

Independent Communications Authority
of South Africa

STRATEGIC PLAN
for the fiscal years
2014-2018



ANNUAL PERFORMANCE PLAN
for the fiscal year
2013-2014

Official Sign-Off

It is hereby certified that this Strategic Plan:

- was developed by the management and Council of ICASA;
- 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 2014 to 2018.

It is also hereby certified that this Annual Performance Plan:

- was developed by the management and Council of ICASA under the guidance of Council;
- was prepared in line with the current Strategic Plan of ICASA; and
- accurately reflects the performance targets which ICASA will endeavour to achieve given the resources available in the budget for 2013-14.

Furthermore the performance information has been simplified, and it is measurable, accurate and reliable with definitive timelines.

Clarinda Simpson
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: _____



Table of Contents

Part A: Strategic Plan 2014-2018	3
Foreword by the Chairperson	3
Overview by the Chief Executive Officer	7
ICASA Programme Structure	9
Executive Summary	10
Strategic Overview:	12
1. Our Vision	12
2. Our Mission	12
3. Our Values	12
4. Legislative and other mandates	13
4.1. Constitutional mandates	13
4.2. Legislative mandates	13
4.3. Policy mandates	14
5. Situational Analysis	16
5.1. Performance environment	19
5.2. Organisational environment	20
5.3. Strategic planning process	20
5.4. Institutional arrangements	21
6. Strategic outcome oriented goals (SOOGs) of the Authority	22
Strategic Objectives:	25
7. Functional Programmes	26
7.1. Programme 1: Governance and Administration	26
7.2. Programme 2: Licensing and Compliance	31
7.3. Programme 3: Markets and Competition	32
7.4. Programme 4: Engineering and Technology	36
7.5. Programme 5: Consumer Affairs	38
7.6. Regional Offices	39
Part B: Annual Performance Plan 2013-2014	40
8. Annual Performance Plans	40
9. Financial Commentary.....	40
9.1. Current expenditure	40
9.2. Expenditure trends	40
9.3. Funding requirements	42
9.4. Ring-fenced additional funding allocated	43
Annexure A: Five year Strategic Plan – Key Outcomes, Outputs and Targets	44
Annexure B: 2013-14 Annual Performance Plan – Key Outcomes, Outputs, Targets and Deliverables	57
Annexure C: Council Functions	65
Annexure D: Abbreviations and Acronyms	67

Part A: Strategic Plan 2014-2018

Foreword by the Chairperson

The 2014-2018 Strategic Plan of the Independent Communications Authority of South Africa's (ICASA, the Authority) is guided by the Government's Medium Term Strategic Framework (MTSF) which outlines areas of priority with regard to socio-economic service delivery to all South Africans. Furthermore, this Strategic Plan is influenced by the provision of the National Development Plan (NDP) in relation to Universal Services and Access to Communications Services; Research Development and Innovation; Broadcasting Infrastructure and Services; Postal Infrastructure and Services, Unbundling of the last mile, and Infrastructure Sharing.

The Authority's priority is to improve the lives of all South Africans in as far as telecommunications, broadcasting and postal services are concerned, and to position the Information, Communication and Technology (ICT) sector as key drivers of the South African economy.

South Africa's ICT industry is ranked the 20th biggest in the world, accounting for 0.5 percent of worldwide ICT revenue. Whilst this may be a significant boast in terms of ranking, South Africa's ICT services remain amongst the most expensive in the world. Therefore, a considerable amount of planning around managing the cost to communicate downward is of pivotal importance.

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

Promote Competition: Competition among ICT operators will stimulate innovation, lower prices and add value for consumers. One of the pillars of this strategic outcome oriented goal is **removing bottlenecks to competition** in the provision of ICT services by ensuring 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, to **ensure South African retail prices of ICT services fairly reflect their costs**. This includes Call Termination at the wholesale level amongst operators to reduce the cost of communications, and to ensure 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 addition, **ensuring effective HDI/BEE participation in the ICT sector** remains pivotal. 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, as well as the role of women, persons with disabilities and "the" youth.

The finalisation of the policy directive on the Radio Frequency Spectrum by the Department of Communications (DoC) would create a foundation for levelling the playing field in promoting Broad Based Black Economic Empowerment (BBBEE). Radio frequency spectrum would facilitate the diffusion of ICTs in the sector and would therefore enhance the achievements on direct ownership and control of a minimum of 30 percent and maximum of 50 percent of ICT and broadcasting by 2020.

Promote the digital agenda: Access to broadband and fair pricing is part of Universal Service and Access. **Facilitating nation-wide broadband penetration by 2020** at fair prices is a crucial element in supporting the development of our knowledge economy. The Authority intends to work with the 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. The Authority continues to **promote the development of public, community and commercial broadcasting services in the context of digital migration**.

Promote efficient use of spectrum and numbering resources: 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 is a start to optimising usage of the frequency spectrum.

In promoting competition, the Authority would ensure that frequency spectrum is shared between operators within the same and different radio-communications services, and introduce an incentive scheme what would consider spectrum sharing, network capacity sharing and sub-leasing agreements. Notwithstanding that some of the towers may be privately owned the Authority would encourage tower and site sharing and other service obligations in order to promote access to telecommunications in the rural and remote areas.

One of the top ten risks identified by the research team of Ernst and Young is the lack of regulatory certainty on new market structures. A changing market structure and the regulatory approach to these evolving sector ecosystems remains unclear. As a result, attractive foreign investment becomes a fundamental challenge for the South African economic growth trajectory. To mitigate this particular risk requires a pro-investment policy intervention to achieve a sustainable ICT sector. Research argues that the challenges and uncertainties around the policy approaches to new market structures include shifting regulatory standpoints on wholesale broadband access pricing, and the trend toward imposing network separation as a pro-competition tool in super-fast broadband. Therefore, the regulator needs to look at managing the allocation of Radio Frequency Spectrum through new spectrum releases that would shape the 4G market structures.

Due to continued regulatory pressure on legacy parts of the sector, such as Mobile Termination Rates, (MTRs) and Roaming. The two issues have raised the risk to the top of the list of challenges facing Internet Service Providers (ISPs). Although MTRs and Roaming are some of the variables in the equation pertaining to the exorbitant costs to telecommunication services, it is imperative for the Authority to lower the cost of communication. The underutilisation of facilities sharing and over concentration of infrastructure rolled out in the metropolitan areas requires further regulatory interventions.

The International Telecommunications Union (ITU) has made the following findings in relations to Radio Frequency Spectrum:

- Spectrum is an invisible, finite, natural resource upon which all mobile telephony, internet and mobile data technologies depend;
- Spectrum is ever more in demand as mobile broadband grows, in particular the use of heavy data transmission applications such as video in developed markets;
- Spectrum must be allocated and managed at national and international level, therefore spectrum assignment is often a highly political issue;
- The need to increase spectrum availability has given rise to many innovative work-arounds in terms of technological advancements, more efficient use of existing spectrum, infrastructure- and spectrum-sharing and the use of mixed wireless and wireline services;
- Bridging the digital divide and connecting more of the world's population in rural, remote and underserved areas of developing markets is only possible through large-scale deployment of mobile broadband, a further demand on existing spectrum; and
- The digital dividend of additional spectrum released from the transition to digital TV is a valuable bonus, but how it is used and administered must be carefully considered, and it will not answer all the problems of spectrum shortages going forward.

Therefore in refining the Authority's blueprint, this Strategic Plan, the aforementioned factors must be taken into consideration.

In **establishing innovative approaches to technology usage** the Digital Migration process would free up portions of the spectrum that can be used to expand broadband connectivity and to realise some of the country's socio-economic development goals.

To **support the rapid uptake of new ICT technologies** the Authority has promoted the development of public, commercial and community broadcasting services in the context of Digital Migration to meet the information, educational and entertainment needs of our communities. The Digital Migration regulations provide for the migration from analogue to digital television of existing television services and allow for the authorisation of new digital television channels. The Authority is exploring how to best open the Digital Terrestrial Television (DTT) platform for new entrants in order to increase diversity in content production and competition among television services. The Authority intends to introduce a new regulatory framework to support the digital era, focussing on national policy objectives of local content development and support of public broadcasting objectives.

The Authority continues to play a significant role in improving efficiency in eliminating or mitigating harmful radio frequency interference at major national events. ICASA inspectors were on the ground attending to clearing any frequency interferences at the 2013 Orange African Cup of Nation (AFCON 2013) in January and February 2013.

Protect Consumers: The Authority continues to enforce its compliance with regards to regulations as well as acting in the public interest to protect consumers from unfair business practices and poor quality of services. The Authority is mandated to **promote consumer rights** as well as **ensure universal service and access** within the sector. The Authority continues to protect consumers of postal, broadcasting and telecommunication services from unfair retail practices through public awareness campaigns and a complaints handling system. The needs of persons with disabilities in the provision of ICT services are a special priority.

Modernise ICASA: The policy directive of the governing party has reiterated its position on the Authority in terms of institutional weaknesses in financial and human resources. To function effectively in the ICT sector, the Regulator must be strengthened, and at all times act with confidence and independence as well as **improve operational processes and performance**.

The Authority needs to prioritise investment in human capital, obtaining an unqualified audit report and automation of systems across the organisation to improve efficiencies and effectiveness.

Annexure C 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 2013-14 are incorporated into the individual performance contracts of the Councillors.

On the International front, on 14 December 2012 an historic event, the World Conference on International Telecommunications (WCIT-12), revised the International Telecommunication Regulations (ITRs), and of the 144 Member States with the credentials to sign on behalf of their country, 89 signed the treaty which constitutes a majority including South Africa. The implications are that as a regulator and implementing agency of policy directives, all regulations old and new would take cognisance of this treaty especially on pertinent matters such as international roaming.

During 2012-13, pertinent issues were raised by the Parliamentary Portfolio Committee on Communications (PPCC) during oversight visits in relation to the Authority's Strategic Outcome Orientated Goals (SOOG). Of these interventions, some have been addressed, whilst others have been deferred to 2013-14.

In conclusion, now that the National Development Plan has been adopted as government policy, the Authority has developed its plans to ensure that the proposed ICT mainstreaming and crosscutting strategies are captured and implemented by ICASA in short, medium and long-term perspectives.



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 ICT sector. The plan articulates the vision of the Authority in dealing with the promotion of competition, protecting consumers to ensure universal service and access to all communication services at affordable rates, promoting the efficient use of spectrum and numbering resources and facilitating nation-wide broadband penetration by 2020.

Context and strategic direction

In terms of mobile usage at the base of the pyramid in South Africa, Research ICTAfrica.net asserts that South Africa's mobile termination rate (MTR) reductions of March 2011 and March 2012 have not, contrary to claims made by operators, hurt the industry or led to higher retail prices, lower investments or retrenchments. The research findings show that although end-user prices have come down to some extent, South Africa continues to be among the most expensive countries in Africa for prepaid mobile usage, and South Africa's MTRs are still far above the cost base of an efficient operator.

In addition, South Africa ranks poorly for prepaid mobile telephony affordability. Ranked 30th out of 46 African states, South Africa is now far behind countries where the regulator, unlike in South Africa, has enabled competition by enforcing cost-based mobile termination rates according to Research ICTAfrica.net. This means that ICASA as a regulator requires to review its approach towards promoting fair competition by ensuring that the cost to communicate is fully taken into account.

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 ICT sector into the digital era.

The 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 the Authority's intention to ensure that retail prices faced by the end-user are fundamental areas of focus that would assess ourselves as a country alongside Brazil, Russia, India and China (BRIC) nations so as to ensure that all South Africans can participate in the digital economy.

Competition in the sector

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 the backbone of all types of radio communications. Revisiting the high demand spectrum to promote universal access to broadband services is imperative. Collaboration between all stakeholders (DoC and the ICT sector) to maximize the efficient management and utilisation of national radio frequency spectrum assets to maximize benefits to South African consumers and the industry is critical. Therefore, the deployment of the ICT infrastructure is highly

dependent on how effective and efficient the country is, especially with regards to the management of the radio frequency spectrum which is a rare natural resource.

Assessment of 2012-13 predetermined objectives

In terms of the predetermined objectives set for 2012-13; it is expected that only 18 of the 43 targets can be fully achieved during the financial year. The non-achievement of 25 targets is due to both internal and external reasons and the Authority has identified that 11 of the 25 are due to external factors outside its control.

Integrated planning

The Authority's planning processes are integrated with the DoC's strategic plans. The collaboration with the DoC on the following matters is germane to Vision 2020:

- Ensure fair and reduced retail prices;
- Promote Universal Access to Broadband Services;
- Ensure Universal Services and Access to all South African for telecommunications (mobile and fixed), broadcasting and postal services;
- Ensure maximisation of the efficient management and utilisation of national frequency spectrum assets to maximise benefits to South African consumers and the ICT industry;
- Ensure protection of consumers from unfair business practices; and
- Measurement by the DoC to reinforce the Regulator's technical and financial competency.

Regulation making

- The review of the Broadcasting Regulatory Framework towards a Digitally Converged Environment, Parts 1, 2 and 3 Government Gazette 34828 has been completed. In terms of implementing the policy directives that will ensure that all South Africans are migrated from an analogue to a digital mode draft DTT Regulations have been completed and public hearings conducted during the 2012-13 financial year.
- Radio Frequency Licence Fees have come into effect from April 2012 and will have a dual benefit to the ICT industry. 1) The revenue base will increase and 2) the spectrum that has been surrendered can be utilised to conclude applications that have been approved pending availability of spectrum. To use spectrum more efficiently vacant spectrum between television channels should be made available, and mechanisms put in place to offer more opportunities for spectrum sharing.
- The General Licence Fee Regulations are under review to address the defects in accuracy of the licence fees paid by operators.

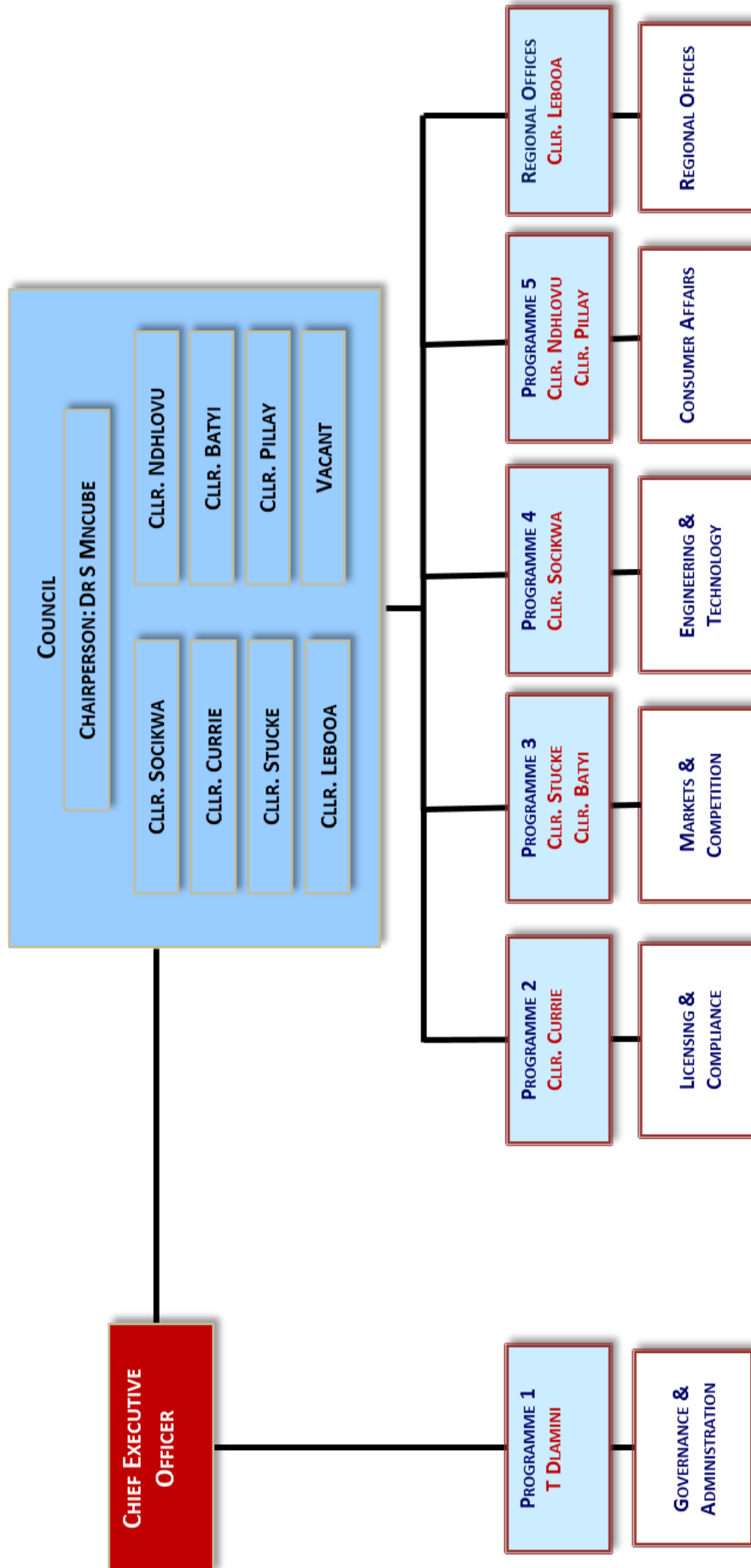
ICASA's proposed way forward in supporting government imperatives especially Outcome 6, is outlined in this Strategic and Annual Performance Plans. The Plan has identified five (5) strategic priorities for the 2013-14 financial year. It must be noted that the same risks still exists in as far as adequate financial and technical resources are concerned in order to achieve the full mandate of ICASA.



Themba Dlamini

Chief Executive Officer
Independent Communications Authority of South Africa

ICASA Programme Structure



Executive Summary

The Information Communication Technology (ICT) sector is dynamic and requires continuous improvement and assessment of targets the Authority has set up to meet the demand of the industry. Key challenges are being faced by all stakeholders in the South African ICT ecosystem. These are systemic factors that are not within the span of control of any one actor, whether public, private or community.

The digital migration process is a pathway to an explosion of vibrant consumer-oriented and citizen-centred TV content that will energise the TV industry. It is also the pathway to the digital dividend that will free up large tracts of spectrum for wireless and mobile broadband and help address the tsunami of the exponential increase in data usage driven by the uptake of smartphones in South Africa. However, if the digital migration process fails to bring new content, TV stations and channels into the market, consumers will not acquire the set-top-boxes and migrate themselves to the new digital platforms and the allocation of spectrum for broadband will be hampered as it will be difficult to switch off the analogue TV systems by June 2015.

Similarly, a decision about the future of Telkom's 143,000km network is urgently required so that the pathway to high quality fixed broadband is secured. This may require a complex initiative to separate Telkom into a wholesale and retail structure that would enable the network to be available to data and Internet competitors on a non-discriminatory wholesale basis, thus enabling a rapid innovation in quality, speed and innovation to take place using fixed connectivity.

On the cost side, it will be important to maintain and increase the downward pressure on wholesale prices in the ICT sector that the Authority has been regulating so that the cost of communication is reduced for government, business and citizens that in turn will boost productivity, broadband access and innovation in the broader economy.

To achieve these positive systemic effects in the ICT ecosystem and their innovative impact on South African economy and society requires the greatest co-operation of all stakeholders and participants in the ICT ecosystem. Crucially it requires the leadership and will to create these pathways that cumulatively will lead to universal broadband access for all citizens in South Africa.

Commensurate with the DoC's vision of being "A Global Leader in the development and use of ICTs for socio-economic development and the betterment of people's lives", the Authority's strategic planning document is aligned to the relevant DoC's strategic thrust. 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.

The Authority has assessed its performance in relation to the targets set, the budget allocation received and the demand of the industry together with government imperatives. As a result, the priorities of the Authority have been revisited in line with the NDP. The Authority re-clustered its eight (8) Strategic Output Oriented Goals (SOOGs) to five (5) supported by nine (9) Strategic Objectives. This Strategic Plan provides a revised 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 MTSF.

The Authority's Medium Term Business Plan for 2014-2016 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 operational and regulatory work of ICASA.

MTEF period 2014-2016 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 (APP) in Annexure B.

Priorities for 2013-14

In reviewing the performance of the Authority for the last financial year it was evident that the number of predetermined objectives far exceeded the organisation's financial and human resource capabilities. As a result of these weaknesses in achieving the predetermined objectives it became imperative to review the priorities for 2013-14. The review took cognisance of the dynamics of the ICT sector, the outcome from the political conference of the governing party, with specific reference to Chapter 4 of the NDP.

According to the NDP the performance of the ICT sector has not been able to achieve the provision of universal access to a full range of communication services (broadcasting, telecommunications and postal) at affordable rates. Furthermore, the NDP has identified a number of factors constraining development of the ICT sector such as 'policy constraints, weaknesses in institutional arrangements, conflicting policies, regulatory failure and limited competition' as well as "the ability of the regulator, that is, the Independent Communications Authority of South Africa, to enable a more open market". The NDP notes further that ICASA's "work has been hampered by legal bottlenecks, limited capacity and expertise, and policy direction being complicated by the constitutional guarantee of "independence", which should only apply to broadcasting rather than to the technical areas of ICT, although this may need to be revised as broadcasting and ICTs converge." This analysis has contributed to the need to review the regulator's strategic thrust and its priorities for the 2013-14 financial year.

Strategic Priorities for 2013-14:

- i. Promote Competition and Participation
- ii. Broadband
- iii. Consumer centricism
- iv. Universal Service and Access
- v. Modernisation of ICASA

Wider economic challenges

Growth in South Africa's ICT sector has not been accompanied by a realisation of the primary policy objectives of affordable access, for all, to the full range of communications services that characterise modern economies. South Africa has lost its status as continental leader in internet and voice connectivity. South Africa's ranking on the ITU ICT development index slipped from 72nd in 2002 to 97th in 2010. This means that regulation and policy making should respond in a manner to reverse this situation.

The rising regulatory pressures "network neutrality" still preoccupies the regulatory global agenda therefore greater regulatory certainty has become a precondition for the implementation of the Authority's strategic thrust.

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

ICASA's mandate is spelled out in the Electronic Communications Act for the licensing and regulation of electronic communications and broadcasting services, and by the Postal Services Act for the regulation of the postal sector.

Enabling legislation also empowers ICASA to monitor licensee compliance with license terms and conditions, develop regulations for the three sectors, plan and manage the radio frequency spectrum as well as protect consumers of these services.

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 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:

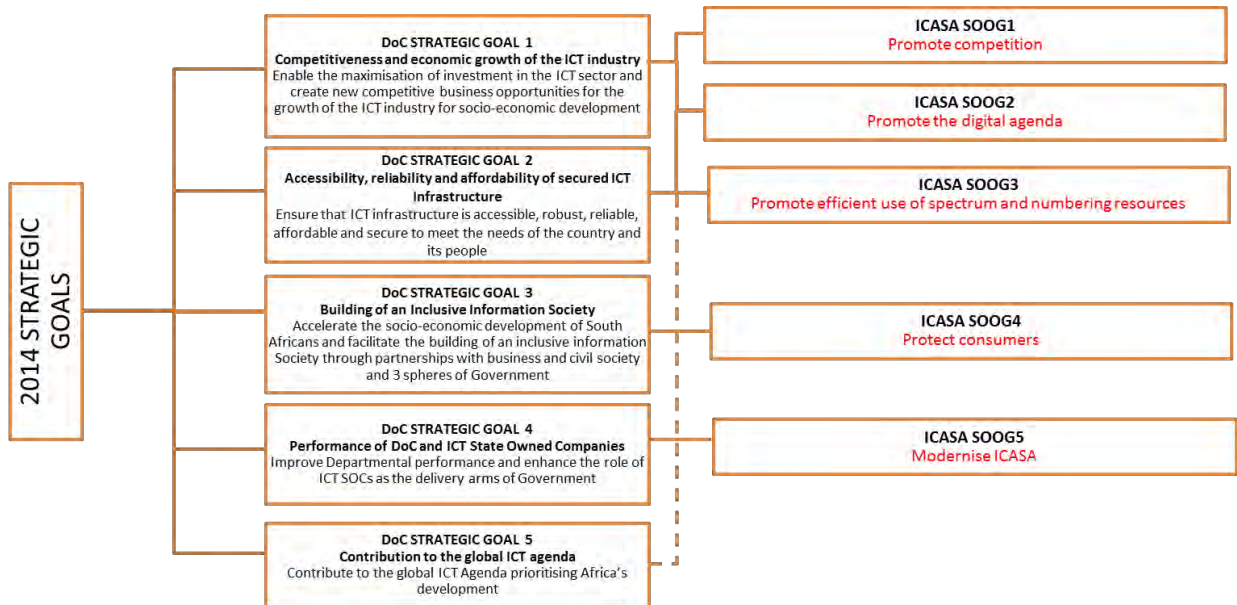
- Developing and enacting the ECA Amendment Bill into Law;
- Developing and enacting the ICASA Amendment Bill into Law;
- Developing of an Integrated ICT Framework; and
- Review of Legislation that has a bearing on ICT.

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 Vision 2020¹ landscape defines a new era in ICTs for South Africa that rests on 6 (six) pillars. That is, boost Foreign Direct Investment (FDI) in the ICT sector, increase experts in the ICT, increase ICT contribution to GDP, job creation, broadband access and e-skills. As a precursor to this new era in ICTs for all South African the Authority will ensure that it implements regulations on migration to Digital Terrestrial Television (DTT), Local Loop Unbundling and Universal Access to broadband. The Authority’s response to the DoC’s strategic plan is illustrated in the mapping of ICASA SOOGs to the DoC’s Strategic Goals in the diagram below:



The Authority reviewed its budget allocation to ensure that funding was allocated directly to those core areas that support government objectives.

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 2011-12 was divided into Infrastructure (Capital Projects) and Non-Infrastructure (Opex projects) and these ring-fenced allocations will assist in meeting some of the priorities. No further additional funding requested during 2012-13 was made available.

¹ Vision 2020 is an initiative driven by the DoC. It sets an ICT Agenda through a compact with industry that aims to see 100% broadband penetration achieved in South Africa by 2020.

Progress to date on the 2012-13 priority initiatives has been as follows:

Local Loop Unbundling (LLU)

The Authority committed, in 2011-12, to introducing a scheme by November 2012 to address the Access Line Deficit² and a Bitstream service; the first phase of Local Loop Unbundling (LLU). This was not achieved for a number of factors principally on the legal basis for local loop unbundling.³ The Authority intends to continue the implementation of the Ministerial Policy Directive on LLU in the 2013-14 year.

Access to Broadband and fair pricing across the broadband value chain

The goal of this project is to remove bottlenecks to fair prices for broadband services by identifying the need for pro-competitive regulatory interventions across the broadband value chain from the point of international connectivity to the end-user.

The Authority is working in conjunction with the DoC on this project. Although the DoC is providing the finance, this project is being carried out by Authority under the ICASA Act and the ECA. This project will provide the regulatory road-map to address the high cost to communicate for both voice and data services.

Spectrum monitoring and assignment equipment and related software

During 2012-13 the Authority awarded a tender for the procurement of spectrum management software. The contract could not be finalised with the primary bidder due to risk associated with experience to rollout the required system. In mitigation, an agreement was reached with the primary bidder to procure only the basic software modules before 31 March 2013 and a new contract will be entered into with the system manufacturer. The Spectrum monitoring equipment has been budgeted for procurement during the 2013-14 financial year.

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

The Authority initiated this review in the 2011-12 financial year in an effort to identify the types of reforms required to support the move from analogue to digital broadcasting and the new digital environment. This new environment requires the development of a new regulatory regime for, amongst others, local content obligations and regulations governing Sports of National Interest.

The Authority held extensive public consultation, with both national (Sandton Head Office) and provincial consultation taking place. National public hearings took place from the 9 to 11 May 2012 on the Draft Issues Paper. The preliminary report on Public Consultation was published in the Government Gazette on 31 October 2012 (No.35842). Provincial consultation took place from 19 November to 13 December 2012 with the Final Report published on the 28 March 2013.

Promoting Universal Service and Access

The Authority is mandated by the Postal Services Act of 1998 to ensure that price increases in basic mail services are affordable, whilst taking into account the needs of the South African Post Office. The Authority approved a 5.2 percent increase in the cost of basic mail services as from 1 April 2013. A standard domestic ordinary mail letter will now cost R2.80, up from R2.65.

The Authority hosted a multi-stakeholder meeting at Ga-Mmafefe in Limpopo on 3 August 2012. The purpose of the meeting was to provide feedback to the community on progress with regard to the

² The difference between the retail price for fixed line rental and the actual cost of providing the line.

³ Telkom SA is challenging the Complaints and Compliance Committee Judgement of 24 August 2012 (Case Number 59/2011) in the high Court. The judgement states that Neotel has a right of access to the local loop.

provision of universal service and access to communications services, based on the challenges raised during the World Consumer Rights Campaign that was held on 19 March 2012 at Ga-Mmafefe.

The Authority is embarking on the campaigns to promote universal service and access throughout the country. The first of such campaigns was a multi-stakeholder campaign that was held at Ga-Mmafefe in Limpopo on 3 August 2012. The Authority also used the campaign to provide feedback to the community on progress with regard to the provision of universal service and access to communications services, based on the challenges the were raised by communities throughout the country during the World Consumer Rights Campaign in March 2012.

The Authority declared the campaign at Ga-Mmafefe a pilot project as it intends rolling out similar campaigns in the next five years throughout the country to promote universal service and access to communication services in under-serviced and rural areas.

The outcomes of the first campaign were as follows:

- erection of a base-station by Cell C that immediately enabled the community to receive and make calls;
- a mobile base-station was brought in by Vodacom and that enabled the community to communicate;
- MTN through its Foundation has pledged to provide Mahlatane School with internet connectivity and with 15 computers to enable learners to experience the power of ICT; and
- the DoC undertook to establish a task team to include the SABC and Sentech to provide a solution in respect adequate coverage in the area as well as in other areas in the country with similar universal service and access challenges.

In response to these outcomes, Kgoshi Setlamorago Thobejane said: "It is a dream comes true for me. I never thought that I would see this in my lifetime. These are the fruit of our freedom".

This case study of Ga-Mmafefe would serve as precursor for future intervention with all stakeholders in the forthcoming years to look at similar areas around the country. It would also be commensurate in securing "funding to ensure that we are able to roll out critical infrastructure to all underserved areas".

Licensing of Spectrum

Optimal use of the radio frequency spectrum remains a key focus area to encourage new entrants into the market and also increasing accessibility to telecommunications and broadcasting services to the broader South African population. The Authority planned to licence radio frequency spectrum in the 2.6GHz and 800MHz bands using hybrid model adopted by the Authority during the 2012-13 financial year.

The finalisation of the process is fully dependent on a clearly defined Ministerial Policy Directive. By 31 December 2012, the Ministerial Policy Directive was not finalised and it was clear that this deliverable would not be achieved in the absence of the Policy Directive. The deliverable was considered for deferment to the 2013-14 financial year and the funding has been re-prioritised.

Head office relocation

This relocation project is not going ahead as scheduled. Department of Public Works (DPW) bidding process to source accommodation for the Authority on two (2) occasions was not successful. The Authority's Council and National Treasury subsequently approved the renewal of the current lease agreement by five years at cost effective rates comparable to the RODE Report, a standard approved by DPW to compare property rates nationally. This matter is no longer a strategic key output in the Authority's APP.

Of the allocated ring-fenced funding of R20 million R13 million will be returned to National Treasury the R7 million remaining was originally allocated for a PABX system. The process of procuring the PABX system will be managed by the Information and Technology department as an operational matter.

Organisational realignment

ICASA's organisational re-alignment is intended to ensure that the Authority is appropriately structured to deliver on its mandate. Due to internal challenges on the procurement of a service provider the organisational re-alignment roadmap will not be delivered on time. The tender has been advertised in the Government tender bulletin as well as in print media with a closing date of 1 March 2013. It is expected that this project will now commence in 2013-14. This matter is no longer a strategic key output in the Authority's APP.

Formulation of a Self-Funding model

The DoC had undertaken to look into a self-funding model for ICASA and consultants were appointed during 2012-13. The Authority hopes to develop a business model through extensive consultation in 2013-14. It is anticipated that the model will outline possible options for strengthening ICASA and what percentage of the licence fees could be used to meet this objective. The precondition to the implementation of the self-funding model is proper consultation with all parties including Parliament, the DoC and the National Treasury.

5.1. Performance environment

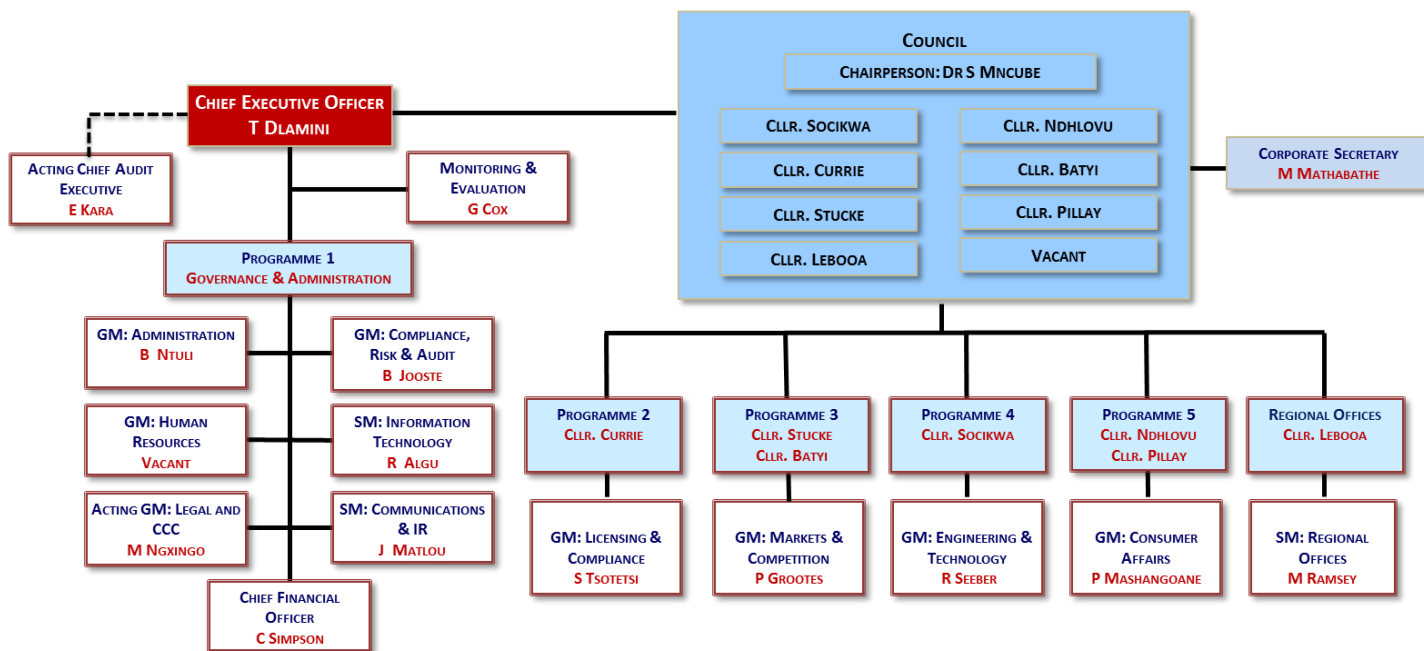
During 2012-13, Programme 2 - Licensing and Compliance completed licensing additional terrestrial subscription television broadcasting services, the publication of the Universal Access Obligations Framework document and Universal Services Access (USA) Regulations were elevated to a strategic level. The deliverables have been achieved and implementation should take place in subsequent years.

As a result of a reprioritisation of resources and focusing on high impact strategic imperatives, Programme 3 - Markets and Competition had to adjust its yearly performance plan. Furthermore, the Online Map to indicate where broadband services are available has become an implementation matter and licensees were requested to submit updated network information on a six monthly basis. Also the inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework had to be deferred as a result of inadequate funding.

The outcomes of the project on Universal Service Obligation (USO) have a significant impact on the South African Post Office's exclusivity. Therefore a review of SAPO's exclusivity is highly dependent on the USO framework.

The new regulations on Must-Carry have been deferred to a later year due the fact that the impact is only on one broadcasting licensee. By the same token, the same regulations governing broadcasting of National Sporting Events have also been deferred for the same reason indicated above. The regulations have been postponed to the 2013-14.

5.2. Organisational environment



5.3. Strategic planning process

The Authority has updated its 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 national policy developments impact on the work of the Authority:

- 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.

Monitoring implementation of the strategy provides regular feedback on the progress of operational plans, and together with evaluating the achievement or non-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.

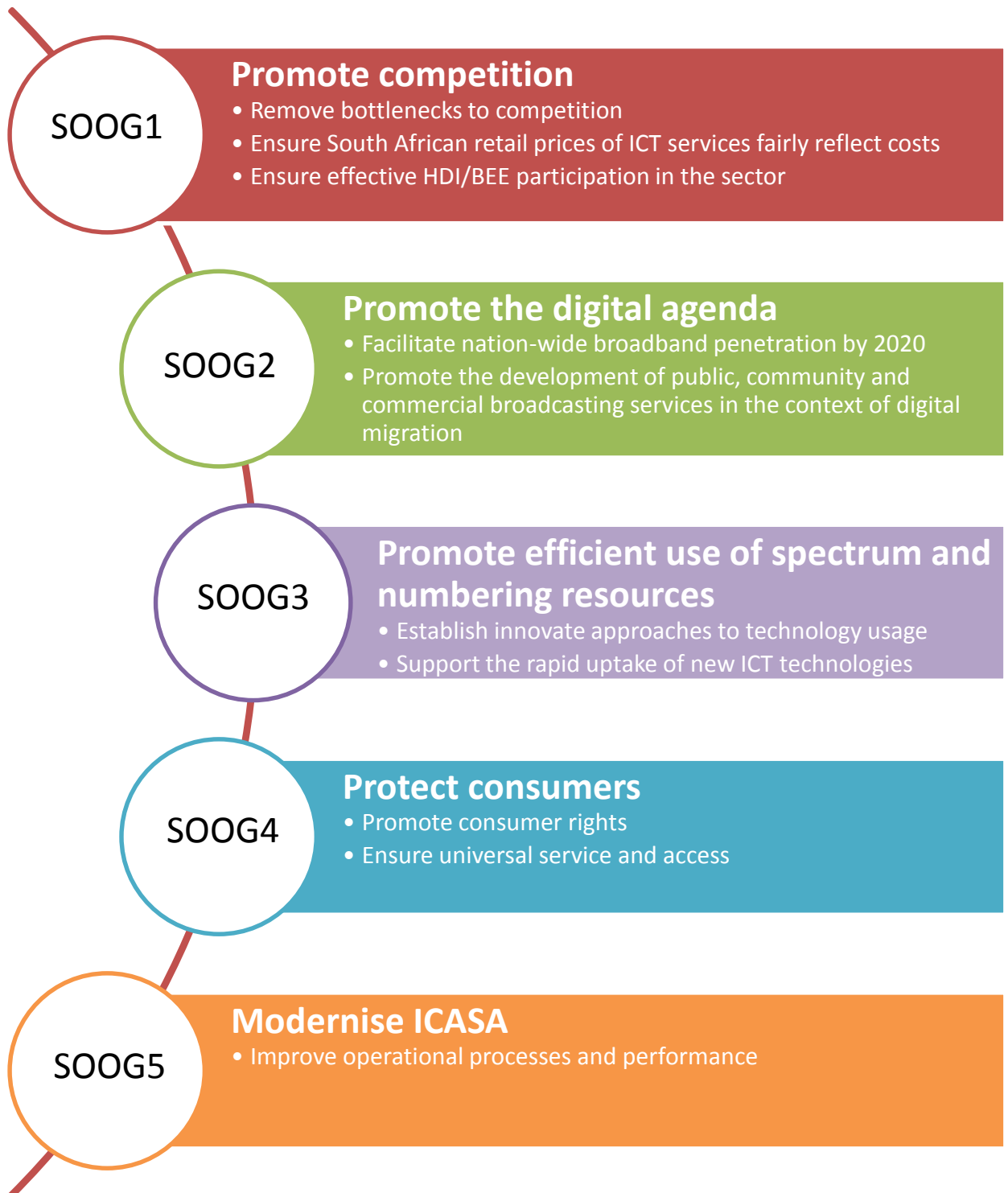
In accordance with prescripts stipulating that the Accounting Officer must established procedures for quarterly reporting to facilitate effective performance monitoring, evaluation and corrective action, the Authority has a formal reporting framework with emphasis on quarterly progress reporting against the quarterly targets committed to in the APP. Furthermore, monitoring is also done against implementation of Programme and Project Plans as well as Operational Plans which unpack quarterly targets into action steps and deliverables. This ensures a pro-active approach to the monitoring and evaluation process thus ensuring adherence to targets and mitigation of challenges affecting performance. The in-year performance reports inform the Annual Report which provides an overall indication of the Authority’s progress towards achieving the strategic objectives and targets set out in this Strategic Plan.

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 (SOOGs) of the Authority



Strategic Outcome Oriented Goal 1	Promote competition
Goal statement	ICASA will promote competition by enabling new entrants to participate in the ICT sector and level the playing field. ICASA will facilitate effective HDI/BEE participation in the sector.

Risks identified

Risk: Litigation by the industry challenging the outcome of regulatory processes.

Mitigation: Adherence to proper processes and procedures in terms of the Act and existing regulations.

Risk: Inconsistencies of the application of the HDI/BEE due to an incomplete National Framework on Employment Equity.

Mitigation: Develop a Memorandum of Understanding (MoU) with the Department of Trade and Industry (DTI) to coordinate the BEE framework for the ICT sector.

Strategic Outcome Oriented Goal 2	Promote the digital agenda
Goal statement	ICASA will develop a roadmap for spectrum licensing to support the national digital agenda and maximise universal coverage broadband services.

Risks identified

Risk: National Spectrum Policy vacuum.

Mitigation: The Authority will mitigate this risk through increased dialogue with the Minister.

Risk: Incomplete Broadband Policy.

Mitigation: The Authority will mitigate this risk through providing additional recommendations to the Minister.

Risk: Uncoordinated municipal approach to rapid deployment of networks.

Mitigation: Assist the DOC with the development of a rapid deployment framework.

Risk: The DoC has initiated an ICT Policy Review. Failure to complete these efforts effectively and speedily creates uncertainty of the roles and responsibilities to be played by all stakeholders.

Mitigation: The Authority intends to provide input to the processes of the DoC as and when possible.

Strategic Outcome Oriented Goal 3	Promote efficient use of spectrum and numbering resources
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

Risk: Uncoordinated effort to manage the import of ICT devices.

Mitigation: Set up Memorandums of Understanding (MoUs) with relevant institutions.

Strategic Outcome Oriented Goal 4	Protect Consumers
Goal statement	Ensure the continued protection of consumers through empowerment and knowledge of their rights pertaining to ICT services as well as accessibility and the needs of persons with disabilities.

Risks identified

Risk: The turnaround time of the regulated 14 days to resolve consumer complaints.

Mitigation: The turnaround time will be revised while revising the End-User and Subscriber Charter regulations.

Strategic Outcome Oriented Goal 5	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.

Risks identified

Risk: Uncertainty of roles and responsibilities of ICASA owing to the ECA and ICASA Amendment Bills.

Mitigation: The Authority will participate in the public hearings and provide written commentary on proposed amendments to the legislation.

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:	Promote competition
SO	1.1.	STRATEGIC OBJECTIVE:	Remove bottlenecks to competition
SO	1.2.	STRATEGIC OBJECTIVE:	Ensure South African retail prices of ICT services fairly reflect costs
SO	1.3.	STRATEGIC OBJECTIVE:	Ensure effective HDI/BEE participation in the sector
SOOG	2	STRATEGIC OUTCOME ORIENTATED GOAL:	Promote the digital agenda
SO	2.1.	STRATEGIC OBJECTIVE:	Facilitate nation-wide broadband penetration by 2020
SO	2.2.	STRATEGIC OBJECTIVE:	Promote the development of public, community and commercial broadcasting services in the context of digital migration
SOOG	3	STRATEGIC OUTCOME ORIENTATED GOAL:	Promote efficient use of spectrum and numbering resources
SO	3.1.	STRATEGIC OBJECTIVE:	Establish innovate approaches to technology usage
SO	3.2.	STRATEGIC OBJECTIVE:	Support the rapid uptake of new ICT technologies
SOOG	4	STRATEGIC OUTCOME ORIENTATED GOAL:	Protect consumers
SO	4.1.	STRATEGIC OBJECTIVE:	Promote consumer rights
SO	4.2.	STRATEGIC OBJECTIVE:	Ensure universal service and access
SOOG	5	STRATEGIC OUTCOME ORIENTATED GOAL:	Modernise ICASA
SO	5.1.	STRATEGIC OBJECTIVE:	Improve operational processes and performance

7. Functional Programmes

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

7.1. Programme 1: Governance and Administration

The purpose of Programme 1 is to provide strategic and management support to the Authority through ensuring sound governance practices within the organisation, provision of effective and efficient project monitoring and evaluation services, efficient and quality legal service by drafting, vetting, reviewing and management of contracts/agreements and regulations, ensuring that the Authority has an effective and efficient financial system, as well as a sound financial policies and procedures framework for management in place. It should also provide strengthen regulatory compliance and ensure an effective risk management framework and effective stakeholder relations with all ICT stakeholders (domestic and international) including the DoC.

Programme 1 provides these operational support services through the following business units:

7.1.1. 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 comments; inputs; proposals and written submissions on Amendment Bills and Bills published by the Department of Communications and other Government Departments;
- 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.

Strategic objectives

Strategic Objective 5.1	Improve operational processes and performance
Objective statement	Restructure Legal services and CCC by establishing an administratively independent CCC.
Baseline	Legal services and the CCC are not administratively separate.

Risk management

Risk: An administratively dependent CCC may lead to conflict of interests and undermines governance principles.

Mitigation: Restructure Legal services and CCC by establishing an administratively independent CCC.

Resource considerations

The establishment of an administratively independent CCC will in all probability need appointment of staff that will execute the functions and responsibilities of the CCC. The appointment processes must

be finalised before the end of the 2013-14 financial year. However, the salaries, benefits and allowances to such appointed staff will be budgeted for in the 2014-15 financial year.

7.1.2. Human Resources

Human Resources department is a strategic business solutions enabler through the deployment of human capital 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:

Management of employees is a core line responsibility focused on enhancing motivation and performance. Competent skilled employees are an important asset and remain key to the successful execution of the Authority’s business objectives and strategy during the planning period. To achieve this the department’s objectives are as follows:

- i. Improved governance systems;
- ii. Improved skills and leadership capabilities;
- iii. Transformation of remuneration practices;
- iv. Sound employee relations practices for the establishment of a disciplined and harmonious workplace;
- v. An entrenched culture of performance; and
- vi. Talent attraction and retention.

Strategic objectives

Strategic Objective 5.1	Improve operational processes and performance
Objective statement	Improved governance with a fit for purpose organisational structure
Baseline	Organisational re-alignment study reports

Risk management

Risk: Resistance by organised labour and employees to the new organisational structure. Possible heightened employees’ expectations to immediately benefit financially from the new structure.

Mitigation: Consultation with Organised Labour to commence swiftly, accompanied by an enterprise-wide change management programme.

Resource considerations

The expertise of an internal organisational design and development specialist is required to assist the Authority with the entire organisational re-alignment process as well as future maintenance of the organisational design and structure.

7.1.3. 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.

Strategic objectives

Strategic Objective 5.1	Improve operational processes and performance
Objective statement	Improved local stakeholder management by implementing the ICASA Media Communications Strategy and the ICASA Stakeholder Strategy.
Baseline	Facilitation of media liaisons and coordinated stakeholder meetings.

Risk management

Risk: Authority's image compromised.

Mitigation: Implementation of the ICASA Media Communications Strategy and Stakeholder Engagement Plan.

Strategic Objective 5.1	Improve operational processes and performance
Objective statement	Improved international stakeholder engagement framework by coordinating and strengthening the Authority's participation with relevant international organisations and through relevant bilateral relationships. Implementation of ICASA International Relations Strategy by 2016.
Baseline	ICASA International Relations calendar approved annually

Risk management

Risk: Non-compliance with international convention.

Mitigation: Develop and implement an ICASA International Relations Strategy.

Resource considerations

The Authority's stakeholders include public institutions and agencies such as the Parliamentary Portfolio Committee on Communications, government departments including Communications, Home Affairs, Environment and Water Affairs as well as provincial and local government. In addition, the Authority needs to manage its relationships with a wide range of private and corporate entities that it has licensed to provide electronic communications, broadcasting and postal services.

The Authority has identified a need to improve its international relations beyond the development of a Calendar of Meetings into a strategic framework that cuts across multilateral and bilateral engagements. The Authority's International Relations framework needs to outline not just its participation in various fora, but it also needs to define the agenda it needs to pursue and defend in multilateral and bilateral organisations in which it participates and is represented.

To this end the Authority needs to increase its cooperation and interaction with the Department of Communication in pursuit of the country's foreign policy agenda in relation with the electronic communications, broadcasting and postal sectors. To realise this objective, additional financial and budgetary resource allocation are necessary.

Secondly, relationships between regulatory agencies at the Southern African Development Community, African continental and world-wide levels need to be escalated and intensified as part of the broadening the skills base and capacity of national regulatory agencies.

Study Visits and bench-marking exercises need to be strengthened through sustainable exchange programs, mentoring and internships among regulatory agencies. In order to implement such a program, fundraising from international funding agencies is necessary as many national regulatory agencies are funded from the national fiscus and their annual budget would not be adequate for this purpose.

7.1.4. Administration Support Services

The Administration and Support Services department provides support to other ICASA programmes and stakeholders.

Objectives/Performance Outcomes:

- Ensure the Authority’s records management uses effective Knowledge Management Systems;
- Re-engagement of DPW in respect of development of the Authority’s accommodation strategy;
- Constantly improve the provision of professional Administration Support Services; and
- Ensure adequate Security and Occupational Health & Safety measures are in place throughout the Authority’s office locations.

Operational objectives

The project to relocate the head office was dependent on DPW sourcing a building for the Authority. On two occasions the DWP bidding process for accommodation was not successful. The Council together with National Treasury approved a renewal of the current lease agreement by five years at rates comparable to the RODE Report, the assessment standard used by DPW.

The key outcome to have strategically positioned ICASA offices at cost effective rates commencing with the relocation of the Head Office has become an operational objective. During the 2013-14 financial year the Authority, together with DPW, will be working on developing an accommodation strategy to include regional offices.

7.1.5. Information Technology Services

The mandate of Information Technology (IT) Services department is to provide technology infrastructure, continuous access and security, technical support and maintenance of internal systems. In addition the development and sourcing of business applications and solutions will enable the business programmes to perform at their highest potential in order to achieve the Authority’s strategic goals and objectives.

Objectives/Performance Outcomes:

- Introduce latest technical architecture and key systems to reduce potential failures and security risks and leverage information technology performance benefits;
- The implementation of a new Spectrum Management System to improve efficiency in the licensing and allocation of spectrum;
- The implementation of a Customer Relationship Management System to facilitate the complaints management process. This will allow the public to log their complaints on the ICASA website and also allows service providers to view and manage complaints addressed for their attention;
- The implementation of a Human Resources System to better manage the internal resources including onboarding, skills development and performance management; and

The above systems will be phased in over a two year period with full integration across all systems.

Strategic objectives

Strategic Objective 5.1	Improve operational processes and performance
Objective statement	To improve the Authority’s efficiency and effectiveness by the implementation of an integrated management system and processes to improve Spectrum management
Baseline	Current outdated Spectrum management system

Risk management

Risk: Insufficient human capital for data cleansing of the data on the current system.

Mitigation: Utilising the services of temporary staff to contact license holders to verify and update details.

Operational objectives

In the 2013-17 strategic plan, there was the provision for integrated management systems for the Authority. This included the execution of the IT Master Systems Plan and in particular the implementation for a new customer relationship management (CRM) system and the development of a framework for a new human resources management (HRM) system. The selection of the new CRM system and the appointment of an implementation partner have been completed. The implementation of this system has become an operational objective. The appointment of a service provider to develop the HRM framework is to be finalised and the development of the HRM system framework becomes an operational objective.

Resource considerations

It is the intention of the IT Programme to motivate for an appointment to fill the role of system administrator for the new Spectrum Management System. The incumbent will also fill the role of first line support of the new system to all staff and place less reliance on external service providers. It is also the intention to motivate for an appointment to ensure the integrity of data between the Authority's various data systems, namely JDE financials, the CRM and the new spectrum management systems.

7.1.6. Finance

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

Objectives/Performance Outcomes:

- Improve financial systems;
- Improve financial processes, procedures, policies and compliance;
- Improve financial reporting;
- Improve revenue collection;
- Improve participation of HDI in the Authority's procurement processes; and
- 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.

7.1.7. Compliance, Risk and Audit

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

The mandate of Compliance, Risk and Audit is to promote good governance through ensuring that all strategic and operational risks identified by management are effectively monitored and mitigated to enable the Authority to achieve its strategic objectives.

Objectives/Performance Outcomes:

- Co-ordinate an enterprise -wide risk management strategy, through implementation of a Risk and Compliance Management Strategy, Policy and Plan;
- Co-ordinate Business Continuity and Disaster Recovery Plans; and
- Co-ordinate fraud prevention, detection and investigative strategies through a Fraud Prevention Plan.

Strategic objectives

Strategic Objective 7.1	Improve operational processes and performance
Objective statement	Establish a culture of Risk Management.
Baseline	Risk Registers created.

Risk management

Risk: Inefficient business processes to effectively manage risk.

Mitigation: Review current business processes and manuals, policies and procedure manuals as part of risk review process.

7.2. Programme 2: Licensing and Compliance

The purpose of Programme 2 is to promote competition through licensing of additional commercial broadcasting services, ensure effective HDI/BEE participation in the sector, as well as, monitoring and ensuring compliance with legislation, regulations and licence terms and conditions by licensees and exempted services.

The mandate of 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

- Conduct annual audits on HDI/BEE participation in the ICT Sector by 31 March 2014;
- Publish Regulations on HDI/BEE by 31 March 2015;
- Issue amended licences in line with the HDI/BEE Regulations by 31 March 2017;
- Additional subscription broadcasting service licensed to successful applicants by 31 March 2014;
- Additional commercial sound broadcasting services licensed to successful applicants in Secondary Markets (Northern Cape, Free State and Eastern Cape) by 31 March 2014;
- Additional commercial sound services licensed to successful applicants in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies by 31 March 2014; and
- Licensing of additional free-to-air television broadcasting services during 2015-16.

Strategic objectives

Strategic Objective 1.1	Remove bottlenecks to competition
Objective statement	In order to remove barriers to competition, the Authority will promote diversity and choice of broadcasting services through licensing of new sound broadcasting services in the Primary, Secondary Markets, and subscription broadcasting services by 31 March 2014, as well as licensing of additional free-to-air television broadcasting services during 2015-16.
Baseline	All applications for additional broadcasting services considered and analysed (i.e. analysis reports).

Risk management

Risk: Litigation by the industry challenging the outcome of regulatory processes.

Mitigation: Adherence to proper processes and procedures in terms of the ECA and existing regulations.

Strategic Objective 1.3	Ensure effective HDI/BEE participation in the sector
Objective statement	In order to ensure effective HDI/BEE participation in the sector and align the BEE equity ownership of Individual Broadcasting, ECS and ECNS with relevant legislation and ICT Charter, the Authority will conduct annual audits on HDI/BEE participation in the ICT Sector by 31 March 2014, publish Regulations by 31 March 2015, and then issue amended licences by 31 March 2017.
Baseline	Collation of HDI Equity data through Compliance Manual.

Risk management

Risk: Inconsistencies of the application of the HDI/BEE due to incomplete National framework on BEE.
Mitigation: Develop a MoU with the DTI to coordinate the BEE framework for the ICT sector.

Operational objectives

The 2013-17 strategic plan contained a strategic objective to promote the development of Public, Community and Commercial Broadcasting Services in the context of Digital Migration by licensing additional terrestrial subscription television broadcasting services. In February 2012, the Authority issued an Invitation To Apply (ITA) for individual commercial subscription sound and television broadcasting service licenses. The Authority having received applications, this key output has become an operational activity in terms of licensing the frequency spectrum.

The 2013-17 strategic plan contained the strategic objective to Ensure Compliance with Legislation and Regulation through the key outputs: Compliance with legal prescripts, Publish Universal Access Obligations Framework document, Universal Services Access (USA) Regulations. These activities have become operational objectives in this strategic plan.

Resource considerations

Licensing and Compliance consists of two departments, namely:

Licensing: this department focuses on; 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

Compliance: this department focuses on; monitoring, complaints and ensuring compliance with legislation, regulations and licence terms and conditions by licensees and exempted services.

Licensing and Compliance is led by a senior management team of one General Manager and two Senior Managers, who are each responsible for one of the above departments.

Risk management

Compliance department does not have the sufficient number of permanent staff to discharge the functions of monitoring and ensuring compliance, as well as handling of complaints. The Department therefore utilises the services of the temporary staff members.

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; and
- To ensure compliance with regulations that have a pro-competitive impact on the conduct of ECNS/ECS licensees, including the numbering plan and interconnection 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;
- 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, including:
- Voice Call Termination rates;
- Managed Transmission Services broadcasting signal distribution (DTT Rate Card);
- Implementation of a price control for Basic Mail Services.

Strategic objectives

Strategic Objective 1.1	Remove bottlenecks to competition
Objective statement	The objective is to foster new entrants and level the playing field between licensees by promoting infrastructure-based competition through the conducting of market reviews to justify cost-determinations in the provision of identified services.
Baseline	Call Termination Rates are scheduled to reduce to R0.40 by 1 April 2013, with the glide path requiring review and implementation by 31 March 2014. The findings document on Signal Distribution Market recommends the introduction of regulations to develop a Rate Card for Digital Terrestrial Television.

Risk management

Risk: Information asymmetry where the Authority is not in possession of sufficient industry-related information.

Mitigation: The Authority will institute detailed and on-going information collection initiatives to support evidence-based regulation.

Risk: Litigation by the industry when not satisfied with the outcome of regulatory processes.

Mitigation: Adherence to proper processes and procedures in terms of the ECA and existing regulations.

Strategic Objective 1.2	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 a 5.2% price increase for basic mail services for the 2013-14 financial year.

Risk management

Risk: Legal challenges from operators.

Mitigation: Provide project plan and continually engage with stakeholders throughout the process of the market review.

Risk: Legal challenges to imposition of necessary remedies.

Mitigation: Develop transparent process for regulatory review to provide regulatory certainty.

Strategic Objective 2.1	Facilitate nation-wide broadband penetration by 2020
Objective statement	The objective is to facilitate increased utilisation of existing infrastructure to foster greater fixed line broadband penetration.
Baseline	Existing Facilities Leasing Regulations; findings note on Local Loop Unbundling.

Risk management

Risk: Litigation by the industry when not satisfied with the outcome of regulatory processes.

Mitigation: Adherence to proper processes and procedures in terms of the ECA and existing regulations.

Strategic Objective 2.2	Promote the development of public, community and commercial broadcasting services in the context of digital migration
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	Findings document outlining framework for the introduction of a new regulatory framework for broadcasting services in the digital era.

Risk management

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 ECA and existing regulations.

Risk: Technical change and introduction of multiple platforms for distribution of content.

Mitigation: Monitor impact of technical change and develop technical neutral regulations.

Strategic Objective 4.1	Promote consumer rights
Objective statement	The objective is to ensure that the rights of the consumer to receive broadcasting local content, fair media coverage of political elections as well as free access to identified telecommunications services.
Baseline	Existing Broadcasting Local Content and Political Elections Broadcasting regulations and the existing Numbering Plan regulations.

Risk management

Risk: Litigation by the industry when not satisfied with the outcome of regulatory processes.

Mitigation: Adherence to proper processes and procedures in terms of the Act and existing regulations.

Risk: Lack of co-operation/coordination between political parties and broadcasters in the broadcasting of party-political content.

Mitigation: Engagement with the Independent Electoral Commission.

Strategic Objective 4.2	Ensure Universal Service & Access
Objective statement	The objective is to develop a new licensing framework for the provision of basic mail services.
Baseline	Postal Services Act; SAPO Licence.

Risk management

Risk: Information Asymmetry where the Authority is not in possession of sufficient industry-related information

Mitigation: The Authority will institute detailed and on-going information collection initiatives to support evidence-based regulation

Resource considerations

Markets and Competition consists of four departments, namely:

1. **Postal Policy and Research:** this department focuses on regulatory policy matters that affect postal services, including quality of service, universal service and market structure;
2. **Policy Development and Research:** this department focuses on regulatory policy matters that affect broadcasting services, including local content, access to sports rights etc.;
3. **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
4. **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

Markets and Competition covers a broad range of strategic objectives, requiring expertise in Economics, Cost Accounting and Numbering, Postal and Broadcasting Policy and supported by technical expertise on the design and functioning of electronic communications networks.

In the longer term the Programme intends to develop subject matter experts in each identified area. However, in the short-term the Programme is forced to reduce the numbers of deliverables as well as seek funds for external service providers.

The need to develop sufficient internal human capital is an on-going risk to the Programme's ability to complete specified deliverables.

Operational objectives

In this Strategic Plan the following amendments have been effected to the Markets and Competition Annual Performance Plan for 2012-13 either for reprioritisation reasons or the activity has become operational in nature:

Online Map to indicate where broadband services are available

This is an operational activity as licensees are requested to submit updated network information on a six monthly basis to update the map. The analysis of this activity feeds into strategic decision-making regarding universal service determinations.

Recommendations to the Minister on SAPO exclusivity & USO for Postal Services

Simplified to a recommendation to the Minister on SAPO exclusivity period (reflected now as SO4.2.1). The two projects had significant overlap, where the outcomes of the project on USOs are actually a component of the review of SAPO Exclusivity.

New regulations on Must-Carry regulations

The regulations have been postponed to the 2014-15 year based on the reprioritisation for the 2013-14 financial year which identified that the Must-Carry regulations impacts only one broadcasting licensee.

New regulations governing broadcasting of National Sporting Events

The regulations have been postponed to the 2014-15 year based on reprioritisation for the 2013-14 financial year. The prioritisation identified that the Must-Carry regulations impact only one broadcasting licensee

A new Licensing Framework for Community Broadcasting services

The regulations have been postponed to the 2015-16 year based on the need for Digital Terrestrial Television migration process to be firstly completed.

Initiate Inquiry into Digital Radio Broadcasting Regulatory and Licensing Framework

The regulations have been postponed to the 2016-17 financial year based on the re-prioritised resources.

Effective Management of the Numbering Resource

These activities are on-going activities that generate research that supports possible regulatory/strategic determinations and have been moved from strategic to operational.

Management of the Interconnection and Facilities Leasing Regime

This operational activity is on-going and generates research that supports possible regulatory/strategic determinations.

Annual report on the status of the ICT sector (Online ICT data trends collection tool)

This operational activity is on-going and generates research that supports possible regulatory/strategic determinations.

Comparative Analysis framework of retail tariffs

This operational activity is on-going and generates research that supports possible regulatory/strategic determinations.

7.4. Programme 4: Engineering and Technology

In order to support the Authority's objectives to ensure national broadband coverage and diffusion of innovate uses of technology, 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 was the development of a roadmap for International Mobile Telephony (IMT) spectrum, a framework for licensing of available BWA frequency in the 2.6GHz and 800MHz band and the implementation of the frequency migration plan/strategy. The procurement and implementation of state-of-art spectrum management system will also be finalised in 2013-14.

In order to rationalise certain of the strategic objectives in the Authority's 2013-17 Strategic Plan. The strategic objective "**Allocation of 1000MHz for mobile communications**" has been restated as "**Facilitate nation-wide broadband penetration by 2020**" to support SOOG2. The previous objective description was too narrow and the allocation of 1000MHz for mobile communication is only a part of the plan to licence all spectrum in line with the migration plan and roadmap in the long term. The corresponding key outcome **Greater access to mobile telecommunications spectrum** has been changed to **Support development of Broadband nation-wide by 2010**.

The previous plan deliverables of **Licensing of available IMT spectrum** and **Greater access to RF spectrum** have been deferred to the 2013-14 financial year due to the absence of the Ministerial Policy Directive. In the 2013-14 strategic plan, these deliverables are combined under one key output **Licensing framework for IMT spectrum** carried out under SO2.1. This will include a market-based licensing mechanism, and use of Spectrum Park and Wholesale Open Access Models.

The Strategic Objective **Introduce market-based, opportunistic and other innovate approaches in access to spectrum** has been restated as **Establish innovative approaches to technology usage**. The key outputs have been improved under SO.3.1 in the 2013-14 plan. These activities will be carried out in order to support SO3.1.4. The key outcome for SO3.1.1 has been revised to **Diffusion of innovative technologies** from **Greater access to RF spectrum** to the fact that the previous key outcomes are to be achieved under the new SO3.1. In particular the Spectrum Parks Model will commence in the 2014-15 financial year as a result of the deferment of certain deliverables in the previous year due the Ministerial Policy Directive not been finalised.

The target **Development of the Framework for market-based licensing mechanism** being a tool for market-based licensing is incorporated into the key outcome to **Support development of Broadband nationwide by 2010**.

Objectives/Performance Outcomes

- Develop and implement a roadmap for licensing the identified BWA radio frequency spectrum;
- Implement the radio frequency migration plan;
- Develop a framework for licensing of available IMT spectrum to facilitate access to the BWA spectrum;
- 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; and
- Continue monitoring Quality of Service (QoS) to support a better consumer experience.

Strategic objectives

Strategic Objective 2.1	Facilitate nation-wide broadband penetration by 2020
Objective statement	Engineering and Technology programme will endeavour to support National 2020 broadband strategy by developing the licensing framework for available IMT spectrum roadmap for all IMT spectrum and implementation of the migration plan.
Baseline	Frequency Migration Plan and regulations, updated National frequency and Broadcasting frequency plans.

Risk management

Risk: Spectrum Policy Vacuum.

Mitigation: Timeous engagement with the Minister on national policy matter.

Strategic Objective 3.1	Establish innovative approaches to technology usage
Objective statement	Engineering and Technology programme will endeavour to collaborate with research institution to develop framework for use of white space and cognitive radios to stimulate efficient use of spectrum resources.
Baseline	Technical reports on collaboration with research institutions.

Risk management

Risk: Failure to introduce use of white space and cognitive radios.

Mitigation: Monitor the developments of emerging technologies.

Strategic Objective 3.2	Support the rapid uptake of new ICT Technologies
Objective statement	Engineering and Technology programme will promote and support the introduction of new ICT technologies by putting in place and reviewing type approval frameworks that remove barriers to entry and facilitate speedy introduction of new ICT technologies.
Baseline	2013 Type Approval Framework.

Risk management

Risk: Lack of technical and research competencies to review of the framework.

Mitigation: Fill the remaining vacant post with personnel with relevant technical and research Capabilities/Employ services of an external service provider.

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 equipment type approval 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.

7.5. Programme 5: Consumer Affairs

The Consumer Affairs Programme aims to ensure continued protection of consumers through empowerment and knowledge of their rights pertaining to ICT services as well as accessibility and the needs of persons with disabilities. Furthermore the Consumer Affairs function strives to ensure universal service and access to ICT services by communities throughout the country.

The mandate of Consumer Affairs is to protect consumers, including persons with disabilities and ensure that the operators in the ICT industry provide quality service that is accessible, available, and reliable. The protection of consumers will be carried out by the following initiatives:

- Consumer advocacy;
- Complaints redress;
- Monitoring Quality of Service (QoS);
- Survey Quality of Experience (QoE);
- Review and develop consumer protection regulations; and
- Universal access and service outreach initiatives.

Objectives/Performance Outcomes

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

Strategic objectives

Strategic Objective 4.1	Promote consumer rights
Objective statement	To ensure continued protection of consumers through empowerment and knowledge of their rights pertaining to ICT services as well as accessibility and the needs of persons with disabilities.
Baseline	Consumer rights were promoted through the set target of 453 consumer advocacy and awareness raising programmes in 2012-2013. 60% of consumer complaints were set to be redressed and resolved per annum in the same financial year.

Risk management

Risk: The turnaround time of the regulated 14 days to resolve consumer complaints.

Mitigation: The turnaround time will be revised while revising the End-User and Subscriber Charter regulations.

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.
Baseline	ICASA monitored and promoted the provision of universal service and access by licensees in 2012-13. The Authority succeeded in ensuring the roll-out of communication services in an under-served area in Limpopo. The inhabitants in that area started to receive calls by mobile phones.

Risk management

Risk: Lack of sufficient resources to ensure the successful promotion of universal service and access project.

Mitigation: Motivate for sufficient resources for the project.

Resource considerations

The Authority needs adequate financial and human resources to fund the implementation of consumer protection. There is a need for adequate resources in order to make a greater impact in communities with consumer protection programmes.

7.6. Regional Offices

The mandate of the Authority's 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)).

In conjunction with the core programmes the regional offices mission in 2013-14 is to enforce compliance with legislation and regulations to enable unimpeded communications throughout South Africa.

Objectives/Performance Outcomes

- Execute enforcement including the seizure of radio apparatus of operators who have not renewed radio spectrum licences;
- Execute investigations of operators who have not complied with licence conditions as stated in ECS and ECNS licences;
- Monitor ICT services available to the public in the Eastern Cape province as determined at specific main place locations;

- Execute the Authority's mandate in safety and security operations at national events/situations as coordinated by the National Joint Operational Centre (NATJOC) on behalf of the Justice Crime Prevention & Security (JCPS) Cluster of Government;
- Execute investigations at high sites to ensure that radio apparatus installed complies with licence and type approval conditions; and
- Resolve or mitigate instances of harmful radio frequency interference cases reported to the Authority.

Part B: Annual Performance Plan 2013-2014

8. Annual Performance Plans

The Authority's strategic outcome orientated goals and objectives are to be achieved through key outcomes and outputs, resulting from the planned 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. The 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, Annexure A, is supported by the Authority's Annual performance Plan (APP) strategic targets over the MTEF period.

The 2013-14 APP (Annexure B) 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 planned deliverables. This APP also unpacks the 2013-14 strategic targets and activities into quarterly action steps and deliverables.

9. Financial Commentary

9.1. Current expenditure

The Authority derives its revenue mainly from grants received from DoC whilst it collects license fees on behalf of National Treasury and pays them over to the DoC.

The Authority is estimating total spending of 93% of its initial allocation of R389.8 million. In January 2013 there was an additional conditional grant relating to AFCON and Compliance and Complaints Committee (CCC) matters of R11.1 million and R4.9 million respectively. The latter is likely to be rolled over into 2013-14 due to the number of high profile cases still to be heard by the commission.

The Authority has experienced delayed spending patterns on infrastructural equipment up to December 2012, which will be reversed mostly during the fourth quarter as most service providers would have delivered on capital goods and services or the Authority would have a contractual agreement in place resulting in a commitment at year end to retain unspent funds via roll over approval.

9.2. Expenditure trends

For the years 2012-13 and 2013-14 conditional grants amounting to R65 million and R52 million were availed to address infrastructural needs in the area of monitoring of broadcasting and postal services, high tech software managing frequency spectrum and motor vehicles used for investigating interferences on the spectrum. The above conditional grants make up 17% and 13% of the allocation for both years respectively. In 2014-15 there are further conditional grants of R15 million for hand-held spectrum analysers.

Cost of living adjustment of employees on staff costs since 2009-10 has not been more than 8%. On the other hand the compensation of employees as a percentage of the allocation from 2009-10 to 2012-13 averages 54.5%. It must be noted that the Authority during 2013-14 will be embarking on a realignment exercise aimed at scaling down unproductive staff and operations. It is envisaged through this exercise staff costs as a percentage of the allocation will be brought down to 45%. The Authority

will endeavour to maintain this percentage throughout the MTEF period and expenditures will be reassessed annually taking into account annual cost of living adjustments.

Cost of goods and services, the Authority from 2009-10 resorted to cutting down wastage on administrative costs by implementing austerity measures and this has resulted in real savings and cost effective operations. Downward trends on these costs indicated a reduction from 41% in 2009-10 to 37% in 2011-12. For the medium term expenditure period the costs are further reduced to 33% on average.

In our endeavour to realise further savings, the head office lease agreement has been renewed for the next five years, through this arrangement the Authority will have achieved savings of R173 million over the lease period and MTEF period.

Programme 1: Governance and Administration

Normal projects – from 2009-10 to 2012-13 an average of R2 million per annum, mainly addressing support tools, vehicles and systems efficiency improvements within Administration, Finance, IT and HR sub-programmes.

The lease agreement for Cape Town Regional office lease agreement expires at the end of June 2014 and the region intends to relocate to a more operational location. Durban and Port Elizabeth Regional offices plan to relocate during the 2015-2017 period.

Ring-fenced projects – for 2012-13 IT and Administration will acquire a replacement PABX system and additional motor vehicles for monitoring and investigating interference.

The Administration sub-programme will use R2 million for purchasing vehicles.

Programme 2: Licensing and Compliance

Normal projects – from 2009-10 to 2012-13 costs averaging to R3 million per annum, mainly projects relating to introduction of more Broadcasting, Postal and ECS and ECNS and enforcing compliance with the enabling legislation, regulations and licence terms and conditions. For the medium term expenditure period costs will increase up to R4 million.

Ring-fenced projects – only for 2012-13 and 2013-14 an amount of R25 million for each year will be spent on monitoring equipment on postal and broadcasting, thus cementing infrastructural improvements in order to ensure compliance.

Programme 3: Markets and Competition

Normal projects – from 2009-10 to 2012-13 costs averaging to R4 million per annum focused on promoting competition amongst operators and ensuring communication costs are reduced to an affordable level to the consumers. Work will continue into the 2013-14 financial year in reducing the cost of communication, including further reductions in termination rates and potential interventions in retail services, particularly in relation to retail tariff transparency.

Programme 4: Engineering and Technology

Normal projects – from 2009-10 to 2012-13 costs averaging to R4 million per annum ensuring spectrum is fully and efficiently utilised, all Type Approval processes are efficiently regulated and compliance adhered to by the new licensees.

Ring-fenced projects – for both 2012-13 and 2013-14 an amount of R16 million will be spent on acquiring spectrum management tools and other infrastructural equipment.

Programme 5: Consumer Affairs

Normal projects – from 2009-10 to 2012-13 costs averaging to R3 million per annum concentrated on public education and awareness programs, research on consumer issues and monitoring compliance with consumer protection regulations.

Ring-fenced projects – for 2012-13 were allocated budgets of R5 million and R2 million for advocacy programs, public education and acquiring consumer a complaints management tool (CRM solution).

9.3. 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:

ICASA Economic Classification Report								
R 000	Actual	Actual	Actual	Actual	Full Year	Medium-term expenditure		
	2008/09	2009/10	2010/11	2011/12	Forecast	estimates	estimates	estimates
	2012/13	2013/14	2014/15	2015/16				
Grants from DoC	247 272	269 607	290 923	313 378	389 797	390 661	376 221	393 619
i) Compensation of employees	133 317	159 040	169 116	185 432	196 544	220 645	217 406	232 624
ii) Goods and services	98 829	110 673	114 700	117 683	121 536	109 594	129 896	151 006
iii) Normal projects	23 491	15 215	24 517	10 751	9 563	32 635	15 544	18 201
iv) Total ring-fenced projects:					50 192	52 000	15 000	0
- Ring-fenced: Opex costs	0	0	0	0	4 153	0	0	0
- Ring-fenced: Capex costs	0	0	0	0	46 039	52 000	15 000	0
v) Total normal capital assets	20 232	22 783	22 437	9 560	2 700	0	18 287	11 800
Total expenditure	275 870	307 711	330 770	323 426	380 535	414 874	396 133	413 631
Surplus/(Deficit) excluding interest received	(28 598)	(38 104)	(39 847)	(10 048)	9 262	(24 213)	(19 912)	(20 012)
add: Interest received and other income	19 342	15 607	5 955	5 165	6 000	7 216	5 512	5 012
add back: Depreciation	11 440	(3 227)	15 260	9 008	12 500	16 997	14 400	15 000
Total Surplus/(Deficit) excluding depreciation	2 184	(25 724)	(18 632)	4 124	27 762	0	0	0
Cash reserves	61 714	55 426	34 177	37 357	65 119	28 394	25 555	25 555

Stats: % of revenue								
i) Compensation of employees	53.9%	59.0%	58.1%	59.2%	50.4%	56.5%	57.8%	59.1%
ii) Goods and services	40.0%	41.0%	39.4%	37.6%	31.2%	28.1%	34.5%	38.4%
iii) Normal projects	9.5%	5.6%	8.4%	3.4%	2.5%	8.4%	4.1%	4.6%
iv) Total ring-fenced projects:	0.0%	0.0%	0.0%	0.0%	12.9%	13.3%	4.0%	0.0%
v) Capital assets	8.2%	8.5%	7.7%	3.1%	0.7%	0.0%	4.9%	3.0%

Stats: Year on Year %								
i) Compensation of employees	13.3%	19.3%	6.3%	9.6%	6.0%	12.3%	-1.5%	7.0%
ii) Goods and services	-17.1%	12.0%	3.6%	2.6%	3.3%	-9.8%	18.5%	16.3%
iii) Normal projects	35.6%	-35.2%	61.1%	-56.1%	-11.0%	241.3%	-52.4%	17.1%
iv) Total ring-fenced projects:	0%	0%	0%	0%	0%	3.6%	-71.2%	-100.0%
v) Capital assets	-39.1%	12.6%	-1.5%	-57.4%	79.8%	-100.0%	100.0%	-35.5%
Total Expenditure	-4.0%	11.5%	7.5%	-2.2%	17.7%	42.5%	65.0%	8.7%

The Authority reviews its budget allocation and ensures that funding is allocated directly to those core areas that support government objectives and initiatives. This allocation for the MTEF is as follows:

OPEX per programme								
Division	Actual	Actual	Actual	Actual	Full Year	Medium-term expenditure		
	2008/09	2009/10	2010/11	2011/12	Forecast	estimates	estimates	estimates
R 000	2012/13	2013/14	2014/15	2015/16				
Total OPEX >>	232 146	255 827	283 334	303 116	318 080	330 239	347 302	383 630
Programme 5: Consumer Affairs	10 909	10 710	7 863	8 832	13 477	13 993	14 716	16 255
Programme 2: Licensing and Compliance	14 540	16 070	16 099	18 802	22 354	23 209	24 408	26 961
Programme 3: Markets & Competition	15 488	14 684	14 130	15 412	17 880	18 340	19 287	21 305
Programme 4: Engineering and Technology	16 636	27 892	28 151	31 406	33 851	35 146	36 961	40 828
Programme 1: Governance and Administration:	174 573	186 470	217 091	228 664	230 518	239 553	251 930	278 282
Sub-prog: Regions	31 123	35 167	38 286	42 477	40 476	45 562	47 916	52 928
Sub-prog: Human Resources	13 103	14 968	18 054	22 365	13 745	14 284	15 022	16 593
Sub-prog: Admin	54 339	47 905	57 081	57 420	63 885	62 888	66 138	73 056
Sub-prog: Communication & Int'l Affairs	9 316	13 791	11 100	8 119	10 168	10 567	11 113	12 275
Sub-prog: Information Technology	10 989	12 259	12 322	12 818	15 351	15 952	16 777	18 532
Sub-prog: Finance	20 823	20 591	39 484	43 533	43 814	45 531	47 884	52 892
Sub-prog: Internal Audit	5 087	4 168	4 868	5 473	4 361	4 532	4 767	5 265
Sub-prog: Risk and Compliance	0	688	3 311	2 951	3 431	3 565	3 749	4 141
Sub-prog: Legal & CCC	9 520	14 859	12 572	10 778	10 866	11 291	11 875	13 117
Sub-prog: Council	16 138	17 120	16 350	15 921	16 385	17 028	17 907	19 781
Sub-prog: CEO	4 135	4 954	3 662	4 134	5 194	5 398	5 677	6 271
Sub-prog: Secretariat	0	0	0	2 676	2 842	2 953	3 106	3 431

Normal projects per programme								
Division	Actual	Actual	Actual	Actual	Full Year Forecast	Medium-term expenditure estimates		
R 000	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total normal projects >>	23 491	15 215	24 517	10 751	9 563	32 635	15 544	18 201
Programme 5: Consumer Affairs	5 849	3 110	5 022	2 028	251	6 961	3 563	4 311
Programme 2: Licensing and Compliance	3 956	4 119	3 441	3 660	800	6 705	2 442	2 831
Programme 3: Markets & Competition	9 375	4 311	1 809	2 328	2 533	10 098	1 284	1 489
Programme 4: Engineering and Technology	4 310	3 562	5 172	1 763	4 271	6 925	1 817	2 107
Programme 1: Governance and Administration:	0	113	9 072	972	1 708	1 946	6 437	7 463
Sub-prog: Regions	0	113	1 787	47	5	0	1 268	1 470
Sub-prog: Human Resources	0	0	2 876	441	608	1 346	2 041	2 366
Sub-prog: Admin	0	0	741	73	5	0	526	609
Sub-prog: Communication & Int'l Affairs	0	0	196	0	0	0	139	161
Sub-prog: Information Technology	0	0	2 056	353	490	0	1 459	1 692
Sub-prog: Finance	0	0	1 416	58	600	600	1 005	1 165

9.4. Ring-fenced additional funding allocated

The Authority 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.

Ring-fenced projects per programme								
Division	Actual	Actual	Actual	Actual	Full Year Forecast	Medium-term expenditure estimates		
R 000	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total ring-fenced projects >>	0	0	0	0	50 182	52 000	15 000	0
Programme 5: Consumer Affairs					6 593	0	0	0
Programme 2: Licensing and Compliance					25 000	25 000	0	0
Programme 4: Engineering and Technology					6 000	20 000	15 000	0
Programme 1: Governance and Administration:					12 589	7 000	0	0
Sub-prog: Admin					9 089	2 000	0	0
Sub-prog: Information Technology					3 500	5 000	0	0

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

SOOG 1		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition					
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
1.1.		STRATEGIC OBJECTIVE	Remove bottlenecks to competition						
Licensing & Compliance	1	Increase competition by promoting diversity and choice of broadcasting services	Licensing of additional commercial broadcasting services by 31 March 2014	Additional subscription broadcasting service and Individual ECNS licences for Self provisioning licensed to successful applicants by 31 March 2014.	Issuance of 5 additional licences for subscription broadcasting services and Individual ECNS licences for Self-provisioning to successful applicants by 31 March 2014.	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
				Additional commercial sound broadcasting services licensed to successful applicants in Secondary Markets (Northern Cape, Free State and Eastern Cape) by 31 March 2014.	Issuance of 3 additional Licences for additional commercial sound services to successful applicants in Secondary Markets (Northern Cape, Free State and Eastern Cape) by 31 March 2014	No Strategic Activity	No Strategic Activity	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 by 31 March 2014.	Issuance of 6 additional Licences for additional commercial sound services to successful applicants in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies by 31 March 2014.	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
	2	Licensing of additional free-to-air television broadcasting services by 31 March 2016.	Additional TV services and I-ECNS for self-provisioning licensed to successful applicants by 31 March 2016.	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.	No Strategic Activity.	No Strategic Activity.	

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
Markets & Competition - Analysis	3	Improved levels of competition in the ICT sector	Rate Card for DTT services based on the approved cost model for Sentech	Publication of regulations outlining transparent cost accounting framework for Sentech by 1 January 2015	Approved report on outcomes of public consultation on the Sentech Cost Model	Final Regulations on Sentech Cost Model. Publication of DTT Rate Card	Approved Sentech DTT price application	Approved Sentech DTT price application	Market Review of Managed Transmission Services market
	4		Revised number portability framework that promotes porting of all numbers	Revised number portability regulations that cater for all number types and scales correctly for number blocks by 2016	No Strategic Activity	Regulatory Impact Assessment (RIA) of Number Portability Regulations	Gazetted Revised Number Portability Regulations	No Strategic Activity	No Strategic Activity
Markets and Competition - Numbering	5	Development of pro-competitive remedies and implementation thereof	Development of pro-competitive remedies and implementation thereof	Accounting separation framework for wholesale call termination	Approved Accounting Separation Regulations for licensees designated with Significant Market Power	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018	
	1.2.	STRATEGIC OBJECTIVE	Ensure South African retail prices of ICT services fairly reflect costs						No Strategic Activity	
Markets & Competition - Numbering	1	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	No Strategic Activity	Conceptual Report	Report on review of regulations for Price Cap (Draft regulations)	Gazetted Final Price Control Regulations	No Strategic Activity	
				Gazetted Accounting Separation Regulations	No Strategic Activity	Conceptual Report	Report on review of regulations for Accounting Separation (Draft regulations)	Gazetted Final Accounting Separation regulations for reserved postal services	No Strategic Activity	
	2	Approved reserved postal fees and charges	Annual Gazette Publication of reserved postal fees and charges	Gazetted Publication of 2014/2015 reserved postal fees and charges	Gazetted approved reserved postal fees and charges by January 2015	Gazetted approved reserved postal fees and charges by January 2016	Gazetted approved reserved postal fees and charges by January 2017	Gazetted approved reserved postal fees and charges by January 2018		
Markets & Competition - Analysis	3	Fair prices for voice services	Call Termination Market Review	Cost-based voice call termination on an on-going basis	Gazetted Revised Call Termination Regulations	No Strategic Activity	No Strategic Activity	Gazetted Revised Call Termination Regulations	No Strategic Activity	
	4	Fair prices for ECS/ECNS services, accessible by all South Africans by 2016	Imposition of pro-competitive regulations to remove monopoly barriers	Price benchmark results against peer countries by March 2014. Definition of Markets in the Value Chain by 31 March 2015. Imposition of pro-competitive remedies by 31 March 2015.	Gazetted Discussion document defining identified markets and licensees with Significant Market Power across the Value Chain	Findings document on identified markets and licensees with Significant Market Power. Draft regulations on pro-competitive regulations to address identified Significant Market Power	Final regulations on pro-competitive remedies for identified markets	No Strategic Activity	Revised list of markets requiring pro-competitive regulations	
	1.3.	STRATEGIC OBJECTIVE	Ensure effective HDI/BEE participation in the sector							
Licensing & Compliance	1	Align the BEE equity ownership of Individual Broadcasting, ECS and ECNS with relevant legislation and ICT Charter	Issuance of amended licences to reflect HDI/BEE equity ownership by 31 March 2017	Publish report in Government Gazette on HDI/BEE equity ownership audit by 31 March 2014. Publish HDI/BEE Regulations by 31 March 2015	Publish report in Government Gazette on HDI/BEE equity ownership audit, based on data collected through Compliance Procedure Manual by 31 March 2014	Publish HDI/BEE Regulations by 31 March 2015	No Strategic Activity	Amendment of Individual Broadcasting, ECS and ECNS Licences	No Strategic Activity	

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the broadband agenda					
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
2.1.		STRATEGIC OBJECTIVE	Facilitate nation-wide broadband penetration by 2020						
Engineering & Technology	1	Support development of Broadband nationwide in line with Vision 2020	Frequency migration strategy/plan - Phase 1	Approved Migration plan - Phase 1 in line with the 2012/13 Frequency Migration regulations published by 31 March 2014	Frequency Migration Strategy - Phase 1 implemented in line with 2012/13 Frequency Migration Regulations by 31 of March 2014	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
	2		Roadmap for all of International Mobile Telephony (IMT) spectrum	Roadmap published by 31 March 2014	Approved Roadmap for all of IMT spectrum published by 31 March 2014	Implementation of roadmap	No Strategic Activity	No Strategic Activity	No Strategic Activity
	3		Proposal on Frequency Migration Strategy - Phase 2	Proposal on Radio Frequency Migration - Phase 2 approved by Council by 31 March 2014	Proposal on Frequency Migration Strategy - Phase 2 completed by 31 March 2014	Migration plan - Phase 2 implemented by 31 March 2014	No Strategic Activity	No Strategic Activity	No Strategic Activity
	4		Licensing Framework available International Mobile Telephony (IMT) spectrum	Licensing Framework published by 31 March 2014	Approved Licensing framework for available IMT by 31 March 2014	Spectrum licences issued using Wholesale Open Access Model in line with spectrum plans by 31 March 2015. Spectrum licences issued using market-based licensing approach in line with spectrum plans by 31 March 2015	Spectrum licences issued using Managed Spectrum Park model (remainder of the 2.6 GHz spectrum) Spectrum licences issued in the 3.5 GHz band	Spectrum licences issue in line with the Roadmap	Spectrum licences issue in line with the Roadmap
Markets & Competition - Analysis	5	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	Approved Final Regulations on Local Loop Unbundling (LLU) by 31 March 2014	No Strategic Activity	No Strategic Activity	Review and report on effectiveness of LLU	Gazetted Revised LLU Regulations	

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
2.2.		STRATEGIC OBJECTIVE	Promote the development of public, community and commercial broadcasting services in the context of digital migration						
Markets & Competition - PDRD	1	Availability of choice & diversity in broadcasting services	Broadcasting regulatory framework to support the digital era	New regulations governing broadcasting for political elections by 31 March 2014	Approved Regulations governing broadcasting for Political Elections	No Strategic Activity	No Strategic Activity	No Strategic Activity	Gazetted revised Elections Regulations
					No Strategic Activity	Draft inquiry report into the programming needs of targeted groups	Findings document on the programming needs of targeted groups	No Strategic Activity	No Strategic Activity
				New regulations governing Local Content for broadcasting in place by 31 March 2015	Report and recommendations on Local Content Regulations presented to Council for approval	Gazetted Final Local Content Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity.
				New regulations governing must-carry obligations by 31 March 2014	No Strategic Activity	Gazetted Revised Must-Carry Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity
				New regulations governing the Commissioning Protocols and Terms of Trade by 31 March 2015	No Strategic Activity	Gazetted revised Commissioning Protocols and Terms of Trade Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity
				New regulations governing Advertising and Sponsorship rights	No Strategic Activity	No Strategic Activity	No Strategic Activity	Review of Advertising and Sponsorship Regulations	No Strategic Activity
				New regulations governing broadcasting of National Sporting Events	No Strategic Activity	Gazetted Revised Sports Broadcasting Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
				A new licensing Framework for Community Broadcasting services	No Strategic Activity	No Strategic Activity	No Strategic Activity	Draft inquiry report into Community Broadcasting Regulatory and Licensing Framework	Final Inquiry report into Community Broadcasting Regulatory and Licensing Framework
				New licensing framework for broadcasting services in the digital era in place by 2015	No Strategic Activity	No Strategic Activity	Discussion Document on a new regulatory and licensing framework for Broadcasting Service in the Digital Broadcasting Environment	Findings document on a new regulatory and licensing framework for Broadcasting Service in the Digital Broadcasting Environment	No Strategic Activity
				New licensing framework for digital radio by 2017	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion Document on a Digital Radio Broadcasting Regulatory and Licensing Framework	Findings Document on a Digital Radio Broadcasting Regulatory and Licensing Framework
				Recommendations on interoperability of broadcasting services by 2017	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion Document on the interoperability of networks and services	Findings document on the interoperability of networks and services
				Reviewed Code of Conduct for Broadcasters	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Draft Revised Code of Conduct for Broadcasters

SOOG 3		STRATEGIC OUTCOME ORIENTATED GOAL		Promote efficient use of spectrum resources					
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
3.1.		STRATEGIC OBJECTIVE Establish innovative approaches to technology usage							
Engineering & Technology	1	Diffusion of innovative technologies	Strategic Outcome of study groups to influence World Radiocommunication Conference 2015 (WRC-15) decision	Contribution papers to the study groups on WRC-15 agenda items considered and discussed by 31 March 2014	Consideration and discussion of prepared contribution papers to WRC-15 study groups by 31 March 2014	Contributions and preparations for WRC-15 Conference Preparatory Meeting (CPM)	Development of National and Regional Positions and proposals for WRC-15	Contribution to WRC-18 study groups on methods to deal with agenda items.	Contributions and preparations for WRC-18 Conference Preparatory Meeting (CPM)
	2		Harmonised spectrum plans to achieve economies of scale in terms of service and technologies by 31 March 2014	Contributions to International Telecommunications Union (ITU) and regional fora dealing with International Mobile Telephony (IMT), digital migration and cognitive radio and standardisation considered and discussed by 31 March 2014	Recommendations to ITU and regional fora dealing with IMT, digital migration and cognitive radio considered and discussed by 31 March 2014	Contributions and preparations for ITU-R Radio assembly	Contributions to the ITU-R study groups addressing questions and issues on spectrum	Development of National and Regional Positions and proposals on future questions and issues on spectrum	Contributions and preparations for ITU-R Radio Assembly
	3		Opportunistic spectrum model	Final Model on opportunistic spectrum management and International Mobile Telephony (IMT) occupancy measurements and recommendations by 31 March 2014	Final Model on opportunistic spectrum management and IMT occupancy measurements and recommendations presented to Council by 31 March 2014	Management of Research Collaboration on selected themes	Management of Research Collaboration on selected themes	Management of Research Collaboration on selected themes	Management of Research Collaboration on selected themes
	4		Framework for the use of "white space" and cognitive radio technologies published by 31 March 2015	Framework for the use of "white space" and cognitive radio published	No Strategic Activity	Framework for the use of "white space" and cognitive radio technologies published by 31 March 2015	Framework implemented by 31 March 2016	No Strategic Activity	No Strategic Activity
3.2.		STRATEGIC OBJECTIVE Support the rapid uptake of new ICT technologies							
Engineering & Technology	1	Uptake of New technologies and innovation	Revised Type Approval Framework	Revised Type Approval Framework implemented	No Strategic Activity	Revised Type Approval framework published by 31 March 2015	No Strategic Activity	Revision 2 of Type Approval framework published by 31 March 2017	No Strategic Activity

SOOG 4		STRATEGIC OUTCOME ORIENTATED GOAL		Protect Consumers					
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
4.1.		STRATEGIC OBJECTIVE	Promote consumer rights						
Consumer Affairs	1	Regulatory regime to support consumer rights	Developed and implement consumer protection strategy	Strategy for accessibility for persons with disabilities, public education, consumer activism, complaints redress, Quality of Service (QoS) and Quality of Experience (QoE) by 31 March 2014	Consumer Protection Strategy approved by Council for publishing before 31 March 2014	Implementation of Consumer Protection Strategy	Implementation of Consumer Protection Strategy	Implementation of Consumer Protection Strategy	Implementation of Consumer Protection Strategy
	2		Revised End-User and Subscriber Service Charter	End-User and Subscriber Service Charter published by 31 March 2014	Development of Billing regulations	Initiate the development of Billing regulations	Finalisation the Billing regulations	Review 112 Emergency Centre Regulations	Finalisation and approval to publish the reviewed 112 Emergency Centre Regulations
	3		Revised Code on People with Disabilities	Code on People with Disabilities published by 31 March 2014	Development of Broadband service regulations.	Initiate the development of Broadband service regulations	Finalisation of Broadband service regulations	Review E-Rate Regulations	Finalisation and approval to publish the reviewed E-Rate Regulations
Markets & Competition - Numbering	4	Consumer-friendly framework for number utilisation	Implemented frameworks for toll-free and machine to machine numbers by 31 March 2015.	Approved final regulations on framework for toll-free numbers by 31 March 2014	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	
				No Strategic Activity	Publication of framework for machine related services	No Strategic Activity	No Strategic Activity	No Strategic Activity	
				No Strategic Activity	Report on short code strategy by 30 September 2014	Publication of short code strategy framework	No Strategic Activity	No Strategic Activity	
				No Strategic Activity	Gazetted Draft Number charging framework	Publication of number charging framework	No Strategic Activity	No Strategic Activity	
				No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
4.2.		STRATEGIC OBJECTIVE	Ensure universal service and access						
Markets & Competition - Postal	1	Bridging the Digital Divide	Recommendation to the Minister on SAPO exclusivity period	Recommendation to the Minister on exclusivity of basic mail services by 31 March 2015	Publish discussion document by 31 March 2014 on achievement of targets per licence conditions	Findings Document on Exclusivity for basic postal services	No Strategic Activity	No Strategic Activity	No Strategic Activity
Consumer Affairs	2		Roll-out of ICT infrastructure in Eastern Cape, Kwa-Zulu Natal and Limpopo.	Increase in the penetration level of ICT services in Eastern Cape, Kwa-Zulu Natal and Limpopo by 31 March 2015.	3 x Community lekgotla initiatives in Eastern Cape, Kwa-Zulu Natal and Limpopo.	Promote universal service and access in under-serviced areas	Promote universal service and access in under-serviced areas.	Promote universal service and access in under-serviced areas.	Promote universal service and access in under-serviced areas.

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Modernise ICASA					
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
5.1.		STRATEGIC OBJECTIVE	Improved operational processes and performance						
Information Technology	1	Improved efficiency and effectiveness by the implementation of integrated systems and processes	Improved management of Spectrum	Procure and implement new Spectrum Management system by 31 December 2014	Core modules of new Spectrum Management System implemented	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
Human Resources	2	Improved governance with a fit for purpose organisational structure	Completed review and implementation of new organisational structure by 31 March 2014	Reviewed organisational structure fit for purpose to align with strategic requirements by 31 March 2014	Approved organisational re-alignment roadmap with clear milestones developed	Embed the new organisational structure. Monitoring and Review of organisational structure	Monitoring and Review of organisational structure	Monitoring and Review of organisational structure	Monitoring and Review of organisational structure
	3	Improved domestic and international stakeholder engagement to align with ICASA/National objectives	Implement ICASA Media Communications Strategy by 31 March 2014	Coordinate ICASA Media liaison through Press Statements/Media Briefings/Interviews	Implement approved Media Engagement Plans in accordance with the ICASA Media Communications Strategy	Implement revised and reviewed ICASA Media Communications Strategy	Implement revised and reviewed ICASA Media Communications Strategy	Implement revised and reviewed ICASA Media Communications Strategy	Implement revised and reviewed ICASA Media Communications Strategy

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
Communications & International Relations	4		Implement ICASA Stakeholder Strategy by 31 March 2014	Stakeholder Satisfaction Index	Develop and Implement approved ICASA Stakeholder Strategy by 31 March 2014	Revise and Review ICASA Stakeholder Engagement Plan and MOUs and align it with newly approved Stakeholder Relations Strategy	Implement Revised and Reviewed ICASA Stakeholder Engagement Plan and Stakeholder Strategy. Monitor and Review Stakeholders' MOUs	Implement Revised and Reviewed ICASA Stakeholder Engagement Plan and Stakeholder Strategy. Monitor and Review MOUs	Implement Revised and Reviewed ICASA Stakeholder Engagement Plan and Stakeholders Relations Strategy. Monitor and Review Stakeholders MOUs
	5		Implement ICASA International Relations Strategy by 2016	International Stakeholder Relations Index	Phase 1 implementation of the approved 2013/14 ICASA International Relations Strategy Framework	Implement Phase 2 ICASA International Relations Strategy	Implement Phase 3 ICASA International Relations Strategy	Review and Revise ICASA International Relations Strategy	Implement Revised and Reviewed ICASA International Relations Strategy
Compliance, Risk and Audit	6	Establish a culture of Risk Management	Enterprise Risk Management (ERM) plan fully implemented	Complete and approved Risk Registers in place, reviewed and monitored quarterly	Approved Risk Registers, reviewed and monitored quarterly	Approved Risk Registers, reviewed and monitored quarterly	Approved Risk Registers, reviewed and monitored quarterly	Approved Risk Registers, reviewed and monitored quarterly	Approved Risk Registers, reviewed and monitored quarterly

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Target 2014/2015	Target 2015/2016	Target 2016/2017	Target 2017/2018
Legal and CCC	7	Restructure of Legal services and the Complaints and Compliance Committee (CCC)	Establishment of an administratively independent Complaints and Compliance Committee (CCC)	Strengthened and enhanced administratively independent CCC, separate from ICASA Legal services	Appointments to approved framework for an administratively independent CCC, separate from ICASA Legal services by 31 March 2014	Implementation of an administratively independent CCC, separate from ICASA Legal services	No Strategic Activity	No Strategic Activity	No Strategic Activity

SOOG 1		STRATEGIC OUTCOME ORIENTATED GOAL		Promote competition								
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016
1.1.		STRATEGIC OBJECTIVE										
		Remove bottlenecks to competition										
Licensing & Compliance	1	Increase competition by promoting diversity and choice of broadcasting services	Licensing of additional commercial broadcasting services by 31 March 2014	Additional subscription broadcasting service and Individual ECNS licences for Self provisioning licensed to successful applicants by 31 March 2014.	Issuance of 5 additional licences for subscription broadcasting services and Individual ECNS licences for Self-provisioning to successful applicants by 31 March 2014.	Public hearings and decisions, development of reasons document and issuance of licences for subscription broadcasting services.	Pre-Hearing analysis report finalised.	Hearings and Decisions on the applications finalised	Reasons for decisions drafted.	Reasons for the decision vetted and published. Licences for successful applicants issued.	No Strategic Activity	No Strategic Activity
				Additional commercial sound broadcasting services licensed to successful applicants in Secondary Markets (Northern Cape, Free State and Eastern Cape) by 31 March 2014.	Issuance of 3 additional Licences for additional commercial sound services to successful applicants in Secondary Markets (Northern Cape, Free State and Eastern Cape) by 31 March 2014	Public hearings and decisions, development of reasons document and issuance of licences for Secondary Markets.	Pre-Hearing analysis report finalised.	Hearings and Decisions on the applications finalised	Reasons for decisions drafted.	Reasons for the decision vetted and published. Licences for successful applicants issued.	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 by 31 March 2014.	Issuance of 6 additional Licences for additional commercial sound services to successful applicants in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies by 31 March 2014.	Public hearings and decisions, development of reasons document and issuance of licences for Primary Markets.	Pre-Hearing analysis report finalised.	Hearings and Decisions on the applications finalised	Reasons for decisions drafted.	Reasons for the decision vetted and published. Licences for successful applicants issued.	No Strategic Activity	No Strategic Activity
	2		Licensing of additional free-to-air television broadcasting services by 31 March 2016.	Additional TV services and I-ECNS for self-provisioning licensed to successful applicants by 31 March 2016.	No Strategic Activity	No Strategic Activity	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.
Markets & Competition - Numbering	3	Improved levels of competition in the ICT sector	Rate Card for DTT services based on the approved cost model for Sentech	Publication of regulations outlining transparent cost accounting framework for Sentech by 1 January 2015	Approved report on outcomes of public consultation on the Sentech Cost Model	Internal review of Sentech cost model; Development and release of draft regulations; Holding of public hearings	Audited DTT cost model from Sentech	Internal report on the validity of the Sentech DTT Cost Model	Draft Regulations for Public Comment	Public consultation on draft regulations	Final Regulations on Sentech Cost Model. Publication of DTT Rate Card	Approved Sentech DTT price application
	4		Revised number portability framework that promotes porting of all numbers	Revised number portability regulations that cater for all number types and scales correctly for number blocks by 2016	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Gazetted Revised Number Portability Regulations	Revised Number Portability Regulations
	5	Development of pro-competitive remedies and implementation thereof	Development of pro-competitive remedies and implementation thereof	Accounting separation framework for wholesale call termination	Approved Accounting Separation Regulations for licensees designated with Significant Market Power	Development of draft regulations; Public consultation; Development of final regulations	Finalisation of Accounting Separation Regulations as per Call Termination Regulations	Public Consultation on Draft Regulations	Internal report on public consultation on Draft Regulations	Publication of Final Regulations in Government Gazette	No Strategic Activity	No Strategic Activity

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016
		1.2. STRATEGIC OBJECTIVE	Ensure South African retail prices of ICT services fairly reflect costs									
Markets & Competition - Numbering	1	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	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conceptual Report	Report on review of regulations for Price Cap (Draft regulations)
				Gazetted Accounting Separation Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Conceptual Report
	2	Approved reserved postal fees and charges	Annual Gazette Publication of reserved postal fees and charges	Gazetted Publication of 2014/2015 reserved postal fees and charges	Review of SAPO price increase application & Annual analysis of Accounting Separation Reports for reserved postal services	No Strategic Activity	No Strategic Activity	Review report on SAPO Tariff application	Gazetted approved SAPO tariffs for basic mail services	Gazetted approved reserved postal fees and charges by January 2015	Gazetted approved reserved postal fees and charges by January 2016	
Markets & Competition - Analysis	3	Fair prices for voice services	Call Termination Market Review	Cost-based voice call termination on an on-going basis	Gazetted Revised Call Termination Regulations	Review of the market for call termination services	Appointment of consultants; Release of questionnaire to operators for traffic and revenue data	Report on outcomes of data analysis /reconciliation with operator data	Draft Call Termination regulations	Gazetted Final Call Termination regulations	No Strategic Activity	No Strategic Activity
	4	Fair prices for ECS/ECNS services, accessible by all South Africans by 2016	Imposition of pro-competitive regulations to remove monopoly barriers	Price benchmark results against peer countries by March 2014. Definition of Markets in the Value Chain by 31 March 2015. Imposition of pro-competitive remedies by 31 March 2015.	Gazetted Discussion document defining identified markets and licensees with Significant Market Power across the Value Chain	Conduct market reviews based on Broadband Value Chain study	Inception Report from Consultants	Report on international benchmarking of prices across the broadband value chain	Analysis report on results of Questionnaire on market shares and market power	Discussion document on identified markets and licensees with Significant Market Power	Findings document on identified markets and licensees with Significant Market Power. Draft regulations on pro-competitive regulations to address identified Significant Market Power	Final regulations on pro-competitive remedies for identified markets
		1.3. STRATEGIC OBJECTIVE	Ensure effective HDI/BEE participation in the sector									
Licensing & Compliance	1	Align the BEE equity ownership of Individual Broadcasting, ECS and ECNS with relevant legislation and ICT Charter	Issuance of amended licences to reflect HDI/BEE equity ownership by 31 March 2017	Publish report in Government Gazette on HDI/BEE equity ownership audit by 31 March 2014. Publish HDI/BEE Regulations by 31 March 2015	Publish report in Government Gazette on HDI/BEE equity ownership audit, based on data collected through Compliance Procedure Manual by 31 March 2014	Audit Report on the current HDI and BEE equity ownership	Collation of HDI/BEE Equity date through Compliance Procedure Manual Regulation	Collation of HDI/BEE Equity date through Compliance Procedure Manual Regulation	Collation of HDI/BEE Equity date through Compliance Procedure Manual Regulation	Publish report in Government Gazette on HDI/BEE Equity ownership audit based on data collected through the Compliance Procedure Manual	Publish HDI/BEE Regulations by 31 March 2015	No Strategic Activity

SOOG 2		STRATEGIC OUTCOME ORIENTATED GOAL		Promote the broadband agenda								
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016
2.1.		STRATEGIC OBJECTIVE Facilitate nation-wide broadband penetration by 2020										
Engineering & Technology	1	Support development of Broadband nationwide in line with Vision 2020	Frequency migration strategy/plan - Phase 1	Approved Migration plan - Phase 1 in line with the 2012/13 Frequency Migration regulations published by 31 March 2014	Frequency Migration Strategy - Phase 1 implemented in line with 2012/13 Frequency Migration Regulations by 31 March 2014	Implementation of migration plan - Phase 1 in line with 2012/13 Frequency Migration Regulations	Report on identified Specific Bands Earmarked for Migration (Non Contentious) - Phase 1 in line with 2012/13 Frequency Migration Regulations	Service provider Appointed to assist with the Development Band Specific Spectrum Assignment Plan - Phase 1 in line with 2012/13 Frequency Migration Regulations	Draft Band Specific Spectrum Assignment Plan published for public comments in line with 2012/13 Frequency Migration Regulations	Public Consultation process completed. Final Band Specific Spectrum Assignment Plan - phase 1 published and implemented	No Strategic Activity	No Strategic Activity
	2		Roadmap for all of International Mobile Telephony (IMT) spectrum	Roadmap published by 31 March 2014	Approved Roadmap for all of IMT spectrum published by 31 March 2014	Development of roadmap for all of IMT spectrum				Roadmap published	Implementation of roadmap	No Strategic Activity
	3		Proposal on Frequency Migration Strategy - Phase 2	Proposal on Radio Frequency Migration - Phase 2 approved by Council by 31 March 2014	Proposal on Frequency Migration Strategy - Phase 2 completed by 31 March 2014	Development of the Frequency Migration Plan - Phase 2	Report on identified Specific Bands Earmarked for Feasibility Study (contiguous) completed - Phase 2	Service provider appointed to conduct feasibility study - Phase 2	Feasibility Study completed - Phase 2	Proposal and recommendation for the Spectrum Plan - Phase 2 completed and approved by Council	Migration plan - Phase 2 implemented by 31 March 2014	No Strategic Activity
	4		Licensing Framework available International Mobile Telephony (IMT) spectrum	Licensing Framework published by 31 March 2014	Approved Licensing framework for available IMT by 31 March 2014	Development of licensing framework for available IMT spectrum	DoC engaged on Policy Directive	Spectrum Plans and ITA revised in line with Policy Directive. Service Provider appointed to assist with development of Framework	Draft Spectrum Plans and ITA published for public comments	Public Consultation Process completed and Final Spectrum Plans and ITA published	Spectrum licences issued using Wholesale Open Access Model in line with spectrum plans by 31 March 2015. Spectrum licences issued using market-based licensing approach in line with spectrum plans by 31 March 2015	Spectrum licences issued using Managed Spectrum Park model (remainder of the 2.6 GHz spectrum) Spectrum licences issued in the 3.5 GHz band
Markets & Competition - Analysis	5	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	Approved Final Regulations on Local Loop Unbundling (LLU) by 31 March 2014	Drafting of Regulations on LLU; Public consultation and hearings on draft regulations; Finalisation of regulations	No Strategic Activity	Draft Regulations on LLU released in the Government Gazette by 30 September 2013	Public Hearings on Draft LLU Regulations	Final LLU Regulations approved and gazetted	No Strategic Activity	No Strategic Activity	
2.2.		STRATEGIC OBJECTIVE Promote the development of public, community and commercial broadcasting services in the context of digital migration										
		Availability of choice & diversity in broadcasting services	Broadcasting regulatory framework to support the digital era	New regulations governing broadcasting for political elections by 31 March 2014	Approved Regulations governing broadcasting for Political Elections	Review of Regulations governing broadcasting for Political Elections	Research Report on Party Political Elections Broadcasts and Advertisement: June 2013	Submission of research report and draft regulations to Council for approval and publication: September 2013	Provincial workshops and Public hearings: December 2013	Publication of Final Revised Regulations on Party Political Elections Broadcasts: March 2014	No Strategic Activity	No Strategic Activity
					No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Draft inquiry report into the programming needs of targeted groups	Findings document on the programming needs of targeted groups

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016			
Markets & Competition - PDRD	1			New regulations governing Local Content for broadcasting in place by 31 March 2015	Report and recommendations on Local Content Regulations presented to Council for approval	Review of Local Content Regulations	Second Interim Report: Environmental Scan, Questionnaire preparation & circulation, Stakeholder Interviews, Market Analysis, Technology analysis, Costing Analysis	Final Study Report: Financial conclusions, Technology Conclusions, Regulatory Landscape	Cost Benefit Analysis and Strategy Report: Cost benefit analysis, strategy on lowering costs, strategy on promoting diversity, strategy on independent production sector	Final Report and Recommendations: Cost benefit analysis study on Review of the Preservation of South African Programming Regulations (Section 61 of the FCA) and	Gazetted Final Local Content Regulations	No Strategic Activity			
				New regulations governing must-carry obligations by 31 March 2014	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Gazetted Revised Must-Carry Regulations	No Strategic Activity	
				New regulations governing the Commissioning Protocols and Terms of Trade by 31 March 2015	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Gazetted revised Commissioning Protocols and Terms of Trade Regulations	No Strategic Activity
				New regulations governing Advertising and Sponsorship rights	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
				New regulations governing broadcasting of National Sporting Events	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Gazetted Revised Sports Broadcasting Regulations	No Strategic Activity
				A new licensing Framework for Community Broadcasting services	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
				New licensing framework for broadcasting services in the digital era in place by 2015	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Discussion Document on a new regulatory and licensing framework for Broadcasting Service in the Digital Broadcasting Environment
				New licensing framework for digital radio by 2017	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
				Recommendations on interoperability of broadcasting services by 2017	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity
				Reviewed Code of Conduct for Broadcasters	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	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		Promote efficient use of spectrum resources									
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016	
3.1.		STRATEGIC OBJECTIVE Establish innovative approaches to technology usage											
Engineering & Technology	1	Diffusion of innovative technologies	Strategic Outcome of study groups to influence World Radiocommunication Conference 2015 (WRC-15) decision	Contribution papers to the study groups on WRC-15 agenda items considered and discussed by 31 March 2014	Consideration and discussion of prepared contribution papers to WRC-15 study groups by 31 March 2014	Prepare contribution papers to WRC-15 study groups on methods to deal with agenda items.	Action Plan with recommendations on prioritised agenda items in line with ICASA Strategy completed	Action Plan with recommendations on prioritised agenda items in line with ICASA Strategy completed	Action Plan with recommendations on prioritised agenda items in line with ICASA Strategy completed	Action Plan with recommendations on prioritised agenda items in line with ICASA Strategy completed	Contributions and preparations for WRC-15 Conference Preparatory Meeting (CPM)	Development of National and Regional Positions and proposals for WRC-15	
	2		Harmonised spectrum plans to achieve economies of scale in terms of service and technologies by 31 March 2014	Contributions to International Telecommunications Union (ITU) and regional fora dealing with International Mobile Telephony (IMT), digital migration and cognitive radio and standardisation considered and discussed by 31 March 2014	Recommendations to ITU and regional fora dealing with IMT, digital migration and cognitive radio and standardisation considered and discussed by 31 March 2014	Consideration and discussion of recommendations to ITU and regional fora dealing with IMT, digital migration and cognitive radio and standardisation	Draft Spectrum Framework on IMT spectrum, cognitive radio and standards with recommendations completed on General Aspects	Draft Spectrum Framework on IMT spectrum, cognitive radio and standards with recommendations completed on Technical Aspects	Draft Spectrum Framework on IMT spectrum, cognitive radio and standards with recommendations completed on Regulatory Aspects	Final Draft Spectrum Framework on IMT spectrum, cognitive radio and standards with recommendations completed incorporating all aspects	Contributions and preparations for ITU-R Radio assembly	Contributions to the ITU-R study groups addressing questions and issues on spectrum	
	3		Opportunistic spectrum model	Final Model on opportunistic spectrum management and International Mobile Telephony (IMT) occupancy measurements and recommendations by 31 March 2014	Final Model on opportunistic spectrum management and IMT occupancy measurements and recommendations presented to Council by 31 March 2014	Management of research collaboration on selected themes of opportunistic spectrum management and IMT occupancy measurements	Phase 1 - IMT spectrum measurement occupancy analysis and recommendations completed	Draft Model on opportunistic spectrum completed	Phase 2 - IMT spectrum measurement occupancy analysis and recommendations completed	Final Model on opportunistic spectrum management completed	Management of Research Collaboration on selected themes	Management of Research Collaboration on selected themes	
	4		Framework for the use of "white space" and cognitive radio technologies published by 31 March 2015	Framework for the use of "white space" and cognitive radio published	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Framework for the use of "white space" and cognitive radio technologies published by 31 March 2015	Framework implemented by 31 March 2016
3.2.		STRATEGIC OBJECTIVE Support the rapid uptake of new ICT technologies											
Engineering & Technology	1	Uptake of New technologies and innovation	Revised Type Approval Framework	Revised Type Approval Framework implemented	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Revised Type Approval framework published by 31 March 2015	No Strategic Activity

SOOG 4		STRATEGIC OUTCOME ORIENTATED GOAL		Protect Consumers								
Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016
4.1.		STRATEGIC OBJECTIVE										
		Promote consumer rights										
Consumer Affairs	1	Regulatory regime to support consumer rights	Developed and implement consumer protection strategy	Strategy for accessibility for persons with disabilities, public education, consumer activism, complaints redress, Quality of Service (QoS) and Quality of Experience (QoE) by 31 March 2014	Consumer Protection Strategy approved by Council for publishing before 31 March 2014	Develop and publish approved Consumer Protection Strategy	Benchmark study for development of Consumer Protection Strategy	Analysis of benchmark study on consumer protection	Development of Consumer Protection Strategy	Approval by Council and gazetted publication of Consumer Protection Strategy	Implementation of Consumer Protection Strategy	Implementation of Consumer Protection Strategy
	2		Revised End-User and Subscriber Service Charter	End-User and Subscriber Service Charter published by 31 March 2014	Publish reviewed End-User and Subscriber Service Charter	Review and publish End-User and Subscriber Service Charter.	Submission to Council for approval to publish draft reviewed End-User and Subscriber Service Charter for public comments.	Publish draft reviewed End-User and Subscriber Service Charter for public comments.	Public hearings and consolidate public inputs.	Publish End-User and Subscriber Service Charter	Development of Billing Regulations.	Finalisation and approval to publish Billing Regulations.
	3		Revised Code on People with Disabilities	Code on People with Disabilities published by 31 March 2014	Publish reviewed Code on People with Disabilities	Review and publish Code on People with Disabilities	Submission to Council for approval to publish draft reviewed Code on People with Disabilities for public comments.	Publish draft reviewed Code on People with Disabilities for public comments.	Public hearings and consolidate public inputs.	Publish Code on People with Disabilities.	Development of Broadband Service Regulations.	Finalisation and approval to publish Broadband Service Regulations
Markets & Competition - Numbering	4	Consumer-friendly framework for number utilisation	Implemented frameworks for toll-free and machine to machine numbers by 31 March 2015.	Approved final regulations on framework for toll-free numbers by 31 March 2014	Development of regulations on framework for toll-free services	Terms of reference for consulting services	Draft framework for toll-free numbers	Draft regulations on framework for toll-free numbers	Approved final regulations on framework for toll-free numbers	No Strategic Activity	No Strategic Activity	
			No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Publication of framework for machine related services	No Strategic Activity	
			No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Report on short code strategy by 30 September 2014	Publication of short code strategy framework
			No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Gazetted Draft Number charging framework	Publication of number charging framework
			No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016
4.2.		STRATEGIC OBJECTIVE										
		Ensure universal service and access										
Markets & Competition - Postal	1	Bridging the Digital Divide	Recommendation to the Minister on SAPO exclusivity period	Recommendation to the Minister on exclusivity of basic mail services by 31 March 2015	Publish discussion document by 31 March 2014 on achievement of targets per licence conditions	To produce a discussion document on achievement of targets per licence conditions	Draft report on research study of Universal Service Obligations (USO) in the postal sector by the service provider.	Final Report by the service provider and analysis of the report.	Draft Discussion document and public consultations.	Public Hearings on exclusivity period review	Findings Document on Exclusivity for basic postal services	No Strategic Activity
	Consumer Affairs	2	Roll-out of ICT infrastructure in Eastern Cape, Kwa-Zulu Natal and Limpopo.	Increase in the penetration level of ICT services in Eastern Cape, Kwa-Zulu Natal and Limpopo by 31 March 2015.	3 x Community lekgotla initiatives in Eastern Cape, Kwa-Zulu Natal and Limpopo.	Promote universal service and access in Eastern Cape, Kwa-Zulu Natal and Limpopo.	Map out and develop the strategy for promoting universal service and access in Limpopo, Kwa-Zulu Natal and Eastern Cape.	Host 1 x community lekgotla initiative in Eastern Cape to promote universal service and access.	Host 1 x community lekgotla initiative in Kwa-Zulu Natal to promote universal service and access.	Host 1 x community lekgotla initiative in Limpopo to promote universal service and access.	Promote universal service and access in under-served areas	Promote universal service and access in under-served areas

SOOG 5		STRATEGIC OUTCOME ORIENTATED GOAL		Modernise ICASA								
Custodian	Output Number	Key Outcome	Key Output	S M A R T Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016
5.1.		STRATEGIC OBJECTIVE										
		Improved operational processes and performance										
Information Technology	1	Improved efficiency and effectiveness by the implementation of integrated systems and processes	Improved management of Spectrum	Procure and implement new Spectrum Management system by 31 December 2014	Core modules of new Spectrum Management System implemented	Implementation of new Spectrum Management System	Appoint and finalise contract with service provider	Develop and approve specifications. Configure system in line with agreed specifications	Configure system in line with agreed specifications	Data take on from old Systems and go live	Integration of Spectrum Management system to Financial management systems	Procurement of Spectrum Management system internet modules and implementation
Human Resources	2	Improved governance with a fit for purpose organisational structure	Completed review and implementation of new organisational structure by 31 March 2014	Reviewed organisational structure fit for purpose to align with strategic requirements by 31 March 2014	Approved organisational re-alignment roadmap with clear milestones developed	Procurement of a service provider. Engagement and consultation with all key stakeholders to develop roadmap with clear milestones	Appointment of service provider and sign off roadmap by REMCO and Council. Review and redesign of ICASA organisational structure.	Consultation with all stakeholders on the road map. Identification of the "AS IS" skills (Skills Audit)	Approval of the new ICASA structure by REMCO and Council. Job profiling and grading of all jobs. Determination of future business skills.	Conduct job-matching exercise. Populate new ICASA organisational structure.	Embed the new organisational structure. Monitoring and Review of organisational structure	Monitoring and Review of organisational structure
Communications & International Relations	3	Improved domestic and international stakeholder engagement to align with ICASA/National objectives	Implement ICASA Media Communications Strategy by 31 March 2014	Coordinate ICASA Media liaison through Press Statements/Media Briefings/Interviews	Implement approved Media Engagement Plans in accordance with the ICASA Media Communications Strategy	Develop and Implement Media Communications Strategy for all approved projects in the ICASA Annual Performance Plan	Develop and Implement Media Plan as per the ICASA Annual Performance Plan for Q1, and implement Internal Communications and Events.	Develop and Implement Media Plan as per the ICASA Annual Performance Plan for Q2, and implement Internal Communications and Events.	Develop and Implement Media Plan as per the ICASA Annual Performance Plan for Q3, and implement Internal Communications and Events.	Develop and Implement Media Plan as per the ICASA Annual Performance Plan for Q4, and implement Internal Communications and Events.	Implement revised and reviewed ICASA Media Communications Strategy	Implement revised and reviewed ICASA Media Communications Strategy
	4		Implement ICASA Stakeholder Strategy by 31 March 2014	Stakeholder Satisfaction Index	Develop and Implement approved ICASA Stakeholder Strategy by 31 March 2014	Arrange and host Stakeholder Meetings with Individual Licensees, national government departments, municipalities and non-governmental groups	Coordinate ICASA-national government(SARS, Dept. of Environment, Water Affairs and SAPS) SA Local Government Association and ICT and Postal NGO groups. Table draft ICASA Stakeholder Relations Strategy (Conceptual Framework) for approval.	Coordinate signing of MOUs with SARS, Depts. of Environment, Water Affairs and SAPS, and SA Local Government Association. Coordinate stakeholder meetings with Individual Licensees. Partner ICASA divisions, DoC and PPCC provincial stakeholder roadshows in terms of their own Calendar of roadshows for different provinces.	Table reports about stakeholder engagement, and review progress and implementation of agreements and decisions. Partner ICASA divisions, DoC and PPCC provincial stakeholder roadshows in terms of their Calendar for different provinces.	Table reports about stakeholder engagement, and review progress and implementation of agreements and decisions. Partner ICASA divisions, DoC and PPCC provincial stakeholder roadshows in terms of their Calendar for different provinces.	Revise and Review ICASA Stakeholder Engagement Plan and MOUs and align it with newly approved Stakeholder Relations Strategy	Implement Revised and Reviewed ICASA Stakeholder Engagement Plan and Stakeholder Strategy. Monitor and Review Stakeholders' MOUs

Custodian	Output Number	Key Outcome	Key Output	SMART Performance Measure/Indicator	Target 2013/2014	Activity 2013/2014	Deliverable Quarter 1 2013/14	Deliverable Quarter 2 2013/14	Deliverable Quarter 3 2013/14	Deliverable Quarter 4 2013/14	Target 2014/2015	Target 2015/2016
	5		Implement ICASA International Relations Strategy by 2016	International Stakeholder Relations Index	Phase 1 implementation of the approved 2013/14 ICASA International Relations Strategy Framework	Development of and Phase 1 implementation of the approved 2013/14 ICASA International Relations Strategy Framework and Calendar of Meetings	Engage DoC and Dept. of International Relations and Cooperation regarding the implementation and funding of the draft Strategy. Implement Calendar on international meetings for Q1	Engage DoC and Dept. of International Relations and Cooperation regarding the implementation and funding of the draft Strategy. Implement Calendar on international meetings for Q2	Engage DoC and Dept. of International Relations and Cooperation regarding the implementation and funding of the draft Strategy. Implement Calendar on international meetings for Q3	Implement Phase 1 of International Relations Strategy Framework	Implement Phase 2 ICASA International Relations Strategy	Implement Phase 3 ICASA International Relations Strategy
Compliance, Risk and Audit	6	Establish a culture of Risk Management	Enterprise Risk Management (ERM) plan fully implemented	Complete and approved Risk Registers in place, reviewed and monitored quarterly	Approved Risk Registers, reviewed and monitored quarterly	Conduct continuous risk assessments, review and report quarterly thereon	Conduct continuous risk assessments, review and report quarterly thereon	Conduct continuous risk assessments, review and report quarterly thereon	Conduct continuous risk assessments, review and report quarterly thereon	Conduct continuous risk assessments, review and report quarterly thereon	Approved Risk Registers, reviewed and monitored quarterly	Approved Risk Registers, reviewed and monitored quarterly
Legal and CCC	7	Restructure of Legal services and the Complaints and Compliance Committee (CCC)	Establishment of an administratively independent Complaints and Compliance Committee (CCC)	Strengthened and enhanced administratively independent CCC, separate from ICASA Legal services	Appointments to approved framework for an administratively independent CCC, separate from ICASA Legal services by 31 March 2014	Framework developed and approved for an administratively independent CCC, separate from ICASA Legal services by 31 March 2014	Submit a value proposition to the CEO and HR for approval.	Framework approved for an administratively independent CCC	Recruitment and selection process commences in consultation with HR.	Approvals and letters of appointment with successful candidates.	Implementation of an administratively independent CCC, separate from ICASA Legal services	No Strategic Activity

Annexure C: 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 Review 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; and
- ICASA-DoC Liaison Committee.

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 2013-14 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 2013-14 as outlined in the annual performance plan:

- Accounting Separation Regulations as per Call Termination Regulations to be published by 30 November 2013;
- Revised Call Termination Regulations;
- Final Regulations on Local Loop Unbundling by 31 March 2014;
- Regulations governing broadcasting for Political Elections; and
- Local Content Regulations.

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 2013-14 as outlined in the strategic plan:

- Issuance of 5 additional licences for subscription broadcasting services and Individual ECNS licences for Self-provisioning to successful applicants by 31 March 2014;
- Issuance of 3 additional Licences for additional commercial sound services to successful applicants in Secondary Markets (Northern Cape, Free State and Eastern Cape) by 31 March 2014; and
- Issuance of 6 additional Licences for additional commercial sound services to successful applicants in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies by 31 March 2014.

Annexure D: Abbreviations and Acronyms

APP – Annual Performance Plan
 BBBEE – Broad Based Black Economic Empowerment
 BS – Broadcasting Service
 BRIC – Brazil, Russia, India and China
 BWA – Broadband Wireless Access
 CAP – Consumer Advisory Panel
 CCC – Compliance and Complaints Committee
 CEO – Chief Executive Officer
 CFO – Chief Financial Officer
 CRASA – Communications Regulatory Association of Southern Africa
 CRM – Customer Relationship Management
 DoC – Department of Communications
 DPW – Department of Public Works
 DTI – Department of Trade and Industry
 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
 GSM – Global System for Mobile Communications
 HDI – Historically Disadvantaged Individual
 IBA – Independent Broadcasting Authority
 IC – Interconnectivity
 ICASA Act – Independent Communications Authority of South Africa Act, No 13 of 2000 (as amended)
 ICT – Information and Communication Technology
 ITR – International Telecommunication Regulation
 I-ECNS – Individual Electronic Communications Network Service
 IPC – IP Connect
 ISP – Internet Service Provider
 JCPS – Justice Crime Prevention & Security
 IMT – International Mobile Telephony
 ITA – Invitation To Apply
 ITU – International Telecommunications Union
 MoU – Memorandum of Understanding
 MTEF – Medium-Term Expenditure Framework
 MTR – Mobile Termination Rates
 MTSF – Medium-Term Strategic Framework
 NATJOC – National Joint Operational Centre
 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
 PFMA – Public Finance and Management Act
 PPCC – Parliamentary Portfolio Committee on Communications
 QoE – Quality of Experience
 QoS – Quality of Service
 RIA – Regulatory Impact Assessment
 SABC – South African Broadcasting Authority
 SAPO – South African Post Office
 SATRA – South African Telecommunications Regulatory Authority
 SO – Strategic Objective
 SOOG – Strategic Outcome Orientated Goal
 SWOT – Strengths, Weaknesses, Opportunities and Threats
 USA – Universal Service Access
 USAASA – Universal Service Access Authority of South Africa
 USAO – Universal Service Access Obligations.