI/BEE	No Strategic Activity

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL			Ensure the provision of broadband services						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
2.1.		STRATEGIC OBJECTIVE (SO):									
		Allocation of accumulated 1000MHz for mobile communications									
Engineering & Technology	1	Greater access to mobile telecommunication spectrum	Frequency migration strategy / plan	Migration final plan published and National Band Plan updated	Outcome of the consultancy and ITU-R Final Acts of 2012	Migration plan published by end of March 2013	Publication of final migration plan	Implementation of migration plan	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure the provision of broadband services							
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
	2		Licensing of available IMT spectrum	Licensing Framework published	Combined licensing of 2.6 GHz and 800 MHz	Licensing framework published by end of March 2013	Development of licensing framework for available IMT spectrum	Implementation of framework	No Strategic Activity	No Strategic Activity	No Strategic Activity
	3		Roadmap for all of IMT spectrum	Roadmap published	World Radio WRC-07 outcomes	None	No Strategic Activity	Development of roadmap for all of IMT spectrum	Implementation of roadmap	No Strategic Activity	No Strategic Activity
2.2.		STRATEGIC OBJECTIVE	Increase connectivity of South Africans on broadband								
Markets & Competition - Analysis	1	Regulatory response to Broadband Plan to support the national broadband policy	Online map to indicate where broadband services are available	Interactive online map launched by September 2012	Engagement with licensees on the need for an interactive online map	Broadband map to be online by September 2012	Populate database for broadband map with licensee coverage maps of where broadband is available	Bi-annual updating of broadband map database & develop in-house GIS competency	Bi-annual updating of broadband map database	Bi-annual updating of broadband map database	Bi-annual updating of broadband map database
	2		Rapid Deployment Guidelines (RDGs) recommendations to the Minister	Recommendation on RDGs sent to the Minister by May 2012	Draft rapid deployment guidelines document	Assist the DoC in formation of the RDGs	Recommend RDGs to the Minister for implementation	Annual review and updating of RDGs	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 2			STRATEGIC OUTCOME ORIENTATED GOAL		Ensure the provision of broadband services						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
	3		Open-access model of wholesale network infrastructure. (Local Loop Unbundling)	20% of existing copper-based local access lines utilised by competing service providers by March 2017	Release of guideline under the ECFL regulations to facilitate leasing of the local loop, by 31 March 2012	Reduction in IPC prices, introduction of bitstream wholesale access product by 1. November 2012. Introduction of access line deficit recovery scheme by 1 November 2012	Development of ordering system specification for bitstream product for introduction by September 2012. Development of Access Line Deficit Recovery Scheme for introduction by September 2012. Release of LLU Reasons Document by June 2012	Implementation of bitstream LLU product	Inquiry into LLU for all types of network	Findings Document for wireless local loop unbundling released	Introduction of supplementary LLU Regulations by December 2016

SOOG 3			STRATEGIC OUTCOME ORIENTATED GOAL		Optimise the use of the radio frequency and numbering resource to support the widest variety of services						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
	3.1.	STRATEGIC OBJECTIVE	Introduce market-based, opportunistic and other innovative approaches in access to spectrum								
Engineering & Technology	1	Greater access to RF spectrum	Wholesale Open Access model in licensing of some of mobile broadband spectrum	2.6GHz and 800MHz spectrum licences	None	Model implemented by end of March 2013	Implementation of the model in 2.6GHz and 800MHz licensing	Identification of other spectrum for which the model can be implemented	Implementation of model on the identified other spectrum	Implementation of model on the identified other spectrum	Implementation of model on the identified other spectrum

SOOG 3		STRATEGIC OUTCOME ORIENTATED GOAL		Optimise the use of the radio frequency and numbering resource to support the widest variety of services							
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
	2		Use of Managed Spectrum Parks in licensing some of mobile broadband spectrum	Managed Spectrum Park licences in the 2.6GHz band	None	None	No Strategic Activity	Implementation of the model in licensing of some spectrum in 2.6GHz	Implementation of model on the identified other spectrum	Implementation of model on the identified other spectrum	Implementation of model on the identified other spectrum
			Report on other spectrum identified for Managed Spectrum	None	None	No Strategic Activity	Identification of other spectrum for which the model can be implemented	No Strategic Activity	No Strategic Activity	No Strategic Activity	
	3		Optimise spectrum usage	Framework for market-based licensing of some the mobile spectrum	Use of sealed bid as a last resort in licensing of 2.6GHz and 800MHz spectrum	Framework by end of March 2013	Development of the framework for market-based licensing mechanism	Development of framework for the use of "white space" and cognitive radio technologies	Development of framework for secondary markets in mobile broadband spectrum	Introduction of secondary markets in mobile broadband spectrum	Introduction of secondary markets in mobile broadband spectrum
3.2.	STRATEGIC OBJECTIVE	Introduce regulatory reforms in the numbering frameworks									
Markets & Competition - Numbering	1	Regulatory reforms in the numbering framework	Revised national numbering plan to promote effective and efficient use of the numbering resource	Revised numbering plan regulations released by May 2012. Numbering Charging Framework introduced by March 2016	Numbering Plan Regulations	Release of new numbering plan regulations by May 2012.	Implementation of new numbering plan	Development of comprehensive number charging framework incorporate into charging framework	Publication of final regulations incorporating number charging framework	No Strategic Activity	No Strategic Activity
3.3.	STRATEGIC OBJECTIVE	Support the rapid uptake of new ICT technologies									
Engineering & Technology	1	Type Approval framework to support innovation	Reappraisal of Type Approval framework	New framework published	Approval for publication of draft framework	New type approval framework by end of quarter 3	Implementation of the new type approval framework	No Strategic Activity	Review of type approval framework	No Strategic Activity	Review of type approval framework

SOOG 4		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the protection of consumers and accessibility for persons with disabilities							
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
4.1.		STRATEGIC OBJECTIVE									
		Promote consumer rights									
Consumer Affairs	1	Regulatory regime to support consumer rights	Develop and implement consumer protection strategy	Framework for accessibility for persons with disabilities, advocacy programmes and complaints redress	None	Consumer protection strategy developed	Develop and implement framework for accessibility for persons with disabilities, advocacy programmes and complaints redress	Continued implementation and monitoring of the framework	Continued implementation and monitoring of the framework	Review the effectiveness of the framework	Implementation of the reviewed framework
	2		Published Consumer Protection regulations	Existence of reviewed Consumer Protection Regulations	Existing Consumer Protection Regulations	Reviewed End-User and Subscriber Service charter. Reviewed Code on People with Disabilities	Review consumer protection regulations to support access to ICT services for targeted groups	Publish and implement reviewed consumer protection regulations	Conduct feasibility study and Regulatory Impact Assessment (RIA) on new draft consumer protection regulations	Develop new consumer protection regulations	Publish and implement consumer protection regulations
4.2.		STRATEGIC OBJECTIVE									
		Ensure universal service and access									
Markets & Competition - Postal	1	Bridging the Digital Divide	Regulations on E-Post	Regulatory framework of E-Post services governing quality of service and protection of information by March 2015	Draft E-Post research report	None	Data collection and data analysis on number of post offices with connectivity: SAPO has 2500 post offices spread over the country. A sample size based on Provinces would be used	Engagement with postal sector to identify quality of service and protection of information metrics	Public consultation on regulations governing quality of service and protection of information for E-Post services	No Strategic Activity	No Strategic Activity

SOOG 4			STRATEGIC OUTCOME ORIENTATED GOAL		Promote the protection of consumers and accessibility for persons with disabilities						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
	2		Regulations on Infrastructure sharing	Regulatory framework for infrastructure sharing by March 2016	Draft Infrastructure sharing report	Final internal proposal document	Consult stakeholders on viability of sharing of postal infrastructure	Findings document and draft regulations on Infrastructure sharing	Conduct hearings on draft regulations	Final regulations on the sharing of postal infrastructure	No Strategic Activity
	3		Recommendation to the Minister on SAPO exclusivity period	Recommendation to the Minister on exclusivity of basic mail services by March 2016	None	Report on SAPO achievements re USO	Data collection and data analysis on USO roll-out by SAPO	Discussion document on achievement of targets per licence conditions	Hearings and gazetting of findings document	Recommendations to the Minister on exclusivity period for SAPO	Engagement with SAPO on their exclusivity period including new targets
	4		Recommendation to the Minister on parameters of USO for Postal Services.	Recommendation to the Minister on the parameters for USO for basic postal services by March 2016	None	Report on the parameters of USO for Postal Services	Data collection.	One-on-one meetings with SAPO and engagement with the DOC. Develop proposed basket of services to be included in the definition of Universal Postal service products	Gazette discussion paper and public consultation of the revised definition of revised basket of services for Universal Service in the postal sector	Engagement with SAPO on the parameters of USO	No Strategic Activity
Consumer Affairs	5		Collaboration with USAASA on promotion of Universal Access	Memorandum of Agreement (MOA) with USAASA on programmes related to Access	None	Increased accessibility	Engagement process with USAASA on Universal Access	Engagement process with USAASA on Universal Access	Engagement process with USAASA on Universal Access	Engagement process with USAASA on Universal Access	Engagement process with USAASA on Universal Access

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL			Promote the development of public, community and commercial broadcasting services in the context of digital migration						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
5.1.		STRATEGIC OBJECTIVE	Migration to and availability of choice & diversity of broadcasting services in the digital environment								
Licensing & Compliance	1	Availability of choice & diversity in broadcasting services	Licensing of additional free-to-air television broadcasting services	Additional TV services and I-ECNS for self-provisioning licensed to successful applicants	None	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Issue ITA for Licencing of additional free-to-air television broadcasting service and I-ECNS for self-provisioning. Consider and Analyse Applications for additional free-to-air-television and I-ECNS for self-provisioning	Issue Licences of additional free-to-air television broadcasting service and I-ECNS for self-provisioning to successful applicants. Authorise licences (subject to ECA amendment)
	2		Licensing of additional terrestrial subscription television broadcasting services	Additional TV services and I-ECNS for self-provisioning licensed to successful applicants	None	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Issue ITA for Licencing of additional terrestrial subscription television broadcasting service and I-ECNS for self-provisioning. Consider, Analyse and Decide on applications for additional terrestrial subscription television and I-ECNS for self-provisioning	Issue Licences of additional terrestrial subscription television broadcasting service and I-ECNS for self-provisioning to successful applicants

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL			Promote the development of public, community and commercial broadcasting services in the context of digital migration						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
Markets & Competition - PDRD	3	Availability of choice & diversity in broadcasting services	Broadcasting regulatory framework to support the digital era	Findings document outlining framework for the introduction of a new regulatory framework for broadcasting services in the digital era beginning 2013/14 moving forward	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Findings document outlining framework for the introduction of a new regulatory framework for broadcasting services in the digital era, by June 2012	Draft recommendations for consideration following national consultation process	Review & develop regulations in line with the new digital broadcasting environment (Phase 2)	No Strategic Activity	No Strategic Activity	No Strategic Activity
								Review of Regulations governing broadcasting for Political Elections and Code of Conduct for Broadcasters	No Strategic Activity	No Strategic Activity	No Strategic Activity
								No Strategic Activity	Initiate inquiry into the programming needs of targeted groups	Finalisation of the inquiry into the programming needs of targeted groups	No Strategic Activity
								Review of Local Content Regulations	Finalisation of Local Content Review	No Strategic Activity	No Strategic Activity
			New regulations governing Local Television Content, Independent Television Production and South African Music by March 2015	Existing Local Content Regulations	Draft Discussion document on review of Local Content Regulations by March 2012	Initiate Review of Local Content Regulations	Review of Local Content Regulations	Finalisation of Local Content Review	No Strategic Activity	No Strategic Activity	

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the development of public, community and commercial broadcasting services in the context of digital migration								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017	
				New regulations governing must-carry obligations by March 2014	Existing Must-Carry regulations	No Strategic Activity	No Strategic Activity	Review of Must-Carry Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	
				New regulations governing the Commissioning Protocols and Terms of Trade by March 2015	Existing Commissioning Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	Review of Commissioning Protocols and Terms of Trade Regulations	No Strategic Activity	No Strategic Activity	
				New regulations governing Advertising and Sponsorship rights	None	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Review of Advertising and Sponsorship Regulations	
				New regulations governing broadcasting of National Sporting Events	Existing Sports Broadcasting Regulations	No Strategic Activity	No Strategic Activity	Review of Sports Broadcasting Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	
				A new Licensing Framework for Community Broadcasting services	Existing Licensing Framework	Report on inquiry of Community Broadcasting Regulatory and Licensing Framework	Initiate inquiry into Community Broadcasting Regulatory and Licensing Framework	Finalisation of Inquiry into Community Broadcasting Regulatory and Licensing Framework	No Strategic Activity	No Strategic Activity	No Strategic Activity	

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL			Promote the development of public, community and commercial broadcasting services in the context of digital migration						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
				New licensing framework for broadcasting services in the digital era in place by 2015	Existing Licensing Framework	No Strategic Activity	No Strategic Activity	Initiate the development of new regulatory and licensing framework for Broadcasting Service in the Digital Broadcasting Environment	Finalisation of the new regulatory and licensing framework for Broadcasting Service in the Digital Broadcasting Environment	No Strategic Activity	No Strategic Activity
				New licensing framework for digital radio by 2017	Current analogue-based radio frequency allocation processes	No Strategic Activity	No Strategic Activity	Initiate Inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework	Finalisation of Inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework	No Strategic Activity	No Strategic Activity
				Recommendations on interoperability of broadcasting services by 2017	None	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Initiate Inquiry into the interoperability of networks and services	Finalisation of Inquiry into the interoperability of networks and services

SOOG 6		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure compliance with legislation and regulation							
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
6.1.		STRATEGIC OBJECTIVE	Introduce a comprehensive Compliance and Enforcement framework								
Markets & Competition - Numbering	1	Compliance with legislation and regulations	Effective management of the numbering resource	Publication of Annual Number Audit findings	Numbering Audit Framework	Conduct number audit as per Numbering Plan Regulations	Number Audit report	Annual Audit of numbering resource utilisation	Annual Audit of numbering resource utilisation	No Strategic Activity	No Strategic Activity
				Approval & disapproval of numbering resources requests	Annual report on numbering allocations	Annual report on numbering utilisation and allocation	Processing applications for numbers and monitoring number portability statistics	Processing applications for numbers and monitoring number portability statistics	No Strategic Activity	No Strategic Activity	No Strategic Activity
Markets & Competition - Analysis	3	Compliance with legislation and regulations	Management of the Interconnection and Facilities Leasing Regime	Guidelines on Disputes regarding Interconnection (I/C) and Facilities Leasing (F/L) and infrastructure sharing by March 2012	Draft guideline on I/C and F/L agreements produced	Introduction of database by June 2012. On-going management of database	Implementation of the interconnection and facilities leasing database	Implementation of the interconnection and facilities leasing database	Implementation of the interconnection and facilities leasing database	No Strategic Activity	No Strategic Activity
						Quarterly reports on I/C and F/L agreements reviewed	On-going review of agreements	Facilities Leasing and Interconnection Agreements reviewed with stipulated timeframes	Facilities Leasing and Interconnection Agreements reviewed with stipulated timeframes	No Strategic Activity	No Strategic Activity
						Quarterly reports on disputes received	On-going review of disputes	Review of disputes within stipulated timeframes	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 6		STRATEGIC OUTCOME ORIENTATED GOAL			Ensure compliance with legislation and regulation						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
Licensing & Compliance	4	Compliance with legislation and regulations	Compliance with legal prescripts	Annual reports on compliance with legislation and regulations published.	Postal: 1 ECN/S: 15 Broadcasting: 40	Postal: 2 ECN/S: 30 Broadcasting: 45	Postal: 2 ECN/S: 30 Broadcasting: 45	Produce Annual Compliance Reports Postal: 2 ECN/S: 30 Broadcasting: 50	Produce Annual Compliance Reports Postal: 2 ECN/S: 30 Broadcasting: 60	Produce Annual Compliance Reports Postal: 2 ECN/S: 40 Broadcasting: 70	Produce Annual Compliance Reports Postal: 2 ECN/S: 50 Broadcasting: 80
			Compliance Report on coverage of party political broadcasts during National Government elections of 2014 published.	Published Compliance Report on coverage of Local Government Elections held in 2011	No Strategic Activity	No Strategic Activity	Appointment of temporary staff and conduct National Government Election workshops	Monitor and Publish Compliance Report on coverage of National Government Elections	Appointment of temporary staff and conduct Municipal Government Election workshops	Monitor and Publish Compliance Report on coverage of Municipal Government Elections	
	5	Publish Universal Service Access Obligations (USAO) framework document	Reviewed USAO framework.	Finalise Findings document. Publication of Section 8(4) Regulations	Depending on the outcome of the Findings document, an appropriate implementation plan will be developed.	Depending on the outcome of the Findings document, an appropriate implementation plan will be developed.	No Strategic Activity	No Strategic Activity	Review the Regulations	No Strategic Activity	
	6	Universal Service Access (USA) Regulations.	Gazetted definition and list of under serviced areas.	Publish the Universal Service Access (USA) Regulations	Linked to USAO Review	Implement the Regulations	No Strategic Activity	No Strategic Activity	Review the Regulations	No Strategic Activity	
7	Compliance with legal prescripts	Broadcasting and Postal Monitoring Equipment procured.	Commence additional funding request to procure Broadcasting and Postal Monitoring Equipment	Procurement of Broadcasting and Postal Monitoring Equipment	Publish Tenders, evaluate Bids and award contracts	No Strategic Activity	No Strategic Activity	No Strategic Activity	Upgrade Monitoring Equipment		

SOOG 6		STRATEGIC OUTCOME ORIENTATED GOAL			Ensure compliance with legislation and regulation						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
Consumer Affairs	8		Effective and efficient resolution of disputes/complaints	Quarterly statistics of complaints redressed	Statistics of complaints managed and redressed	Successful management and redress of consumer complaints received	Receive, manage and redress 65% of consumer complaints	Continued management and 68% redress of consumer complaints	Continued management and 70% redress of consumer complaints	Review the efficiency and effectiveness of the complaints management system. Manage and redress 73% of consumer complaints	Continued management and 75% redress of consumer complaints

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL			Strengthen and modernise ICASA						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
	7.1.	STRATEGIC OBJECTIVE	Improved operational processes and performance								
Information Technology	1	To Automate systems and processes	Automated regulatory & business processes	Procure and implement new Spectrum Management system by June 2013	Procurement of Spectrum Management system and contract negotiation finalised	Implement phase 1 of Spectrum Management system	New Spectrum Management system implemented over the next two financial years	Integration of Spectrum Management system to Financial management systems	Procurement of Spectrum Management system internet modules and implementation	Upgrade Spectrum Management system	No Strategic Activity
	2		Integrated Management Systems for ICASA	Implement IT Master Systems Plan (MSP) as per schedule on MSP	New Customer Relationship Management (CRM) framework developed	New CRM system implemented	Implementation of core CRM modules	Implementation of CRM internet/web modules	No Strategic Activity	No Strategic Activity	Upgrade CRM System

SOOG 7			STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
					None	New Human Resources Management (HRM) system implemented	Finalise framework for new HRM system	Implementation of new HRM system	Implementation of new Payroll system	No Strategic Activity	Upgrade HR system
Human Resources	3	Improved Governance systems	Complete review and implementation of new organisational structure	Reviewed organisational structure to align with strategy by 31 March 2015	50% implementation of the Organisational Realignment Study	30% implementation of the Organisation Review Study and population of the structure	Complete remaining 30% of Organisational Realignment and Population of the structure	Complete remaining 20% of Organisational Realignment. Assess impact of the organisational review process	Embed the New structure. Monitoring and Review	Monitoring and Review	Monitoring and Review
						Developed and Approved Change Management Framework	Total implementation of the Change Management Framework	Total implementation of the Change Management Framework	Total implementation of the Change Management Framework	Change Management sustenance	No Strategic Activity
Human Resources	4	Improved skills and leadership within organisation	Complete organisation-wide skills audit and training program	Reviewed Skills pool aligned with strategy by 31 March 2015	Research on competence gaps for core Divisions	Developed and Approved plan on Skills Audit	Report on competence gaps for core Divisions	Report on Competence gaps for both Core divisions and Support functions	Implementation of the plan to close the identified gaps	Monitor and report on adherence to the plan	Monitor and report on adherence to the plan
					Research on Dual career pathing model implemented in core divisions	Developed and Approved plan on Implementation	Dual career pathing model implemented.	Specialist career stream linked to talent retention framework	No Strategic Activity	No Strategic Activity	No Strategic Activity
					Research on Enhanced leadership competence and transformed organisational culture	Developed and Implemented Leadership Competency Model	Enhanced leadership competence and transformed organisational culture	Cascading of the Leadership Competency model to the lower levels	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 7			STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
					Research on Talent Management (TM) and Development strategy. Internships and learnerships in core areas	Approved and Implemented Talent Management Strategy	Approval of Talent Management (TM) and Development strategy. Internships and learnerships in core areas	Talent exit strategy for knowledge and skills transfer. International exchange research programmes and secondments, external bursary and scheme to secure future talent	Talent exit strategy for knowledge and skills transfer. International exchange research programmes and secondments, external bursary and scheme to secure future talent	No Strategic Activity	No Strategic Activity
Administration	5	To have strategically positioned ICASA offices at cost effective rates	Economic rental locations for ICASA offices identified and occupied	Relocation of Office Space and staff by specified date, and completion of project plan on time	Extension of current Head Office lease. Engaged stakeholders, Departments of Public Works and Communications and National Treasury on funding requirements to procure alternative office space	Commence Head Office relocation	Development of detailed Project Plan for Head Office Relocation & Restoration of Pinmill Farm office space	New building lease signed; Relocation logistics management and Development business case for relocation of Bloemfontein & Pretoria Regional offices	Develop business case for satellite & additional regional offices (ICASA national footprint increased)	Develop project plan for approved business case (satellite/ regional offices)	Implement project plan for approved business case (satellite/regional offices)

SOOG 7			STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
Finance	6	Improved financial governance systems	Strengthened financial & other internal controls	Reviewed procedures and strengthened financial & other internal controls	Management dashboard	Full utilisation and complete roll out of Flow centric and Clickview systems. Creation of new policies and regular update of policies.	Monthly reporting to done through Clickview. All SCM information managed through Flow centric. Flow centric to be revised to suit new SCM regulations as published by National Treasury. All policies due for renewal together with any process manuals submitted to relevant authority and approved	On-going review and approval of policies that are due for revision and creation of new policies where considered necessary. On-going review of systems to meet identified business needs	On-going review and approval of policies that are due for revision and creation of new policies where considered necessary. On-going review of systems to meet identified business needs	On-going review and approval of policies that are due for revision and creation of new policies where considered necessary. On-going review of systems to meet identified business needs	On-going review and approval of policies that are due for revision and creation of new policies where considered necessary. On-going review of systems to meet identified business needs
	7	Self-funding model for ICASA	Complete the proposed funding model and engage stakeholders(National Treasury and DoC)	Establish Self-funding model for ICASA	Consideration of Self-funding model for ICASA	Report on Self-funding model alternatives for ICASA	Research on Self-funding model for ICASA	Approval of Self-funding model for ICASA	Implementation of Self-funding model for ICASA	No Strategic Activity	No Strategic Activity

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL			Promote competition						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
8.1.		STRATEGIC OBJECTIVE	Remove barriers to competition								
Licensing & Compliance	1	Promote diversity and choice of broadcasting services	Licensing of additional commercial broadcasting services	Additional subscription broadcasting service and Individual ECNS licences for Self provisioning licensed to successful applicants	ITA for Subscription Broadcasting issued	All applications for additional subscription broadcasting service and I-ECNS for self-provisioning considered and analysed	Receipt, consideration and decisions on applications	Finalisation of DTT process and conclusion of primary markets review of Local Content regulations	Finalisation of reasons and issuance of licences for pay TV and I-ECNS licences for self-provisioning to successful applicants	Authorise Licences (subject to ECA amendment)	No Strategic Activity
				Additional commercial sound broadcasting services licensed to successful applicants in Secondary Markets (Northern Cape, Free State and Eastern Cape)	ITA for Secondary Markets issued	All applications for additional commercial sound broadcasting services in Northern Cape, Free State and Eastern Cape considered and analysed	Receipt, consideration and decisions on applications	Finalisation of reasons and issuance of Licences for additional commercial sound services to successful applicants	Authorise Licences (subject to ECA amendment)	No Strategic Activity	No Strategic Activity
				Additional commercial sound services licensed to successful applicants in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies	ITA for Primary Markets issued	All applications for additional commercial sound broadcasting services in Gauteng, Cape Town and Durban analysed and considered	Receipt, consideration and decisions on applications	Finalisation of reasons and issuance of Licences for additional commercial sound services to successful applicants.	Authorise Licences (subject to ECA amendment)	No Strategic Activity	No Strategic Activity

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017	
Markets & Competition - Analysis	2	Improved levels of competition in the ICT sector	Annual report on the Status of the ICT sector	Online ICT data trends collection tool and annual reports in the state of the ICT sector	Collection of initial data from licensees and inputting into online database of ICT Indicators	Public release/launch of ICT Database for comment	Receipt and collation of data twice a year	Develop Annual Report on the Status of the ICT sector	Develop Annual Report on the Status of the ICT sector	Develop Annual Report on the Status of the ICT sector	Develop Annual Report on the Status of the ICT sector	
	3		Regulation of the broadcasting signal distribution market	Regulations governing pro-competitive interventions into the broadcasting signal distribution market	Findings document on the Market for Signal Distribution Services	Reasons Document Published	Draft Regulations for Signal Distribution	Final Regulations for Signal Distribution	Continual monitoring and review of impact of regulations on Signal Distribution	No Strategic Activity	No Strategic Activity	
	4		Facilitate implementation of Carrier Preselect (CPS) regulations to increase customer choice	Gazetted Code of Practice by June 2012	CPS Regulations	Code of Practice	Publication of Code of Practice	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	
	5		Revised number portability framework to promote customer choice	Revised number portability regulations	Existing Number Portability Regulations	Draft Regulations	Initiate review of number portability regulations	Finalise review of number portability regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	
	6		Development of pro-competitive remedies and implementation thereof	Accounting separation framework for wholesale call termination	Accounting separation regulations	Inception report of Accounting Separation Regulations for Call Termination	Accounting Separation Regulations for licensees designated with Significant Market Power	Development of Accounting Separation Regulations as per the Call Termination Regulations (GG 33698)	No Strategic Activity	No Strategic Activity	Annual analysis of Accounting Separation Reports for Call Termination	No Strategic Activity

SOOG 8			STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
					Findings document on the Market for Signal Distribution Services	Pricing control framework for broadcasting signal distribution services	Development of Pricing control framework for broadcasting signal distribution services	Development of pricing framework for broadcasting signal distribution services	No Strategic Activity	No Strategic Activity	No Strategic Activity
					None	No Strategic Activity	No Strategic Activity	No Strategic Activity	Development of pro-competitive remedies and implementation thereof	Continued development of pro-competitive remedies and implementation thereof	No Strategic Activity
	8.2.	STRATEGIC OBJECTIVE	Ensure South African retail prices of ICT services fairly reflect costs								
Markets & Competition - Numbering	1	Benchmarking of South African Retail Prices for electronic communication services	Comparative analysis framework of retail tariffs	Annual report on retail tariffs reviews	Presentation of quarterly analysis report to Council and publication of the summary of the analysis report on ICASA's website	Annual report on retail tariffs reviews	Evaluate whether domestic retail voice services are in line with international norms and standards	Monitor retail tariff trends and input to market studies	Monitor retail tariff trends and input to market studies	Monitor retail tariff trends and input to market studies	Monitor retail tariff trends and input to market studies
							Development and introduction of the retail tariff database	Development of framework for benchmarking SA electronic communications services retail services	Implementation of the benchmarking framework	No Strategic Activity	No Strategic Activity
	2	Ensure that retail price of reserved postal services is affordable to all citizens	Updated Postal price control and accounting separation regulations for postal services	Gazetted final price control regulations	Price Cap Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conceptual Report	Review of regulations for Price Cap (Draft regulations)	Final Price Control Regulations
					Accounting Separation Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conceptual Report	Review of regulations for Accounting Separation (Draft regulations)	Final Accounting Separation regulations for reserved postal services

SOOG 8			STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition						
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Activity 2013/2014	Activity 2014/2015	Activity 2015/2016	Activity 2016/2017
	3		Approved reserved postal fees and charges	Gazette Publication of reserved postal fees and charges	Implementation of price cap regulations & Accounting Separation Regulations	Gazette Publication of 2013/2014 reserved postal fees and charges	Review of SAPO price increase application & Annual analysis of Accounting Separation Reports for reserved postal services	Review of SAPO price increase application & Annual analysis of Accounting Separation Reports for reserved postal services	Review of SAPO price increase application & Annual analysis of Accounting Separation Reports for reserved postal services	Review of SAPO price increase application & Annual analysis of Accounting Separation Reports for reserved postal services	Review of SAPO price increase application & Annual analysis of Accounting Separation Reports for reserved postal services
Markets & Competition - Analysis	4	Fair prices for broadband services, accessible by all South Africans by 2020	Regulatory Strategy For Broadband that ensures effective competition and greater network coverage	Broadband Access prices that are equivalent to Brazil, Russia, India And China (BRIC) country prices by 2017	National Broadband Policy	Gazetted Regulatory response to the National Broadband Policy. Gazetted Price benchmark report on prices across the broadband vale chain	Develop regulatory response to BB paper and consult with stakeholders. Conduct review of the broadband value chain in South Africa, with a specific focus on prices across the value chain	Conduct market reviews based on Broadband Value Chain study	Conduct/complete market reviews based on broadband value chain study; Develop necessary pro-competitive regulations	Conduct/complete market reviews based on broadband value chain study; Develop necessary pro-competitive regulations	Conduct/complete market reviews based on broadband value chain study; Develop necessary pro-competitive regulations

Annexure B: Council Functions

The Council of the Independent Communications Authority of South Africa (ICASA) is governed by:

- The ICASA Act, Act 13 of 2000 as amended;
- The Broadcasting Act of 1999;
- The Electronic Communications Act of 2005;
- The Postal Services Act 124 of 1998;
- The Public Finance Management Act (PFMA) of 2009; and
- The Promotion of Administrative Justice Act (PAJA) of 2000 Act.

In terms of Section 4 of the ICASA Act Council is required to provide oversight over services provided by ICASA. In terms of Section 14 of the same Act, Council may appoint staff to support its functions and where necessary experts to provide additional assistance and expertise.

In order to fulfil its role Council has established governance and support committees namely:

- The Remuneration and Human Resources Committee
- The Audit and Risk Committee
- The Information Technology Committee
- The Communications Committee (internal communications strategy)
- The International Collaboration Committee (SADC, ITU, UPU)
- The Complaints and Compliance Committee
- The Alternative Dispute and Resolution Committee
- ICASA-DOC Liaison Committee
- Other

At least two Councillors are assigned to each of the above committees.

In addition Sections 4(4)(b) and Section 4(4)(f) of the ICASA Act prohibits Council from delegating development of regulations and licensing. Council has consequently delineated these functions as outlined in Table 1 and 2 below to illustrate how it fulfils this requirement whilst ensuring that it acts as a collective. The regulatory and licensing projects for 2012 /2013 have also been included and will be incorporated into the individual performance contracts of Councillors.

Table 1	
Regulatory development processes	Role player
1. Conduct an inquiry	Subject experts
2. Complete findings document	Subject experts
3. Conduct independent research	Council
4. Approve draft document	Council
5. Publish Findings document for public comment	Subject experts
6. Conduct public hearings	Council
7. Collate and analyse findings	Subject experts
8. Approve findings for publication	Council
9. Formulate draft regulations	Subject experts
10. Vet draft regulations	Legal
10. Approve draft regulations for publication	Council
11. Conduct public hearings	Council
12. Collate and analyse findings	Subject experts and Council
13. Develop final regulations	Subject experts and Council
14. Vet regulations	Legal
15. Approve regulations	Council

Planned Regulations for 2012/2013 as outlined in the strategic plan:

- Numbering Plan regulations;
- Type Approval framework;
- Regulations on bit-stream LLU product;
- Development of framework for spectrum licensing;
- Review of end-user regulations and the subscriber service charter;
- Review of local content regulations;
- Develop regulations on infrastructure sharing in the postal arena;
- Draft final regulations on Signal distribution;
- Review number portability regulations; and
- Develop Accounting separation regulations for licences with significant market power

Table 2 Licensing steps	Role player
1. Conduct an inquiry	Subject experts
2. Complete findings document	Subject experts
3. Conduct independent research	Council
4. Approve draft document	Council
5. Publish Findings document for public comment	Subject experts
6. Conduct public hearings	Council
7. Collate and analyse findings	Subject experts and Council
8. Approve findings for publication	Council
9. Formulate draft ITA	Subject experts
10. Vet draft ITA	Legal
11. Approve draft ITA	Council
12. Conduct public hearings	Council
13. Collate and analyse findings	Subject experts and Council
14. Develop Final ITA	Subject experts
15. Vet ITA	Legal
16. Approve ITA	Council
17. Publish ITA	Subject experts
18. Analyse submissions	Subject experts & Council
19. Draft reasons document	Legal, subject experts and Council
20. Approve reasons document	Council
21. Publish reasons document	Subject experts

Licensing Projects for 2012/2013 as outlined in the strategic plan:

- Final Migration Plan following Act 2012 of ITU;
- Development of licensing framework for available IMT spectrum;
- Implementation of 2.6GHz and 800MHz;
- Development of framework for future spectrum licensing;
- Develop licensing framework for digital radio;
- License sound BS in N Cape, Free State and E Cape; and
- License sound BS in Gauteng, Cape Town and Durban on medium wave.

Annexure C: Abbreviations and Acronyms

BS – Broadcasting Service
BIGIC – Broadband Inter-Governmental Implementation Committee
BRIC – Brazil, Russia, India and China
BWA – Broadband Wireless Access
CAP – Consumer Advisory Panel
CCC – Compliance and Complaints Committee
C-ECNS – Class Electronic Communications Network Service
CEO – Chief Executive Officer
CFO – Chief Financial Officer
CRASA – Communications Regulatory Association of Southern Africa
CRF – Consumer Representative Forum
CRM – Customer Relationship Management
DoC – Department of Communications
DTT – Digital Terrestrial Television
ECA – The Electronic Communications Act, No 36 of 2005
ECNS – Electronic Communications Network Service
ECS – Electronic Communications Service
FL – Facilities Leasing
FWC 2010 – FIFA World Cup 2010
GSM – Global System for Mobile Communications
HDI – Historically Disadvantaged Individual
IBA – Independent Broadcasting Authority
IC – Interconnectivity
ICASA – Independent Communications Authority of South Africa
ICASA Act – Independent Communications Authority of South Africa Act, No 13 of 2000 (as amended)
ICT – Information and Communication Technology
I-ECNS – Individual Electronic Communications Network Service
JCPS – Justice Crime Prevention & Security
IMT – International Mobile Telephony
ITA – Invitation To Apply
ITU – International Telecommunications Union
MDDA – Media Development and Diversity Agency
MoU – Memorandum of Agreement
MTEF – Medium-Term Expenditure Framework
MTSF – Medium-Term Strategic Framework
NCC – National Consumer Commission
NERSA – National Electricity Regulator of South Africa
Opex – Operational Expenditure
PAJA – The Promotion of Administration Justice Act, No 3 of 2000
PMS – Performance Management System
PFMA – Public Finance and Management Act
QoE – Quality of Experience
QoS – Quality of Service
RIA – Regulatory Impact Assessment
SABC – South African Broadcasting Authority
SAPO – South African Post Office
SAPRA – Southern Africa Postal Regulatory Association
SATRA – South African Telecommunications Regulatory Authority
SWOT – Strengths, Weaknesses, Opportunities and Threats
USA – Universal Service Access
USAASA – Universal Service Access Authority of South Africa
USAO – Universal Service Access Obligations
VoIP – Voice over Internet Protocol

Independent Communications
Authority of South Africa

ANNUAL PERFORMANCE PLAN

ANNEXURE D

for the MTEF period
2013-2015



Annexure D: Annual Performance Plan – Key Outcomes, Outputs, Targets and Deliverables

SOOG 1		STRATEGIC OUTCOME ORIENTATED GOAL		Transformation of the ICT sector								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	1.1.	STRATEGIC OBJECTIVE	Ensure effective HDI/BEE participation in the sector									
Licensing & Compliance	1	Develop Regulations on ownership and control	Recommendations on ownership trends and structures for licensees who have been allocated numbers and/or radio frequency spectrum	Report on licensee's ownership trends monitored and ownership structures audited in the ICT sector	Preliminary report on broadcasting sector including recommendations on HDI equity ownership issued to the Minister	Report on individual licensees' equity ownership for licensees who have been allocated numbers and/or radio frequency by 31 March 2013	Collation of HDI Equity data through Compliance Manual (15% of relevant licensees)	Collation of HDI Equity data through Compliance Manual (50% of relevant licensees)	Collation of HDI Equity data through Compliance Manual (20% of relevant licensees)	Collation of HDI Equity data through Compliance Manual (15% of relevant licensees) Final Report on Individual licensees' equity ownership.	Revised draft regulations and published for comment following ECA amendment	Regulations on HDI/BEE finalised

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure the provision of broadband services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
2.1.		STRATEGIC OBJECTIVE	Allocation of accumulated 1000MHz for mobile communications									
Engineering & Technology	1	Greater access to mobile telecommunication spectrum	Strategy (blueprint) for Radio Frequency migration plan	Radio Frequency migration final blueprint published and National Band Plan updated	Outcome of the consultancy and ITU-R Final Acts of 2012	Radio Frequency migration plan published by 31 March 2013	Service provider appointed	Radio Frequency migration strategy approved by Council. ITU-R Final Acts 2012 analysed in report	Report on consultation on draft broadcasting plan	Radio Frequency migration strategy and Radio Frequency migration strategy published. Updated National Band Plan approved by Council and published. Reviewed broadcasting plan published	Implementation of Radio Frequency migration plan	No Strategic Activity
	2	Licensing of available International Mobile Telephony (IMT) spectrum	Radio frequency spectrum licences issued	New initiative	Seven radio frequency spectrum licences issued in the 2.6GHz and 800MHz bands	Terms of Reference for the appointment of service provider developed	Service provider appointed	Public Hearings Completed and Final ITA published.	Combined licensing of 2.6 GHz and 800 MHz completed	Implementation of framework for available IMT spectrum	No Strategic Activity	
	3	Roadmap for all of International Mobile Telephony (IMT) spectrum	Roadmap published	World Radio WRC-07 and WRC-12 outcomes	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Development of roadmap for all of IMT spectrum	Implementation of roadmap for all of IMT spectrum	

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure the provision of broadband services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
2.2.		STRATEGIC OBJECTIVE	Increase connectivity of South Africans on broadband									
Markets & Competition - Analysis	1	Regulatory response to Broadband Plan to support the national broadband policy	Online map to indicate where broadband services are available	Interactive online map launched	Engagement with licensees on the need for an interactive online map	Broadband map to be online by 31 September 2012	Identification of project scope and resources required to develop online map	Information collection from licensees and submission of information to the service provider	Pilot implementation of the interactive online map for broadband services availability	Clean up and formal launch of the interactive broadband availability map	Bi-annual updating of broadband map database & develop in-house GIS competency	Bi-annual updating of broadband map database
	2		Rapid Deployment Guidelines (RDGs) recommendations to the Minister	Recommendation on RDGs sent to the Minister	Draft rapid deployment guidelines document	Submission of RDG Recommendation Report to the DoC by 31 June 2012	Final document on Rapid Deployment Guidelines sent to the DoC as recommendation for policy formulation	Delivered in Q1	Delivered in Q1	Delivered in Q1	Review of implementation of RDGs	No Strategic Activity
	3		Open-access model of wholesale network infrastructure = Local Loop Unbundling (LLU)	Reduction in IPConnect (IPC) prices by 25%; Introduction of bitstream wholesale access product (standard contract for bitstream access services); Report on Access Line Deficit (ALD) recovery scheme	Discussion Document on LLU	Implementation of LLU through: Reduction in IPC prices by 1 April 2012; Introduction of bitstream wholesale access product by 1 November 2012; Introduction of ALD recovery scheme by March 2013	Introduction of new IPC pricing framework. Formulation of working groups to develop bitstream wholesale access product and the ALD recovery scheme	Report on recommendations for addressing the ALD recovery scheme and proposal for bitstream wholesale access product	Introduction of bitstream wholesale access product. Public consultation on ALD recovery scheme	Implementation of ALD recovery scheme	Implementation of bitstream wholesale access product	Inquiry into LLU for all types of network

SOOG 3		STRATEGIC OUTCOME ORIENTATED GOAL		Optimise the use of the radio frequency (RF) and numbering resource to support the widest variety of services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
3.1.		STRATEGIC OBJECTIVE	Introduce market-based, opportunistic and other innovative approaches in access to spectrum									
Engineering & Technology	1	Greater access to Radio Frequency (RF) spectrum	Wholesale Open Access model in licensing of some of mobile broadband spectrum	2.6GHz and 800MHz spectrum licences issued	New initiative	Two spectrum licences issued in 2.6GHz and 800MHz bands using the Wholesale Open Access model	Terms of Reference for the appointment of service provider developed	Appointment of a service provider	Public Hearings Completed and Final ITA published	Model implemented in Combined licensing of 2.6GHz and 800MHz	Report identifying other spectrum for which the Wholesale Open Access model can be implemented	Licensing of identified spectrum using Wholesale Open Access model
	2		Use of Managed Spectrum Parks model in licensing some of mobile broadband spectrum	Managed Spectrum Park licences in the 2.6GHz band	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Licensing of remainder 2.6GHz using Managed Spectrum Parks model	No Strategic Activity
				Report on other spectrum identified for Managed Spectrum	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report identifying other spectrum for which the Managed Spectrum Parks model can be implemented	Licensing of identified spectrum using Managed Spectrum Parks model
	3		Optimise spectrum usage	Framework for the use of "white space" and cognitive radio technologies published	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 3		STRATEGIC OUTCOME ORIENTATED GOAL		Optimise the use of the radio frequency (RF) and numbering resource to support the widest variety of services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
				Framework to issue licenses for market-based licensing of some of the mobile spectrum	New initiative	Develop framework for market-based licensing of some of the mobile spectrum	Desktop research on market-based licensing mechanism completed and preliminary report completed	Internal preparations	Internal preparations	Draft framework approved by Council	Implementing framework for market-based licensing of some of mobile spectrum	No Strategic Activity
3.2.		STRATEGIC OBJECTIVE	Introduce regulatory reforms in the numbering frameworks									
Markets & Competition - Numbering	1	Regulatory reforms to the Numbering Plan framework	Revised Numbering Plan to promote effective and efficient use of the numbering resource	Revised Numbering Plan regulations	Existing Numbering Plan Regulations	Publication of revised Numbering Plan regulations	Publication of revised Numbering Plan regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on comprehensive number pricing framework	Publication of final regulations incorporating number pricing framework
3.3.		STRATEGIC OBJECTIVE	Support the rapid uptake of new ICT technologies									
Engineering & Technology	1	Type Approval framework to support innovation	Revision of Type Approval framework	New Type Approval framework published	Drafted Type Approval framework	Revision of Type Approval framework	Draft framework published for public consultation	Public consultation completed	Final framework published	New framework implemented	No Strategic Activity	Review of Type Approval framework

SOOG 4		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the protection of consumers and accessibility for persons with disabilities								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
4.1.		STRATEGIC OBJECTIVE		Promote consumer rights								
Consumer Affairs	1	Consumer Protection Framework	Revised End-User Subscriber Service Charter (QoS) by 31 March 2014	End-User Subscriber Service Charter (QoS) by 31 March 2014	Existing End-User Subscriber Service Charter (QoS)	Discussion document on revised End-User and Subscriber Service Charter (QoS)	Benchmark report on QoS standards	Draft discussion document on End-User Subscriber Service Charter (QoS)	Report on consultation with identified stakeholders	Publication of discussion document	Findings document on revised End-User and Subscriber Service Charter (QoS)	No Strategic Activity
	2		Revised Code of Conduct on Persons with Disabilities by 31 March 2014	Code of Conduct on Persons with Disabilities by 31 March 2014	Existing Code of Conduct on Persons with Disabilities	Discussion document on revised Code of Conduct on People with Disabilities	Benchmark report on Code of Conduct on Persons with Disabilities	Draft discussion document on Code of Conduct on Persons with Disabilities	Report on consultation with identified stakeholders	Publication of discussion document	Findings document on revised Code of Conduct on People with Disabilities	No Strategic Activity
	3		Consumer Protection Regulations	Consumer Protection Regulations by 30 September 2013	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conduct feasibility study and Regulatory Impact Assessment (RIA) on draft Consumer Protection Regulations	Develop new Consumer Protection Regulations
4.2.		STRATEGIC OBJECTIVE		Ensure universal service and access								
Markets & Competition - Postal	1	Bridging the Digital Divide by promoting an efficient and effective Postal sector	Regulations on Electronic Postal Services	Regulatory framework of Electronic Postal Services governing quality of service and protection of information by March 2015	Draft Electronic Postal Services research report	Final Report to the DoC on recommendations to support the introduction of Electronic Postal Services	Report on number of post offices with connectivity	Report on reasons why SAPO post offices are unconnected	Draft Report on review of mechanisms to address the backlog in post offices with connectivity	Final report on review of mechanisms submitted to the DoC	Report on the metrics governing quality of service and protection of information to introduce Electronic Postal Services	Regulations governing quality of service and the protection of information for Electronic Postal Services

SOOG 4		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the protection of consumers and accessibility for persons with disabilities								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	2		New licensing framework for postal services	Recommendations to the Minister on exclusivity period for SAPO	Existing USO obligations on SAPO	Report on SAPO achievements re USO obligations	Data analysis on the roll-out of SAPO universal service obligations as listed in the SAPO licence	Report on engagement with SAPO and the DoC regarding the roll-out of SAPO's postal outlets	Draft report on SAPO USO achievements	Report on SAPO's USO roll-out achievements	Discussion document on achievement of targets per licence conditions	Hearings and gazetting of findings document
	3			Recommendations to the Minister on revised USO parameters for postal services	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on proposed basket of services to be included in the definition of Universal Postal service products	Gazette discussion paper and public consultation of the revised definition of services for Universal Service in the postal sector
Consumer Affairs	4		Memorandum of Understanding (MoU) with USAASA on promotion of Universal Service and Access	MoU with USAASA on programmes related to Universal Service and Access	New Initiative	MoU between USAASA and 3 x Reports on engagement and collaboration with USAASA	Draft MoU between ICASA and USAASA	Final MoU approved. Report on quarterly meeting with USAASA to promote Universal Service and Access	Report on quarterly meeting with USAASA to promote Universal Service and Access	Report on quarterly meeting with USAASA to promote Universal Service and Access	No Strategic Activity	No Strategic Activity

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the development of public, community and commercial broadcasting services in the context of digital migration								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
5.1.		STRATEGIC OBJECTIVE	Migration to and availability of choice & diversity of broadcasting services in the digital environment									
Licensing & Compliance	1	Availability of choice & diversity in broadcasting services	Licenses for free-to-air television broadcasting services	Licenses issued for broadcasting services and I-ECNS	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
	2		Licenses for terrestrial subscription television broadcasting services	Licenses issued for broadcasting services and I-ECNS	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
Markets & Competition - PDRD	3	Availability of choice and diversity in broadcasting services	Broadcasting regulatory framework to support the digital environment	Findings document for the introduction of a new regulatory framework for broadcasting services	Issues Paper for a new regulatory framework for broadcasting services in the digital environment	Findings document outlining framework for the introduction of a new regulatory framework for broadcasting services by 30 June 2012	Public Hearings by 30 June 2012	Publication of Findings document by 30 September 2012	Report on consultation with stakeholders on the final Issues Paper	Published Review Paper on broadcasting regulatory framework for the digital environment by 31 March 2013	Review and develop regulations in line with the new digital broadcasting environment	No Strategic Activity
				Existing Regulations governing broadcasting for Political Elections and Code of Conduct for Broadcasters	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Review of Regulations governing broadcasting for Political Elections and Code of Conduct for Broadcasters	No Strategic Activity	

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the development of public, community and commercial broadcasting services in the context of digital migration								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
					New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion document on inquiry into the programming needs of targeted groups
				New regulations governing Local Television Content, Independent Television Production and South African Music by 31 March 2015	Existing Local Content Regulations	Draft Discussion document on review of Local Content Regulations by 31 March 2013	Report on regulations governing Local Television Content, Independent Television Production and South African Music by 30 June 2012	Publish Terms of Reference on the cost benefit analysis study by 30 September 2012	Report on consultation with affected broadcasting licensees by 31 December 2012	First Draft Research Report by 31 March 2013	Draft revised Local Content Regulations for broadcasting in the digital environment	Final Local Content Regulations for broadcasting in the digital environment
				New regulations governing Must-Carry obligations by 31 March 2014	Existing Must-Carry Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Revised Must-Carry Regulations	No Strategic Activity
				New regulations governing the Commissioning Protocols and Terms of Trade by 31 March 2015	Existing Commissioning Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Revised Commissioning Protocols and Terms of Trade Regulations
				New regulations governing Advertising and Sponsorship Rights by 31 March 2017	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the development of public, community and commercial broadcasting services in the context of digital migration								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
				New regulations governing broadcasting of National Sporting Events by 31 March 2014	Existing Sports Broadcasting Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Revised Sports Broadcasting Regulations	No Strategic Activity
				A new licensing framework for Community Broadcasting Services by 31 March 2015	Existing Licensing Framework	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion document on inquiry of Community Broadcasting Regulatory and Licensing Framework	Findings document on inquiry into Community Broadcasting Regulatory and Licensing Framework
				New licensing framework for broadcasting services post Digital Migration by 31 March 2015	Existing Licensing Framework	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Draft licensing framework for Broadcasting Service in the Digital Broadcasting Environment	Published licensing framework for Broadcasting Service in the Digital Broadcasting Environment
				New licensing framework for digital radio broadcasting by 31 March 2015	Current analogue-based radio frequency allocation processes	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion document on Inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework	Published findings document on Inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework
				Recommendations on interoperability of broadcasting services by 31 March 2017	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 6		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure compliance with legislation and regulation								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
6.1.		STRATEGIC OBJECTIVE	Introduce a comprehensive Compliance and Enforcement framework									
Markets & Competition - Numbering	1	Compliance with legislation and regulations	Effective management of the numbering resource	Publication of Annual Number Audit findings	Numbering Audit Framework	Findings document on Annual Audit of numbering resource utilisation	Review of numbering audit data submitted by licensees in the previous financial year	Draft report on number audit findings	Report on the findings of the review of the numbering audit	Publication of Annual Number Audit findings	Findings document on Annual Audit of numbering resource utilisation including recommendations for regulatory review	Revised Numbering Plan regulations incorporating number pricing framework
	2	Markets & Competition - Analysis	Management of the Interconnection (I/C) and Facilities Leasing (F/L) Regime	Guidelines on Disputes regarding I/C and F/L and Infrastructure Sharing	Draft guideline on I/C and F/L agreements produced	Report on compliance with I/C and F/L regulations	Quarterly internal report on compliance with I/C and F/L regulations	Quarterly internal report on compliance with I/C and F/L regulations	Quarterly internal report on compliance with I/C and F/L regulations	Annual internal report on compliance with I/C and F/L regulations	Report on compliance with I/C and F/L regulations including recommendations for regulatory review	Revised I/C and F/L regulations
Licensing & Compliance	3	Compliance with licence terms and conditions and regulations	Published Annual Reports on compliance with legislation and regulations	Postal: 1 ECN/S: 15 Broadcasting: 40	Compile and approve Reports on: Postal: 2 ECN/S: 30 Broadcasting compliance: 45	Progress Report	Progress Report	Progress Report	Publish Reports Postal: 2 ECN/S: 30 Broadcasting compliance: 45	Publish Annual Compliance Reports Postal: 2 ECN/S: 30 Broadcasting: 50	Publish Annual Compliance Reports Postal: 2 ECN/S: 30 Broadcasting: 60	
			Published Compliance Report	Published Compliance Report on coverage of Local Government Elections held in 2011	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conduct National Government Election workshops	Publish Compliance Report on coverage of National Government Elections		

SOOG 6		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure compliance with legislation and regulation								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	5		Universal Service Access Obligations (USAO) framework document	USAO framework	Findings document on USAO framework	Published Implementation Plan developed dependent on the outcome of the Findings document	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	No Strategic Activity	No Strategic Activity
	6		New Universal Service Access (USA) Regulations	Published Regulations with gazetted definition and list of under serviced areas	Published Universal Service Access (USA) Regulations	Published Implementation Plan developed dependent on the outcome of the Findings document	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	No Strategic Activity	No Strategic Activity

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	7.1.	STRATEGIC OBJECTIVE	Improved operational processes and performance									
Information Technology	1	To Automate systems and processes	Automated Spectrum Management by 31 March 2015	Implementation of new Spectrum Management system by 31 March 2015	Spectrum Management licences procured	Migration of existing systems to new Spectrum Management system	Configure new Spectrum System	Configure new Spectrum System & commence data clean up	Perform data clean up and develop upload interfaces	Perform user testing	Integration of Spectrum Management system to Financial management systems	Implementation of Spectrum Management system internet modules

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	2		Integrated Customer Relation Management System - (CRM)	Implementation of new CRM system by 31 March 2014	Service provider appointed	New CRM system fully implemented for Consumer Affairs and Regional Offices	CRM framework developed and finalised	Issue tender for system integration solution provider Develop and advertise tender for hardware and software licenses	Finalise procurement of new system, hardware and licenses required to support new CRM system. Configure new system	Configure new system for Consumer Affairs and Regions Divisions	New CRM system fully implemented for remaining divisions Implementation of CRM internet/web modules (internal and external stakeholders)	No Strategic Activity
			Integrated Human Resources Management System - (HRM)	Implementation of new HRM system by 31 March 2015	New initiative	New HRM system implemented	Finalise terms of reference for framework development	Issue RFQ for HRM System framework development	Develop and finalise framework for new system	Issue tender for system integration solution provider Develop and advertise tender for hardware and software licenses	Implementation of new HRM system	Implementation of new Payroll system
Human Resources	3	Improved Governance systems	Complete review and implementation of new organisational structure	Reviewed organisational structure to align with strategy by 31 March 2014	Organisational Re-alignment studies and Frameworks	Developed and Approved organisational re-alignment road	Approval of the Road Map. Consultation with staff and Organised Labour	Implementation of the Road map based on the milestones	Implementation of the Road map based on the milestones	Implementation of the Road map based on the milestones	Completion of Organisational Realignment. Assess impact of the organisational review process	Embed the New structure. Monitoring and Review
						Developed and Approved Change Management Framework	Developed and approved change management framework	Appointment and Capacity building of Change Champions	Establishment of Change Champions focus groups	Report on Change Management Outcomes	Total implementation of the Change Management Framework	Total implementation of the Change Management Framework

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	4	Improved skills and leadership within the organisation	Organisational Core and Leadership Competencies	Reviewed organisational core and leadership competencies by 31 March 2013	None	Developed and Approved plan on Organisational Core and Leadership Competencies	Identification of organisational core and leadership competencies	Conduct desktop exercise on skills for each division	Conduct desktop exercise on skills for each division	Prepare a skills audit report on each division and develop the plan to close identified skills gaps	Report on Competence gaps for both Core divisions and Support functions	Implementation of the plan to close the identified gaps
					Research on Dual career pathing model	Developed and Approved organisational dual career path model	Prepare the model for each division and seek buy-in and approval	Developed and approved correlation table for migration	Conduct workshops with all employees to ensure understanding	Conclude the migration process on the system with individual letters	Specialist career stream linked to talent retention framework	No Strategic Activity
					None	Developed and Approved Leadership Competency Model	Definition of ICASA's Leadership competency skills.	Developed and approved Leadership Competency model for ICASA	Identification and contracting with possible service providers	Conclude the Intake process for the new financial year	Cascading of the Leadership Competency model to the lower levels	No Strategic Activity
					None	Approved and Implemented Talent Management Strategy	Conduct research and benchmarking on the ideal TM Strategy. Engage the MICT SETA for Internship and Leadership programme	Develop a framework document for consultation with EXCO and Council. Developed and approved plan on Leadership and Internship	Final document for approval by EXCO and Council. Sourcing and Selection of candidates	Implement the TM strategy. Placement of the Internship and Leadership candidates	Talent exit strategy for knowledge and skills transfer. International exchange research programmes and secondments, external bursary and scheme to secure future talent	Talent exit strategy for knowledge and skills transfer. International exchange research programmes and secondments, external bursary and scheme to secure future talent

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
Administration	5	To have strategically positioned ICASA offices at cost effective rates	Economic rental locations for ICASA offices identified and occupied	Relocation of Office Space and staff by specified date, and completion of project plan on time	Extension of current Head Office lease until 31 October 2012. Engaged stakeholders, Departments of Public Works (DPW) and Communications (DoC) and National Treasury on funding requirements to procure alternative office space	Extension of current Head Office lease until 31 October 2013	Report on negotiations with the current landlord on lease extension until 31 October 2013. Report on DPW Process	Project Plan for Head office Relocation developed and approved. Progress Report on DPW Process	Lease Agreement on the new Head Office accommodation signed. Fitting out/creation of workstations including IT related requirements commences	Project Plan for actual physical relocation of Head Office approved and restoration of the current offices finalised with the current landlord	Head Office relocation.	Establishment of new regional offices (footprint increased)
Finance	6	Improved financial governance systems	Strengthened financial & other internal controls	Reviewed procedures and strengthened financial & other internal controls	Management dashboard	Implementation of the Flowcentric and the Clickview Systems	Testing and implementation of the Flowcentric and the Clickview systems	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	7	Self-funding model for ICASA	New funding model for ICASA and engage stakeholders (National Treasury and DoC)	Establish Self-funding model for ICASA	Consideration of Self-funding model for ICASA	Proposed Self-funding model alternatives for ICASA	Submission of all documents requested by the DoC as an input into the Funding Model	No Strategic Activity	No Strategic Activity	No Strategic Activity	Approval of Self-funding model for ICASA	Implementation of Self-funding model for ICASA

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	8.1.	STRATEGIC OBJECTIVE	Remove barriers to competition									
Licensing & Compliance	1	Promote diversity and choice of broadcasting services	Licences for commercial broadcasting services	Licenses issued for subscription broadcasting service and I-ECNS	ITA for Subscription Broadcasting issued	Analysis report on applications for subscription broadcasting service and I-ECNS licences	No Strategic Activity	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for comments	Gazetting of the Public Hearings notice	Public Hearings and Decisions report including recommendations	Finalisation of reasons and issuance of licences for subscription broadcasting service and I-ECNS licences	No Strategic Activity
			Licenses issued for commercial sound broadcasting services in Secondary Markets (Northern Cape, Free State and Eastern Cape)	ITA for Secondary Markets issued	Analysis report on applications for commercial sound broadcasting services	No Strategic Activity	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for Comments.	Gazetting of the Public Hearings notice	Public Hearings and Decisions report including recommendations	Finalisation of reasons and issuance of licences for commercial sound broadcasting services	No Strategic Activity	

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
				Licenses issued for commercial sound services licensed in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies	ITA for Primary Markets issued	Analysis report on applications for commercial sound broadcasting services	No Strategic Activity	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for Comments.	Gazetting of the Public Hearings notice.	Public Hearings and Decisions report including recommendations	Finalisation of reasons and issuance of Licences for commercial broadcasting sound services	No Strategic Activity
Markets & Competition - Analysis	2	Improved levels of competition in the ICT sector	Regulations governing pro-competitive interventions into the broadcasting signal distribution market	Regulations for Signal Distribution market	Discussion document on the market for Signal Distribution Services	Draft Regulations for Signal Distribution market including price control framework	Gazette Findings Document on the Signal Distribution Market	Progress Report on review of SENTECH cost model for signal distribution	Progress Report on review on signal distribution wholesale access product	Report on review of SENTECH cost model and signal distribution wholesale access product	Published Regulations for Signal Distribution market	No Strategic Activity
	3	Development of pro-competitive remedies and implementation thereof	Carrier Preselect (CPS) regulations to increase consumer choice	Gazetted Code of Practice	CPS Regulations	Publication of Code of Practice by 30 June	Publication of Code of Practice	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
	4		Revised Number Portability regulations to promote consumer choice	Number Portability Regulations governing all number ranges	Existing Number Portability Regulations	Research report on review of the existing Number Portability regulations	Development of Terms of Reference	Appointment of service provider	Preliminary report	Final report	Number Portability Regulations governing all number ranges	No Strategic Activity
	5		Accounting Separation Regulations for wholesale call termination	Accounting Separation Regulations for licensees designated with Significant Market Power	Inception report of Accounting Separation Regulations for Call Termination	Accounting Separation Regulations	Report with recommendations on various cost models	Report on consultation with licensees designated with Significant Market Power	Draft regulations and public hearings	Final Accounting Separation Regulations	No Strategic Activity	No Strategic Activity

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	8.2.	STRATEGIC OBJECTIVE	Ensure South African retail prices of ICT services fairly reflect costs									
Markets & Competition - Analysis	1	Fair prices for Electronic Communication Services (ECS) accessible by all South Africans by 2020 (voice and data services including broadband)	Regulatory Strategy for ECS that promotes effective competition and greater network coverage	Report on pricing for ECS	Wholesale Voice Call Termination regulations	Gazetted price benchmark report on prices across the ECS value chain	Appointment of consultants to review the prices across the supply-side ECS value chain	Questionnaire circulated to licensees for information on costs associated to different segments of the ECS value chain	Report on analysis of responses to the questionnaire	Final report outlining results of price benchmarking and future areas of focus for market reviews	Market reviews based on ECS value chain study	Market reviews based on ECS value chain study; Identified pro-competitive regulations published
Markets & Competition - Numbering	2	Ensure that retail price of reserved postal services is affordable by all citizens	Updated Postal price control and Accounting Separation Regulations for Postal services	Gazetted final Price Control regulations	Price Cap Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on implementation of Price Control Regulations for reserved postal services
				Gazetted Accounting Separation Regulations	Accounting Separation Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on implementation of Accounting Separation Regulations for reserved postal services	

Independent Communications
Authority of South Africa

ANNUAL PERFORMANCE PLAN

ANNEXURE D

for the MTEF period
2013-2015



Annexure D: Annual Performance Plan – Key Outcomes, Outputs, Targets and Deliverables

SOOG 1		STRATEGIC OUTCOME ORIENTATED GOAL		Transformation of the ICT sector								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	1.1.	STRATEGIC OBJECTIVE	Ensure effective HDI/BEE participation in the sector									
Licensing & Compliance	1	Develop Regulations on ownership and control	Recommendations on ownership trends and structures for licensees who have been allocated numbers and/or radio frequency spectrum	Report on licensee's ownership trends monitored and ownership structures audited in the ICT sector	Preliminary report on broadcasting sector including recommendations on HDI equity ownership issued to the Minister	Report on individual licensees' equity ownership for licensees who have been allocated numbers and/or radio frequency by 31 March 2013	Collation of HDI Equity data through Compliance Manual (15% of relevant licensees)	Collation of HDI Equity data through Compliance Manual (50% of relevant licensees)	Collation of HDI Equity data through Compliance Manual (20% of relevant licensees)	Collation of HDI Equity data through Compliance Manual (15% of relevant licensees) Final Report on Individual licensees' equity ownership.	Revised draft regulations and published for comment following ECA amendment	Regulations on HDI/BEE finalised

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure the provision of broadband services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
2.1.		STRATEGIC OBJECTIVE	Allocation of accumulated 1000MHz for mobile communications									
Engineering & Technology	1	Greater access to mobile telecommunication spectrum	Strategy (blueprint) for Radio Frequency migration plan	Radio Frequency migration final blueprint published and National Band Plan updated	Outcome of the consultancy and ITU-R Final Acts of 2012	Radio Frequency migration plan published by 31 March 2013	Service provider appointed	Radio Frequency migration strategy approved by Council. ITU-R Final Acts 2012 analysed in report	Report on consultation on draft broadcasting plan	Radio Frequency migration strategy and Radio Frequency migration strategy published. Updated National Band Plan approved by Council and published. Reviewed broadcasting plan published	Implementation of Radio Frequency migration plan	No Strategic Activity
	2	Licensing of available International Mobile Telephony (IMT) spectrum	Radio frequency spectrum licences issued	New initiative	Seven radio frequency spectrum licences issued in the 2.6GHz and 800MHz bands	Terms of Reference for the appointment of service provider developed	Service provider appointed	Public Hearings Completed and Final ITA published.	Combined licensing of 2.6 GHz and 800 MHz completed	Implementation of framework for available IMT spectrum	No Strategic Activity	
	3	Roadmap for all of International Mobile Telephony (IMT) spectrum	Roadmap published	World Radio WRC-07 and WRC-12 outcomes	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Development of roadmap for all of IMT spectrum	Implementation of roadmap for all of IMT spectrum	

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure the provision of broadband services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
2.2.		STRATEGIC OBJECTIVE	Increase connectivity of South Africans on broadband									
Markets & Competition - Analysis	1	Regulatory response to Broadband Plan to support the national broadband policy	Online map to indicate where broadband services are available	Interactive online map launched	Engagement with licensees on the need for an interactive online map	Broadband map to be online by 31 September 2012	Identification of project scope and resources required to develop online map	Information collection from licensees and submission of information to the service provider	Pilot implementation of the interactive online map for broadband services availability	Clean up and formal launch of the interactive broadband availability map	Bi-annual updating of broadband map database & develop in-house GIS competency	Bi-annual updating of broadband map database
	2		Rapid Deployment Guidelines (RDGs) recommendations to the Minister	Recommendation on RDGs sent to the Minister	Draft rapid deployment guidelines document	Submission of RDG Recommendation Report to the DoC by 31 June 2012	Final document on Rapid Deployment Guidelines sent to the DoC as recommendation for policy formulation	Delivered in Q1	Delivered in Q1	Delivered in Q1	Review of implementation of RDGs	No Strategic Activity
	3		Open-access model of wholesale network infrastructure = Local Loop Unbundling (LLU)	Reduction in IPConnect (IPC) prices by 25%; Introduction of bitstream wholesale access product (standard contract for bitstream access services); Report on Access Line Deficit (ALD) recovery scheme	Discussion Document on LLU	Implementation of LLU through: Reduction in IPC prices by 1 April 2012; Introduction of bitstream wholesale access product by 1 November 2012; Introduction of ALD recovery scheme by March 2013	Introduction of new IPC pricing framework. Formulation of working groups to develop bitstream wholesale access product and the ALD recovery scheme	Report on recommendations for addressing the ALD recovery scheme and proposal for bitstream wholesale access product	Introduction of bitstream wholesale access product. Public consultation on ALD recovery scheme	Implementation of ALD recovery scheme	Implementation of bitstream wholesale access product	Inquiry into LLU for all types of network

SOOG 3		STRATEGIC OUTCOME ORIENTATED GOAL		Optimise the use of the radio frequency (RF) and numbering resource to support the widest variety of services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
3.1.		STRATEGIC OBJECTIVE	Introduce market-based, opportunistic and other innovative approaches in access to spectrum									
Engineering & Technology	1	Greater access to Radio Frequency (RF) spectrum	Wholesale Open Access model in licensing of some of mobile broadband spectrum	2.6GHz and 800MHz spectrum licences issued	New initiative	Two spectrum licences issued in 2.6GHz and 800MHz bands using the Wholesale Open Access model	Terms of Reference for the appointment of service provider developed	Appointment of a service provider	Public Hearings Completed and Final ITA published	Model implemented in Combined licensing of 2.6GHz and 800MHz	Report identifying other spectrum for which the Wholesale Open Access model can be implemented	Licensing of identified spectrum using Wholesale Open Access model
	2		Use of Managed Spectrum Parks model in licensing some of mobile broadband spectrum	Managed Spectrum Park licences in the 2.6GHz band	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Licensing of remainder 2.6GHz using Managed Spectrum Parks model	No Strategic Activity
				Report on other spectrum identified for Managed Spectrum	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report identifying other spectrum for which the Managed Spectrum Parks model can be implemented	Licensing of identified spectrum using Managed Spectrum Parks model
	3		Optimise spectrum usage	Framework for the use of "white space" and cognitive radio technologies published	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 3		STRATEGIC OUTCOME ORIENTATED GOAL		Optimise the use of the radio frequency (RF) and numbering resource to support the widest variety of services								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
				Framework to issue licenses for market-based licensing of some of the mobile spectrum	New initiative	Develop framework for market-based licensing of some of the mobile spectrum	Desktop research on market-based licensing mechanism completed and preliminary report completed	Internal preparations	Internal preparations	Draft framework approved by Council	Implementing framework for market-based licensing of some of mobile spectrum	No Strategic Activity
3.2.		STRATEGIC OBJECTIVE	Introduce regulatory reforms in the numbering frameworks									
Markets & Competition - Numbering	1	Regulatory reforms to the Numbering Plan framework	Revised Numbering Plan to promote effective and efficient use of the numbering resource	Revised Numbering Plan regulations	Existing Numbering Plan Regulations	Publication of revised Numbering Plan regulations	Publication of revised Numbering Plan regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on comprehensive number pricing framework	Publication of final regulations incorporating number pricing framework
3.3.		STRATEGIC OBJECTIVE	Support the rapid uptake of new ICT technologies									
Engineering & Technology	1	Type Approval framework to support innovation	Revision of Type Approval framework	New Type Approval framework published	Drafted Type Approval framework	Revision of Type Approval framework	Draft framework published for public consultation	Public consultation completed	Final framework published	New framework implemented	No Strategic Activity	Review of Type Approval framework

SOOG 4		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the protection of consumers and accessibility for persons with disabilities								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
4.1.		STRATEGIC OBJECTIVE		Promote consumer rights								
Consumer Affairs	1	Consumer Protection Framework	Revised End-User Subscriber Service Charter (QoS) by 31 March 2014	End-User Subscriber Service Charter (QoS) by 31 March 2014	Existing End-User Subscriber Service Charter (QoS)	Discussion document on revised End-User and Subscriber Service Charter (QoS)	Benchmark report on QoS standards	Draft discussion document on End-User Subscriber Service Charter (QoS)	Report on consultation with identified stakeholders	Publication of discussion document	Findings document on revised End-User and Subscriber Service Charter (QoS)	No Strategic Activity
	2		Revised Code of Conduct on Persons with Disabilities by 31 March 2014	Code of Conduct on Persons with Disabilities by 31 March 2014	Existing Code of Conduct on Persons with Disabilities	Discussion document on revised Code of Conduct on People with Disabilities	Benchmark report on Code of Conduct on Persons with Disabilities	Draft discussion document on Code of Conduct on Persons with Disabilities	Report on consultation with identified stakeholders	Publication of discussion document	Findings document on revised Code of Conduct on People with Disabilities	No Strategic Activity
	3		Consumer Protection Regulations	Consumer Protection Regulations by 30 September 2013	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conduct feasibility study and Regulatory Impact Assessment (RIA) on draft Consumer Protection Regulations	Develop new Consumer Protection Regulations
4.2.		STRATEGIC OBJECTIVE		Ensure universal service and access								
Markets & Competition - Postal	1	Bridging the Digital Divide by promoting an efficient and effective Postal sector	Regulations on Electronic Postal Services	Regulatory framework of Electronic Postal Services governing quality of service and protection of information by March 2015	Draft Electronic Postal Services research report	Final Report to the DoC on recommendations to support the introduction of Electronic Postal Services	Report on number of post offices with connectivity	Report on reasons why SAPO post offices are unconnected	Draft Report on review of mechanisms to address the backlog in post offices with connectivity	Final report on review of mechanisms submitted to the DoC	Report on the metrics governing quality of service and protection of information to introduce Electronic Postal Services	Regulations governing quality of service and the protection of information for Electronic Postal Services

SOOG 4		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the protection of consumers and accessibility for persons with disabilities								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	2		New licensing framework for postal services	Recommendations to the Minister on exclusivity period for SAPO	Existing USO obligations on SAPO	Report on SAPO achievements re USO obligations	Data analysis on the roll-out of SAPO universal service obligations as listed in the SAPO licence	Report on engagement with SAPO and the DoC regarding the roll-out of SAPO's postal outlets	Draft report on SAPO USO achievements	Report on SAPO's USO roll-out achievements	Discussion document on achievement of targets per licence conditions	Hearings and gazetting of findings document
	3			Recommendations to the Minister on revised USO parameters for postal services	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on proposed basket of services to be included in the definition of Universal Postal service products	Gazette discussion paper and public consultation of the revised definition of services for Universal Service in the postal sector
Consumer Affairs	4		Memorandum of Understanding (MoU) with USAASA on promotion of Universal Service and Access	MoU with USAASA on programmes related to Universal Service and Access	New Initiative	MoU between USAASA and 3 x Reports on engagement and collaboration with USAASA	Draft MoU between ICASA and USAASA	Final MoU approved. Report on quarterly meeting with USAASA to promote Universal Service and Access	Report on quarterly meeting with USAASA to promote Universal Service and Access	Report on quarterly meeting with USAASA to promote Universal Service and Access	No Strategic Activity	No Strategic Activity

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the development of public, community and commercial broadcasting services in the context of digital migration								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
5.1.		STRATEGIC OBJECTIVE	Migration to and availability of choice & diversity of broadcasting services in the digital environment									
Licensing & Compliance	1	Availability of choice & diversity in broadcasting services	Licenses for free-to-air television broadcasting services	Licenses issued for broadcasting services and I-ECNS	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
	2		Licenses for terrestrial subscription television broadcasting services	Licenses issued for broadcasting services and I-ECNS	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
Markets & Competition - PDRD	3	Availability of choice and diversity in broadcasting services	Broadcasting regulatory framework to support the digital environment	Findings document for the introduction of a new regulatory framework for broadcasting services	Issues Paper for a new regulatory framework for broadcasting services in the digital environment	Findings document outlining framework for the introduction of a new regulatory framework for broadcasting services by 30 June 2012	Public Hearings by 30 June 2012	Publication of Findings document by 30 September 2012	Report on consultation with stakeholders on the final Issues Paper	Published Review Paper on broadcasting regulatory framework for the digital environment by 31 March 2013	Review and develop regulations in line with the new digital broadcasting environment	No Strategic Activity
				Existing Regulations governing broadcasting for Political Elections and Code of Conduct for Broadcasters	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Review of Regulations governing broadcasting for Political Elections and Code of Conduct for Broadcasters	No Strategic Activity	

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the development of public, community and commercial broadcasting services in the context of digital migration								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
					New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion document on inquiry into the programming needs of targeted groups
				New regulations governing Local Television Content, Independent Television Production and South African Music by 31 March 2015	Existing Local Content Regulations	Draft Discussion document on review of Local Content Regulations by 31 March 2013	Report on regulations governing Local Television Content, Independent Television Production and South African Music by 30 June 2012	Publish Terms of Reference on the cost benefit analysis study by 30 September 2012	Report on consultation with affected broadcasting licensees by 31 December 2012	First Draft Research Report by 31 March 2013	Draft revised Local Content Regulations for broadcasting in the digital environment	Final Local Content Regulations for broadcasting in the digital environment
				New regulations governing Must-Carry obligations by 31 March 2014	Existing Must-Carry Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Revised Must-Carry Regulations	No Strategic Activity
				New regulations governing the Commissioning Protocols and Terms of Trade by 31 March 2015	Existing Commissioning Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Revised Commissioning Protocols and Terms of Trade Regulations
				New regulations governing Advertising and Sponsorship Rights by 31 March 2017	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the development of public, community and commercial broadcasting services in the context of digital migration								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
				New regulations governing broadcasting of National Sporting Events by 31 March 2014	Existing Sports Broadcasting Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Revised Sports Broadcasting Regulations	No Strategic Activity
				A new licensing framework for Community Broadcasting Services by 31 March 2015	Existing Licensing Framework	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion document on inquiry of Community Broadcasting Regulatory and Licensing Framework	Findings document on inquiry into Community Broadcasting Regulatory and Licensing Framework
				New licensing framework for broadcasting services post Digital Migration by 31 March 2015	Existing Licensing Framework	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Draft licensing framework for Broadcasting Service in the Digital Broadcasting Environment	Published licensing framework for Broadcasting Service in the Digital Broadcasting Environment
				New licensing framework for digital radio broadcasting by 31 March 2015	Current analogue-based radio frequency allocation processes	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion document on Inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework	Published findings document on Inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework
				Recommendations on interoperability of broadcasting services by 31 March 2017	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 6		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure compliance with legislation and regulation								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
6.1.		STRATEGIC OBJECTIVE	Introduce a comprehensive Compliance and Enforcement framework									
Markets & Competition - Numbering	1	Compliance with legislation and regulations	Effective management of the numbering resource	Publication of Annual Number Audit findings	Numbering Audit Framework	Findings document on Annual Audit of numbering resource utilisation	Review of numbering audit data submitted by licensees in the previous financial year	Draft report on number audit findings	Report on the findings of the review of the numbering audit	Publication of Annual Number Audit findings	Findings document on Annual Audit of numbering resource utilisation including recommendations for regulatory review	Revised Numbering Plan regulations incorporating number pricing framework
	2	Markets & Competition - Analysis	Management of the Interconnection (I/C) and Facilities Leasing (F/L) Regime	Guidelines on Disputes regarding I/C and F/L and Infrastructure Sharing	Draft guideline on I/C and F/L agreements produced	Report on compliance with I/C and F/L regulations	Quarterly internal report on compliance with I/C and F/L regulations	Quarterly internal report on compliance with I/C and F/L regulations	Quarterly internal report on compliance with I/C and F/L regulations	Annual internal report on compliance with I/C and F/L regulations	Report on compliance with I/C and F/L regulations including recommendations for regulatory review	Revised I/C and F/L regulations
Licensing & Compliance	3	Compliance with licence terms and conditions and regulations	Published Annual Reports on compliance with legislation and regulations	Postal: 1 ECN/S: 15 Broadcasting: 40	Compile and approve Reports on: Postal: 2 ECN/S: 30 Broadcasting compliance: 45	Progress Report	Progress Report	Progress Report	Publish Reports Postal: 2 ECN/S: 30 Broadcasting compliance: 45	Publish Annual Compliance Reports Postal: 2 ECN/S: 30 Broadcasting: 50	Publish Annual Compliance Reports Postal: 2 ECN/S: 30 Broadcasting: 60	
			Published Compliance Report	Published Compliance Report on coverage of Local Government Elections held in 2011	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conduct National Government Election workshops	Publish Compliance Report on coverage of National Government Elections		

SOOG 6		STRATEGIC OUTCOME ORIENTATED GOAL		Ensure compliance with legislation and regulation								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	5		Universal Service Access Obligations (USAO) framework document	USAO framework	Findings document on USAO framework	Published Implementation Plan developed dependent on the outcome of the Findings document	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	No Strategic Activity	No Strategic Activity
	6		New Universal Service Access (USA) Regulations	Published Regulations with gazetted definition and list of under serviced areas	Published Universal Service Access (USA) Regulations	Published Implementation Plan developed dependent on the outcome of the Findings document	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	Imposition of Universal Service and Access Obligations	No Strategic Activity	No Strategic Activity

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	7.1.	STRATEGIC OBJECTIVE	Improved operational processes and performance									
Information Technology	1	To Automate systems and processes	Automated Spectrum Management by 31 March 2015	Implementation of new Spectrum Management system by 31 March 2015	Spectrum Management licences procured	Migration of existing systems to new Spectrum Management system	Configure new Spectrum System	Configure new Spectrum System & commence data clean up	Perform data clean up and develop upload interfaces	Perform user testing	Integration of Spectrum Management system to Financial management systems	Implementation of Spectrum Management system internet modules

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	2		Integrated Customer Relation Management System - (CRM)	Implementation of new CRM system by 31 March 2014	Service provider appointed	New CRM system fully implemented for Consumer Affairs and Regional Offices	CRM framework developed and finalised	Issue tender for system integration solution provider Develop and advertise tender for hardware and software licenses	Finalise procurement of new system, hardware and licenses required to support new CRM system. Configure new system	Configure new system for Consumer Affairs and Regions Divisions	New CRM system fully implemented for remaining divisions Implementation of CRM internet/web modules (internal and external stakeholders)	No Strategic Activity
			Integrated Human Resources Management System - (HRM)	Implementation of new HRM system by 31 March 2015	New initiative	New HRM system implemented	Finalise terms of reference for framework development	Issue RFQ for HRM System framework development	Develop and finalise framework for new system	Issue tender for system integration solution provider Develop and advertise tender for hardware and software licenses	Implementation of new HRM system	Implementation of new Payroll system
Human Resources	3	Improved Governance systems	Complete review and implementation of new organisational structure	Reviewed organisational structure to align with strategy by 31 March 2014	Organisational Re-alignment studies and Frameworks	Developed and Approved organisational re-alignment road	Approval of the Road Map. Consultation with staff and Organised Labour	Implementation of the Road map based on the milestones	Implementation of the Road map based on the milestones	Implementation of the Road map based on the milestones	Completion of Organisational Realignment. Assess impact of the organisational review process	Embed the New structure. Monitoring and Review
						Developed and Approved Change Management Framework	Developed and approved change management framework	Appointment and Capacity building of Change Champions	Establishment of Change Champions focus groups	Report on Change Management Outcomes	Total implementation of the Change Management Framework	Total implementation of the Change Management Framework

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	4	Improved skills and leadership within the organisation	Organisational Core and Leadership Competencies	Reviewed organisational core and leadership competencies by 31 March 2013	None	Developed and Approved plan on Organisational Core and Leadership Competencies	Identification of organisational core and leadership competencies	Conduct desktop exercise on skills for each division	Conduct desktop exercise on skills for each division	Prepare a skills audit report on each division and develop the plan to close identified skills gaps	Report on Competence gaps for both Core divisions and Support functions	Implementation of the plan to close the identified gaps
					Research on Dual career pathing model	Developed and Approved organisational dual career path model	Prepare the model for each division and seek buy-in and approval	Developed and approved correlation table for migration	Conduct workshops with all employees to ensure understanding	Conclude the migration process on the system with individual letters	Specialist career stream linked to talent retention framework	No Strategic Activity
					None	Developed and Approved Leadership Competency Model	Definition of ICASA's Leadership competency skills.	Developed and approved Leadership Competency model for ICASA	Identification and contracting with possible service providers	Conclude the Intake process for the new financial year	Cascading of the Leadership Competency model to the lower levels	No Strategic Activity
					None	Approved and Implemented Talent Management Strategy	Conduct research and benchmarking on the ideal TM Strategy. Engage the MICT SETA for Internship and Learnership programme	Develop a framework document for consultation with EXCO and Council. Developed and approved plan on Learnership and Internship	Final document for approval by EXCO and Council. Sourcing and Selection of candidates	Implement the TM strategy. Placement of the Internship and Learnership candidates	Talent exit strategy for knowledge and skills transfer. International exchange research programmes and secondments, external bursary and scheme to secure future talent	Talent exit strategy for knowledge and skills transfer. International exchange research programmes and secondments, external bursary and scheme to secure future talent

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
Administration	5	To have strategically positioned ICASA offices at cost effective rates	Economic rental locations for ICASA offices identified and occupied	Relocation of Office Space and staff by specified date, and completion of project plan on time	Extension of current Head Office lease until 31 October 2012. Engaged stakeholders, Departments of Public Works (DPW) and Communications (DoC) and National Treasury on funding requirements to procure alternative office space	Extension of current Head Office lease until 31 October 2013	Report on negotiations with the current landlord on lease extension until 31 October 2013. Report on DPW Process	Project Plan for Head office Relocation developed and approved. Progress Report on DPW Process	Lease Agreement on the new Head Office accommodation signed. Fitting out/creation of workstations including IT related requirements commences	Project Plan for actual physical relocation of Head Office approved and restoration of the current offices finalised with the current landlord	Head Office relocation.	Establishment of new regional offices (footprint increased)
Finance	6	Improved financial governance systems	Strengthened financial & other internal controls	Reviewed procedures and strengthened financial & other internal controls	Management dashboard	Implementation of the Flowcentric and the Clickview Systems	Testing and implementation of the Flowcentric and the Clickview systems	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 7		STRATEGIC OUTCOME ORIENTATED GOAL		Strengthen and modernise ICASA								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	7	Self-funding model for ICASA	New funding model for ICASA and engage stakeholders (National Treasury and DoC)	Establish Self-funding model for ICASA	Consideration of Self-funding model for ICASA	Proposed Self-funding model alternatives for ICASA	Submission of all documents requested by the DoC as an input into the Funding Model	No Strategic Activity	No Strategic Activity	No Strategic Activity	Approval of Self-funding model for ICASA	Implementation of Self-funding model for ICASA

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	8.1.	STRATEGIC OBJECTIVE	Remove barriers to competition									
Licensing & Compliance	1	Promote diversity and choice of broadcasting services	Licences for commercial broadcasting services	Licenses issued for subscription broadcasting service and I-ECNS	ITA for Subscription Broadcasting issued	Analysis report on applications for subscription broadcasting service and I-ECNS licences	No Strategic Activity	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for comments	Gazetting of the Public Hearings notice	Public Hearings and Decisions report including recommendations	Finalisation of reasons and issuance of licences for subscription broadcasting service and I-ECNS licences	No Strategic Activity
			Licenses issued for commercial sound broadcasting services in Secondary Markets (Northern Cape, Free State and Eastern Cape)	ITA for Secondary Markets issued	Analysis report on applications for commercial sound broadcasting services	No Strategic Activity	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for Comments.	Gazetting of the Public Hearings notice	Public Hearings and Decisions report including recommendations	Finalisation of reasons and issuance of licences for commercial sound broadcasting services	No Strategic Activity	

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
				Licenses issued for commercial sound services licensed in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies	ITA for Primary Markets issued	Analysis report on applications for commercial sound broadcasting services	No Strategic Activity	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for Comments.	Gazetting of the Public Hearings notice.	Public Hearings and Decisions report including recommendations	Finalisation of reasons and issuance of Licences for commercial broadcasting sound services	No Strategic Activity
Markets & Competition - Analysis	2	Improved levels of competition in the ICT sector	Regulations governing pro-competitive interventions into the broadcasting signal distribution market	Regulations for Signal Distribution market	Discussion document on the market for Signal Distribution Services	Draft Regulations for Signal Distribution market including price control framework	Gazette Findings Document on the Signal Distribution Market	Progress Report on review of SENTECH cost model for signal distribution	Progress Report on review on signal distribution wholesale access product	Report on review of SENTECH cost model and signal distribution wholesale access product	Published Regulations for Signal Distribution market	No Strategic Activity
	3	Development of pro-competitive remedies and implementation thereof	Carrier Preselect (CPS) regulations to increase consumer choice	Gazetted Code of Practice	CPS Regulations	Publication of Code of Practice by 30 June	Publication of Code of Practice	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
	4		Revised Number Portability regulations to promote consumer choice	Number Portability Regulations governing all number ranges	Existing Number Portability Regulations	Research report on review of the existing Number Portability regulations	Development of Terms of Reference	Appointment of service provider	Preliminary report	Final report	Number Portability Regulations governing all number ranges	No Strategic Activity
	5		Accounting Separation Regulations for wholesale call termination	Accounting Separation Regulations for licensees designated with Significant Market Power	Inception report of Accounting Separation Regulations for Call Termination	Accounting Separation Regulations	Report with recommendations on various cost models	Report on consultation with licensees designated with Significant Market Power	Draft regulations and public hearings	Final Accounting Separation Regulations	No Strategic Activity	No Strategic Activity

SOOG 8		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Baseline 2011/2012	Target 2012/2013	Deliverable Quarter 1 2012/13	Deliverable Quarter 2 2012/13	Deliverable Quarter 3 2012/13	Deliverable Quarter 4 2012/13	Target 2013/2014	Target 2014/2015
	8.2.	STRATEGIC OBJECTIVE	Ensure South African retail prices of ICT services fairly reflect costs									
Markets & Competition - Analysis	1	Fair prices for Electronic Communication Services (ECS) accessible by all South Africans by 2020 (voice and data services including broadband)	Regulatory Strategy for ECS that promotes effective competition and greater network coverage	Report on pricing for ECS	Wholesale Voice Call Termination regulations	Gazetted price benchmark report on prices across the ECS value chain	Appointment of consultants to review the prices across the supply-side ECS value chain	Questionnaire circulated to licensees for information on costs associated to different segments of the ECS value chain	Report on analysis of responses to the questionnaire	Final report outlining results of price benchmarking and future areas of focus for market reviews	Market reviews based on ECS value chain study	Market reviews based on ECS value chain study; Identified pro-competitive regulations published
Markets & Competition - Numbering	2	Ensure that retail price of reserved postal services is affordable by all citizens	Updated Postal price control and Accounting Separation Regulations for Postal services	Gazetted final Price Control regulations	Price Cap Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on implementation of Price Control Regulations for reserved postal services
				Gazetted Accounting Separation Regulations	Accounting Separation Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on implementation of Accounting Separation Regulations for reserved postal services