

Three -Year Corporate Strategy

2011 - 2014

Independent Communications
Authority of South Africa



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Foreword by Chairperson

It is a new dawn for the Independent Communications Authority of South Africa (ICASA, the Authority) to ensure that the South African way of living is fully digitalised. As the regulator of the communications and postal sectors, the Authority's leadership extends a hand of engagement, co-operation and collaboration to all stakeholders in the industry. Stakeholders - in this case - refers to licensees and operators, non-governmental groups and municipalities, institutions of learning, the media and the South African public in general.

For the Authority, the year 2011 and beyond represents an opportunity to re-commit ourselves to regulate communications, broadcasting and postal services in the public interest and to do so without fear or favour.

Top of our agenda at a strategic level, is to continue licensing new operators to level the playing field, and to formulate regulations that will enhance fair competition in these two industries so that consumers and the public in general can have choice, as well as value for money for services that they require.

According to a World Bank publication, the Information and Communication Technology (ICT) sector has experienced explosive growth over the past two decades and there are over 4.5 billion mobile phone subscriptions globally, the Internet has grown to include more than a billion people, and high-speed broadband networks reach more than 400 million subscribers. The implication of all this is that ICT now permeates every aspect of social, political, and economic relationships.

These developments can be attributed to government policy and regulatory frameworks that spurred investment, liberalisation, and competition in the ICT sector.

The ICT convergence allows delivery of multimedia communications across a range of networks that were traditionally vertically separated. This fundamentally alters the business of ICT: infrastructure, services, companies, content, and devices can now interact and work together in new, unprecedented ways, opening markets, challenging existing structures, and allowing innovative business models. The world is witnessing cross-sector convergence, whereby many social and business services are being superimposed and enabled over the rapidly proliferating cellular network platforms, such as mobile banking.

The grand challenges of the industry are embedded in the ecosystem. That is, infrastructure sharing, technology neutrality, availability of spectrum, increased demand in mobile broadband services and access, and increasing Internet penetration. The Authority has formulated strategic objectives to respond to these grand challenges.

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.

Consumer protection and universal service and access are central to our mandate, as we strive to ensure that persons with disabilities and rural far-flung areas are not left behind in the country's quest to create a knowledge and information society.

Information and Communication Technologies and Services can, and should, play a critical role in service delivery, and enhance access to education, health and welfare, job creation and economic opportunities.

The Authority prides itself in delivering certain key projects in the past year and this includes Call Termination Regulations that will see to the levelling of the playing fields among communications operators.

The Authority's inspectors were on call, around the clock, to monitor the frequencies and ensure that the country delivered a successful FIFA tournament and an incident-free African World Cup.

The Authority is reviewing the Digital Migration Regulations published in February 2010 following the Minister of Communications, Radhakrishna L Padayachie's, announcement about the country's adoption of the second generation of the European standard for digital terrestrial television.

The Authority is already hard at work to ensure that spin-offs accrue from this technological transition to a digital platform benefiting all across the board. The digital dividend should introduce more competition and choice in the broadcasting and electronic communications sectors, but also universal access and service.

In preparing our country for the forthcoming Local Government Election for 2011, the regulations with respect to these elections have been formulated to ensure that broadcasting services are used in a fair and equitable manner at the time of the polls.

The dawn of a new year is also an opportunity for the Authority to reflect on its mandate and activities. New leadership is on board and in full complement at the level of Council, and a new Chief Executive Officer is geared to steer the ship at the operational level.

The Authority would like to improve stakeholder relations and interaction. The office of the Chairperson will serve as a one-stop shop for this important engagement.

Bilateral meetings with all stakeholders will be streamlined; all will be afforded a hearing. Site visits by the Authority to view the operations of the licensees will continue. These site visits are an eye-opener to the complex network and exchange infrastructure of electronic communications licensees.

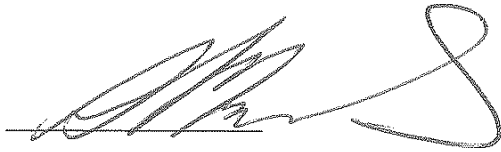
Consumer education outreach programmes for all our communities will remain a priority, and the Authority will partner Government, portfolio organisations and private companies in the communications and postal sectors.

Flagship projects for the new year include developing Local Loop Unbundling regulations, the Licensing of Spectrum in the 2.6 GHz and 3.5 GHz Bands, monitoring the Local Government Election broadcasting as well as monitoring the impact of the Call Termination Regulations on the retail voice market with regard to affordability of services for consumers.

At the international level, the provision and regulation of information and communication technologies and services should play a vital role in regional economic integration. The past decade or so have seen increased interaction of the people of the SADC in various areas of public life.

It is in this light that ICASA will host, at the end of March 2011, the merger of the Communications Regulatory Association of Southern Africa (CRASA) and the Southern African Postal Regulatory Association (SAPRA).

Forging ahead, the Authority has refined its strategic objectives in response to the Minister's Performance Agreement entered into with President of the Republic of South Africa, Mr. Jacob Zuma. The Authority has identified eight strategic objectives that are aligned to the Minister's performance agreements.

A handwritten signature in black ink, which appears to be 'S. Mncube', is written over a horizontal line.

Dr. Stephen Mncube

Chairperson
Independent Communications Authority of South Africa

Chief Executive Officer's Overview

South Africa has moved from being a leader in Africa in terms of ICT over the last several years to lagging behind. For example, in 2000, RSA had 50% of all Internet hosts and more than 50% of all Internet subscribers in Africa. By 2009, South Africa had fallen to fifth position in Africa.

The causes of this include better regulation, better policy and increased investment in ICT elsewhere in Africa. In order to regain its preeminent position, South Africa needs to attend to these issues as a matter of urgency.

The Authority has a significant rôle to play in terms of developing appropriate market-friendly regulation and helping to ensure a stable climate for investment. At the same time, the Authority must ensure that its duty to the public is satisfied, for example in terms of ensuring affordable access to ICT services for the public.

The Authority's corporate strategy is derived from its mandate in terms of the Constitution and other applicable legislation.

The Authority intends to play a significant rôle in ensuring that the Government and DoC objectives that speak to 50% of the population having access to Broadband services by 2019 are achieved. This requires optimal utilisation of scarce resources such as spectrum. The Authority is mandated to deal with spectrum and other issues.

The Authority derives its mandate from a number of different sources. These are elaborated on below.

Constitutional mandates

The Authority's mandate is to regulate electronic communications (i.e. broadcasting and telecommunications) and postal services in the public interest. The Authority derives its mandate from the following principal pieces of legislation (and subsequent amendments thereto):

1. The Constitution of the Republic of South Africa;
2. The Broadcasting Act 2002;
3. The Independent Communications Authority of South Africa Act, 13 of 2000 (ICASA Act);
4. The Electronic Communications Act, No 36 of 2005 (ECA);
5. The Competition Act of 1998;
6. The Promotion of Administration Justice Act, No 3 of 2000 (PAJA); and
7. The Postal Services Act, 124 of 1998.

Some of the functions of the Authority include, amongst others, the following:

- To license broadcasters, signal distributors, providers of telecommunication services and postal services;
- To make regulations;
- To impose license conditions;
- To plan, assign, control, enforce and manage the frequency spectrum;
- To ensure international and regional co-operation;
- To ensure the efficient allocation of numbers;
- To ensure interoperability of networks;
- To consult with the Ministry of Communications;
- To give effect to the ECA of 2005; and

- To ultimately decide on complaints.

Legislative mandates

Below are some of the relevant sections from the legislation highlighting the Authority's mandate and purpose:-

1. 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).
 - “The work of ICASA is aimed at the protection of democracy and ensuring free and open airwaves and access to communication”.
2. The Broadcasting Act of 2002
 - The Act amended the Independent Broadcasting Authority (IBA) Act of 1993, 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.
3. 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).
4. 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).
 - The Code and mechanism of the National Association of Broadcasters on content regulation has been approved by ICASA (S54 (2)).
 - ICASA strives to create an appropriate and predictable regulatory environment to achieve the stated objects of the EC Act of 2005, section 2 (S2).
5. The Competition Act of 1998
 - The Competition Commission and Competition Tribunal play a complementary role or co-jurisdiction rôle 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.
6. The Promotion of Administration Justice Act, No 3 of 2000 (PAJA)
 - PAJA binds ICASA in its deciding functions and the Complaints and Compliance Committee in the exercise of their administrative and judicial functions.
7. The Postal Services Act, No 124 of 1998

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

Universal Services Access Obligations

The Minister of Communications released the National Broadband Policy on the 13th of July 2010, with the vision of: “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 both at the level of infrastructure and services;
- Promoting infrastructure-sharing both with regard to way leaves and between electronic communications networks; 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 and facilities leasing regulations rigorously;
- Promote infrastructure sharing between electronic communications network operators as well as greater co-operation between municipalities and ECN operators with regard to way leaves to extend the network of networks to its fullest possible extent;
- Identify spectrum suitable for fixed, mobile and unlicensed broadband and make it available during the ten year period. To this end the Authority will develop a ten year plan to make available spectrum for broadband and will develop a spectrum allocation strategy to facilitate effective stakeholder planning processes. 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.

Policy mandate

The Independent Communications Authority of South Africa Act, No 13 of 2000 provided for the merger of the South African Telecommunications Regulatory Authority (SATRA) and the Independent Broadcasting Authority (IBA) to form ICASA.

The Authority is responsible for regulating the telecommunications and broadcasting industries 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 telecommunications 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 radio frequency spectrum.

The Department of Communications (DoC) policy framework outlined above is embedded within and aligned to broader government priorities and policy, as enunciated, for example, in the Medium Term Strategic Framework (MTSF), the New Growth Plan and most recently the finalisation of government's twelve (12) Key Outcomes. The Authority has realigned its strategic objectives to contribute directly to the DoC Outcomes as identified in the following Outputs 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 by March 2012;
- Developing and enacting the ICASA Amendment Bill into Law by March 2012;
- Developing of an Integrated ICT Framework by March 2012; and
- Review of Legislation that has a bearing on ICT by March 2012.

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-rural contexts, the following is expected:

- Issuing of a policy directive for the unbundling of the local loop by March 2011 (Dependent on ICASA);
- That the cost of voice calls that is mobile wholesale (Interconnection/Mobile Termination Rates) and fixed-public access be reduced by 30% by 2014 (Dependent on ICASA);
- Broadband enhancements:
 - Improve Broadband speed from 128 kbps to 256 kbps, through the broadband policy intervention by March 2011;
 - Increase Broadband penetration from 2% to 10% by 2014; and
 - 60% population coverage through DTT infrastructure roll-out by March 2011 (Dependent on SENTECH).

Achievements at a Glance

Call Termination Regulations

The Authority published the Call Termination Regulations in terms of Chapter 10 of the ECA, the Interconnection Regulations in terms of sections 4 and 38 read with section 4 (3) (j) of the Electronic Communications Act (36/2005) and the Electronic Communications Facilities Regulations. It also analysed and approved Telkom's 2010/2011 tariff review; analysed SAPO's 2011/2012 tariff review; analysed and processed 38 ad-hoc tariff applications; and processed one hundred and ninety one (191) numbering applications.

Licensing of Individual Commercial Free to Air Sound Broadcasting Services

In contributing to the liberalisation of the ICT sector, economic growth, and ensuring diversity of sound broadcasting services on a regional level the Authority committed to licence additional commercial sound broadcasting services in the primary markets in the 2010/2011 financial year. To date, the Authority has conducted public hearings with respect to forty one (41) received applications.

Over the years the Authority has issued a total of one hundred and eighty (180) licenses and certificates that consisted of five (5) Community Television licenses; thirty two (32) Community Sound Broadcasting licenses; sixty four (64) Class Electronic Communications Network Service (C-ECNS) licenses; forty eight (48) Class Electronic Communications Service (C-ECS) licences and thirty one (31) Courier Services Certificates.

Licensing of Radio Frequency Spectrum for the Provision of Mobile Television

Consistent with the International Telecommunications Union (ITU) Treaty, Geneva 2006 Regional Radio Communication Conference, the Minister of Communications issued the Digital Migration Policy which provides for the establishment of two (2) metropolitan frequency networks designated for the provisioning of mobile broadcasting services. In contributing to ensuring diversity of television broadcasting and ensuring efficient use of radio frequency spectrum, the Authority has committed to license radio frequency spectrum for the provision of mobile broadcasting services in the 2010/2011 financial year. To date, the Authority has granted and issued radio frequency spectrum licences to MultiChoice Africa (Pty) Ltd and e.tv (Pty) Ltd for the purposes of providing mobile broadcasting services in the country.

Digital Migration

The Republic of South Africa is obliged, in the context of the global transition from analogue to digital broadcasting, to effect the migration of existing terrestrial television services from analogue to digital broadcasting modes.

The Digital Migration Policy also provides for the establishment of two (2) national frequency networks designated for the provisioning of Digital Terrestrial Television (DTT). In this context, in order to ensure effective use of radio frequency spectrum, ensure access to basic services, and economic growth, the Authority committed to amend the licences of the incumbent television broadcaster for purposes of DTT. To date, the Authority has granted and issued amended broadcasting services licences to the South African Broadcasting Corporation (SABC), e.tv (Pty) Ltd and Trinity Broadcasting Network.

Monitoring Broadcasting

The Authority conducts vigilant inspection and undertakes content monitoring of the broadcasting industry. This is to ensure that Sound and TV Broadcast licensees comply with the Electronic Communications Act, No. 36 of 2005, the Broadcasting Act, No 4 of 1999, prescribed regulations, as well as the terms and conditions of their licences and compiles Annual Compliance Reports. To date the Authority has approved sixteen (16) Annual Compliance Reports relating to the period 2009/2010.

Monitoring Local Government Election Coverage

The purpose of the monitoring of local government elections project is to ensure fair coverage and compliance with regulations governing local elections. The Authority is mandated in terms of sections 56, 57, 58 and 59 of the Electronics Communications Act 36 of 2005, to monitor the coverage of elections by broadcasters. This project has commenced in the fourth quarter of this financial year with the appointment of temporary staff to monitor coverage of the elections, and the Elections Regulations designed to guide both broadcasters and political parties during the elections.

Universal Service and Access Obligations

The Authority has appointed a service provider to conduct an audit of the existing Universal Services and Access Obligations (USAOs) framework. The purpose is to enable the Authority to publish a revised USAO policy framework and to develop and publish Regulations on USAOs in terms of section 8(4) of the ECA.

The USAO Review Discussion Document was gazetted on 17 August 2010 and written comments were received from seventeen (17) stakeholders. The committee is currently finalising the Findings Document which is to be published during Quarter 4 of this financial year. With regard to the Under-Served Area (USA) definition, a draft has been compiled in line with the determinations of Universal Access and Universal Service, as gazetted by the Minister in terms of section 82(3) of the Electronic Communications Act, No 36 of 2005 on 8 February 2010. The Authority is currently liaising with Universal Service Access Authority of South Africa (USAASA), South African Local Government Association (SALGA), Statistics SA, the Department of Rural Development and Land Affairs and the Media Development and Diversity Agency (MDDA) to finalise the list of Universal Service Agreements (USAs).

Monitoring Electronic Communications Network Services/Electronic Communication Services licence compliance

The Authority is tasked to monitor Electronic Communications Network Services/Electronic Communication Services (ECNS/ECS) licensees' compliance with the ECA, relevant regulations, license terms and conditions and also to compile Annual Compliance Reports. Draft 2009/2010 Annual Compliance Reports have been compiled in respect of Neotel, MTN, Cell C, Vodacom, Sentech, WBS, Internet Solutions and Telkom.

An audit of ECS/ECNS licensees has been conducted to ensure that licensees are complying with the obligation to provide services within the prescribed periods from the date of issue of the licence; twelve (12) months for ECNS and six (6) months for ECS.

Compliance Manual

In order to fulfil the Authority's mandate as set out in the ECA, Broadcasting Act, Postal Services Act and ICASA Act, the Authority is required to effectively monitor and enforce compliance. Accordingly the Authority has developed the Compliance Manual applicable to Broadcasting Services (BS), Electronic Communications Services (ECS), Electronic Communications Network Services (ECNS) and Postal Services. The Compliance Manual will assist licensees to understand their obligations and furnish compliance reports in a prescribed format. The revised Compliance Procedure Manual was published for comment in December 2010. The final Compliance Procedure Manual will be published during the 2010/2011 financial year.

Postal Services Compliance

The Authority is tasked with monitoring postal services' (SAPO and Courier companies) compliance with the ICASA Act, No 13 of 2000, as amended, the Postal Services Act, No 124 of 1998, as amended, applicable regulations, licence terms and conditions, and to prepare compliance reports. A draft SAPO 2010/2011 Annual Compliance Report has been compiled.

Complaints and Public awareness

The Authority distributed thirty thousand (30 000) complaints manuals and monitored the Quality of Service provided by Operators in seven (7) provinces. The Authority conducted five (5) National Campaigns to enhance public education and awareness. A number of complaints were adjudicated by the ICASA Complaints and Compliance Committee (CCC).

Spectrum

The Authority published Radio Frequency Spectrum Fees regulations, Spectrum Licensing Framework Regulations for high demand bands and draft Radio Regulations. The Authority issued 2 321 new radio frequency spectrum licenses, 2 254 Type Approval authorisations and 214 broadcasting spectrum applications. The following activities were also carried out:

1. Completion of Radio frequency spectrum audits for 161-173 MHz, 450-470 MHz and 790-862 MHz bands;
2. Conducted Global System for Mobile (GSM) Quality of Service drive tests along major routes in JHB, Bloemfontein and Durban;
3. Engagement with the GSM operators to standardise "drive test" methodology;
4. Maintenance inspections of all ICASA monitoring stations nationwide;
5. Timeously issued spectrum and type approval authorisations for the FWC 2010 project;
6. GSM Quality of Service monitoring at FWC 2010 stadia; and
7. Continuous engagement with Tertiary and Research institutes and participation in relevant international and national fora.

Consumer Affairs

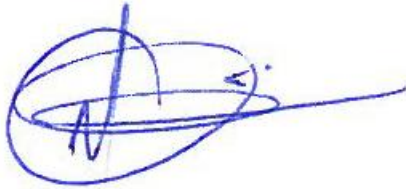
In terms of the mandate of Consumer Affairs, the following was achieved during the period under review:

1. An advocacy strategy was formulated and implemented;
2. Regular updating of the web site to assist consumers;
3. Consumer Representative Forums (CRFs) were established to assist in mainstreaming consumer protection in communities;
4. A National Campaign Strategy was formulated and implemented;
5. Public Awareness Campaign in respect of Complaints Handling Procedures through workshops, distribution of Complaints Handling Procedure pamphlets in eleven (11) languages, as well as the distribution of a Complaints Manual; and
6. The Authority hosted the National Summit for Persons with Disabilities.

Over and above ICASA's legislative mandate, the Authority has made significant contributions towards the Medium Term Strategic Framework (MTSF) development indicators (issued by: the Ministry in the Presidency: Planning July 2009), in particular, indicators 14, 15, 25, 59, 71, 72 and 75. The Authority's contribution has included ensuring full participation of HDIs, supporting persons with disabilities, detection rate - monitoring illegal operations and seizing of goods, and in terms of

good governance, the Authority has a whistle-blowing campaign, a declaration of interest and a code of conduct in place. Lastly, in terms of ease of doing business, the Authority's on-going licensing of operators and reduction of barriers to entry has enhanced promotion of competition.

The proposed way forward in contributing to Government Outcome 6 is outlined in the body of this document. However, a significant risk exists in terms of inadequate funding to carry out our mandate. The current shortfall is some 36% of budget.

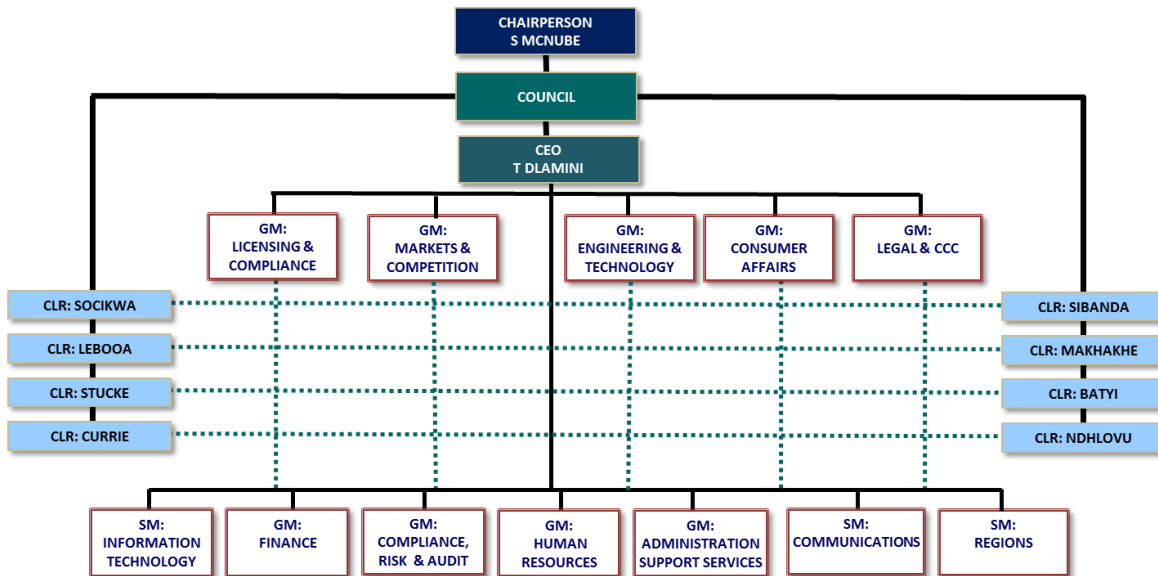
A handwritten signature in blue ink, appearing to be 'Themba Dlamini', is positioned above the name. The signature is stylized with a large, circular loop and a long horizontal stroke extending to the right.

Themba Dlamini

Chief Executive Officer
Independent Communications Authority of South Africa

ICASA Organogram

Council and Executive



Part A: Strategic Overview

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

1. Vision

To advance the building of a digital society.

2. Mission statement

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

3. Values

The corporate values governing the work of the Authority and its development include the following:

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

Necessity	ICASA is committed to evidence-based regulation ensuring that regulation is only introduced where there is a demonstrable need. The Authority furthermore intends 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	ICASA is committed to achieving its identified goals and to delivery on its mandate, taking into account the impact of such decisions.
Proportionality	ICASA aims to impose obligations in an objective, transparent and proportionate manner, where intervention is necessary.
Transparency	ICASA strives 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	ICASA is formally accountable to the Parliament of South Africa and, through the appeals system, to the courts. The Authority remains conscious that it ultimately serves end-users.
Consistency	ICASA pursues its legal responsibility to ensure consistency in its 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. Developments informing the new Corporate Strategy of ICASA

The Authority updates its three-year strategic plan on an annual basis. This is done by taking into consideration several inputs, such as 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 may be caused by critical events in the external or internal environment, and will also be influenced by recommendations from institutional reviews or changes in leadership.

During 2010/2011, a number of strategy-critical developments, notably in the external environment, had an effect on the way in which the Authority presented its strategy, goals and performance objectives for 2011/2012 and beyond. The following provides an overview of important national policy developments that will impact on the work of the Authority:

- Following the fourth democratic elections in 2009, a strong emphasis on coordinated national planning, resource allocation and performance management was introduced. The Medium-Term Strategic Framework (MTSF) published in July 2009 identified key development challenges facing South Africa, as well as ten national priority areas for focused interventions. Strategic and business plans of government departments and public entities must outline their planned contributions towards the ten national priorities, so that plans, activities, budgets and implementation strategies are aligned across spheres and departments. The Authority's contributions towards addressing Government's twelve (12) Key Outcomes derived from these national priorities will be explicitly identified in its strategic plan.
- Medium-Term Strategic Framework (MTSF) allocations were made to enable the Authority to participate in the integrated implementation of the plan, especially when advancing the philosophy of a digital society.
- In addressing Government's strategy for service delivery, the Authority has taken note of **Outcome 6, Building an Efficient, Competitive and Responsive Economic Infrastructure Network**, which emphasises increasing broadband penetration and the digital terrestrial television infrastructure rollout. The Authority has placed the provision of broadband services at the front and centre of its work plan and is committed to ensuring a successful migration to digital terrestrial television.

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

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

created problems from the perspectives of planning, cash-flow management and reporting. A new financial model, will address the problems experienced in 2009/10 and will be easier to administer consistently across the organisation, this will accordingly be implemented during 2011/2012.

5. Strategic Objectives

ICASA's strategic priorities are linked to Government's Outcomes Based Approach.

1. Ensure effective participation by HDIs in the industry

Promote the empowerment of historically disadvantaged persons, including Black people, with particular attention to the needs of women, youth and persons with disabilities.

2. Ensure the provision of broadband services

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

3. Optimise the use of the radio frequency spectrum to support the widest variety of services

Efficient and effective use of frequency spectrum promotes the growth and rapid deployment of innovative and efficient communications technologies and services.

4. Promote the protection of consumers and accessibility for persons with disabilities

Ensure the continued protection of consumers in the ICT and postal sectors, through advocacy and awareness raising programmes and a streamlined complaints handling system. Ensure the needs of persons with disabilities are provided for and that there is compliance by operators to meet their requirements.

5. Promote the development of public, community and commercial broadcasting services in the context of digital migration

ICASA will promote the development of public, commercial and community broadcasting services which are responsive to the needs of the public, competitive and diverse and which promote a plurality of news, views and information and provide a wide range of entertainment and educational programmes, a proportion of which are locally produced.

6. Ensure compliance with legislation and regulation

ICASA will advocate for compliance with applicable laws and regulation in South Africa. ICASA will also investigate and audit activities by licensed and unlicensed entities to ensure compliance.

7. Strengthen and modernise ICASA

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. ICASA will promote internal and external service quality standards.

8. Promote competition

Competition in the provision of electronic communications, postal and broadcasting services supports the Nation's economy and the developmental goals of the Republic. The competitive framework should foster innovation and offer consumers a reliable, meaningful choice in affordable services.

Part B: Annual Performance Plan

Strategic Objective (SO1)	Ensure effective participation by HDIs in the industry.					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
Report on ownership trends and structures for 50% of all the licensees in the sector	Monitor ownership trends and audit ownership structures in the sector	Held public enquiry and drafted recommendations for the Minister's attention	Publish the final findings document.		Provide a framework for ownership and control trends in the sector. Publication and finalisation of the regulations on ECS and ECNS,	Licensing & Compliance/ Markets & Competition
			Report on ownership trends and structures for 50% of all ICASA licensees	Publish phase 11 report	Publish draft regulations.	
			Draft recommendations to Minister on proposed changes to the ECA as required	Review regulations to align with amendments in the ECA	Publish final regulations	
Monitor impact of ownership structure on diversity of BS content	Ensure Licensing improves sector's HDI profile in the BS sector.	Published the Final Findings document	Conduct study on impact of ownership in the BS sector on diversity of views	Publish draft regulations	Publish final regulations	Licensing & Compliance/ Markets & Competition

Strategic Objective (SO1)	Ensure effective participation by HDIs in the industry.					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
Completed inquiry process on ownership by persons with disability, women and youth	Develop regulations that address the empowerment of the youth, women and persons with disabilities	Published the Final Findings document	Conduct study on the status of empowerment of youth, women and person with disabilities in the sector.			Licensing & Compliance/ Markets & Competition
Documented HDI Compliance with regulations that are in place	Develop a long term HDI roll out plan	Published the Final Findings document	Develop comprehensive compliance report on HDI in the sector.	Publish a discussion document	Develop recommendations for Minister	Licensing & Compliance/ Markets & Competition

Strategic Objective (SO2)	Ensure the provision of broadband services.					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
By September 2011: Broadband Colloquium with Stakeholders	Regulatory Strategy For Broadband	Not Applicable	Develop supply-side plan for broadband access in South Africa and consult stakeholders through colloquium	Review Broadband strategy	Review Broadband strategy	Markets & Competition
Establish an ICASA, Industry sector and nationwide broadband committee	Functional Joint working committee for broadband	Not Applicable	Set up the nationwide committee jointly or independently with DOC			Markets & Competition

Strategic Objective (SO2)	Ensure the provision of broadband services.					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Finalise and publish Local Loop Unbundling (LLU) framework by November 2011	Published Local Loop Unbundling framework	Review of approach to Local Loop Unbundling	Release of guideline under the ECFL regulations to facilitate leasing of the local loop, by 1 November 2011	Monitor and review any ECFL agreements as per the ECFL regulations	Monitor and review any ECFL agreements as per the ECFL regulations	Markets & Competition
By March 2012: Identify Spectrum for Broadband, including from Digital Dividend	Report on Spectrum for Broadband	Not Applicable	Identify available spectrum in "suitable" bands. Publish Findings document for the allocation of spectrum afforded by the digital switchover programme	Assignment plan for "broadband" spectrum	Assignment	Engineering & Technology
			Preparatory work on assignment plan for "broadband spectrum"	Assignment of broadband spectrum on request	Monitoring of spectrum use	
Promote the sharing of infrastructure for the provision of broadband services	Framework for Infrastructure Sharing between licensees	Not Applicable	Recommendations to enhance infrastructure sharing	Monitor infrastructure sharing arrangements	Monitor infrastructure sharing arrangements	Markets & Competition

Strategic Objective (SO2)	Ensure the provision of broadband services.					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Improve coordination of infrastructure initiatives between Local and Provincial Governments, and the Broadband Inter-Governmental Implementation Committee	Framework for Co-ordinating Infrastructure Sharing at Local and Provincial Government levels	Upholding of obligation to lease facilities	Identify existing infrastructure and key Government infrastructure rollout plans	Coherent (supply-side) network rollout plan for broadband (by Government stakeholders). Monitoring of infrastructure sharing	Monitor rollout of Government broadband infrastructure. Monitoring of infrastructure sharing	Markets & Competition
Identify hindrances to broadband penetration and propose corrective measures	Reduced barriers for broadband penetration	Not Applicable	Report on recommendations to remove barriers to network investment as well as incentives to facilitate investment in electronic communications infrastructure	Engage DoC/Got stakeholders on recommendations to reduce red tape to network rollout	Monitor	Markets & Competition

Strategic Objective (SO3)	Optimise the use of the radio frequency spectrum to support the widest variety of services					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
Approval of the Radio Frequency Migration Strategy	Reviewed radio frequency plan and completed radio frequency migration strategy and plan by 31 March 2012. Developed framework for spectrum reform	Publication of a revised national radio frequency plan	Publication of the final frequency migration plan	Implementation Plan	Implementation Plan	Engineering & Technology
Published replanning of the broadcasting bands to optimise DTT. Formation of the Joint Spectrum Advisory Committee in terms of DTT Regulations. Public enquiry for reallocation of digital dividends	Managed implementation of the broadcasting frequency plan from analogue to digital migration.	Minor updates	Formation of the JSAC and three meetings to be held	Four meetings	Four meetings	Engineering & Technology
			Replanning of the UHF and VHF broadcasting bands and a discussion document on requirements and planning philosophy	Annual update of the broadcasting frequency plan	Annual update of the broadcasting frequency plan	
Licensing of All wireless broadband spectrum	All available spectrum for wireless broadband is assigned and utilised as a catalyst to country's broadband objectives.	Final regulations on high demand bands published, audit of the bands 790-862 MHz and 450-470 MHz	Licensing of remaining spectrum in 900, 1800 and 2100 MHz band	Licensing of remaining spectrum in 900, 1800 and 2100 MHz band	Licensing of remaining spectrum in 900, 1800 and 2100 MHz band	Engineering & Technology

Strategic Objective (SO3)	Optimise the use of the radio frequency spectrum to support the widest variety of services					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
			ITA and licensing of 2.6 and 3.5 GHz band	Monitor deployment	Monitor deployment	
Development of a ten (10) year roadmap for spectrum	Colloquium on the future use of Spectrum	Not Applicable	Assessment and a discussion document on current and future usage of wireless broadband spectrum	Approval and publication of a 10 year roadmap for spectrum	Implementation Plan	Engineering & Technology
			Colloquium on future spectrum use			
Report on comprehensive usage of Spectrum	Completed Spectrum Audit	Not Applicable	Report on comprehensive usage of broadband wireless spectrum	Report on comprehensive usage of other spectrum that could be used for broadband	Report on comprehensive usage of other spectrum that could be used for broadband	Engineering & Technology
Draft report on development of Spectrum assignment Dashboard	Defined spectrum Metrics (e.g. utilisation, coverage etc.)	Not Applicable	Implementation of an end-to-end automated spectrum management system	Metrics for spectrum usage dashboard	Online application and approval of spectrum	Engineering & Technology
				Implementation a web interface for spectrum records		

Strategic Objective (SO4)	Promote the protection of consumers and accessibility for persons with disabilities					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Report on consumer satisfaction	Consumer satisfaction index	Not Applicable	Develop framework to measure consumer satisfaction	Consumer satisfaction survey	Publish report and implement	Consumer Affairs
Consumer programmes	Consumer Advocacy	675 Consumer outreach interventions. Public Awareness on Complaints Handling Procedure held.	711 Consumer outreach interventions held. Consumer Education and Information	725 Consumer outreach interventions. Consumer Education and Information	740 Consumer outreach interventions. Consumer Education and Information	Consumer Affairs
		Not Applicable	Report on consumer outreach and advocacy in rural and urban areas	Report on consumer outreach and advocacy	Report on consumer outreach and advocacy	
Increase Accessibility initiatives for persons with disabilities.	Report on success of accessibility initiatives.	National Summit for Persons with Disabilities held	Develop regulations on accessibility to communications services by Persons with Disabilities	Public consultation process	Implementation of regulations	Consumer Affairs

Strategic Objective (SO4)	Promote the protection of consumers and accessibility for persons with disabilities					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
			Licensee Compliance report on accessibility to communications services by Persons with Disabilities	Compliance report on accessibility to communications services by Persons with Disabilities	Compliance report on accessibility to communications services by Persons with Disabilities	
Improved consumer complaints redress	Consumer complaints redressed within 30 days.	Not Applicable	Alternative Dispute Resolution Committee established			Consumer Affairs
		50 per cent of complaints resolved	65 per cent of complaints redressed within 30 days.	70% of complaints redressed within 30 days	75% of complaints redressed within 30 days	
Monitor and report Accessibility and QoS by licensees to Consumers	Monitor accessibility and the quality of service provided by licensees to consumers	Compliance Report	Produce post visit reports - 2	Produce post visit reports - 2	Produce post visit reports - 2	Consumer Affairs
		Compliance Report	Quality of Service Reports - 2	Quality of Service Reports - 2	Quality of Service Reports - 2	
Develop a Memorandum of Understanding with NCC	Conduct discussion with NCC	Not Applicable	Task Team constituted	Share information with NCC	Share information with NCC	Consumer Affairs
			MOU signed	Refer cases that are outside ICASA jurisdiction to NCC	Refer cases that are outside ICASA jurisdiction to NCC	
			Co-operation and collaboration between ICASA and NCC	Review co-operation and collaborations with NCC	Review co-operation and collaborations with NCC	

Strategic Objective (SO4)	Promote the protection of consumers and accessibility for persons with disabilities					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Ensure Compliance with Consumer Protection Regulations	Prescribe Consumer Protection Regulations	Not Applicable	Review and publication of CAP Regulations			Consumer Affairs
			Review and publication of E-Rate Regulations once ECA is amended.			
			Application and publication of Exemption in response to Consumer Protection Act			
			Developed Code of Practice for Metering and Billing accuracy	Publish Code of Practice for Metering and Billing accuracy	Implement Code of Practice for Metering and Billing accuracy	
			Code of Practice for Complaints Handling and Dispute Resolution	Public Consultative process on the Code	Publish Code of Practice for Complaints Handling and Dispute resolution	
				Review Code on Persons with Disabilities	Publish Code on Persons with Disabilities	
				Review End User and Subscriber Service Charter	Publish End User and Subscriber Service Charter	

Strategic Objective (SO4)	Promote the protection of consumers and accessibility for persons with disabilities					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
				Review of Code of Conduct for ECS Licensees	Publish Code of Conduct for ECS Licensees	
				Review of regulations Setting out Minimum Customer Care Standards and Complaints Handling Procedure	Publish regulations Setting out Minimum Customer Care Standards and Complaints Handling Procedure	
				Annual compliance report on consumer protection regulations	Annual compliance report on consumer protection regulations	

Strategic Objective (SO5)	Promote the development of public, community and commercial broadcasting services in the context of digital migration					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	

Strategic Objective (SO5)	Promote the development of public, community and commercial broadcasting services in the context of digital migration					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Review of the existing regulatory frameworks/regime for broadcasting services (BS) and related policies to reflect the new evolving digital environment	Framework for Broadcasting in the Digital Era taking into account the three licence groups: public broadcasting; commercial broadcasting; community broadcasting.	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Markets & Competition
Review of Digital Dividend for allocation to identified services	Implementation of Digital Terrestrial Television and Digital Dividend Review	Not Applicable	Review Digital Migration regulations	Completion of Digital Dividend Review and inclusion into spectrum assignment plans		Markets & Competition
Promote diversity of broadcasting services	Licensing of additional TV services'	Not Applicable		Conduct study for potential for new entrants in the provision of additional TV services	Licencing of additional free-to-air television broadcasting service and I-ECNS	Licensing & Compliance
Improvement in diversity and quality of local content	Report on status of local content	Not Applicable		Conduct research into local television content and hold colloquium with stakeholders	Research into local television, music and digital content	Markets & Competition

Strategic Objective (SO6) Ensure compliance with legislation and regulation						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
Compliance procedure manual by June 2011	Publish a compliance framework for all licensees	Finalised the Compliance Procedure Manual Regulations	Publish the Compliance Procedure Manual Regulations	Review and prescription of Compliance Procedure Manual		Licensing & Compliance
			Implement the Regulations and produce Annual Compliance Reports			
					Review and publish Compliance Procedure Manual Regulations	
Improve monitoring and compliance in the postal sector	Development of regulations on standard terms and conditions for unreserved postal services	Not Applicable	Publication of the regulations on standard terms and conditions for unreserved postal services	Implement the regulations	Review of the Regulations	Licensing & Compliance

Strategic Objective (SO6) Ensure compliance with legislation and regulation						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
Improve monitoring and compliance in the communications sector	Review of regulations on standard terms and conditions, and processes and procedures regulations for class and individual licences, broadcasting services	Not Applicable	Publication of the amended regulations on standard terms and conditions, and processes and procedures regulations for class and individual licences, broadcasting services	Implement the amended regulations	Review of the Regulations	Licensing & Compliance
Consult on and Publish USAO regulation by January 2012. Consult on and Publish USA regulation by October 2011.	Reviewed USAO framework and gazetted definition and list of under serviced areas.	Published a position paper on USAO Framework	Publish the Findings Document on USAO framework and prescribe Section 8 (4) Regulations	Implement the amended regulations	Review of the Regulations	Licensing & Compliance
Develop and publish annual compliance reports by March 2012	Published report on compliance with legislation and regulations. Publish annual compliance reports. Report on party political broadcasts during Local/Provincial 2011 and National Government elections of 2014.	50% compliance by licensees	75% compliance by licensees through active and passive monitoring for ECS, ECNS, Broadcasting and Postal Services	75% compliance by licensees through active and passive monitoring for ECS, ECNS, Broadcasting and Postal Services	75% compliance by licensees through active and passive monitoring for ECS, ECNS, Broadcasting and Postal Services	Licensing & Compliance

Strategic Objective (SO6) Ensure compliance with legislation and regulation						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
		29 Annual Compliance Reports and 157 Quarterly Compliance Reports	Produce 30 Annual Compliance Reports, including Local Government Elections		Produce 34 Annual Compliance Report, including national governments.	
		Not Applicable	To Create capacity to monitor compliance - New Broadcasting Monitoring Equipment			
Enforcement of pro-competitive measures in line with regulatory/legislative requirements	Annual analysis report on Regulated Financial Reporting for specified services	Review of costs for provision of call termination services	Not Applicable	Review of RFR for reserved postal services and call termination	Review of RFR for all defined services.	Markets & Competition
Ensure compliance with numbering plan regulations to ensure that licensees utilize numbers efficiently and effectively	Annual audit report on number utilisation and implementation of corrective measures	Not Applicable	Annual Number Audit	Annual Number Audit	Annual Number Audit	
Monitor implementation of IC and FL regulations	Review of IC and FL agreements done within timeframes. Report on status of interoperability of ECS/ECNS licensees, including	Not Applicable	Development and introduction of database for online submission and data storage.	Not Applicable	Not Applicable	

Strategic Objective (SO6) Ensure compliance with legislation and regulation						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
	interconnection and the leasing of electronic communications facilities	Not Applicable	Ninety percent (90%) of agreements processed within required timeframes	Ninety percent (90%) of agreements processed within required timeframes	Ninety percent (90%) of agreements processed within required timeframes	
		Not Applicable	Annual report on interoperability	Annual report on interoperability	Annual report on interoperability	

Strategic Objective (SO7) Strengthen and modernise ICASA						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
Complete the proposed funding model and engage stakeholders (national treasury, DOC)	Established Self-funding model for ICASA	Activity Based Costing Model finalised	New funding model finalised based on Activity Based Costing model and develop budget module	Seek approval from the DoC and National Treasury for the New funding model. Maintain budget module	New funding model implemented. Maintain budget module	Finance
			Engagement with Stakeholders on New funding model			
Automated regulatory & business processes. Integrated talent	Integrated Management System for ICASA	Not Applicable	Integrated end-to-end business process. Update JDE	Blueprint eCommerce. Maintain JDE	eCommerce Implemented. Maintain JDE	Information Technology

Strategic Objective (SO7)	Strengthen and modernise ICASA					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
management system.		Not Applicable	New Spectrum System Implemented	Enhanced functionality of Spectrum	Upgraded System	
		Not Applicable	Blueprint of CRM and HRIS Systems	CRM and HRIS System Implemented	Enhanced End User capacity for optimised application	
Completed review and implementation of new organisational structure	Reviewed organisational structure to align with strategy	Phase 2 of Review completed, structure defined and turnaround strategy approved	80% implementation of the Organisation Review Study	Complete remaining 20% of organisational review	Assess impact of the organisational review process	Human Resources
			Change management process	Build internal capacity for on-going organisational review and self-renewal strategies	Enhanced capability for self-review and renewal	
			New Organisational Structure	Implement change management processes		
			Organisational readiness for transformation imperatives	Review of work processes for optimisation of resources	Enhanced operational efficiency and effectiveness	

Strategic Objective (SO7)	Strengthen and modernise ICASA					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Complete organisation-wide skills audit and training program	Reviewed Skills pool aligned with strategy	Not Applicable	Report on competence gaps for core Divisions	Report of competence gaps for remaining Divisions	Annual competence gap analysis and skills audit	Human Resources
		Not Applicable	Dual career pathing model implemented in core divisions	Dual career streams in remaining functions	Specialist career stream linked to talent retention framework	
		Not Applicable	Enhanced leadership competence and transformed organisational culture	Talent pipeline framework developed	Complete succession planning programme implemented	
		Enhancement of the Talent Management Strategy and implementation plans	Approval of Talent Management (TM) and Development strategy. Internships and learnerships in core areas	Implementation of TM processes. International exchange research programmes and secondments	Talent exit strategy for knowledge and skills transfer. International exchange research programmes and secondments, external bursary and scheme to secure future talent	

Strategic Objective (SO7)	Strengthen and modernise ICASA					
	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
OUTPUTS		2010/2011	2011/2012	2012/2013	2013/2014	
Publish RIA Reports	RIA frameworks	RIA Training	Formulate RIA framework	Implement RIA framework	publish RIA report for every regulation	Core Divisions
Maximise value derived from resources / assets.	Quarterly report of the management of resources and assets.	Quarterly Security and OHS Reports, Security Systems upgraded	50% reduction in asset losses	10% Reduction in asset losses	10% Reduction in asset losses	Administration
		Reviewed PMS framework	Integrated PMS framework for ICASA	Integrate PMS across ICASA	Performance Management linked to succession and career pathing	
		Master Systems Plan Approved	Refresh IT technology and provide for growth to the business	Refresh IT technology and provide for growth to the business	Refresh IT technology and provide for growth to the business	Information Technology
Stakeholder satisfaction index	Improve stakeholder relations	Not Applicable	Annual stakeholder reputation survey	Implementing intervention measures	Conduct annual stakeholder reputation survey	Communications
			Develop intervention measures			
An economic rental location is identified and occupied	Relocate ICASA	Feasibility Report concluded by Department of Public Works	Head office relocated	Plan for creation of regional office in Polokwane	Plan for creation of regional office in Mpumalanga	Administration

Strategic Objective (SO7)	Strengthen and modernise ICASA					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
				Business case for satellite offices	Implementation of satellite offices	
Reviewed and strengthened financial & other internal controls.	Improved governance systems	Not Applicable	Management dashboard	Blueprint for automated dashboard	Dashboard automated	CFO
			Enhance Financial Systems	Enhanced financial systems	Enhanced financial systems	Finance
			Improve Service level standards between Divisions	Service Level Standards implemented	Service Level Standards between divisions improved	CEO
		Records Management Program implemented	Compliance with ICASA's approved records management program	Compliance with ICASA's approved records management program	Compliance with ICASA's approved records management program	Administration
		Framework for Coherent Risk Management Strategy drafted	Coherent Risk strategy and implementation	Monitoring the Coherent Risk strategy	Review the Coherent Risk strategy	Compliance, Risk & Audit

Strategic Objective (SO7)	Strengthen and modernise ICASA					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Contribute to industry knowledge management	Improved Stakeholder engagement and international relations.	Calendar of international meetings developed, facilitated bilateral interaction with regional, continental and internal regulators, subscribed to relevant international organisations	Develop and implement an engagement strategy with regulators and agencies	Maintain relations and co-operation with other regulators and agencies	Maintain relations and cooperation with other regulators and agencies	Communications
		Two stakeholder meetings held	Develop and implement an engagement strategy for Improved access to information about ICASA's regulatory activities for external stakeholders	Improved access to information about ICASA's regulatory activities	Improved access to information about ICASA's regulatory activities	

Strategic Objective (SO7)	Strengthen and modernise ICASA					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
		Published 4 editions of the internal newsletter, published daily editions of the electronic newsflash,	Develop and implement an engagement strategy for an Improved flow of information within the organisation	Improved flow of information within the organisation	Improved flow of information within the organisation	
Regulations finalized and gazetted	All projects are aligned with project plans and timelines	Not Applicable	Develop and implement project management framework	Integrate with financial system and PMS		CEO
Effective participation of Councillors in Corporate Council committees	Ensuring governance	Not Applicable	Report on Committee work	Report on Committee work	Report on Committee work	Council

Strategic Objective (SO7)	Strengthen and modernise ICASA					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			Division
		2010/2011	2011/2012	2012/2013	2013/2014	
Timeous Amendments and Transfers of ECNS, ECS and BS licences	Licence amendment and transfer applications considered within 120 days of receipt	Twenty five (25) individual licences transferred, Seventy five per (75%) cent of Class licence registrations, licence amendments and transfer of applications granted or refused within 120 days of receipt	All received licence amendment and transfer applications considered within 120 days of receipt.	All received licence amendment and transfer applications considered within 120 days of receipt.	All received licence amendment and transfer applications considered within 120 days of receipt.	Licensing & Compliance

Strategic Objective (SO7)	Strengthen and modernise ICASA					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Timeous Registration of Class Broadcasting, ECS and ECNS Licences and Courier Services	Class licence registrations considered within 60 days of receipt.	One hundred and seventy three (173) licences and unreserved postal services registered. All Class ECS, ECNS, community sound broadcasting services and courier services received were registered or refused within 60 working days	All Class ECS, ECNS, community sound broadcasting services and courier services licences , considered within 60 working days of receipt	All Class ECS, ECNS, community sound broadcasting services and courier services licences , considered within 60 working days of receipt	All Class ECS, ECNS, community sound broadcasting services and courier services licences , considered within 60 working days of receipt	Licensing & Compliance
Centralised complaints management	Completed framework for centralising complaints handling to ensure the efficient and timeous resolution of all complaints received, implement the framework and monitor and evaluate the effectiveness of the process thereafter	Not Applicable	Develop framework for complaints handling	Centralise ECS, Broadcasting Services, Spectrum/interference and Postal Service complaints	Monitor and Evaluate	Licensing & Compliance

Strategic Objective (SO8)	Promote competition					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Determine the competitiveness of the Postal, BS & ECNS or any other market	Reports on the competitiveness of markets.	Draft discussion document on effectiveness of competition in provision of signal distribution services	Consultation on regulations governing the broadcasting signal distribution market.	Enforcement of any pro-competitive remedies identified	Enforcement of any pro-competitive remedies identified	Markets & Competition
		Not Applicable	Discussion document on Market for provision of leased lines	Findings document and draft regulations governing market for provision of leased lines	Final regulations governing the market for provision of leased lines	
		Not Applicable	Research Report to inform regulatory strategy towards premium content, including subscription broadcasting services	Discussion Document on regulations governing premium content, including subscription broadcasting services	Findings Document and draft regulations governing premium content, including subscription broadcasting services	
		Not Applicable	Annual Review of retail prices of electronic communications services	Annual Review of retail prices of electronic communications services	Annual Review of retail prices of electronic communications services	

Strategic Objective (SO8)	Promote competition					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Targets set for new players having access to Spectrum	Ensure a fair spectrum distribution	Not Applicable	Spectrum availability plans and targets for new players having access to broadband wireless spectrum	Withdraw unused spectrum from licensees		Engineering & Technology
Develop\Annual reports on aspects of the communications infrastructure	Increase network rollout and provide Government, industry and consumers with a clear indication of the state of health of the communications infrastructure	Not Applicable	Report on existing networks and Colloquium on networks	National rollout plan Report on costing and network roll out plan	Report on spectrum	Markets & Competition
Promote diversity and choice of broadcasting services	Licensing of additional subscription television broadcasting service licences and Licensing of Individual ECNS licences for Self provisioning	Licensed 5 Subscription television licences	ITA for Pay TV issued and ITA for I-ECNS for self-provisioning issued	Licences for pay TV issued and I-ECNS licences for self-provisioning issued		Licensing & Compliance

Strategic Objective (SO8)	Promote competition					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
Promote diversity and choice of broadcasting services	Licensing of commercial Sound Broadcasting Service licence in Secondary Markets (Northern Cape, Free State and Eastern Cape)	Licensed three (3) commercial sound broadcasting services in Gauteng, Western Cape and Kwa-Zulu Natal	Issue ITA for commercial sound broadcasting services	Licensing of additional commercial sound broadcasting services in Northern Cape, Free State and Eastern Cape. Conduct study for potential for new entrants in the provision of additional TV services		Licensing & Compliance
Efficient use of the numbering spectrum	Introduction of new Numbering Plan regulations and review of existing regulations affecting number allocation to foster competition	Public consultation on draft Numbering plan regulations and Final Regulations on Carrier Preselection	Finalisation of the Numbering Plan under the ECA by October 2011	Implementation of the Numbering Plan	Implementation of the Numbering Plan	Markets & Competition
			Facilitate full implementation of Carrier Preselect regulations	Not Applicable	Not Applicable	

Strategic Objective (SO8)	Promote competition					
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	MEDIUM-TERM TARGETS			
		2010/2011	2011/2012	2012/2013	2013/2014	Division
		Not Applicable	Not Applicable	Review number portability regulations.	Final regulations by December 2013. Annual numbering reports.	
Promote and foster infrastructure sharing in the provision of postal services	Introduction of licensing framework for ETOEs and a regulatory framework to facilitate infrastructure sharing	Research report on E-Post services	Findings document on E-Post services and infrastructure sharing, including ETOEs. Regulatory framework for infrastructure sharing including ETOEs for efficient sharing of existing infrastructure	Findings document on the types of USOs required in the postal sector.	Review and recommendations to the Minister of Communications regarding exclusivity of reserved postal services	
Sector intelligence reports, identifying changing trends in the ICT sector (broadcasting, postal and electronic communications)	Bi-annual reports on trends in the ICT sector	Not Applicable	Annual report	Annual report	Annual report	
Development of new pro-competitive remedies	Introduction of pro-competitive remedies to promote competition, e.g. Regulation of wholesale rates	Call Termination Regulations	Remedies in line with market reviews	Remedies in line with market reviews	Remedies in line with market reviews	
			RFR for Call Termination			

Part C: Overview of 2011/2012 Budget and MTEF Estimates

Division	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R 000	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Administration costs:	195 518	223 781	254 392	270 732	296 358	311 055	326 171
Programs/Projects:	17 325	23 491	15 215	20 191	17 020	13 742	16 490
Consumer Affairs	3 067	5 849	3 110	6 495	3 000	2 500	3 000
Licensing and Compliance	5 959	3 956	4 119	3 555	3 500	2 800	3 500
Markets and Competition	7 984	9 375	4 311	2 708	5 500	4 000	5 000
Engineering and Technology	316	4 310	3 562	5 960	4 020	3 442	3 790
Regions	-	-	113	1 473	1 000	1 000	1 200
Total	212 843	247 272	269 607	290 923	313 378	324 797	342 661

Economic classification	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Compensation of employees	117 656	133 317	159 040	175 494	185 156	195 329	206 072
Goods and services	119 199	122 321	127 053	125 447	136 233	136 981	139 970
Payments for capital assets	33 201	20 232	22 783	26 726	5 512	5 490	12 150
Total	270 056	275 870	308 876	327 667	326 901	337 800	358 192

Allocation from DoC	212 843	247 272	269 607	290 923	313 378	324 797	342 661
Surplus (Deficit) - excluding Interest received	-57 213	-28 598	-39 269	-36 744	-13 523	-13 003	-15 531
add back: Depreciation	11 075	11 440	-3 227	9 368	9 516	10 500	11 500
add: Interest received and Other income	17 517	19 342	15 607	9 330	6 012	7 513	5 005
Deferred Income			26 889	18 046			
Total Surplus (Deficit)	-28 621	2 184	-0	0	2 005	5 010	974

The deferred income which was accumulated through acquisition of assets was converted to retained income due to change in accounting policy. This is being used to defray the deficit created by capital acquisition

6. Finance commentary

6.1. Current expenditure

At the end of financial 2010/2011 the Authority will have spent 98% of its allocation. The focus of the activities is on monitoring compliance, developing the regulations that promote reduction of communication costs like Mobile Termination Rate, spectrum audit, consumer awareness particularly on persons with disabilities.

6.2. Expenditure trends

The authority derives its revenue from grant transferred from the Department of Communications. Revenue increased from R291 million to R313 million between 2011/2012 and 2011/2012 at an average annual increase of 8 per cent.

The growth in revenue will be used for an increase in staff costs which is 58% of total costs, rental cost which is 15% of total cost and the following projects, that is, development of broadband and spectrum strategy, implementation of wholesale access regime to promote effective sharing of existing infrastructure and increase in interoperability of networks, including local loop unbundling. This will further promote economic growth by licensing the commercial and community broadcasters, courier operators, electronic communication network and service operators and by implementing efficient allocation and management of spectrum.

Goods and services will decrease by 2% in 2010/2011 because of cost control. It will increase by 8% in 2011/2012 due to high increase in rental which has compromised the allocation to projects.

The Authority is using the interest accrued that it receives from favourable balance of ICASA's Main Account and National Revenue Fund which is being used to collect licence fees to augment the short fall of its allocation. The receipts from licence fees are being paid over to Department of Communication within 30 days after receipts. Accrued interest from favourable bank balances decrease as from 2010/2011 because of low interest rate.

The depreciation reduced in 2009/10 because the life span of assets was increase due to limited funds to replace assets. The depreciation will increase in 2010/2011 because of additional assets acquired for 2010 FIFA World Cup.

6.3. Savings and cost effectiveness measures

In an endeavour to realise savings, the Authority intends to relocate the head office to cheaper premises. This will result in savings of about R2 million per annum and a reduction of costs over MTEF that amounts to R6 million. The Authority also aims to reduce the international training costs by bringing international expertise for training purposes locally instead of sending its personnel overseas for training. This will result in saving of R500 000 per annum. The organisation is also starting to reap the savings on the investment made on Voice over IP (VoIP) which was implemented in the previous years. The saving that is being realised is R360 000 since the VoIP was started in the 2008/09 financial year.

The Authority is unlikely to achieve any of its objectives for the future if funding is not increased. The Authority needs to attract more funding to the organisation, in order to grow responsibly, and to meet its objectives.

Financial viability, good governance and risk management in the organisation

In order to ensure economic and financial sustainability of the Authority, it would be imperative to address the following:

Refining and implementing an appropriate financial model for allocating funds and recovering costs across the organisation, to help resolve issues linked to cash flow management, and uniform financial management and reporting requirements;

- obtaining sufficient levels of Parliamentary grant funding to maintain a 60:40 ratio between PG and external funding, thereby reducing the pressure on staff to earn external income;
- placing a limit on further growth of the total “permanent” staff complement (i.e. including staff appointed on contract for one year or longer);
- identifying innovative opportunities for more cost-effective research , including appropriate data management and data mining;
- ensuring strict adherence to all guidelines set by funding agencies, to avoid delays in payment or costly audit exercises;
- continuing to exercise prudent management of financial resources and strategic re-alignment of resources where necessary;
- providing support to identify opportunities for external funding and to develop capacity in the areas of grant application and grant management;
- endeavouring to develop new partnerships and joint proposals to secure large, multi-year research projects; and
- ensuring that King III recommendations are integrated into governance processes and are adhered to.

6.4. Institutional Arrangements

The Authority will be an efficient and highly productive regulator that maximises benefit to stakeholders, staff and management from effective systems, processes, resources and organisational culture. The Authority will promote internal and external service quality standards.

Continue the ICASA-wide capacity building programme focusing on staff, 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 Department of Communications and National Treasury to address funding shortfalls for infrastructural support. These include funds for purchasing a new building, IT equipment and software support, as well as human and infrastructural requirements to support the monitoring and compliance mandate.

Increase the proportion of underrepresented groups in the middle management echelons of the Authority. Promote a culture of valuing diversity in all its forms within the ICASA community.

7. Overview of Risk Management

The realisation of the strategic objective requires skilled human capital which is contingent upon appropriate funding levels. If funding is not optimal, then the human resource capabilities to address this will be suboptimal resulting in a prolonged transformation of the ICT sector. The

adverse effect will be increasing inefficiencies (due to utilization of unskilled and inexperienced temporary staff). In addition inability to compete fairly on the market for required calibre of critical and rare skills remains a risk to the achievement of desired levels of organisational effectiveness.

Organised labour's resistance against the performance management framework and perception of the practice as a means of distributing monetary incentive only is a risk to the successful institutionalisation of the Authority's performance monitoring process and compounds the Authority's human resource management efforts.

In order to mitigate such risk, the authority will invest in an effective organisational culture transformation programme which should be co-owned by all the key stakeholders and review its organisational structure to align it with the new strategy.

To avoid the funding risks, regular engagements will be entered into with the relevant stakeholders (for instance, the Department of Communications, Portfolio Committee on Communications, National Cabinet and National Treasury) in demonstrating the significance of appropriately funded mandates, and the outcomes thereof, through policy briefs, reviews and enhanced communications. Experience has shown that ultimately ICASA needs increased funding not less.

Furthermore, governing legislation such as the Electronic Communications Act, and ICASA Act are currently being reviewed, amendments therein may impact on the regulatory framework guiding the Authority. The Authority will submit comments to the policy maker timeously. Inevitable delays in litigation from numerous licences are also likely to slow down the Authority. The Authority has increased its legal budget to address litigation.

7.1. Risk attached to SO 1: Ensure Effective participation by HDI's

Following an extensive consultation process, the Authority has drafted recommendations pertaining to ownership and control issues for the attention of the Minister in the Department of Communications. The Authority may consequently not embark on further related regulatory work until the Minister responds to the said recommendations. The regulatory framework applicable to ownership and control may also be affected by the amendments of the Electronic Communications and finalization of the ICT Charter. The Authority will be compelled to align its initiatives on this matter and review existing regulations.

7.2. Risk attached to SO 2: Ensure Provision of Broadband Services

The Authority hopes to embark on consultation process to kick-start the implementation of the Broadband Policy published by the Department of Communications. Should consensus not be achieved within the allocated time the Authority may need to extend the consultation phase to ensure that all affected parties cooperate and gravitate towards a common goal. In order to minimise the impact of such risk, the Authority will develop a project plan in consultation with all relevant stakeholders to maximise commitment to timeframes.

7.3. Risk attached to SO 3: Optimise the use of the radio frequency spectrum to support the widest variety of services

The review of the radio frequency plan in 2011/2012 will focus on frequency migration which, among other things, will facilitate the release of the spectrum for wireless broadband access. There is also a need to develop a ten (10) year roadmap on spectrum. These exercises require highly capable personnel with research capabilities and qualifications above the first degree. Currently there is a lack of competency to deliver at the right levels. Further there is no budget to recruit skills. There is also a need to procure end-to-end spectrum management software for planning and

implementing a spectrum assignment dashboard. The human resources and financial risks and the impacts are extensive since it would result in an inability to make available spectrum for broadband and for rural deployments. In order to mitigate or eliminate this risk it is imperative to engage with the Department of Communications and the Treasury.

The Authority needs to facilitate regional and international harmonisation and rationalisation in radio frequency planning, standardisations and equipment type approval. This objective is required for proper frequency planning and the ability to follow and influence international trends. Currently there is a lack of funding for participating in regional and international technical forums as well as engaging in research collaboration programs. In order to mitigate or eliminate this risk it is imperative to engage with the Department of Communications and the Treasury.

7.4. Risk attached to SO 4: Promote the protection of consumers and accessibility for persons with disabilities

Every citizen in South Africa has the right to quality of service (QoS) in terms of the provisions of the Electronic Communications Act. ICASA as a regulator is mandated by the law to ensure that consumers receive quality service as provided by ECS, ECNS and Postal services. This area of monitoring quality of service needs dedicated staff to perform that function. Currently there is no capacity to perform the function and the Division relies on the services of Temporary Monitoring Officers. Lack of budget to finance monitoring QoS will result in consumers receiving services whose standard is unacceptable. Increased capacity is requested in this regulatory function.

The Consumer Division receives thousands of consumer complaints annually. The complaints need to be redressed within 30 days in order to ensure consumer satisfaction. The Authority is currently using a manual system to capture, track and resolve complaints. The risk with a manual system is that complaints take longer to be resolved and the likelihood of alienating consumers as well as losing manual files that is currently in place. An Electronic Complaints Management system is needed to assist with efficiency and effectiveness of resolving consumer complaints.

7.5. Risk attached to SO 5: Promote the development of public, community and commercial broadcasting services in the context of digital migration

The Authority recognises the need to support community broadcasters, however frequencies sought to meet the needs of these critical stakeholders is not always immediately available. The Authority will encourage the engineering unit to fast track radio frequency spectrum audit processes and procure the necessary software to ensure that a frequency dash-board is developed to highlight all available radio frequency spectrum in a transparent manner to all interested parties.

In addition, to ensure smooth implementation of the broadcasting frequency plan so as to facilitate migration to DTT, it is important to review the plan with a view to optimise it for DTT. This includes developing a rollout plan. These exercises require highly capable personnel with a lot of experience in executing large projects. Currently there is a lack of competency to deliver at the right levels. Further there is no budget to recruit skills. The human resources and financial risks and the impacts are huge since it would result in an inability to migrate terrestrial broadcasting from analogue to digital. In order to mitigate or eliminate this risk it is imperative to engage with the Department of Communications and the Treasury.

7.6. Risk attached to SO 6: Ensure Compliance with legislation and regulations

The legal division and Compliance unit have long expressed their challenges around capacity and funding issues. The Authority hopes that organisational change underway in this financial year will

create the correct number of vacancies and attract staff with the necessary qualifications and experience to increase the effectiveness of these crucial divisions.

7.7. Risk attached to SO 7: Strengthen and modernize ICASA

General Manager's five year contracts terminating without a succession plan pose a risk to the organisation.

The generic risk in the IT environment relates to the lack of proper security controls due to budget constraints, skills capabilities within the Unit to implement and maintain information security measures and sustain the availability of systems.

The Authority will endeavour to augment the skills set in the IT division and procure necessary software budget permitting.

The Authority is due to relocate ICASA Head Office to reduce rental costs. It is looking to rent with option to buy, however necessary approval processes lie outside the remit of the Authority and may delay implementation of the project plan. Concerted attempts will be made to ensure approval processes are fast-tracked.

The lack of broadcasting monitoring equipment is a major hindrance in terms of the effectiveness and efficiency of the Authority's statutory obligations.

7.8. Risk attached to SO 8: Promote competition

Incumbents do not readily accept legislation which seeks to reduce their hold on the market, and invariably use litigation to delay the implementation of regulations. The Authority will attempt to avert litigation where possible and embark on consultative processes before it publishes its regulations.

Part D: Conclusion

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

The Business/Operational Plan for 2011/2012 will contain information on budgetary provision made to support selected 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. This plan, and proven performance against performance targets, may convince the National Treasury to provide increasing levels of financial support for the work of ICASA.

Annexure A: Quarterly Targets: 2011/2012

Not Applicable – No historical data available.

Strategic Objective (SO1)	Ensure effective participation by HDIs in the industry.						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012			
		2010/2011	2011/2012	Q1	Q2	Q3	Q4
Report on ownership trends and structures for 50% of all the licensees in the sector	Monitor ownership trends and audit ownership structures in the sector	Held public enquiry and drafted recommendations for the Minister's attention	Publish the final findings document.	Publish the final findings document.			
			Report on ownership trends and structures for 50% of all ICASA licensees.				Report on ownership trends and structures for 50% of all ICASA licensees.
			Draft recommendations to Minister on proposed changes to the ECA as required.	Draft recommendations to Minister on proposed changes to the ECA as required.			
Monitor impact of ownership structure on diversity of BS content	Ensure Licensing improves sector's HDI profile in the BS sector.	Published the Final Findings document	Conduct study on impact of ownership in the BS sector on diversity of views				Conduct study on impact of ownership in the BS sector on diversity of views
Completed inquiry process on ownership by persons with disability, women and youth	Develop regulations that address the empowerment of the youth, women and persons with disabilities	Published the Final Findings document	Conduct study on the status of empowerment of youth, women and person with disabilities in the sector.				Conduct study on the status of empowerment of youth, women and person with disabilities in the sector.
Documented HDI Compliance with regulations that are in place	Develop a long term HDI roll out plan	Published the Final Findings document	Develop comprehensive compliance report on HDI in the sector.				Develop comprehensive compliance report on HDI in the sector.

Strategic Objective (SO2) Ensure the provision of broadband services.								
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
By September 2011: Broadband Colloquium with Stakeholders	Regulatory Strategy For Broadband	Not Applicable	Develop supply-side plan for broadband access in South Africa and consult stakeholders through colloquium		Released of request to licensees regarding network typology	Analysis of submissions in line with broadband policy	Report on state of readiness for networks to support the National Broadband Plan	Markets & Competition
Establish an ICASA, industry, sector and nationwide broadband committee	Functional Joint working committee for broadband	Not Applicable	Set up the nationwide committee jointly or independently with DOC		Engagement with licensees regarding supply-side activities network capabilities	Establish nationwide committee to address supply-side bottlenecks to network investment	Report on progress achieved by the committee to date	Markets & Competition
Finalise and publish Local Loop Unbundling (LLU) framework by November 2011	Published Local Loop Unbundling framework	Review of approach to Local Loop Unbundling	Release of guideline under the ECFL regulations to facilitate leasing of the local loop, by 1 November 2011	Development of discussion document	Consultation on Authority's expectations	Release of guideline/regulations governing the framework for local loop unbundling		Markets & Competition
Identify Spectrum for Broadband	Report on Spectrum for Broadband	Not Applicable	Identify available spectrum in "suitable" bands. Publish Findings document for the allocation of spectrum afforded by the digital switchover programme		Whitepaper on identification of spectrum for Broadband in the UHF band		Whitepaper on identification of spectrum for Broadband in the UHF band	Engineering & Technology
Promote the sharing of infrastructure for the provision of broadband services	Framework for Infrastructure Sharing between licensees	Not Applicable	Recommendations to Council to enhance infrastructure sharing		Draft Research Report on types of facilities and co-location	Public consultation	Recommendations to Council to enhance infrastructure sharing	Markets & Competition
Improve coordination of infrastructure initiatives between Local and Provincial Governments, and the Broadband Inter-Governmental Implementation Committee	Framework for Co-ordinating Infrastructure Sharing at Local and Provincial Government levels	Upholding of obligation to lease facilities	Regulatory framework for infrastructure sharing released by March 2012.	Identify existing infrastructure and key Government infrastructure rollout plans	Guidelines to facilitate increased infrastructure sharing including municipal and state owned assets	Engage with DoC and parties to ensure coherent plan of network rollout	Release regulatory framework for infrastructure sharing	
Reduced barriers for broadband penetration and network deployment	Report on recommendations to remove bottlenecks to network investment	Not Applicable	Report on recommendations to remove barriers to network investment as well as incentives to facilitate investment in electronic communications infrastructure	Release of questionnaire to licensees to identify bottlenecks to network roll-out	Identify areas of "red tape" that prevent network rollout, this is to include all Government/municipal legislation/regulation	Engage DoC and relevant stakeholders to address barriers to network roll-out	Report on recommendations to remove barriers to network investment as well as incentives to facilitate investment in electronic communications infrastructure	

Strategic Objective (SO3)		Optimise the use of the radio frequency spectrum to support the widest variety of services						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Approval of the Radio Frequency Migration Strategy	Reviewed radio frequency plan and completed radio frequency migration strategy and plan by 31 March 2012. Developed framework for spectrum reform	Publication of a revised national radio frequency plan	Publication of the final frequency migration plan	White paper on frequency migration.	Consultative exercise		Publication of the frequency migration plan	Engineering & Technology
Published replanning of the broadcasting bands to optimise DTT. Formation of the Joint Spectrum Advisory Committee in terms of DTT Regulations. Public enquiry for reallocation of digital dividends	Managed implementation of the broadcasting frequency plan from analogue to digital migration.	Minor Updates	Formation of the JSAC and two meetings to be held	Formation of the JSAC	One Meeting	One Meeting	One meeting	Engineering & Technology
		Not Applicable	Replanning of the UHF and VHF broadcasting bands and a discussion document on requirements and planning philosophy			Consultative exercise on the Replanning of the UHF and VHF broadcasting frequency bands (including consultation with the Minister)	Publication of the reviewed broadcasting frequency plan	
licensing of all wireless broadband spectrum.	All available spectrum for wireless broadband is assigned and utilised as a catalyst to country's broadband objectives.	Final regulations on high demand bands published; Audit of the bands 790 - 862 MHz and 450 - 470 MHz.	Licensing of remaining spectrum in 900, 1800 and 2100 MHz band		Assessment of the licensing status of band 900, 1800 and 2100 MHz band and decision on how to licence.		Licensing of available spectrum in 900, 1800 and 2100 MHz	Engineering & Technology
			ITA and licensing of 2.6 and 3.5 GHz band	Auction design and ITA	Auction and licensing		Monitor deployment	
			Discussion document for licensing of all other IMT spectrum		White paper on all other IMT spectrum			
Development of a ten year roadmap for spectrum	Colloquium on the future use of Spectrum	Not Applicable	Assessment and a Discussion document on current and future usage of wireless broadband spectrum			Assessment and a Discussion document on current and future usage of wireless broadband spectrum and refarming		Engineering & Technology
			Colloquium on future spectrum use				Colloquium on the future of spectrum.	
Report on comprehensive usage of Spectrum	Completed Spectrum Audit	Not Applicable	Report on comprehensive usage of broadband wireless spectrum				Report on comprehensive usage of broadband wireless spectrum	Engineering & Technology
Draft report on development of Spectrum assignment Dashboard	Defined spectrum Metrics (e.g. utilisation, coverage etc.)	Not Applicable	Implementation of an end-to-end automated spectrum management system			Implementation of end-to-end spectrum management software.	Implementation of the spectrum fees module.	Engineering & Technology

Strategic Objective (SO4)	Promote the protection of consumers and accessibility for persons with disabilities							
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Report on consumer satisfaction	Consumer satisfaction index	Not Applicable	Develop framework to measure consumer satisfaction	Gather information on development of the consumer satisfaction index	Benchmark with other regulators on consumer satisfaction index	Development of the consumer satisfaction index	Finalisation of the consumer satisfaction index and present it for approval	Consumer Affairs
Consumer programmes	Consumer Advocacy	675 Consumer outreach interventions. Public Awareness on Complaints Handling Procedure held.	711 Consumer outreach interventions held. Consumer Education and Information	177 Consumer Outreach Interventions	177 Consumer Outreach Interventions	177 Consumer Outreach Interventions	177 Consumer Outreach Interventions	Consumer Affairs
		Not Applicable	Report on consumer outreach and advocacy in rural and urban areas	1 Report on consumer outreach and advocacy	1 Report on consumer outreach and advocacy	1 Report on consumer outreach and advocacy	1 Report on consumer outreach and advocacy	
Increase Accessibility initiatives for disabled persons.	Report on success of accessibility initiatives.	National Summit for Persons with Disabilities held	Develop regulations on accessibility to communications services by Persons with Disabilities	Conceptualise regulations on accessibility by Persons with disabilities and recommend establishment of the Council Committee	Development of the draft regulations	Development of the draft regulations	Public consultative process on draft regulations	Consumer Affairs
			Licensee Compliance report on accessibility to communications services by Persons with Disabilities		1 Compliance report on accessibility to communication services by Persons with Disabilities		1 Compliance report on accessibility to communication services by Persons with Disabilities	
Improved consumer complaints redress	Consumer complaints redressed within 30 days.	Not Applicable	Alternative Dispute Resolution Committee established	Submission to Council requesting the establishment of Council Committee to officiate as Alternative Dispute Resolution Committee	Establishment of the Council Committee that will officiate as Alternative Dispute Resolution Committee	Report on disputes resolved by the Committee	Report on disputes resolved by the Committee	Consumer Affairs
		50 per cent of complaints resolved	65 per cent of complaints redressed within 30 days.	Redress 65 per cent of complaints received	Redress 65 per cent of complaints received	Redress 65 per cent of complaints received	Redress 65 per cent of complaints received	
Monitor and report Accessibility and QoS by licensees to Consumers	Monitor accessibility and the quality of service provided by licensees to consumers	Compliance Report	Produce post visit reports - 2		1 Compliance Report		1 Compliance Report	Consumer Affairs
		Compliance Report	Quality of Service Reports - 2		1 Compliance Report		1 Compliance Report	

Strategic Objective (SO4)	Promote the protection of consumers and accessibility for persons with disabilities							
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Develop a Memorandum of Understanding with National Consumer Commission (NCC)	Conduct discussion with NCC	Not Applicable	Task Team constituted	Constitute Task Team by ICASA and NCC officials	Report by Task Team	Report by Task Team	Report by Task Team	Consumer Affairs
			MOU signed	Develop Draft Service Level Agreement (MOU) between ICASA and NCC	Submission of Draft MOU to Legal for vetting	Submission of MOU to Council for approval before tabling it to NCC	Signing of MOU by ICASA and NCC	
			Co-operation and collaboration between ICASA and NCC	Identification of areas of co-operation and collaboration with NCC and include in MOU	Areas of co-operation and collaboration included in MOU submitted to Legal for vetting	Areas of co-operation and collaboration included in the MOU submitted to Council for approval	Areas of co-operation and collaboration included in the MOU signed by ICASA and NCC	
Ensure Compliance with Consumer Protection Regulations	Prescribe Consumer Protection Regulations	Not Applicable	Review and publication of CAP Regulations	Review of CAP regulations	Review of CAP regulations	Public consultative process on regulations	Publish regulations	Consumer Affairs
			Review and publication of E-Rate Regulations once ECA is amended.	Review of E-Rate regulations once ECA is amended	Review of E-Rate regulations once ECA is amended	Review of E-Rate regulations once ECA is amended	Publish regulations once ECA is amended	
			Application and publication of Exemption in response to Consumer Protection Act	Public consultative process on application for exemption in response to Consumer Protection Act	Public consultative process on application for exemption in response to Consumer Protection Act	Consolidation of inputs from public consultative process	Submission of recommendations to Council for approval	
			Developed Code of Practice for Metering and Billing accuracy	Conceptualise Code of Practice for Metering and Billing accuracy	Development of the draft regulations	Development of the draft regulations	Public consultative process on draft regulations	
			Code of Practice for Complaints Handling and Dispute Resolution	Conceptualise Code of Practice for Metering and Billing accuracy	Development of the draft regulations	Development of the draft regulations	Public consultative process on draft regulations	

Strategic Objective (SO5)		Promote the development of public, community and commercial broadcasting services in the context of digital migration						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Framework for Broadcasting in the Digital Era taking into account the three licence groups: public broadcasting; commercial broadcasting; community broadcasting.	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Preparations for discussion paper to be released in Q2	Preparations for discussion paper	Workshops and public hearings on discussion paper	Findings document and submission of ICASA's recommendations and Regulatory Impact Analysis to the Ministry of Communication on possible regulatory policy approaches to the Digital Dividend	Markets & Competition
Review of Digital Dividend for allocation to identified services	Implementation of Digital Terrestrial Television and Digital Dividend Review	Not Applicable	Review Digital Migration regulations	Preparations for discussion paper to be released in Q2	Preparations for discussion paper	Workshops and public hearings on discussion paper	Findings document and submission of ICASA's recommendations and Regulatory Impact Analysis to the Ministry of Communication on possible regulatory policy approaches to the Digital Dividend	Markets & Competition

Strategic Objective (SO6)	Ensure compliance with legislation and regulation							
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Compliance procedure manual by June 2011	Publish a compliance framework for all licensees	Finalised the Compliance Procedure Manual Regulations	Publish the Compliance Procedure Manual Regulations	Publish the Compliance Procedure Manual Regulations				Licensing & Compliance
			Implement the Regulations and produce Annual Compliance Reports	Annual Compliance Reports	Annual Compliance Reports	Annual Compliance Reports	Annual Compliance Reports	
Improve monitoring and compliance in the postal sector	Development of regulations on standard terms and conditions for unreserved postal services	Not Applicable	Publication of the regulations on standard terms and conditions for unreserved postal services	Publication of the draft Regulations on Standard Terms and Conditions for Unreserved Postal Services for comments	Receipt of draft Regulations for comments	Public hearings	Decisions and Publication of the final Regulations on Standard Terms and Conditions for Unreserved Postal Services	
Improve monitoring and compliance in the communications sector	Review of regulations on standard terms and conditions, and processes and procedures regulations for class and individual licences, broadcasting services	Not Applicable	Publication of the amended regulations on standard terms and conditions, and processes and procedures regulations for class and individual licences, broadcasting services	Publication of the draft Regulations on Standard Terms and Conditions and Processes and Procedures for ECS/ECNS/Broadcasting Services	Receipt of draft Regulations for comments	Public hearings	Decisions and Publication of the final Regulations on Standard Terms and Conditions and Processes and Procedures for ECS/ECNS/Broadcasting Services	
Consult on and Publish USAO regulation by January 2012. Consult on and Publish USA regulation by October 2011.	Reviewed USAO framework and gazetted definition and list of under serviced areas.	Published a position paper on USAO Framework	Publish the Findings Document on USAO framework and prescribe Section 8 (4) Regulations	Market Review to determine the demand for services(USAO). Publication of draft USA Regulations for comment	Publication of discussion document with draft Regulations for comment(USAO). Public hearings, publication of final USA Regulations	Publication of discussion document with draft Regulations for comment (USAO)	Public hearings, Publication of final section 8(4) Regulations and policy framework on USAOs (USAO)	
Develop and publish annual compliance reports by March 2012	Published report on compliance with legislation and regulations. Publish annual compliance reports. Report on party political broadcasts during Local/Provincial 2011 and National Government elections of 2014.	50% compliance by licensees	75% compliance by licensees through active and passive monitoring for ECS, ECNS, Broadcasting and Postal Services	Annual Compliance Reports	Annual Compliance Reports	Annual Compliance Reports	Annual Compliance Reports	
		29 Annual Compliance Reports and 157 Quarterly Compliance Reports	Produce 30 Annual Compliance Reports, including Local Government Elections	Compilation of Local Government Elections Compliance Report	Annual Compliance Reports	Annual Compliance Reports	Annual Compliance Reports	
		Not Applicable	To Create capacity to monitor compliance - New Broadcasting Monitoring Equipment				New Broadcasting Monitoring Equipment	

Strategic Objective (SO6)		Ensure compliance with legislation and regulation						
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Enforcement of pro-competitive measures in line with regulatory/legislative requirements	Annual analysis report on Regulated Financial Reporting for specified services	Review of costs for provision of call termination services	Not Applicable				Review of RFR reporting for Postal Services	Markets & Competition
Ensure compliance with numbering plan regulations to ensure that licensees utilize numbers efficiently and effectively	Annual audit report on number utilisation and implementation of corrective measures	Not Applicable	Annual Number Audit		Release of number utilisation request to licensees	Analysis of audit information	Annual Number Audit report	Markets & Competition
Monitor implementation of IC and FL regulations	Review of IC and FL agreements done within timeframes. Report on status of interoperability of ECS/ECNS licensees, including interconnection and the leasing of electronic communications facilities	Not Applicable	Development and introduction of database for online submission and data storage.	Finalisation of database	Engagement with stakeholders on use of database	Implementation of IC/FL database to ensure secure storage of information		
		Not Applicable	Ninety percent (90%) of agreements processed within required timeframes	Review of all IC & FL agreements within stipulated timeframes	Review of all IC & FL agreements within stipulated timeframes	Review of all IC & FL agreements within stipulated timeframes	Review of all IC & FL agreements within stipulated timeframes	
		Not Applicable	Annual report on interoperability	Quarterly Report on state of interoperability of networks	Quarterly Report on state of interoperability of networks	Quarterly Report on state of interoperability of networks	Annual report on state of interoperability of networks	

Strategic Objective (SO7) Strengthen and modernise ICASA								
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Complete the proposed funding model and engage stakeholders (national treasury, DOC)	Established Self funding model for ICASA	Activity Based Costing Model finalised	New funding model finalised based on Activity Based Costing model and develop budget module	Develop sepecifications on budget module and JDE system upgrade	Develop the system	Develop the system	Develop and implement	Finance
			Engagement with Stakeholders on New funding model				Engagement with Stakeholders on New funding model	
Automated regulatory & business processes. Integrated talent management system.	Integrated Management System for ICASA	Not Applicable	Integrated end-to-end business process. Update JDE	Budget confirmation and initiate tender process.	Service provider selection	Consultation meetings with stakeholders and staff	Establish and document TO BE business processes	ALL Divisions
		Not Applicable	New Spectrum System Implemented		Procurement and installation of System and software.	Implementation of end-to-end spectrum management software.	Implementation of the spectrum fees module.	Information Technology
		Not Applicable	Blueprint of CRM and HRIS Systems	Budget Confirmation	Develop Blueprint	Blueprint Approved	Initiate Procurement Process	
Completed review and implementation of new organisational structure	Reviewed organisational structure to align with strategy	Phase 2 of Review completed, structure defined and turnaround strategy approved	80% implementation of the Organisation Review Study	Review recommendations of the structure review process	Consultation meetings with stakeholders and staff	Obtain approval for recommendations to address foreseeable outcomes	Implement the recommendations	Human Resources
			Change management process	Develop a change management strategy and plan accordingly	Establish the facilitation structures and develop competence	Draft implementation process and obtain approval from leadership and consent from Labour	Facilitate implementation of process	
			New Organisational Structure	Analyse the proposed structure for appropriateness and relevance to mandate	Obtain approval for the revised structure framework	Design jobs and produce revised/new job profiles and grade positions	Complete the population of the new structure	
			Organisational readiness for transformation imperatives	Facilitate communication and consultation process	Identify transformantion agents and equip with skills	Develop alternative information sharing mechanisms for effective engagement	Ongoing communication and consultation where necessary	
Complete organisation-wide skills audit and training program	Reviewed Skills pool aligned with strategy	Not Applicable	Report on competence gaps for core Divisions	Review the competence matrix for the entire organisation	Revise job competence profiles	Do a skills audit to identify competency gaps	Enhance the talent development strategy for competence depts	Human Resources
		Not Applicable	Dual career pathing model implemented in core divisions	Run sensitisation workshop	Consult with divisions that are prioritised	Implementation	Finalisation and review	
		Not Applicable	Enhanced leadership competence and transformed organisational culture	Framework Developed	Contract with mentors and continue with internal capacity building	Arrangements for ICASA Council and SM Executive Dev Programme	Implementation support	
		Enhancement of the Talent Management Strategy and implementation plans	Approval of Talent Management (TM) and Development strategy. Internships and learnerships in core areas	Finalise SLA with Service Provider	Framework Approved	Implementation	Implementation Review	
Publish RIA Reports	RIA frameworks	RIA Training	Formulate RIA framework				Framework Developed	Core Divisions

Strategic Objective (SO7) Strengthen and modernise ICASA								
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Maximise value derived from resources / assets.	Quarterly report of the management of resources and assets.	Quarterly Security and OHS Reports,	100% Compliance with OHS Act	OHS plan & policies in place	Monitor & enforce compliance	Monitor & enforce compliance	Monitor & enforce compliance	Administration
		Quarterly Security Reports, Security Systems upgraded	50% reduction in asset losses	Maintenance of security systems	conduct Threats and Risk Assessment	Implement, monitor & enforce security systems	Implement, monitor & enforce security systems	Administration
		Reviewed PMS framework	Integrated PMS framework for ICASA	SLA signed with Service Provider	Champions Appointed	Implementation	Implementation	Human Resources
		Master Systems Plan Approved	Refresh IT technology and provide for growth to the business	Implement firewalls and monitoring software on network	Implement additional disk storage and tape library system	Replace out of warranty desktops and laptops	Implement web conferencing and enhance collaboration tools	Information Technology
Stakeholder satisfaction index	Improve stakeholder relations	Not Applicable	Annual stakeholder reputation survey			Annual stakeholder reputation survey		Communications
			Develop intervention measures		Develop intervention measures			
An economic rental location is identified and occupied	Relocate ICASA	Feasibility Report concluded by Department of Public Works	Head office relocated	Location identified	Signed Lease Agreement and Fit-out offices	Commence Relocation Process	Restoration of current offices to its original state	Administration
Reviewed and strengthened financial & other internal controls.	Improved governance systems	Not Applicable	Management dashboard	Framework Developed				CFO
			Enhance Financial Systems	Develop specifications	Appoint Service Provider	Develop the system	Develop the system and implement	Finance
			Improve Service level standards between Divisions	Framework Developed	SLA Agreements signed	Implementation and Review	Implementation and Review	CEO
			Records Management Program implemented	Compliance with ICASA's approved records management program	Review File Plan, Provide training on subscribed and new electronic information resources.	Training and workshops on how to use the file plan.	Implementation	Administration
			Framework for Coherent Risk Management Strategy drafted	Coherent Risk strategy and implementation	Framework developed and approved	Implementation	Implementation and Review	Compliance, Risk & Audit
Contribute to industry knowledge management	Improved Stakeholder engagement and international relations.	Calendar of international meetings developed, facilitated bilateral interaction with regional, continental and internal regulators, subscribed to relevant international organisations	Develop and implement an engagement strategy with regulators and agencies		Formulate Strategy	Implement Strategy	Review Strategy	Communications
		Two stakeholder meetings held	Develop and implement an engagement strategy for improved access to information about ICASA's regulatory activities for external stakeholders		Formulate Strategy	Implement Strategy	Review Strategy	
		Published 4 editions of the internal newsletter, published daily editions of the electronic newflash,	Develop and implement an engagement strategy for an improved flow of information within the organisation		Formulate Strategy	Implement Strategy	Review Strategy	
Regulations finalized and gazetted	All projects are aligned with project plans and timelines	Not Applicable	Develop and implement project management framework	Framework developed	Implementation	Implementation and Review	Implementation and Review	CEO

Strategic Objective (SO7) Strengthen and modernise ICASA								
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Effective participation of Councillors in Corporate Council committees	Ensuring governance	Not Applicable	Report on Committee work	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report	Council
Timeous Amendments and Transfers of ECNS, ECS and BS licences	License amendment and transfer applications considered within 120 days of receipt	Twenty five (25) individual licences transferred, Seventy five per (75%) cent of Class licence registrations, licence amendments and transfer of applications granted or refused within 120 days of receipt	All received licence amendment and transfer applications considered within 120 days of receipt.	All received Amendments and Transfers applications considered within 120 working days	All received Amendments and Transfers applications considered within 120 working days	All received Amendments and Transfers applications considered within 120 working days	All received Amendments and Transfers applications considered within 120 working days	Licensing & Compliance
Timeous Registration of Class Broadcasting, ECS and ECNS Licences and Courier Services	Class licence registrations considered within 60 days of receipt .	One hundred and seventy three (173) licences and unreserved postal services registered. All Class ECS, ECNS, community sound broadcasting services and courier services received were registered or refused within 60 working days	All Class ECS, ECNS, community sound broadcasting services and courier services licences , considered within 60 working days of receipt	All received Amendments and Transfers applications of existing ECNS, ECS and BS licences granted or refused within 120 working days	All received Amendments and Transfers applications of existing ECNS, ECS and BS licences granted or refused within 120 working days	All received Amendments and Transfers applications of existing ECNS, ECS and BS licences granted or refused within 120 working days	All received Amendments and Transfers applications of existing ECNS, ECS and BS licences granted or refused within 120 working days	Licensing & Compliance
Centralised complaints management	Completed framework for centralising complaints handling to ensure the efficient and timeous resolution of all complaints received, implement the framework and monitor and evaluate the effectiveness of the process thereafter	Not Applicable	Develop framework for complaints handling				Framework Developed	ALL Divisions

Strategic Objective (SO8) Promote competition								
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Determine the competitiveness of the Postal, BS & ECNS or any other market	Reports on the competitiveness of markets.	Draft discussion document on effectiveness of competition in provision of signal distribution services	Draft regulations governing the provision of broadcasting signal distribution services on wholesale signal distribution	Release of discussion document and analysis of submissions	Public Hearings	Findings Document and release of draft regulations	Consultation on draft regulations	Markets & Competition
		Not Applicable	Discussion document on Market for provision of leased lines	Release of questionnaire	Analysis of questionnaire	Preparation of discussion document on leased lines	Release of discussion document on provision of leased lines	
		Not Applicable	Research Report to inform regulatory strategy towards premium content, including subscription broadcasting services	Draft Research Document	Release questionnaire & analysis of submissions	Public consultation	Recommendations on regulatory strategy towards premium content	
		Not Applicable	Annual Review of retail prices of electronic communications services	Quarterly analysis report on retail tariffs	Quarterly analysis report on retail tariffs	Quarterly analysis report on retail tariffs	Quarterly analysis report on retail tariffs	
Targets set for new players having access to Spectrum	Ensure a fair spectrum distribution	Not Applicable	Spectrum availability plans and targets for new players having access to broadband wireless spectrum		Publish a holistic spectrum availability plan	Set targets for new entrants to have access to spectrum	Publish and up to date and accurate spectrum database online	Engineering & Technology
Develop annual reports on aspects of the communications infrastructure	Encourage network rollout and provide Government, industry and consumers with a clear indication of the state of health of the communications infrastructure	Not Applicable	Report on existing networks and Colloquium on networks		Review network expenditure of licensees	Colloquium on what state of networks SA requires to achieve universal broadband access	Report on proposals to increase network investment (linked to broadband plan)	Markets & Competition
Promote diversity and choice of broadcasting services	Licensing of additional subscription television broadcasting service licences and Licensing of Individual ECNS licences for Self provisioning	Licensed 5 Subscription television licences	ITA for Pay TV issued and ITA for I-ECNS for self-provisioning issued		Issuance of the ITA			Licensing & Compliance
Promote diversity and choice of broadcasting services	Licensing of commercial Sound Broadcasting Service licence in Secondary Markets (Northern Cape, Free State and Eastern Cape)	Licensed three (3) commercial sound broadcasting services in Gauteng, Western Cape and Kwa-Zulu Natal	Issue ITA for commercial sound broadcasting services		Issuance of the ITA			Licensing & Compliance

Strategic Objective (SO8)	Promote competition							
OUTPUTS	PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET	2011/2012				Division
		2010/2011	2011/2012	Q1	Q2	Q3	Q4	
Efficient use of the numbering spectrum	Introduction of new Numbering Plan regulations and review of existing regulations affecting number allocation to foster competition	Public consultation on draft Numbering plan regulations and Final Regulations on Carrier Preselection	Finalisation of the Numbering Plan under the ECA by October 2011	Review of potential for charging for numbers	Public consultation on charging for numbers and release of final numbering plan	Release of Final numbering plan regulations		Markets & Competition
			Facilitate full implementation of Carrier Preselect regulations	Development of framework for CPS	Implementation of framework for CPS			
Findings Document on the E-Post services	Guideline for regulatory strategy to address e-services in line with traditional postal services	Research report on E-Post services	Regulatory strategy for response to the impact of e-post services on traditional postal operators	Research into impact of e-postal services	Research into impact of e-postal services	Publication of discussion document	Review of written submissions and Findings document	
Promote and foster infrastructure sharing in the provision of postal services	Introduction of licensing framework for ETOEs and a regulatory framework to facilitate infrastructure sharing		Guideline for regulatory strategy to address e-services in line with traditional postal services	Research paper and public	Public consultation and Hearings		Final regulatory framework Infrastructure sharing including ETOEs	
Sector intelligence reports, identifying changing trends in the ICT sector (broadcasting, postal and electronic communications)	Annual report on trends in the ICT sector	Not Applicable	Annual report	Development of data collation system	Development of data collation system	Development of data collation system	First issue of bi-annual ICT sector status report	
Development of new pro-competitive remedies	Introduction of pro-competitive remedies to promote competition, e.g. Regulation of wholesale rates	Call Termination Regulations	RFR regulations governing Call Termination services		Release of request of for information to licensees	Consultation with licensees on information and pricing practices	Regulations governing RFR requirement for call termination services	

Annexure B: Abbreviations and Acronyms

BS – Broadcasting Service
CAP – Consumer Advisory Panel
CCC – Compliance and Complaints Committee
C-ECNS – Class Electronic Communications Network Service
CEO – Chief Executive Officer
CFO – Chief Financial Officer
CRASA – Communications Regulatory Association of Southern Africa
CRF – Consumer Representative Forum
CRM – Customer Relations Management
CTC – Cost to Company
DoC – Department of Communications
DTT – Digital Terrestrial Television
ECA – The Electronic Communications Act, No 36 of 2005
ECNS – Electronic Communications Network Service
ECS – Electronic Communications Service
EXCO – Executive Committee
FL – Facilities Leasing
FWC 2010 – FIFA World Cup 2010
GSM – Global Systems Mobile
HDI – Historically Disadvantage Individuals
HRIS – Human Resources Information Systems
IBA – Independent Broadcasting Authority
IC – Interconnectivity
ICASA – Independent Communications Authority of South Africa
ICASA Act – The Independent Communications Authority of South Africa Act of 2000
I-ECNS – Individual Electronic Communications Network Service
ITC – Information Technology and Communications
ITU – International Telecommunications Union
ITU – International Telecommunications Union
MDDA – Media Development and Diversity Agency
MTEF – Medium-Term Expenditure Framework
MTSF – Medium-Term Strategic Framework
NARSA – National Archives Registry of South Africa
NCC – National Consumer Commission
NERSA – National Electricity Regulator of South Africa
OHS – Occupational Health and Safety
PAJA – The Promotion of Administration Justice Act, No 3 of 2000
PMS – Performance management System
QoS – quality of service
RFR – Regulated Financial Reporting
RIA – Regulatory Impact Assessment
SABC – South African Broadcasting Authority
SALGA – South African Local Government Association
SAPO – South African Post Office
SAPRA – Southern Africa Postal Regulatory Association
SATRA – South African Telecommunications Regulatory Authority
SWOT – Strengths, Weaknesses, Opportunities and Threats
USA – Universal Service Access



USAASA – Universal Service Access Authority of South Africa

USAO – Universal Service Access Obligations

VoIP – Voice over Internet Protocol