



Independent Communications Authority of South Africa

**Annual Performance Plan
2024/25**

March 2024

TABLE OF CONTENTS

LIST OF TABLES	4
ACRONYMS AND ABBREVIATIONS	5
Accounting Authority Statement.....	6
Accounting officer Statement.....	9
Part A: Our Mandate	15
1. Constitutional Mandate.....	15
2. Legislative and Policy Mandates.....	15
2.1. Legislative Mandates.....	15
2.2. Policy Mandates	17
3. Pending legislative and policy amendments	26
4. Updates to Institutional Policies and Strategies over the five-year period	27
5. Updates on Relevant Court Rulings.....	28
Part B: Our Strategic Focus.....	31
6. Vision	31
7. Mission	31
8. Values	31
9. Situational Analysis.....	32
9.1. External Environment Analysis	32
External Stakeholder Analysis.....	39
9.2. Internal Environment Analysis.....	40
10. Institutional Programme Performance Information	51
Theory of Change.....	53
11. Programme Resources Considerations.....	82
12. Updated Key Risks	89
Part D: Technical Indicator Descriptions (TID).....	91
13. Programme 2: Licensing and Compliance.....	111
14. Programme 3: Policy Research and Analysis	114
15. Programme 4: Engineering and Technology.....	119

16. Programme 5: Regions and Consumer Affairs	124
Annexure A: Amendments to the Strategic Plan.....	128
Annexure B: Conditional Grants	128
Annexure C: District Development Model	128

LIST OF TABLES

Table 1: PESTLE Analysis	36
Table 2: SWOT Analysis	40
Table 3: Financial Performance	82
Table 4: Expenditure Estimates	83
Table 5: Expenditure Analysis	84
Table 6: Financial Position	88
Table 7: Key Risks	89

ACRONYMS AND ABBREVIATIONS

Item	Description
5G	Fifth Generation Cellular Network Technology
AGA	Astronomy Geographic Advantage Act
BBBEE Act	Broad-Based Black Economic Empowerment Act
CAP	Consumer Advisory Panel
CCC	Complaints and Compliance Committee
ECA	Electronics Communications Act
EEA	Employment Equity Act
GDP	Gross Domestic Product
ICT	Information and Communications Technology
IMT	International Mobile Telecommunications
ITP-R	Invitation to Pre-Register
ITU	International Telecommunications Union
KCAAA	Karoo Central Astronomy Advantage Areas
MTN	Mobile Telecommunications Network
MUX 1	Multiplex 1
NATJOINTS	National Joint Operational and Intelligence Structure
NPMS	Network Performance Monitoring System
PAJA	Promotion of Administrative Justice Act
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
S192	Section 192 of the South African Constitution
SABPP HR	South African Board of People Practices Human Resources
SANDF	South African National Defence Force
SADC	South African Development Community
SAPO	South African Post Office
SAPS	South African Police Service
SKA	Square Kilometre Array
SLA	Service Level Agreement
SOC	State Owned Company
WOAN	Wireless Open Access Network
WRC	World Radiocommunication Conference

Accounting Authority Statement

The Independent Communications Authority of South Africa (ICASA) is a Chapter 9 institution, established pursuant to section 192 of the Constitution of the Republic of South Africa, 1996 (the Constitution) to support and promote democracy in South Africa and more specifically to ensure fairness and a diversity of views broadly representing the South African society. ICASA is enjoined in terms of the Independent Communications Authority of South Africa Act, 2000 (Act No. 13 of 2000) read with the underlying statutes to regulate electronic communications, broadcasting, and postal services sectors in the public interest.

ICASA developed its Strategic Plan 2020/21 – 2024/25, guided by the Government's Medium-Term Strategic Framework (MTSF). The MTSF outlines areas of priority regarding socio-economic service delivery to all South Africans and addressing challenges relating to poverty, inequality, and unemployment.

The ICASA 2024/25 Annual Performance Plan (the APP) is based on the ICASA Strategic Plan 2020/21 – 2024/25.

Furthermore, the APP is influenced by the National Development Plan (NDP) that outlines the desired socio-economic growth and development targets that the country needs to achieve by 2030.

Licensing of High Demand Spectrum

In the 2021/22 financial year, the Authority successfully concluded the much-anticipated IMT spectrum auction, which raised approximately R14 billion, for the national fiscus.

The Authority fully intends to proceed with a further spectrum auction in the near future. This planned auction will make available both the spectrum not assigned in March 2022, and the additional spectrum provided for through the ongoing IMT Roadmap process. Although not listed as a specific APP project for the 2024/25 FY, the Authority will be concluding the necessary groundwork, preparatory processes and research during the next 12 months in order to formally embark on the auction

and the licensing process for the next phase of IMT spectrum assignment in the 2025/26 FY.

5G

The Authority held the 5G Forum meeting in October 2023 which gathered representatives who are industry experts, academia, policymakers, as well as technical experts. Further a Stakeholders Brainstorming Workshop "RSA Strategy for 5G and Emerging Technologies" was also held in October 2023 all in efforts of soliciting information and living no one behind in contributing towards the Recommendations on South African Strategy for IMT2020 and beyond, and Future Technologies

In 2024-25 financial year, the Authority plans to deliver recommendations on implementation of the recommended 5G Strategy.

Supporting South Africa's 2024 National Elections

To ensure equitable treatment of contesting political parties and independent candidates by broadcasters during the election period, the Authority will monitor the broadcaster's compliance with the applicable Elections Regulations and relevant provisions of the ECA in the 2024/25 financial year. The process will conclude in the 2025/26 fiscal with the publication of Final Elections Monitoring Report.

Rapid Deployment Policy Direction

On 31 March 2023, the Minister issued a policy and a direction on Rapid Deployment of Electronic Communications Network and Facilities. The regulations seek to provide a clear framework for the rollout of telecommunications infrastructure such as fibre and network towers, enabling this infrastructure to be deployed across the country with greater speed and reduced cost, amongst others. The authority has commenced with the process of developing the regulations in 2023/24 FY. The draft regulations will be finalised in 2024-25 FY and final regulations in 2025/26 FY.

Postal services

The Authority will publish the amended Regulations on Conveyance of Mail in the 2024/25 financial year. The amended Regulations will be aligned with new developments to ensure that postal services regulations address and serve the public interest. The amended Regulations will be informed by the Authority's findings and position paper on the review of Conveyance of Mail Regulations which will be finalised in the 2023/24 financial year.

International Engagements

The Authority's reach extends beyond South Africa's borders. In the international fora, it is essential for the Authority to advocate for the national interests of South Africa.

The Authority's participation in international fora will continue to include multilateral engagements, regional cooperation and technical working committees, bilateral and peer relationships, benchmark visits and study tours. One of the key focus areas for the international programme is to build bilateral relations by signing MoUs with our regulatory counterparts. Through these agreements we will be affirming ICASA's footprint and standing in the global ICT arena while ensuring we benchmark our work and regulations with our peers for best practice.



Yolisa Kedama

Acting Chairperson

Accounting officer Statement

The Authority's impact statement as outlined in its Strategic Plan for the period 2020/21 – 2024/25 which is *"Access for all South Africans to a variety of safe, affordable & reliable communication services for inclusive economic growth"* is guided by the Authority's mandate as outlined in the ICASA Act and the underlying statutes (i.e., to regulate broadcasting, electronic communications, and postal matters in the public interest).

The Authority's impact statement is further influenced by the NDP which outlines the South African Government's commitment to building a more inclusive society to eliminate poverty and reduce inequality by 2030 and states the following –

"By 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will be universally available and accessible and will meet the needs of citizens, business and the public sector, providing access to the creation and consumption of a wide range of converged services required for effective economic and social participation..."

Informed by Government's priorities and related plans, the Authority's APP for the 2024/25 financial year outlines outputs the Authority plans to deliver during the 2024/25 financial year through its various programmes. The outputs must contribute towards the achievement of the medium-term outcomes and realisation of the long-term impact outlined in the Authority's Strategic Plan 2020/21 – 2024/25.

The following five (5) outcomes as enshrined in the Authority's Strategic Plan for the period 2020/21 – 2024/25, will continue to guide the work of the Authority in the 2024/2025 financial year:

- Increased access to quality broadband services,
- Enhancement of social cohesion,
- Protection of consumer rights,
- Promotion of competition in the ICT sector, and
- Maintenance of organisational service delivery.

In developing the APP for the 2024/25 financial year, the Authority considered the updated situational analysis it performed on both its internal and external environments. Resources allocated by Government will be used to deliver the key outputs across all programmes as outlined below.

Access to quality broadband services

- Radio Frequency Migration plan Developed,
- IMT roadmap Developed,
- Recommended South African Strategy for 5G and Future and Emerging Technologies implemented,
- Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed, and
- National Radio Frequency Plan Updated.

Enhancement of state of social cohesion through inclusive diversity of views

- Elections monitoring plan achieved,
- Findings Document on Review of Digital Migration Regulations, and
- Percentage of the process for licencing of community sound broadcasting services completed

Protection of consumer rights

- Assessment of SAPO Regulatory Financial Statements,
- SAPO tariffs analysis report,
- Bi-annual tariff analysis reports,
- Regulations on Conveyance of Mail,
- Regulations on rapid deployment of electronic communications infrastructure, and facilities in terms of Chapter 4 of the ECA produced,
- Provinces monitored for Quality of service,
- Reported Radio Frequency interference cases resolved in 30 working days,
- Consumer complaints resolved, and
- Consumer Advisories provided to ICASA by the Consumer Advisory Panel.

Promotion of competition in the ICT sector

- Process to develop a satellite regulatory framework completed,
- Findings on subscription television broadcasting services developed,
- Findings document on Signal Distribution developed, and
- Regulations on Call Termination developed.

Maintenance of organisational service delivery

Maintenance of organisational service delivery points to those outputs that the Authority must deliver in support of its core business. In this space, the key outputs that the Authority has planned to deliver during the 2024/25 financial year include the following:

- International engagements,
- EDRMS roll-out plan implemented,
- Organisational Health and Safety,
- Security incidents being monitored on IT Systems,
- IT Systems efficiency,
- Progress in achieving the desired clean audit,
- License fees collected,
- Procurement spend on companies owned by women, youth and persons with disabilities,
- Vacancy Management,
- Employee Engagement Surveys Executed,
- Increase the number of women in the professional occupational level,
- Increase the number of youth in ICASA,
- Assurance provided,
- Risk management and compliance, and
- Disaster management.

The Authority operates in a very litigious environment. Therefore, potential litigation always remains the main risk that may impair the Authority from achieving its APP targets for the 2024/25 financial year. Cognisant, the Authority has a risk management strategy that is geared at ensuring that any litigations directed at it will

be responded to as well as any other risks that may scupper achievement of the outputs it has planned for the planning year 2024/25.

Furthermore, upon achieving 91.5% level of performance in 2018/19FY, the Authority took a decision to maintain this level of performance on an annual basis over the MTSF period. Therefore, the Authority's target is to achieve a 91% level of organisational performance during the 2024/25 financial year.



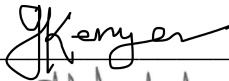
Tshiamo Maluleka-Disemelo
Chief Executive Officer

Official Sign-Off


It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Independent Communications Authority of South Africa after consultations with the Department of Communications and Digital Technologies.
- Considers all the relevant policies, legislation, and other mandates for which the Independent Communications Authority of South Africa is responsible.
- Accurately reflects the Outputs which the Independent Communications Authority of South Africa will endeavour to achieve during the 2024/25.

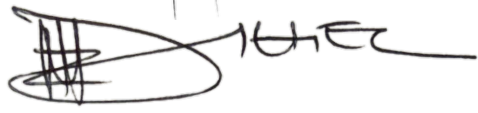
Julia Kenyane
Executive: Corporate Services



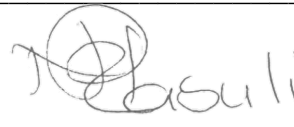
Mogomotsi Mokoka
Chief Information Officer



Zakhele Kganakga
Executive: Human Resources



Ndivhuo Rabuli
Executive: Legal Risk Complaints and
Compliance Committee



Fikile Hlongwane
Executive: Licensing and Compliance



Norman Gidi
Executive: Policy Research & Analysis



Philemon Molefe
Executive: Engineering & Technology

p.p. 

Anele Nomtshongwana
Executive: Regions & Consumer Affairs



David Molapo
Senior Manager: Strategy & Programme
Management

pp *Mimokoena*

Anele Nomtshongwana
Acting Chief Financial Officer

Anele

Tshiamo Maluleka-Disemelo
Accounting Officer

Tshiamo

Yolisa Kedama
Acting Chairperson of the Independent Communications
Authority of South Africa

Yolisa

Part A: Our Mandate

1. Constitutional Mandate

The Independent Communications Authority of South Africa (the Authority) is a creature of statutes established through section 192 of the Constitution of the Republic of South Africa, Act No. 108 of 1996. Section 192 states that national legislation must establish an independent authority to regulate broadcasting in the public interest, and ensure fairness and diversity of views broadly representing South African society.

2. Legislative and Policy Mandates

The Authority's constitutional mandate is given effect by its legislative and policy mandates.

2.1. Legislative Mandates

The Independent Communications Authority of South Africa Act No. 13 of 2000, as amended (ICASA Act)

The ICASA Act establishes the Authority as an independent regulator and provides that it must, *amongst others*:

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

The Broadcasting Act No. 4 of 1999 (the Broadcasting Act)

The Broadcasting Act clarifies the powers of the Minister and the Authority respectively and provides for the regulation of the broadcasting services sector in the public interest.

The Electronic Communications Act, 2005 (Act No. 36 of 2005), as amended (“the ECA”)

The ECA provides the legal framework for convergence of the telecommunications, broadcasting, and information technology services. More importantly, it also sets out the Authority’s detailed powers for regulation of the electronic communications and broadcasting sectors.

The ECA enjoins the Authority to exercise concurrent regulatory oversight/jurisdiction with the Competition Commission on competition matters in terms of Chapter 10 of the ECA read with 4B(8)(b) of the ICASA Act.

The Postal Services Act, 1998 (Act No. 124 of 1998)

The Postal Services Act requires the Authority to issue licenses to operators and monitor, the postal services sector. It further requires the Authority to enforce conditions applicable to the South African Post Office (SAPO) in relation to minimum service standards and the fulfilment of universal service obligations, including the roll-out of street addresses and the provision of retail postal services in underserved areas.

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

PAJA gives effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action, as contemplated in section 33 of the Constitution. As a constitutional body exercising public power and performing public function, the Authority is subject to PAJA.

Electronic Communications and Transactions Act, 2002 (Act No.25 of 2002) (“the ECTA”)

The Electronic Communications and Transactions Act provides for the facilitation and regulation of electronic communications and transactions. It provides for the development of a national e-strategy for the Republic, the promotion of universal access to electronic communications and transactions, and the use of electronic

transactions by SMMEs. The legislation further provides for human resource development in electronic transactions sector, aims to prevent the abuse of information systems, and encourages the use of e-government services.

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

Astronomy Geographic Advantage Act, 2007 (Act No.21 of 2007) ("AGA")

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

2.2. Policy Mandates

The Authority finds strategic fit within the government's developmental policy agenda through the developmental contribution that it is expected to make to the national economy as envisaged in the following priorities, plans, medium-term and long-term policies of government:

2.2.1. The National Development Plan 2030

The Authority aligns to the national development vision through Chapter 4 of the National Development Plan 2030 which outlines the following national activities:

- Implementation of an enabling, coordinated and integrated e-strategy,
- An ICT sector that enables economic activity,
- Affordable, widely available broadband for economic and social development,
- Demand stimulation and job development,
- The State, market structure and institutional arrangements,
- Institutional capacity building and competencies.

2.2.2. The National Infrastructure Plan 2050

The Authority aligns to the national infrastructure development vision through Chapter 2 of The National Infrastructure Plan 2050 in its entirety and through the following vision pronouncements specifically:

- High-speed broadband is universally accessible
 - High-speed broadband will be available in underserved areas and will be affordable and accessible to low-income communities.
 - Investment in last-mile connectivity, mainly through a complementary mix of wireless broadband technologies, targeting rural and underserved populations, will take place.
 - Lessons from South Africa Connect and universal-access initiatives will be reviewed to improve delivery and impact in future.
- Regulation enables competitive and universally accessible broadband
 - ICASA's regulatory capability will be benchmarked as the best globally.
 - The appointment of ICASA regulators will be transparent, with clear criteria.
 - ICASA will be held accountable for the quality of regulation with respect to spectrum, pricing, infrastructure sharing and similar.
 - There will be a robust model for wholesale data services that is effectively regulated.

2.2.3. The Revised 2019 – 2024 Medium Term Strategic Framework

The Revised 2019-2024 Medium Term Strategic Framework outlines seven apex priorities which all government entities must contribute to:

Priority 1: A capable, ethical and developmental state,

Priority 2: Economic transformation and job creation,

Priority 3: Education, skills and health,

Priority 4: Consolidating the social wage through reliable and quality basic services,

Priority 5: Spatial integration, human settlements and local government,

Priority 6: Social cohesion and safe communities, and

Priority 7: A better Africa and world.

The Authority's work over the Medium Term Strategic Framework period will be aligned to Priority 2: Economic transformation and job creation and contribute to improvement of competitiveness through ICT adoption, research and innovation as part of the key outlined government intervention:

- Spectrum licensing, broadband rollout and reducing the cost of communications.

The Authority's work over the Medium Term Strategic Framework period will also be aligned to Priority 3: Education Skills and Health and contribute to basic education infrastructure outcome on school physical infrastructure and environment that inspires learners to learn and teachers to teach within the connection of all schools working with DCDT using different forms of connectivity.

2.2.4. Gender Responsive Planning, Budgeting, Monitoring, Evaluation & Auditing Framework and Country Gender Indicator Framework

All government entities must make contribution towards the cross-cutting focus area on women, youth and persons with disabilities which must be mainstreamed into all elements of South Africa's developmental future and all programmes of government. In this connection, the Authority aligns with the Gender Responsive Planning, Budgeting, Monitoring, Evaluation & Auditing Framework and Country Gender Indicator Framework. Specifically, the Authority aligns itself with the Medium Strategic Framework preferential procurement target of 40% procurement through women-owned companies as approved by cabinet. It will contribute to the target through procurement that gives women, youth, and people with disabilities priority.

2.2.5. The District Development Model (DDM)

The DDM model contributes to the achievement of the Seven Apex Priorities and gives a clear line of sight, from national to provincial to district levels. In his presentation of the Presidency Budget Vote to the National Assembly on 17 July 2019, the President identified the "pattern of operating in silos" in government as a challenge

which led to lack of coherence in planning, implementation and monitoring and oversight of government's programme. The consequence of this challenge is non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality, and unemployment.

Therefore, the District Development Model aims to address service delivery and economic development challenges through the synchronization of planning across all spheres of government, working alongside social partners such as businesses and the communities.

On 17 September 2019, the President officially launched the first pilot site of the district-based coordination model dubbed "Khawuleza" at a Presidential Imbizo in OR Tambo District Municipality in the Eastern Cape Province.

In line with the District Development Model service delivery approach, the Authority will – to the extent possible – align the execution of its mandate through implementation of development interventions across the various districts in accordance with the prioritization as proclaimed in terms of the district-based coordination model. Some of the details of the projects which will be implemented with specific focus and alignment with the District-Based Coordination Development Model are listed in Annexure D.

2.2.6. National Spatial Development Framework (NSDF)

The Department of Agriculture, Land Reform, and Rural Development's National Spatial Development Framework (NSDF) is recognized by the Authority as having a crucial function. To address the spatial legacies of colonial and Apartheid rule, the government has created a variety of legislation, laws, and programs. The NSDF emphasizes the value of land and space as key components of economic development and better living conditions for South Africans. Its five outcomes as listed below are intended to effectively transform the country for the better:

- A network of consolidated, transformed and well connected national urban nodes, regional development anchors, and development corridors that enable

South Africa to derive maximum transformative benefit from urbanisation, urban living, and inclusive economic development.

- National-scale corridors and regions of opportunity enable sustainable and transformative urbanisation, urban consolidation, mutually beneficial urban and rural linkages, and ecological management.
- National connectivity and movement infrastructure systems are strategically located, extended and maintained, to support a diverse, adaptive and inclusive economy, and a set of key national and regional gateway cities and towns.
- Productive rural regions, supported by sustainable resource economies and strong and resilient regional development anchors that provide access to people living in rural areas to the national and global economy.
- The national ecological infrastructure and natural resource foundation are well-protected and managed, to enable sustainable and just access to water and other natural resources, both for current and future generations.

The Authority recognises the significance of the NSDF, and its contribution to this is the development of regulations on rapid deployment of electronic communications infrastructure and facilities including procedures and processes. These will assist in resolving disputes that may arise between an electronic communications network service licensee and any property owner, to satisfy the public interest in the rapid rollout of electronic communications networks and electronic communications facilities. The Policy and Policy Direction on Rapid Deployment provides a clear framework for the rollout of telecommunications infrastructure such as fibre and network towers, enabling this infrastructure to be deployed across the country with greater speed and reduced cost.

In developing these Rapid Deployment regulations, the Authority considers the Standard Draft Bylaws issued by the Minister of Co-operative Governance in the Gazette no 48113, which seek to standardise the application process of the wayleaves across the municipalities.

2.2.7. The Gender-based Violence and Femicide National Strategic Plan (GBVF-NSP)

The GBVF-NSP was created by the Interim Steering Committee, which was founded in April 2019 in response to the landmark 2018 Presidential Summit on the issue of gender-based violence and femicide. The strategy aims to address the needs and difficulties that everyone, but particularly women, face, regardless of age, sexual orientation, or gender identity. It also targets particular groups, which are impacted by the epidemic of gender-based violence in South Africa, including elderly women, women with disabilities, migrant women, and trans women.

Government and its entities are therefore expected to support the GBVF-NSP by ensuring that it is integrated into their planning processes, that the necessary resources are made available, and that it yields concrete and tangible results.

The Authority has a Harassment policy and conducts workshops allow employees to discuss harassment and learn about reporting and addressing it. These ongoing workshops promote a safer and more inclusive workplace, reflecting the Authority's commitment to the GBVF-NSP. These educational programmes empower employees, encourage bystander intervention, and help end gender-based violence and femicide in South Africa.

2.2.8. State of the Nation Address

The Authority considers the government's commitments to the nation through the State of the Nation Address (SONA) to ensure that its medium-term goals are aligned.

During the SONA 2024, the President talked about the completion of the broadband spectrum auction after more than a decade of delays, which has resulted in new investment opportunities, decreased data costs, and improved network reach and quality. He noted that these improvements will have a big impact in a society where internet access has increased rapidly over the last decade.

The Authority's planning aligns itself with Governments efforts of an affordable, high-speed internet access for all, and will continue to regulate in the public interest.

2.2.9. Alignment to Operation Vulindlela

Operation Vulindlela was established in October 2020 as a joint initiative of the Presidency and National Treasury to accelerate the implementation of structural reforms.

On 14th December 2022, the Presidency and National Treasury released a progress report since establishment of Operation Vulindlela and noted the successful issuing of the high demand spectrum under structural reform 2.1 and the publication of a new Critical Skills List for the first time since 2014, with new occupations in IT and other sectors with a need for skills.

On structural reform 2.3.b on issuing of regulations under rapid deployment policy, on 31 March 2023, the Minister of Communications and Digital Technologies published the Final Policy and Policy Direction on Rapid Deployment. The Authority has now commenced with the development on regulations of Rapid Deployment.

2.2.10. Reconstruction and Recovery Plan

According to the South African Economic Reconstruction and Recovery Plan, communications and the digital economy cut across all economic activity:

"They contribute to lowering businesses costs, enable better government service provision, increase productivity, encourage innovation, reduce unemployment, and provide the poor with access to productive opportunities. Given the potential that communications and the digital economy have on the goal of unlocking inclusive growth, they will be among the key enablers of South Africa's economic reconstruction and recovery".

The Authority aligns to the Plan through the contribution that it is expected to make as an ICT sector regulator that licences spectrum and the role it can play towards the national effort of expediting digital migration.

2.2.11. Just Transition Framework

One of the functions that form part of the Authority's sustained agenda is to ensure that devices that are used by consumers are type approved. Any devices that are

found in the market that are not type approved are confiscated and disposed of. The disposal of such devices must be in a manner that does not pollute the natural environment. Therefore, the Authority aligns with the Just Transition Framework through ensuring that only type approved devices are used by consumers and those that are not, are disposed of in a manner that does not pollute the environment.

2.2.12. 2019-2024 Medium Term Strategic Framework Review Reports

The DPME Revised Framework for Strategic Plans and Annual Performance Plans December 2019 engenders all government institutions to do mid-term reviews of their strategic plans two and a half-year in their implementation and submit mid-term review reports to DPME by the end of November. The findings of the mid-term reviews may lead to a review of government institutions' strategic plans. The Authority aligns with the mid-term strategic framework review reports by incorporating findings into its planning process. This APP has been informed by the findings of the Authority Strategic Plan 2020/21 – 2024/25 midterm progress report which the Authority produced in line with the DPME Revised Framework for Strategic Plans and Annual Performance Plans December 2019 requirements.

2.2.13. Government Priorities from Cabinet Lekgotla

The Authority also pays attention to decisions that Cabinet makes from time to time so that it can make relevant adjustments to its effort of implementing its medium and long-term plans. The Authority also takes into account commitments outlined in terms of the performance agreement entered between the President and the Minister of Communications and Digital Technologies for the medium-term period.

2.2.14. South Africa Connect - South Africa's Broadband Policy

South Africa Connect, South Africa's Broadband Policy, was published in 2013 (Government Gazette 37119). South Africa Connect - Broadband Policy, promulgated in 2013¹ gives expression to the NDP. This Policy sets specific targets for the country to achieve the vision of a dynamic, connected, and vibrant information society.

¹ South Africa Connect: Creating Opportunities Ensuring Inclusion (20 November 2013) Government Gazette No. 37119 Notice No. 953 dated 6 December 2013

The Authority is committed to the policy and will continue to contribute to the achievement of its objectives as per their relevance to its target sector in the Phase 2 of its implementation.

2.2.15. Broadcasting Digital Migration Policy

South Africa's TV Broadcasting Digital Migration Policy (BDM Policy) was originally published in 2008 (Government Gazette 31408). The policy was amended in 2012 (Government Gazettes 35014 and 35501) and 2015 (Government Gazette 38583).

The Authority has been and still is contributing to this policy through its mandate for frequency planning. To this end, the Authority has developed BDM Regulations and, Terrestrial Broadcasting Frequency Plan which, *inter alia*, regulate the digital migration of the television channels and the creation of a platform for DTT. The Authority further implemented measures for interim regulatory regime during which dual illumination will take place. The Authority is in a process of reviewing BDM Regulations with the aim of developing a framework for post digital migration television broadcasting.

Furthermore, the Authority has been involved in the development of the technical standards required to facilitate a seamless migration process².

2.2.16. National Integrated ICT White Paper

The National Integrated ICT White Paper ("the ICT White Paper") was published in Government Gazette No. 40325 Notice 1212 of 16 October 2016. The ICT White Paper was promulgated in terms of section 85 of the Constitution, read with section 3 of the ECA.

² The Authority recently updated the Official List of Regulated Standards for Technical Equipment and Electronic Communications Facilities (Government Gazette No. 43132, Notice 357 dated 24 March 2020)

The ICT White Paper contains far reaching policy proposals and positions that seek to change the landscape and future trajectory of the ICT sector. In this regard, the ICT White Paper is a combination of both specific policy directions directed at the Authority for execution in respect of identified matters requiring regulatory intervention as well as expressions of national government policy in respect of evolution of the sector going forward. As stated above, the Authority is duty bound – in terms of section 3(4) of the ECA - to consider policies made and policy directions issued by the Minister in exercising its powers and performing its duties.

2.2.17. Policy on High Demand Spectrum and Policy Direction on the Licensing of a Wireless Open Access Network, 2019

The Authority considers the policy directions that government issues through the Minister of Communications and Digital Technologies from time to time. The Authority successfully completed the auctioning and issuing of the High Demand Spectrum during 2021/22FY for the first phase, having considered the policy directions. As a result, more than R14 billion was raised for the national fiscus. However, not all the High Demand Spectrum was auctioned off and issued on all available lots. Therefore, the Authority continues to be aligned with the policy direction with the aim to issue the remaining High Demand Spectrum lot.

3. Pending legislative and policy amendments

To give effect to the ICT White Paper, several legislative amendments and strategies are contemplated for implementation in the 2020/21 to 2024/25 strategic planning period. The contemplated legislative amendments – if promulgated and or adopted during the strategic planning period – will have an impact on the Authority and or its mandate. The contemplated legislative amendments include the following:

- Electronic Communications Amendment Bill,
- The Postal Services Amendment Bill,
- The Digital Development Fund Bill, and

- The South African Broadcasting Corporation SOC LTD Bill.

The Authority has also noted the publication by the Minister: DCDT of both long and short versions of the Report of the Presidential Commission on the 4th Industrial Revolution (“PC4IR Report”) for general information³. The publication of PC4IR Report was preceded by the release of a report commissioned by the National Planning Commission titled ‘Digital futures: South Africa’s readiness for the Fourth Industrial Revolution’, dated August 2020⁴ (“the NPC Digital Futures Report”).

Furthermore, the DCDT initiated a holistic review of the audio and content services policy framework with the publication of Draft White Paper on Audio and AudioVisual Media Services and Online Content Safety : A new Vision for South Africa (July 2023)⁵, for stakeholder comment.

In respect of the WOAN, the Department of Communications and Digital Technologies (DCDT) published the draft amendment Policy on 11 March 2022 for public comment to remove the requirements to licence the WOAN. The Policy amendment is yet to be finalised by DCDT.

On 08 September 2022, the Minister published the Draft Next Generation Radio Frequency Spectrum Policy for Economic Development inviting public written submissions from the public. The Final Next Generation Radio Frequency Spectrum Policy for Economic Development is yet to be published.

4. Updates to Institutional Policies and Strategies over the five-year period

The Authority will focus on the implementation of the following policies, initiatives and strategies in the medium-term:

3 Government Gazette No. 49052 Notice 1934 of 31 July 2023.

4https://www.nationalplanningcommission.org.za/assets/Documents/Digital%20Futures_South%20Africa's%20Digital%20Readiness%20for%20the%20Fourth%20Industrial%20Revolution_%20August%202020.pdf

5 Government Gazette No. 43797 Notice 1081 of 09 October 2020.

- Implementation of the 2019 Policy Direction to ensure release of the remaining High Demand Spectrum lot;
- Continue engagement on the review of the Authority's funding model with key stakeholders (particularly the National Treasury and the Department Communications and Digital Technologies) to ensure that the Authority is well-resourced and in good stead to deliver fully on its mandate;
- Continuous implementation of a comprehensive programme to reduce cost to communicate;
- Issuing of recommendations on 5G fora to ensure that the country is not left behind the communication technology advancement and innovation. This will need a thorough understanding of the 5G ecosystem;
- A program to deploy a multi-modular compliance monitoring system for monitoring of quality of service across all electronic communications service network licensees, the international gateway and type approval of devices;
- Maintenance of the current level of organisational performance and seek to improve it through various organisational support initiatives to the core business of the organisation including, but not limited to strict adherence to supply chain processes and procedures that will eliminate unauthorised, irregular, fruitless and wasteful expenditure, payment of suppliers within 30 days, deliberate procurement of goods and services from Historically Disadvantaged Individuals, particularly women, youth and people with disabilities;
- The Authority will also reduce the number of vacancies and ensure that it has all the necessary skills which it requires to fulfil its mandate.

5. Updates on Relevant Court Rulings

One of the key strategic risks faced by the Authority in executing its mandate is litigation. As an administrative body, the Authority is subject to PAJA and its decisions constitute administrative action as defined in terms of PAJA. As such, its decisions and processes are subject to judicial review and legal challenge by any affected parties and or stakeholders. The reviews and legal challenges have a bearing

on the Authority's ability to execute its mandate and enforce / implement its decisions.

Challenge to the ITP-R Process

The ITP-R Process was challenged by one of the applicants who filed an urgent application with the High Court on 24 November 2022, seeking an order to interdict the Authority from considering pre-registration applications for prospective community sound broadcasting services and radio frequencies in terms of its December 2021 invitation for applications as published in Government Notice 728 of 2021 ("ITP-R"). The Authority opposed the application considering the impact that the interdict would have had on the licensing process. The Authority would have been barred from implementing the Licensing Framework for Community Radio and Television Broadcasting Services. The application was unsuccessful, and the Authority proceeded with the licensing framework as planned. The ITP-R process seeks to issue out community radio and television broadcasting services and radio frequency spectrum licences in an organized manner. The matter is now on appeal notwithstanding that the ITP-R process has been finalised.

Late Submission of Notice to Renew Community Sound Broadcasting Services and Radio Frequency Spectrum

An application seeking to interdict and restrain the Authority from interfering with broadcasting services of the applicant, including seizing its broadcasting/ electronic equipment or interfering with its allocated broadcasting spectrum was launched against the Authority. The challenge was based in legality, whether the Authority is legally empowered to condone non-compliance for the late submission of a notice of intention to renew a class licence. The matter was opposed by the Authority however the judgment was unfavourable as it pronounced that the Authority has a statutory imperative to consider and condone non-compliance for the late submission of a notice of intention to renew a class licence. The Authority is appealing the decision on the basis that there is nothing in section 19(2) or and the whole of the ECA

empowering the Authority to consider an application for condonation for non-compliance with the time period prescribed in that section 19(2). This is premised on the provision of section 19(2) that provides that a class licensee seeking to renew their class license must, in writing and not less than six months prior to the expiration of their class licence, notify the Authority of their intention to continue to provide the services.

Call Termination Regulations

The Authority was challenged in relation to certain determinations made in the Findings Document on the Review of the 2014 Pro-competitive remedies imposed on Licensees in terms of the Call Termination Regulations, 2014 published in Government Gazette 46107 of 28 March 2022 (“the Findings document”). In defending the decision of the Authority in this matter the Authority emphasized that its position since 2014 has been that it is inappropriate to extend asymmetry indefinitely as this is likely to impose a significant penalty on consumers (high off-net voice call prices) and also may negatively impact on the very small operators as the resulting high off-net voice tariffs from other operators (large operators) will impact negatively on traffic flows.

Mobile Broadband Services Regulations

The Authority published the Mobile Broadband Services Regulations (the “Regulations”) in March 2022 and thereafter a review application challenging the legality of regulation 3(a) to (c) and aspects of regulation 5, 6 and 7 of the Regulations was launched by a licensee affected by the Regulations. The Authority imposed pro-competitive conditions on some of the licensees in order to remedy market failures or anti-competitive conduct. The licensee challenges the Authority’s intervention to regulate the telecommunications sector by pronouncing on the dominance of licensees in the relevant markets. The Authority contends that it has jurisdiction to regulate the market as it did.

Electronic Communications Leasing Regulations

The Authority received 2 separate review applications challenging the judgment and recommendations of the CCC as well as the decision of the Authority whereby the licensees were found to have contravened section 43 of the ECA read with regulation 3 of the Electronic Communications Leasing Regulations. The Authority found that the licensees gained access to another licensee’s electronic communication facilities without following the prescribed procedures.

In defending both matters, the Authority is asserting that the cable systems and other transmission systems constitute an electronic communications network to the extent they are used for electronic communications services. As a result, any party who wants access to the underground passive infrastructure of a licensee must follow the provisions of section 43 of the ECA and Regulation 3 of the Electronic Communications Leasing Regulations.

Part B: Our Strategic Focus

6. Vision

An inclusive digital economy.

7. Mission

To regulate electronic communications, broadcasting, and postal services in the public interest.

8. Values

All the Authority’s regulatory activities are centred around five core values: innovation, collaboration, accountability, and being results-driven and stakeholder-centric.

Innovation

- We have the willingness and ability to generate viable, new approaches and solutions,
- We find different and better ways of applying best solutions to meet stakeholder needs.

Collaboration

- We eradicate silos by developing a conscious mind-set that aligns our work with organisational vision and strategy,
- We create synergies internally to fast-track organisational performance.

Accountability

- We execute our daily work in a proactive manner.
- We take full responsibility for the work that we do in collaboration with others.

Results-Driven

- We achieve high-quality results that are consistent with organisational standards,
- We do goal-specific performance assessments and identify areas of improvement.

Stakeholder-Centric

- We carry out our duties with the stakeholder in mind. Stakeholders are central to what we do, and we welcome their feedback for a consistent and effective partnership.

9. Situational Analysis

9.1. External Environment Analysis

In addition to the legislative and policy mandate, the Authority must consider the context of its performance environment. In this regard, it is critical that the Authority considers the impact of global, regional and national trends in executing its mandate

together with the political, economic, social, technological, legal and environmental factors within the performance environment.

The performance environment in the context of the ICT sector and the Authority's role as a regulator is aptly summarised by the World Bank Digital Economy Diagnostic Report for South Africa⁶ which states:

"There is a growing economic and social urgency for South Africa to develop its digital economy. Over the past decade, the economy has not been growing fast enough to create jobs. The unemployment rate is 27%, inequality has increased, and half the population lives in poverty. The dualism that stems from the legacy of demographic and spatial exclusion in South Africa is reflected in the digital economy landscape, and a large share of South Africans remains disconnected from the opportunities it has created. Whereas the Government of South Africa has been consistent in trying to leverage ICT for socio-economic development since the 1990's, policy choices have not always been optimal, or there has been difficulty to implement outlined reforms and programs as demonstrated under many of the foundational pillars. The policy and regulatory uncertainty have undermined and slowed down private investment. Advances in digital technology present an opportunity for South Africa to reverse declines in competitiveness and service delivery, and push towards dynamic and inclusive growing economy in line with the goals of the National Development Plan."

The ICT sector – and the associated rapid technological evolution – is a vector of social development and transformation of the economy. It is through effective leveraging of ICTs that solutions to the most pressing national challenges in our country can be found. The ubiquity of broadband internet, the democratization of technologies, and the accelerating pace of innovation has so far not reached all parts of the country. The majority of those who stand to gain the most from it are not yet connected. In order to better leverage ICTs for development, a higher level of preparedness and better infrastructure and access are needed. In this context, government leadership and vision are critical. In this context, it is observed that digital divides exist within countries. Even in the most advanced economies, only certain segments of the population are benefitting from ICTs. Many are left behind because of their age, limited digital literacy, lack of access, or remoteness.

In September 2020, the Minister of Communications and Digital Technologies published the National Digital and Future Skills Strategy,⁷ which envisages a society of digitally skilled South Africans. The Strategy recognises digital skills as one of the

⁶World Bank Group. 2019. South Africa Digital Economy Diagnostic *World Bank, Washington, DC.* © World Bank.

⁷ Government Gazette No. 43730 dated 23 September 2020.

key skills sets required for the creation of new kinds of 21st century jobs. Furthermore, originality, agility, critical thinking and problem-solving are recognised as important 21st century skills that must be interwoven with digital skills.

It is widely recognised that going forward; digital infrastructure is critical to ensuring digital transformation and enabling the leveraging of the fourth industrial revolution. Digital infrastructure is the unseen enabler of modern digital life and business - scalable and reliable connectivity is important in providing enough infrastructure to facilitate more demanding real-time IT requirements. A failure to recognise the importance of putting optimal digital infrastructure in place, would inevitably limit South Africa's agility, result in lost opportunities and potentially lead to spending more than necessary on infrastructure as we try to optimise our connectivity, internet usage and cyber security much later on. Ensuring the right levels of connectivity is all about connecting organisations to their most critical applications and data more swiftly and efficiently whilst providing a platform for growth, development and innovation.

The provision of digital infrastructure cuts across the whole ICT sector. In this regard, it is recognised that South Africa's delays in completing the digital migration process has had an adverse impact on innovation and content development in the creative media and broadcasting sector. In June 2023, Minister of Communications and Digital Technologies announced that South Africa will finally switch off analogue TV broadcasts by the 31st of July 2024. The digital television sets are already available in the market, a phenomenon that will help speed up DTT migration and proliferation of digital television choice as the Authority licenses the various multiplexes going forward.

Internet is a vital resource to access information and to communicate with others. Having access to the Internet has become so ubiquitous that it is difficult to imagine how access have expanded over the years. According to the 2021 Stats SA's general household survey (GHS) report, percentage of households who could access the Internet through a fixed connection (be it dial-up, ADSL or, more recently, fibre) has remained relatively stable between 2010 and 2021, before increasing slightly to

13,0% in 2022. By contrast, mobile broadband – connecting to the Internet through a cell phone – increased by 47,3 percentage points over the same period, growing from 28,0% in 2010 to 75,3% in 2022.

The Authority State of ICT Sector Report, National population coverage for 3G stood at 100% in 2022. National population coverage for 4G/LTE stood at 98%. National 5G population coverage stood at 20% for the same period.

Proliferation of the internet has resulted in new challenges within policy and regulation space that are hotbeds of debate globally. Some of these challenges include how do national regulators regulate platforms with a global reach. The Authority notes the Invitation for Public Comments on the Draft White Paper on Audio and Audiovisual Media Services and Online Content Safety: A New Vision for South Africa (July 2023). The overarching intention of the white paper is to ensure regulatory parity and fair competition through a technology neutral approach. The Authority will continue to monitor the progress of the paper and provide input.

The Authority further notes that the African Continental Free Trade Area (AFCTA) discussions on a Framework for Communications are progressing well which provides opportunities for further collaboration between African Countries in ensuring universal access and trade within the ICT sector.

More importantly the 2020 Reconstruction and Recovery Plan for the South African Economy has identified the ICT in general, and communications and digital economy, as key enablers for South Africa’s economic reconstruction and recovery plan “It is geared towards ensuring that beyond just returning the economy to its pre-COVID19 levels, it adds more GDP growth and job”.

In illustrating the significance of connectivity in the context of covid19 pandemic, the National Planning Commission (“NPC”) Digital Futures Report⁸ highlights the following:

⁸ Digital Futures: South Africa’s Digital Readiness for the ‘Fourth Industrial Revolution’, 2020.)

“The pandemic has brought digital inequality into stark relief, highlighting the urgency with which digital inequality needs to be addressed in order to prepare the country for the next inevitable disaster or pandemic. Only a relatively small elite within the formal economy has been able to manage Covid-19-related public health lockdowns by moving their work, schooling, food sourcing and business relief applications online. Although half of the country do own smartphones and have access to the Internet, for many this is intermittent and at low capacity. For the significant numbers of South Africans concentrated in rural areas, townships and informal settlements without access to online services, the lockdowns have resulted in the rupture of informal value chains, disruption of schooling and access to feeding schemes, inability to receive social security pay-outs or to apply for Covid-19 relief. This has resulted in a major food security crisis. The potential destruction of these survivalist economies demonstrates that the informal economy is unable to serve as the usual buffer to economic shocks for many families and communities.”

Access to affordable data is becoming essential for every citizen. The high cost of data remains a growing concern. ICASA conducted an inquiry into mobile broadband services market and made certain regulatory proposals to address ineffective competition in the identified markets.^[4] In December 2019, the Competition Commission concluded an inquiry into data services market and made certain short-term regulatory interventions (i.e. immediate relief on data pricing) as well as medium to long term legislative and regulatory proposals to promote competition.

Women, youth and persons with disabilities have been given priority by government in the country due to the discrimination they continue to face due to a myriad of reasons. Establishment of the Department of Women Youth and Persons with Disabilities was heralded as a bold step by the South African government towards addressing the scourge of discrimination against them. While much progress has been made in different spheres of society to deal with the scourge, much work still remains to be done to deal with it in its entirety.

The ICT sector is another part of the South African economy where discrimination of women, youth and persons with disabilities is still rife. There is still room to mainstream women and give opportunities to the youth. Communication

^[4] Published in Government Gazette No. 44337 dated 26 March 2021.

manufacturers still have not mainstreamed production of communication devices that accommodate people with disabilities.

Considering the overview of the situational external environment, several key threats and opportunities have been identified by the Authority in relation to the current planning period. These key threats and opportunities are presented in a PESTLE analysis in Table 1 below.

Table 1: PESTLE Analysis

POLITICAL FACTORS
<ul style="list-style-type: none"> ▪ 2024 upcoming Elections ▪ Regulatory independence ▪ Political Interference ▪ Political lobbying activities (on unavailability of ICT services) ▪ Policy uncertainty / institutional arrangements for the sector ▪ Institutional Rationalization ▪ ITU / WRC-19 outcomes on spectrum allocation (Implementation) ▪ WRC -23 outcomes ▪ 4IR Vision for RSA ▪ Geopolitical conflict ▪ Coordinated collaboration with the policymakers
ECONOMIC FACTORS
<ul style="list-style-type: none"> ▪ Slow Economic Growth ▪ Inflation ▪ Economic Policies resulting in ineffective competition ▪ Budgetary Cuts ▪ Inter-Africa Trade ▪ Municipal By-Laws ▪ Increasing interest rates / inflation rate ▪ National debt level ▪ Unemployment rate ▪ Counterfeit goods ▪ Poor financial performance of ICT and Postal Sectors ▪ Release of spectrum will increase fiscus of the country and reduce cost to communicate ▪ Potential revenue loss for the fiscus due to unregulated services (OTT services)

SOCIAL FACTORS

- High Levels of Unemployment
- Inequality
- Lack of digital skills
- Electromagnetic Field misperceptions
- Enabling Broadcasting & ICT services in underserved areas
- Pressure from NGO/ Social Activism (Human Rights)
- Poverty
- Digital illiteracy and accommodation of persons with disabilities in the ICT space
- Crime
- Consumer behaviour
- Vandalism of infrastructure
- Digital divide
- Living standards
- Cross border movement

TECHNOLOGICAL FACTORS

- Digital Technologies (ie. AI, Big Data, Robotics, Internet of Things)
- Cyber Security
- Satellite LEO mega constellations
- Rapid Technological Change
- Internet Infrastructure
- Access to New Technology
- Technological Standards
- Emerging Technologies (4IR, 6G)
- Digital migration

LEGAL FACTORS

- Legislative Amendments
- Regulatory Collaboration
- Institutional Arrangements
- Litigious Environment
- Municipal By-Laws
- Consumer protection laws
- Funding model

ENVIRONMENTAL FACTORS

- Infrastructure sabotage/vandalism
- Loadshedding
- Climate change
- Municipal By-Laws
- Environmental laws

- Natural Disasters
- Radio Frequency Radiation
- Electronic decommissioning
- E-waste
- Rapid deployment
- Electromagnetic Field concerns

Understanding and navigating this external environment is crucial for ICASA to effectively fulfill its mandate of regulating the communications sector in South Africa. The situation in the Authority’s external environment outlined above is a result of the influence that the stakeholders have on the Authority’s external and on the Authority’s stakeholders. The table below presents an analysis of the stakeholders in terms of four interaction dimensions: “keep satisfied”, “engage and consult”, “monitor” and “keep informed”.

External Stakeholder Analysis

Stakeholder	Keep Satisfied	Engage and Consult	Monitor	Keep Informed
Department of Planning Monitoring & Evaluation	x	x		x
Parliament	x		x	x
ICT Service Providers (licencees)	x	x	x	x
Department of Communications and Digital Technologies	x	x		x
Academic Institutions		x	x	
ICT Services Consumers	x	x	x	x
International Affiliate Bodies	x	x	x	x
Public Institutions	x	x	x	

The Authority must pay attention to the four dimensions of analysis to ensure that the stakeholders make as opposed to break delivery of the Authority’s outputs.

9.2. Internal Environment Analysis

The Authority’s internal environment defines its required attack formation to implement interventions in its external environment (performance environment). In analysing its internal environment, the Authority evaluated its strengths, weaknesses, opportunities, and threats against the key elements critical for effectively executing its mandate. The key elements are based on the McKinsey 7s model: Structure, Strategy, Skills, Staff, Style, Systems, and Shared Values. The key objective of the evaluation was to assess whether all the seven areas are aligned for effective execution of the Authority’s mandate and to determine whether any change is required in one or more areas for the Authority to function efficiently and effectively. That is, to determine whether the Authority has enough capacity to implement the interventions it plans to implement in the year of planning going into the medium-term period.

Table 2 below presents the findings of a SWOT analysis that was done to determine the capacity of the Authority to implement its strategy over the medium-term period.

Table 2: SWOT Analysis

Element	Strengths	Weaknesses	Opportunity	Threats
Structure	<ul style="list-style-type: none"> ▪ Executive board (Council) ▪ Clear and documented Delegation of Authority (DoA) Framework ▪ Approved organisational structure 	<ul style="list-style-type: none"> ▪ Budget constraints ▪ Sub optimal funding model) ▪ An operating model premised on Council Committees (structural misalignment of reporting and accountability lines) ▪ No collaboration with other 	<ul style="list-style-type: none"> ▪ Implementation of the approved organisational structure ▪ Re-alignment and re-invention of the Authority as the regulator of the future ▪ New skills acquisition ▪ Identification of critical position list ▪ Optimal usage of available workforce 	<ul style="list-style-type: none"> ▪ Proposed rationalisation of public entities – ICASA may cease to exist in its current form ▪ Fixed term contracts duration at Council and executive level (potential threat to business continuity) ▪ Delays with the appointment of Councillors (and Executives)

Element	Strengths	Weaknesses	Opportunity	Threats
		<p>agencies (Lack of border presence – get equipment before it comes into the country. MoU with SARS)</p> <ul style="list-style-type: none"> Approved structure that is not fully implemented due to lack of funding Approved structure not aligned to sector growth. Outdated DoA 		<ul style="list-style-type: none"> Wage bill versus structure Overworked employees Under achievement of APP targets Cost containment/ Other instruction notes (NT) Salary disparities between core and non-core employees /function,etc
Strategy	<ul style="list-style-type: none"> Clear legislative mandate (regulate in the public interest) Sustained organisational performance Constitutionally guaranteed independence Public interest mandate Stakeholder oriented Alignment of strategy to organisational mandate 	<ul style="list-style-type: none"> Inadequate strategic planning capacity and processes Inadequate budget allocation for strategy execution / implementation. Inflexible framework for strategy planning, execution and implementation Poor financial compliance and internal control environment Lack of external engagement in the formulation of the strategy The high number of targets 	<ul style="list-style-type: none"> Legislative amendments for implementation of self-funding model Legislative amendments - strengthening of ICASA mandate Increased collaboration with other regulatory agencies and law enforcement agencies for effective execution of mandate– cross broader regulating and enforcement activities Improved service delivery model – offices in all Provinces Full one-stop service in all Regional Offices Improve Enforcement 	<ul style="list-style-type: none"> Litigation – legal challenges to execution and implementation of ICASA strategy Lack of funding (sub optimal funding model) Possible amendment of mandate due to legislative amendments and or rationalisation of public entities Inconsistent national policy positions Natural disasters will adversely affect the execution of the strategy (particularly for programmes that are customer facing and or require community engagements) Global pandemic Loadshedding

Element	Strengths	Weaknesses	Opportunity	Threats
			<ul style="list-style-type: none"> Strengthen Stakeholder Management Reduce the APP targets 	<ul style="list-style-type: none"> Interference to the mandate (no control, no direct reporting no independent vote)
Staff	<ul style="list-style-type: none"> Highly experienced & qualified staff Low staff turnover (long service / employee loyalty) Institutional knowledge National presence (across all 9 provinces) Diversity in employee base 	<ul style="list-style-type: none"> Inadequate relevant skills required for the regulation of the future Weakened employee value proposition (lack of funding) Succession policy guidelines not aligned to the regulator of the future requirements Insufficient funding to fund key functional areas resulting in under staffing 	<ul style="list-style-type: none"> Fixed term contracts for executives – upward mobility for internal senior staff / and regular refresh of leadership team Extension of graduate development programs – opportunity to bring in new blood and create strong pool from which to attract entry level staff Implementation of Hybrid working model to improve work -life balance. Development of a succession policy / guidelines to position the Authority as the regulator of the future Skills development to position the Authority as the regulator of the future Revisit of the organogram 	<ul style="list-style-type: none"> Poor value proposition (no work-life balance) Moratorium on recruitment / filling of vacancies Budgetary constraints (inability to implement the new structure) Loss of critical skills (poaching by the sector) Risk of unfavourable industrial relations (risk of unstable industrial relations environment)
Skills	<ul style="list-style-type: none"> Highly experienced staff Institutional Knowledge and skills 	<ul style="list-style-type: none"> Inadequate funding to implement IDPs for new / future skills – process of procuring 	<ul style="list-style-type: none"> Collaboration with knowledge based institutions Upskilling staff using Continuous 	<ul style="list-style-type: none"> Budgetary constraints (inability to keep up with technology developments)

Element	Strengths	Weaknesses	Opportunity	Threats
	<ul style="list-style-type: none"> ▪ Availability of wide range of competencies (legal, engineering and policy and research etc). ▪ Sound Qualifications framework 	<p>training delays the implementation of training interventions</p> <ul style="list-style-type: none"> ▪ Inadequate training in place to address gaps ▪ Inflexibility in procuring tailor made training. ▪ Lack of skills transfer and succession planning ▪ Misalignment of staff skills with job requirements ▪ Lack of implementation of dual career streams – not plausible in the approved structure ▪ Lack of coaching and mentorship 	<p>Professional Development (CPD) model</p> <ul style="list-style-type: none"> ▪ Partnering with skills development institutions (SETA) 	<ul style="list-style-type: none"> ▪ Obsolete competency framework (non alignment to meet 4IR era challenges)
Style	<ul style="list-style-type: none"> ▪ There are levels of escalations (delegation of authority) ▪ Interactive management style ▪ Transparency ▪ Consumer rights advocacy ▪ Consultative leadership style 	<ul style="list-style-type: none"> ▪ Hierarchical structure ▪ Ineffective communication ▪ Slow/cumbersome processes of enforcement and regulation development ▪ Bureaucratic processes ▪ No consequence management 	<ul style="list-style-type: none"> ▪ Leadership development (incl. executive & management development programmes) ▪ Modernise the organisation: <ul style="list-style-type: none"> - adopt paperless and automated processes - decrease bureaucracy ▪ DoA framework that fosters empowerment and accountability ▪ Staff engagements 	<ul style="list-style-type: none"> ▪ Lack of leadership continuity (fixed terms contracts for Council and executive management) ▪ Inconsistent management style

Element	Strengths	Weaknesses	Opportunity	Threats
Shared Values	<ul style="list-style-type: none"> ▪ Performance driven ▪ Clearly articulated organisational values ▪ Positive organisational culture ▪ Adopted shared values 	<p>Not fully living the adopted values:</p> <ul style="list-style-type: none"> ▪ Innovation still lacking in most areas ▪ Instances of poor ethics (i.e. breach of confidentiality) ▪ Information asymmetry ▪ Lack of accountability and stakeholder-centricity ▪ Lack of brand identity 	<ul style="list-style-type: none"> ▪ Effective stakeholder engagement framework ▪ Enhance corporate culture 	<ul style="list-style-type: none"> ▪ Instability (due to rationalisation) ▪ Poor Reputation
Systems	<p>Implementation of new systems:</p> <ul style="list-style-type: none"> ▪ ASMS ▪ EDRMS ▪ CRM ▪ Signing-hub <p>Enhancement of existing systems:</p> <ul style="list-style-type: none"> ▪ Automated systems for applications etc. 	<p>Inadequate funding for information technology needs:</p> <ul style="list-style-type: none"> ▪ Inadequate Bandwidth (especially for Regional Offices) ▪ Limited number of licences for use of systems ▪ Lack of intergration between systems ▪ Lack of resources (test equipment) ▪ Lack of efficiency of ASMS causing reputational damage 	<ul style="list-style-type: none"> ▪ Framework for implementation of a paperless environment ▪ Drive use of full functionality of the automated applications ▪ Integration of automated system (reduction in duplication of system functions) ▪ Establish a customer facing unit (Customer Relations Management) 	<ul style="list-style-type: none"> ▪ Inability to execute mandate, as a result of not having relevant and well maintained systems and equipment. ▪ Cyber threats ▪ Lack of consolidated regulations (gazetted) ▪ Lack of ICT resilience ▪ Inadequate systems back-up ▪ Procurement of inefficient IT systems

Structure

The work of the Authority is organised around five programmes as follows:

Programme 1: Administration

Sub-Programme: Corporates Services

Sub-Programme: Information & Technology

Sub-Programme: Finance

Sub-Programme: Human Resources

Sub-Programme: Internal Audit

Sub-Programme: Legal Risk & Consumer Complaints Committee

Programme 2: Licensing & Compliance

Programme 3: Policy Research & Analysis

Programme 4: Engineering & Technology

Programme 5: Regions and Consumer Affairs

The above organisational structure is a result of a revision of the organisational structure which the Authority had developed in 2014. The revised organisational structure was approved by the Authority's Council during the 2020/21 financial year. The idea behind the revision was to ensure alignment of the organisational structure with the Authority strategic direction which was formulated in 2020/21 year of strategic planning.

Strategy

The Authority's strength regarding its strategy is made possible by its clear legislative mandate that flows from section 92 of the constitution. Being a constitutional institution also guarantees its independence. However, there are some weaknesses and threats which the Authority must bear in mind as it enters the 2024/25 financial year.

The Strategy & Programme Management Unit in the Office of the CEO came up with an idea of Programme-based coordinators to assist with planning and performance monitoring. Full utilisation of the idea is hampered by the fact that the programme coordinators must share their time for their permanent roles with the Strategy & Programme Management Unit, a situation which is not ideal. Thus, the need to build human resources capacity of the Strategy & Programme Management Unit and elevate it to a fully-fledged programme in line with the DPME prescripts cannot but be emphasised.

The Authority also operates in a very litigious environment. Troves of litigation cases that the Authority must deal with on a regular basis present a threat to an unfretted implementation of its strategy. Some projects come to a standstill while the Authority handles litigation cases.

Possible amendment of mandate due to legislative amendments and rationalisation of public entities, and inconsistent national policy positions pose a threat to the execution of the strategy, particularly for programmes that are customer facing and or require community engagements.

Staff

Pursuant to the moratorium that has been put in place because of the rationalisation of public entities reporting to the Ministry of Communications and Digital Technologies, the Authority only fills critical positions. Notwithstanding, the rationalisation process, the Authority continues to fill critical positions on the approved revised organisational structure to maintain enough capacity to deliver on its medium-term targets.

Skills

The Authority's skill set contains some of the rarest in the country due to the uniqueness of its line of business. Rarity of the skills makes the Authority a gaping chasm for poaching by the ICT service providers who need the same skills for them to be able to succeed in regulation compliance. In this connection, the need to incentivise staff members has become a stark reality for the Authority.

Another factor that always faces the Authority is the ever-dynamic ICT environment in which it operates, where technological advancements are the only constant. As a result, the authority must be nimble in the way it acquires relevant courses for training of employees to update their skills in the latest technologies that respond to the ever-changing ICT environment. However, the key weakness in living up to the task is inadequate funding to implement IDPs for new / future skills. As an interim

solution, the Authority has been looking at opportunities of collaboration with knowledge-based institutions.

The Authority is actively working to increase the representation of youth within its workforce, a commitment evident in the consistent 12% of employees aged 18 to 34 over recent financial years, illustrated in the table below. This effort emphasises the value placed on the energy and innovative ideas of the youth and signals the Authority's intention to expand this demographic. To further enhance youth representation, the Authority will consider strategic adjustments in other age groups through targeted recruitment, thereby creating more opportunities for younger talents within the 35 to 39 age bracket and reinforcing its dedication to cultivating a dynamic and youthful professional environment.

Financial Year	Age 18 to 34 (Youth)	35 to 39	40s	50s	60s and Older
2022/23	12%	15%	39%	29%	5%
2023/24	12%	14%	39%	31%	4%

Furthermore, the Authority has a Graduate Development Programme which targets young graduates who require mentorship for them to acquire work experience that will enable them to join the workforce easily. The programme was launched in the 2015/16 fiscal year. When graduates join the programme, they remain in the Authority for two (2) years after which they can either apply for positions internally within the Authority or externally in other organisations.

Persons with disabilities are accommodated within the Authority through the recruitment process. All the advertisements that are published encourage persons with disabilities to apply. Currently, there are five (5) persons with disabilities within the Authority’s workforce. There are also two (2) within the Consumer Advisory Panel, a Council governance committee that advises Council on consumer issues.

Style

Corporate plan implementation is a function of an organisational style of leadership. Setting of the tone at the top. The upward trend in performance that the Authority realised from 2015/16 financial year to 2019/20 financial year could be attributed in

part to the delivery-focused style of leadership the Authority adopted over that period and which it has continued to nurture among its employees going into the 2020/21 – 2024/25 MTSF period.

Shared Values

The Authority's shared values were developed to transcend time. They have remained the same since 2014/15 financial year. Thus, they have become the Authority's credo and they form part of the Authority's employees performance management system. Each employee is assessed on whether they are living the Authority's values. The capacity value element of shared values is that they inculcate a common set of principles in terms of approach to work, making all employees to pull in the same direction in implementing the organisation's plans. The shared values remain a credo in the planning year into the medium-term period.

Systems

Over and above the normal non-IT codified and IT-codified government prescribed systems that the Authority runs, it also has systems that are specific to its core business. The Automated Spectrum Management System (ASMS) is an automated system which is customised for radio communications system licensing, equipment type approval, broadcasting spectrum and overall spectrum management. The system was launched mid-year 2021. It has bolstered the Authority's effort in efficient and effective spectrum management in a paperless way. Thus, it lessens the administrative burden that the Authority had in the past. Even though not all the modules came online during its launch, the Authority has made incremental progress and has to date implemented all the modules on the system.

The Authority procured an automated system called Electronic Document and Records Management System (EDRMS). The system is also part of the Authority's effort to move to a paperless work environment. There has been an increase in uptake on the system since the 2021/22 planning period.

With the increased use of automated systems comes the cyber threats which the Authority must bear in mind as it conducts its business. It has come up with pertinent

mitigation measures to ward-off any cyber-attacks that may compromise its data integrity and impair business continuity.

Due to inadequate funding for IT systems' needs, the Authority does not have enough Bandwidth, especially for its regional offices. This is one of the weaknesses that it would need to be addressed in the year of planning into the medium-term period.

Financials

Grant allocation is expected to decrease from R487.2 million in 2023/24 to R470.4 million in 2024/25, at an average annual rate of 4%. However, the business of the Authority keeps expanding with new developments in the ICT field. The expansion has made clear the fact that the Authority requires a new funding model that can ensure that it lives up to its expanding business and continue to be sustainable.

To that end, the Authority tabled a proposal to National Treasury in 2020/21 financial year for a hybrid funding model which will see the Authority supplement the budget allocation it gets from the Department of Communications and Digital Technologies parliamentary vote with a portion of the revenue it collects on behalf of government from licensees. Discussion of the proposal is continuing with the National Treasury.

The Broad-Based Black Economic Empowerment

The Broad-Based Black Economic Empowerment Act (Act No. 53 of 2003) is one of the restorative legislations that the Authority must comply with. It facilitates broader participation in the economy by black people to redress inequalities created by apartheid.

The Authority has been ensuring that its procurement spend supports advancement of enterprises owned by historically disadvantaged individuals over the years.

Internal Stakeholder Analysis

The Authority's internal stakeholder landscape is best explained in terms of a cobweb of interactions that must take place between executing and decision-making structures towards delivery of outputs and the overall accountability that the accountability structures must make to government oversight bodies and the South African public.

The matrix below shows how each of the stakeholders adds value to the work of the Authority.

Stakeholder	Keep Satisfied	Engage and Consult	Monitor	Keep Informed
Council	x			
Audit Risk and Disclosures Committee (AREDC)	x	X		x
Human Resources & Remuneration Committee	x	X		x
Information Technology Review Committee	x	X		x
Complaints & Consumer Committee	x			x
Council Committees			x	
Consumer Advisory Panel		X	x	x
Office of the CEO	x	X		x
Programmes			x	

PART C: Measuring Our Performance

10. Institutional Programme Performance Information

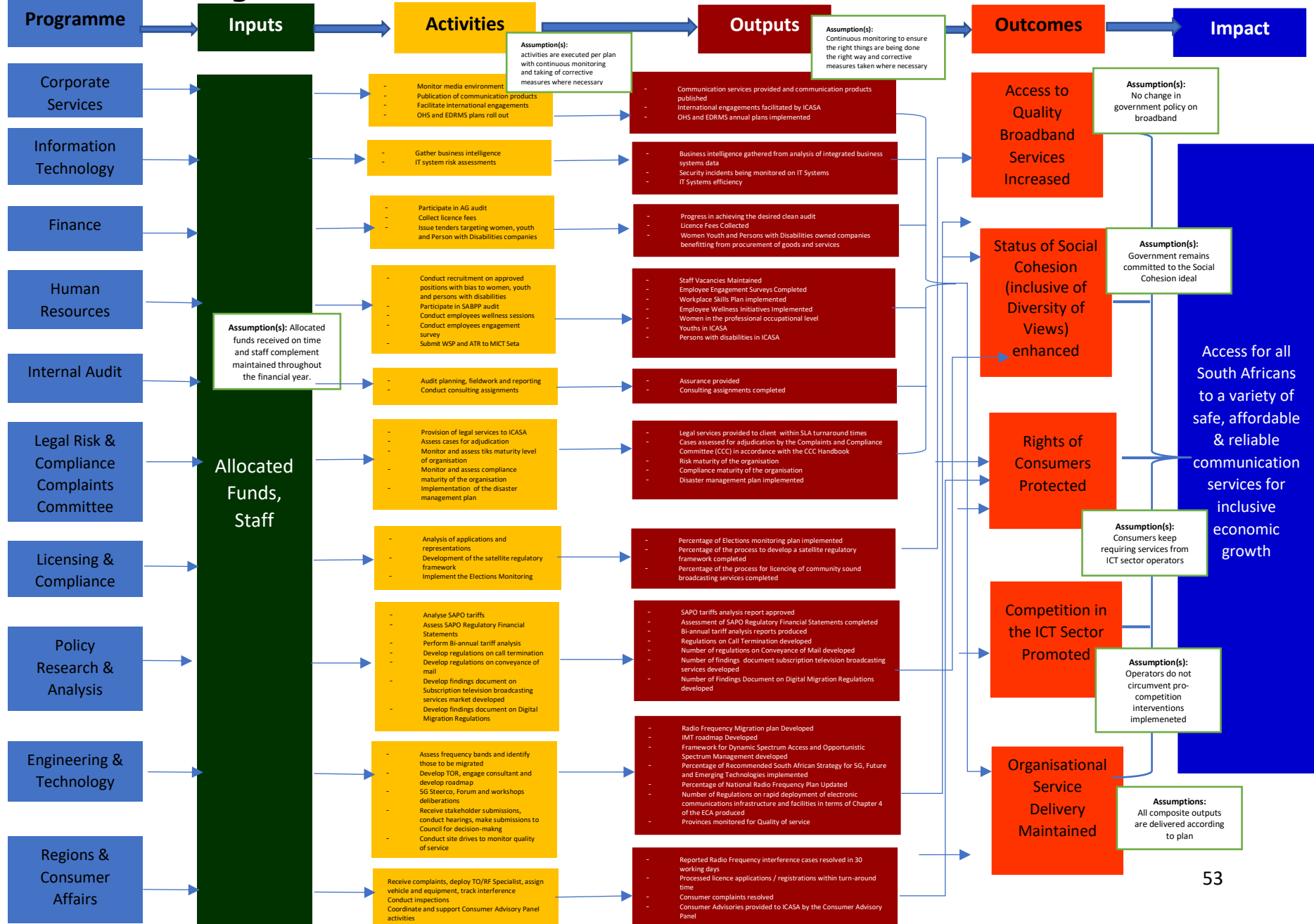
The schema below presents an intuitive depiction of output focus areas for the 2024/25FY under each outcome in the Authority strategic plan 2020/21 – 2024/25. The schema is followed by a detailed plan of specific outputs which must be delivered per Programme during the 2024/25 financial year.

OUTCOMES	Access to quality Broadband Services Increased	Status of Social Cohesion (inclusive of Diversity of Views) enhanced	Rights of Consumers Protected	Competition in the ICT Sector Promoted	Organisational Service Delivery Maintained
OUTPUT FOCUS AREAS	<ul style="list-style-type: none"> • Radio Frequency Migration plan Developed • IMT roadmap Developed • Recommended South African Strategy for 5G and Future and Emerging Technologies implemented • Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed • National Radio Frequency Plan Updated 	<ul style="list-style-type: none"> • Elections monitoring plan achieved • Findings Document on Review of Digital Migration Regulations • Percentage of the process for licencing of community sound broadcasting services completed 	<ul style="list-style-type: none"> • Assessment of SAPO Regulatory Financial Statements • SAPO tariffs analysis report • Bi-annual tariff analysis reports • Regulations on Conveyance of Mail • Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced • Provinces monitored for Quality of service • Reported Radio Frequency interference cases resolved in 30 working days • Consumer complaints resolved • Consumer Advisories provided to ICASA by the Consumer Advisory Panel 	<ul style="list-style-type: none"> • Process to develop a satellite regulatory framework completed • Findings document on Subscription television broadcasting services developed • Findings document on Signal Distribution developed • Regulations on call termination development 	<ul style="list-style-type: none"> • Communication services • International engagements • EDRMS roll-out plan implemented • Organisational Health and Safety • Reports on business intelligence produced • Security incidents being monitored on IT Systems • IT Systems efficiency • Progress in achieving the desired unqualified audit without findings • License fees collected • Percentage of women, youth and persons with disabilities owned companies benefitting from procurement of goods and services • Vacancy Management • Employee Engagement Surveys Executed • Workplace Skills Plan Execution • Employee Wellness Initiatives Implemented

OUTCOMES	Access to quality Broadband Services Increased	Status of Social Cohesion (inclusive of Diversity of Views) enhanced	Rights of Consumers Protected	Competition in the ICT Sector Promoted	Organisational Service Delivery Maintained
					<ul style="list-style-type: none"> • Increase the number of women in the professional occupational level • Increase the number of youth in ICASA • Assurance provided • Consulting assignments completed • Risk management and compliance • Disaster management • Licence applications / authorisation

The Authority cannot achieve the above planned results alone, it requires a collaborative effort with stakeholders such as government, private sector, and non-governmental organisations (nationally and internationally). The Authority's decisions are often as a result of extensive public consultations with relevant stakeholders, these consultations assist the Authority in making informed and inclusive decisions. The Authority as a regulator, also interacts with other regulators and ICT associations around the world, participation contributes to the development of guidelines in Spectrum Management, development of standards, Cybersecurity and Satellite Services.

Theory of Change



10.1. Programme 1: Administration

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

10.1.1. Sub-Programme: Corporate Services

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	Communication services provided through monitoring of the media environment	Value of communication services provided through monitoring of the media environment		R 6mil	R 10 mil	R 15 mil	R20 mill	R 20 mill	R 25 mill
Organisational service delivery maintained	Communication products published to grow the share of voice of ICASA	Number of communication products published to grow the share of voice of ICASA			9	5	5	5	5
Organisational service delivery maintained	International engagements facilitated by ICASA	Number of International engagements facilitated by ICASA			4	4	4	4	4
Organisational service delivery maintained	EDRMS roll-out plan implemented	Percentage of EDRMS roll-out plan implemented			100%	100%	100%	100%	100%
Organisational service delivery maintained	OHS annual plan implemented	Percentage of OHS annual plan implemented			100%	100%	100%	100%	100%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Value of communication services provided through monitoring of the media environment	R20 mill	R20 mill	R20 mill	R20 mill	R20 mill
Number of communication products published to grow the share of voice of ICASA	5	1	2	1	1
Number of International engagements facilitated by ICASA	4	1	1	1	1

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of EDRMS roll-out plan implemented	100%	25%	50%	75%	100%
Percentage of OHS annual plan implemented	100%	22%	56%	78%	100%

10.1.1.1 Explanation of Planned Performance over the Medium-Term Period

During the last financial year of the medium-term period, the Unit will continue to adapt to the changing media landscape and strengthen ICASA's influence, the Communications and International Relations (CIR) unit aim to increase ICASA's visibility by actively monitoring the media landscape and amplifying ICASA's Share of Voice.

To achieve this, the unit will plan to foster meaningful stakeholder engagements, sharing the organisational newsletter with stakeholders. In addition, the ITU will host the World Telecommunication Standardization Assembly (WTSA) in 2024; the Assembly shapes the international standards and policies for the Sector. ICASA's participation in the preparatory process will be crucial and prioritised in the international programme.

10.1.2 Sub-Programme: Information Technology

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	Reports on business intelligence produced	Number of reports on business intelligence produced		2	2	2	2	2	2
Organisational service delivery maintained	Security incidents being monitored on IT Systems	Number of security incidents being monitored on IT Systems			52	52	52	52	52

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	IT Systems efficiency	Percentage of IT Systems efficiency			98%	98%	98%	98%	98%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of reports on business intelligence produced	2				2
Number of security incidents being monitored on IT Systems	52	13	13	13	13
Percentage of IT Systems efficiency	98%	98%	98%	98%	98%

10.1.2.1 Explanation of Planned Performance over the Medium-Term Period

IT is a crucial element of the Authority's communication infrastructure. In the year of planning, the Authority plans to deliver business intelligence reports which will contribute to the outcome of improved organisational service delivery. Based on last year's baseline of 2 reports, the Authority aims to achieve 2 reports.

Further, IT is crucial in ensuring the security of communication within the Authority and between the Authority and external stakeholders. In the year of planning, the Authority plans to deliver security reports on IT Systems which will contribute to the outcome of improved organisational service delivery. Last year's baseline was 52 weekly reports, and the Authority aims to achieve 52 reports.

Finally, efficiency of the Authority's processes and its ability to improve service delivery is reliant on IT systems efficiency. In the year of planning, the Authority plans to deliver IT systems efficiency which will contribute to the outcome of improved organisational service delivery. This will include ensuring a high level of IT support, network and systems availability. The Authority aims to maintain its target of 98% IT service delivery.

10.1.3 Sub-Programme: Finance

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

The sub-programme consists of three Units.

Management Accounts Unit

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

Supply Chain Management Unit

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

Accounts Payable & Payroll

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	Progress in achieving the desired unqualified audit without findings	Percentage of the progress in achieving the desired unqualified audit without findings	-	-	-	100%	100%	100%	100%
Organisational service delivery maintained	License fees collected	Percentage of Licence Fees Collected	99%	99%	99%	99%	99%	99%	99%
Organisational service delivery maintained	Woman owned companies benefitting from procurement	Percentage of woman owned companies benefitting from	-	-	-	10%	45%	50%	50%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	of goods and services	procurement of goods and services							
Organisational service delivery maintained	Youth owned companies benefitting from procurement of goods and services	Percentage of youth owned companies benefitting from procurement of goods and services	-	-	-	15%	30%	35%	40%
Organisational service delivery maintained	Persons with disabilities owned companies benefitting from procurement of goods and services	Percentage of persons with disabilities owned companies benefitting from procurement of goods and services	-	-	-	2%	2%	4%	7%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of the progress in achieving the desired unqualified audit without findings	100%	100%	100%	100%	100%
Percentage of License fees collected	99%	40%	70%	80%	99%
Percentage of woman owned companies benefitting from procurement of goods and services	45%	20%	30%	40%	45%
Percentage of youth owned companies benefitting from procurement of goods and services	30%	15%	20%	25%	30%
Percentage of persons with disabilities owned companies benefitting from procurement of goods and services	2%				2%

10.1.3.1 Explanation of Planned Performance over the Medium-Term Period

The sub-programme's yearly outputs must contribute to the organisational service delivery-maintained outcome outlined in the Authority's Strategic Plan 2020/21 – 2024/25.

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

The Authority levies various fees on licences it issues to communications service providers in terms of the ECA. All the fees collected by the Authority are paid into the National Revenue Fund in terms of section 15(3) of the ICASA Act. The fulfilment of this revenue collection is critical for the sustainability of the national fiscus. Thus, it remains a key strategic focus for the Authority for the medium-term period. The sub-programme aims to maintain the 99% licence fees collection rate each year over the medium-term period.

The Authority continues to implement empowerment targets aimed at opening the sector to woman, youth, and people with disabilities. The aim is to slowly build business over the MTEF period and hence the incremental targets to reach the Government goal by the 2026/27 financial year. The baseline necessitates maintaining the procurement targets for PWDs at 2%. However, the Authority will make an effort to work with stakeholders that deal with people with disabilities with respect to promoting access, particularly by sharing bids and tenders with them to distribute to people who are listed in their databases.

10.1.4 Sub-Programme: Human Resources

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	Vacancy rate maintained	Vacancy rate	4,2%	3,06%	5,9%	7%	7%	7%	7%
Organisational service delivery maintained	Employee Engagement Surveys Executed	Number of Employee Engagement Surveys executed	-	-	0	1	2	2	2
Organisational service delivery maintained	Workplace Skills Plan implemented	Percentage of Workplace Skills Plan implemented	100%	100%	100%	100%	100%	100%	100%
Organisational service delivery maintained	Employee Wellness Initiatives Implemented	Number of Employee Wellness Initiatives implemented	-	-	-	4	4	4	4
Organisational service delivery maintained	Women in the professional occupational level increased	Number of women in the professional occupational level increased	-	-	-	39	41	43	45
Organisational service delivery maintained	Youth in ICASA increased	Number of youths in ICASA increased	-	-	-	34	36	38	40
Organisational service delivery maintained	Persons with disabilities in ICASA increased	Number of persons with disabilities in ICASA increased				5	6	7	8

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Vacancy rate	7%	7%	7%	7%	7%
Number of Employee Engagement Surveys executed	2	1			1
Percentage of Workplace Skills Plan implemented	100%	25%	25%	25%	25%
Number of Employee Wellness Initiatives implemented	4	1	1	1	1
Number of women in the professional occupational level increased	41				41
Number of youths in ICASA increased	36				36
Number of persons with disabilities in ICASA increased	6				6

10.1.4.1 Explanation of Planned Performance over the Medium-Term Period

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

While the Authority has maintained a well-skilled complement of staff that has given it the capacity to implement its long-term strategic direction, there is always room for improvement. Therefore, the Authority set a seven percent (7%) vacancy rate target in the 2023/24 financial year. It plans to maintain the seven percent (7%) vacancy rate over the medium-term period. The rationale for maintaining the vacancy rate is to ensure that the Authority does not lose qualified talent to continue fulfilling its mandate.

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

The Workplace Skills Plan and Annual Training Report (WSP & ATR) are a requirement of Media, Information and Communication Technologies (MICT) Seta, with which the Authority is affiliated. Compliance with the MICT Seta requirements enables the Authority to provide occupationally directed learning activities to enhance individuals' and teams' knowledge, practical skills and work experience. This is based on the current and future occupational requirements to drive optimal organisational

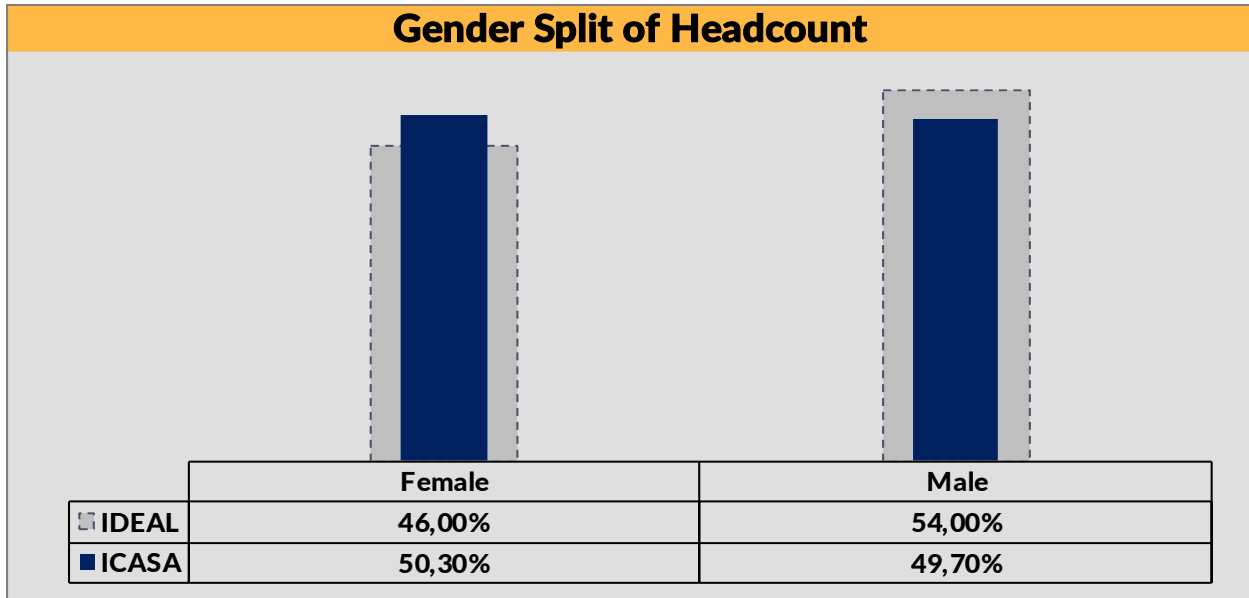
performance. In 2022/23, the sub-programme submitted the Authority's Workplace Skills Plan and Annual Training Report to MICT Seta. These submissions lay a foundation for implementing the Authority's Workplace Skills Plan in the 2023/24 financial year going into and over the medium-term period.

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

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

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

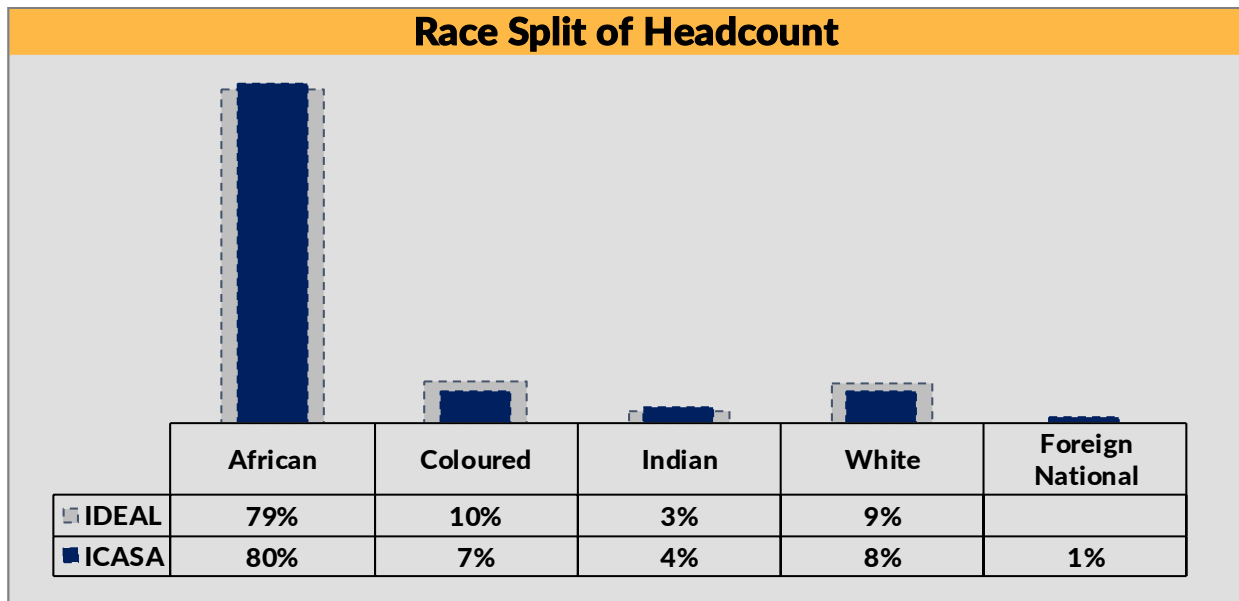
The graph below shows the Authority's gender split status:



The graph shows that the Authority has exceeded the ideal 46% headcount target aligned to the economically active population of South Africa. Furthermore, women occupy the most of the top leadership positions. Of the eight (8) Council members in office, five (5) (63%) are women, and three (3) (38%) are men. The Executive Committee consists of nine (9) members. Five (5) (55%) are women, and four (4) (45%) are men, giving the Authority a higher ratio of women to men among its Executive Management.

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

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



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

The Authority, together with the nation, recognises the importance of youth and their role in contributing to the national effort of socio-economic development that aims to ensure a better life for all. To this end, the Authority initiated a graduate development programme in 2016 to give employment opportunities to young graduates who need experience that is always required when they enter the world of work. The recruited graduates stay in the Authority for a two-year period, after which they can use the experience, they have gained to seek long-term employment within or outside the Authority. Since 2016, four cohorts of graduates who completed the programme have either found long-term employment within or outside the Authority.

Based on the success of the graduate development programme thus far, the sub-programme made a fifth intake of a cohort of graduates in the 2023/24 financial year

whose two-year stay with the Authority will end in 2025/26 financial year and plans to make a sixth intake over the medium period.

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

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

10.1.4 Sub-Programme: Internal Audit

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	Assurance provided	Level of assurance provided	Level 4	Level 3	Level 4	Level 4	Level 4	Level 4	Level 4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	Consulting assignments completed	Number of consulting assignments completed	21	10	17	4	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Level of assurance provided	Level 4	Level 1	Level 2	Level 3	Level 4
Number of consulting assignments completed	4	1	2	3	4

10.1.5.1 Explanation of Planned Performance over the Medium-Term Period

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

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

The assurance the sub-programme will give during the planning period will similarly indicate whether both inherent and residual risks are managed within the acceptable risk appetite.

The consulting engagements in the form of project involvement and ad hoc reviews will assist management in understanding risks and implementing controls in a proactive manner to enable effective management thereof. During the 2019/20 financial year, Internal Audit had included value added activities like the Risk Control Self-

Assessment, Combined Assurance facilitation and Continuous Monitoring to assist management in understanding risks and implementing controls in the Regions in a pro-active manner, align to good governance practices and enable an acceptable control environment for the Authority. However, since the 2020/21 financial year, these value-added activities have been excluded as Internal Audit resources are utilised in assurance and consulting activities where control weakness were repeatedly raised by the Auditor General in prior audit reports. The efforts by Internal Audit in the value-added activities now remains with management to adopt and continue henceforth as these are typical Risk Management activities.

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

10.1.5 Sub-Programme: Legal Risk & CCC

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

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational service delivery maintained	Legal services provided to client within SLA turnaround times	Percentage of legal services provided to client within SLA turnaround times	85%	95%	89%	80%	80%	80%	80%
Organisational service delivery maintained	Risk maturity of the organisation	Risk maturity level of the organisation	Level 3	Level 3	Level 3	Level 3	Level 3	Level 3	Level 3
Organisational service delivery maintained	Compliance maturity of the organisation	Compliance maturity level of the organisation	Level 2	Level 3	Level 3	Level 3	Level 3	Level 3	Level 3
Organisational service delivery maintained	Disaster management plan implemented	Percentage of the disaster management plan implemented	-	-	-	100% Disaster Management Plan developed	40%	100%	100%
Organisational service delivery maintained	Cases assessed for adjudication by the Complaints and Compliance Committee (CCC)	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	100%	100%	100%	90%	90%	90%	90%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of legal services provided to client within SLA turnaround times	80%	80%	80%	80%	80%
Risk maturity level of the organisation	Level 3				Level 3
Compliance maturity level of the organisation	Level 3				Level 3
Percentage of the disaster management plan implemented	40%		10%	20%	40%
Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	90%	90%	90%	90%	90%

10.1.6.1 Explanation of Planned Performance over the Medium-Term Period

The sub-programme outputs must contribute to the *organisational service delivery maintained* outcome as stated in the Authority Strategic Plan 2020/21 – 2024/25.

Legal services provided to client (i.e. the Authority's business units, Council, Council Committees etc.) include legal advice, the drafting and vetting of regulations, regulatory documents, contracts, policies, provision of legal opinions as well as management of litigation.

The provision of legal services ensures that the Authority executes its mandate within the prescribed legislative framework. The management of litigation ensures that the Authority is properly represented in legal actions. Legal services provided to clients, within the SLA turnaround times, assists the Authority in finalizing its deliverables within the projected timelines. Assessing cases for adjudication by the CCC within the SLA turnaround times assists the Authority to resolve complaints expeditiously.

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

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

10.2 Programme 2: Licensing and Compliance

Purpose: To license and monitor compliance of broadcasting and electronic communication services.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Status of Social Cohesion (inclusive of Diversity of Views) enhanced	Elections monitoring plan achieved	Percentage of Elections monitoring plan achieved	-	75%	100%	-	50%	100%	No target
Competition in the ICT Sector promoted	Process to develop a satellite regulatory framework completed	Percentage of the process to develop a satellite regulatory framework completed	-	-	-	-	50%	100%	No target
Status of Social Cohesion, Diversity and Plurality of Views enhanced	Process for the Licensing of community sound broadcasting services completed	Percentage of the process for licensing of community sound broadcasting services completed	100%	25%	50%	100%	50%	100%	No target

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Elections monitoring plan achieved	50%				50%
Percentage of the process to develop a satellite regulatory framework completed	50%		25%	40%	50%
Percentage of the process for licensing of community sound broadcasting services completed	50%			50%	

10.2.1 Explanation of Planned Performance over the Medium-Term Period

In alignment with the seven (7) national priorities, the programme is required to contribute to the following two national priorities through its outcomes:

- social cohesion and safe communities; and
- economic transformation and job creation.

At the organisational outcomes level, the programme's outputs must contribute to access to quality broadband services, social cohesion and increase and promotion of competition in the ICT sector.

South Africa's demand for electronic communications services – by extension electronic communications devices and access to spectrum – continues to grow as the country moves towards realizing the ideals of universal service and access to ICT services in terms of the vision set out in the National Development Plan.

The Authority's mandate requires it to regulate, electronic communications, spectrum and broadcasting in the public interest whilst promoting a plurality of views. This is achieved by ensuring that bottlenecks and barriers to entry are mitigated by having a simple but efficient licensing framework. The Authority also seeks to ensure that its licensing regime is adequate to protect consumers from poor quality devices and/or spectrum interference whilst facilitating access.

The outputs planned by the Programme for the 2024/25 financial year seek to (i) monitor broadcasters' compliance for the 2024 National and Provincial Elections; (ii) promote Competition in the ICT Sector; (iii) promote accessibility to community sound broadcasting services and fair access to information and diversity of views representing communities.

New projects, with new outputs and indicators will be developed in the 2024/25 financial year and for the rest of the medium-term period. The new outputs will be based on the next logical steps that would need to be undertaken for the Authority to continue to contribute to its outcomes.

10.3 Programme 3: Policy Research and Analysis

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rights of Consumers Protected	SAPO Regulatory Financial Statements assessed	Number of SAPO Regulatory Financial Statements assessed	1	1	1	1	1	1	1
Rights of Consumer Protected	SAPO tariffs analysis report approved	Number of SAPO tariffs analysis reports approved	1	1	1	1	1	1	1
Rights of Consumers Protected	Bi-annual tariff analysis reports produced	Number of bi-annual tariff analysis reports produced	2	2	2	2	2	2	2
Rights of Consumers Protected	Regulations on Conveyance of Mail developed	Number of regulations on the Conveyance of Mail developed	-	-	1	1	1	No target	No target
Status of Social Cohesion (inclusive of Diversity of Views) enhanced	Findings Document on Review of Digital Migration Regulations developed	Number of Findings Documents on Digital Migration Regulations developed	-	-	1	1	1	1	No target
Competition in the ICT Sector Promoted	Findings on subscription television broadcasting services developed	Number of findings document on subscription television broadcasting services developed	-	-	-	-	1	No Target	No Target
Competition in the ICT Sector Promoted	Findings Document on Signal Distribution developed	Number of Findings Document on Signal Distribution developed	-	-	-	-	1	No Target	No Target
Competition in the ICT Sector Promoted	Regulations on Call Termination developed	Number of regulations on Call Termination developed	-	-	-	-	1	No Target	No Target

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of SAPO Regulatory Financial Statements assessed	1	0.50		0.75	1
Number of SAPO tariffs analysis reports approved	1			0.50	1
Number of bi-annual tariff analysis reports produced	2		1		1

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of regulations on Conveyance of Mail developed	1		0.50	0.75	1
Number of Findings Document on Digital Migration Regulations developed	1	0.25	0.50		1
Number of findings document on subscription television broadcasting services developed	1				1
Number of Signal Distribution Findings Document developed	1		1		
Number of regulations on Call Termination developed	1	0.50		1	

10.3.1 Explanation of Planned Performance over the Medium-Term Period

The assessment of SAPO’s regulated financial statements (RFS) project seeks to assess SAPO Operators Procedure Manual (OPM) and SAPO (RFS) in accordance with Accounting Separation Regulations, 2011. The project aims to determine the financial status of SAPO through the assessment of financial information with respect to revenue, cost structure, expenditure, and profits. The project will assist in the assessment of, *inter alia*, the following:

- Provision of reserved postal services to consumers
- Cross-subsidisation activities
- Pricing/Costing of reserved postal services

The SAPO Tariffs Analysis project aims to protect the rights of consumers by ensuring affordable postal services in the reserved postal services market by regulating and monitoring prices charged by SAPO in each financial year.

The bi-annual tariff analysis reports project seeks to promote the transparency of telecommunications tariffs charged by licensed operators to assist consumers to shop for better deals.

The subscription broadcasting television services project aims to regulate competition in the identified markets and market segments within the subscription broadcasting services value chain in terms of section 67(4) of the ECA.

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

Mail Conveyance project seeks to promote consumer protection by ensuring that the regulations address consumer issues in relation to safe transactions when using the posts and also ensure that the regulations are in line with the postal market developments.

The digital broadcasting regulations project seeks to review the 2012 regulations. The 2012 regulations provided framework for migration from analogue to digital. The new regulations will review the relevant sections of the 2012 regulations with the aim of developing a framework for post-digital migration television broadcasting.

The Regulations on Call Termination project will assist in the review of the 2018 call termination regulations. The 2018 call termination rates glide path was due for review in September 2021. The regulation of inter-operator call termination rates is important to promote effective competition between operators. The reduction in the call termination rates benefits the consumers as the lower rates are passed on through lower voice call rates.

10.4 Programme 4: Engineering and Technology

Purpose: Purpose: To develop, coordinate and manage the regulatory framework for management of radio frequency spectrum including development of equipment technical standards and representing ICASA at international regulatory forums. Among the seven (7) national priorities, the programme must contribute to:

- economic transformation and job creation.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Access to quality broadband Services Increased	Radio Frequency Migration plan Developed	Percentage of Radio Frequency Migration plan Developed	-	-	-	50%	100%	No Target	No Target
Access to quality broadband Services Increased	IMT roadmap Developed	Percentage of IMT roadmap Developed	-	-	-	50%	100%	No Target	No Target
Access to quality broadband Services Increased	Recommended South African Strategy for 5G and Future and Emerging Technologies implemented	Percentage of Recommended South African Strategy for 5G, Future Emerging Technologies implemented	-	-	-	-	25%	50%	75%
Access to quality broadband Services Increased	Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	-	-	25%	50%	75%	100%	No Target
Access to quality broadband Services Increased	National Radio Frequency Plan Updated	Percentage of National Radio Frequency Plan Updated	-	100%	-	-	50%	100%	No Target
Rights of consumers protected	Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced	Number of Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced	-	-	-	-	0.5	1	No Target
Rights of consumers protected	Provinces monitored for Quality of service	Number of provinces monitored for Quality of Service	4	6	7	8	9	9	9

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Radio Frequency Migration Plan Developed	100%	-	-	-	100%
Percentage of IMT roadmap Developed	100%	-	-	-	100%
Percentage of Recommended South African Strategy for 5G, Future and Emerging Technologies implemented	25%	-	-	-	25%
Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	75%	-	-	-	75%
Percentage of National Radio Frequency Plan Updated	50%	-	-	-	50%
Number of Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced	0.5	-	-	-	0.5
Number of provinces monitored for Quality of Service	9	2	3	2	2

10.4.1 Explanation of Planned Performance over the Medium-Term Period

The outputs listed below that the Programme has planned to deliver in the year of planning and the Medium-Term Period must contribute to South Africa's *access to quality broadband services* outcome:

- Frequency Migration Plan developed;
- IMT Road Map developed;
- Recommended South African Strategy for IMT2020 and beyond, and Future Technologies implemented;
- Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed; and
- National Radio Frequency Plan Updated.

The Frequency Migration Plan governs the migration of the services identified in the National Radio Frequency Plan (NRFP) 2021. This process is followed to avail the identified broadband spectrum including allocated spectrum in the for the Mobile on Primary basis for International Mobile Telecommunications (IMT) Roadmap. The

availability of broadband services to the entire population of South Africa will drive active participation in the Digital Economy as envisaged by the Fourth Industrial Revolution which will be enabled by the Sixth Generation of Technologies (6G) and beyond.

Delivery of planned outputs for development of both the Radio Frequency Migration Plan and IMT Roadmap will be completed over a two (2) year period commencing in 2023/24 financial year and finalised in 2024/25 financial year, based on NRFP 2021. New outputs and indicators will be developed commencing 2025/26 financial year and ending 2026/27 financial year to implement the developed Radio Frequency Migration Plan and IMT Roadmap.

Following the deployments of 5G networks, a South African Strategy for IMT2020 and beyond, and Future Technologies is necessary to be put in place to a roadmap for addressing the technology, security, standards, regulations, and policies necessary to advance the use and application of 5G and future technologies in order to meet future electronic communications service needs by consumers and the entire Citizenry. The Programme delivered a report on Recommendations on South African Strategy for 5G and Future and Emerging Technologies ("Strategy") in 2023/24 financial year. In 2024-25 financial year, the Programme plans to deliver an Implementation Plan for the Recommended Strategy delivered in 2023/24 financial year. In 2025/26 financial year and onward, the Programme will commence with implementation of the Strategy.

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

The Discussion Document on Dynamic Spectrum Access and Opportunistic Spectrum Management was delivered in 2022/23 financial. In 2023/24 financial year, the Programme delivered a Position Paper on Dynamic Spectrum Access and Opportunistic Spectrum Management for Bands beyond Broadcasting Bands. In

2024/25 financial year, the Programme plans to develop Draft Regulations on Dynamic Spectrum Access and Opportunistic Spectrum Management for Bands beyond Broadcasting Bands and Final Regulations completed in 2025/26 financial year. A new output and indicator will be developed to commence the implementation of the Regulations in 2026/27 financial year.

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

Section 34 of ECA obliges the Authority to take into consideration the latest version of the ITU Radio Regulations when developing the NRFP. The Programme plans to update the NRFP 21 in line with WRC-23 Final Acts and latest Edition of the ITU Radio Regulations. Delivery of planned *NRFP updated* output will be completed over a two (2) year period commencing in 2024/25 financial year and finalised in 2025/26 financial year. A new output and indicator will be developed to commence the development of Long-Term National Spectrum Outlook in 2026/27 financial year. The Long-Term National Spectrum Outlook is the timelines of spectrum releases to ensure that they are aligned with and reflective of trends in spectrum usage, demand and technology, maximizing the use of spectrum, and in turn, fostering innovation. This innovation recognises the critical component spectrum plays in achieving the goals of 'broadband for all citizens' in SA.

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

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

In line with government’s district-based coordination delivery model the Programme will ensure that the priority districts are accommodated in the execution of quarterly quality of service monitoring assessments which will be undertaken through drive tests during the 2024/25 financial year.

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

9.5 Programme 5: Regions and Consumer Affairs

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rights of consumers protected	Radio Frequency interference cases resolved in 30 working days reported	Percentage of Radio Frequency interference cases resolved in 30 working days reported	96%	97%	97%	98%	98%	98%	98%
Maintained organisational service delivery	licence applications / registrations processed within turn-around time	Level of service delivery with respect to Licence applications / registrations processed within turn-around time	Level 1	Level 2	Level 2	Level 3	Level 3	Level 4	Level 4
Rights of consumers protected	Consumer complaints resolved	Percentage of consumer complaints resolved	86%	87%	87%	88%	89%	90%	90%
Rights of consumers protected	Consumer Advisories provided to ICASA by the Consumer	Number of consumer advisories provided to ICASA by the Consumer	1	1	1	1	1	1	1

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Advisory Panel	Advisory Panel							

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Radio Frequency interference cases resolved in 30 working days reported	98%	98%	98%	98%	98%
Level of service delivery with respect to Licence applications / registrations processed within turn-around time	Level 3	Level 3	Level 3	Level 3	Level 3
Percentage of consumer complaints resolved	89%	89%	89%	89%	89%
Number of consumer advisories provided to ICASA by the Consumer Advisory Panel Panel	1				1

10.5.1 Explanation of Planned Performance over the Medium-Term Period

The Authority's mandate requires it to regulate in the interest of all South African consumers including women, children and people with disabilities and protect them against harmful business practices by licensees and illegal operators within the sector.

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

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

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

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

11. Programme Resources Considerations

In terms of section 15 of the ICASA Act, the Authority is financed from funds appropriated by Parliament. To this end, 96.3% of the Authority's revenue over the medium term is derived via transfers (grants) from the DCDT and 3.9% is generated from interest earned from short-term investments. The short-term investments are derived from idling funds before spending on projects occurs. Grant allocation is expected to decrease from R487.2 million in 2023/24 to R470.4 million in 2024/25, at an annual rate of 4%. Tables 3, 4 and 5 below outline the Authority's projected revenues, expenditure estimates and overall financial position for the MTEF period.

Table 3: Financial Performance

Statement of financial performance	Audited outcome	Audited outcome	Audited outcome	Approved budget	Average growth rate	Expenditure/total:	Medium-term estimate			Average growth rate	Expenditure/total:
					rate (%)	Average (%)	2024/25	2025/26	2026/27	2023/24 - 2026/27	Average (%)
R thousand	2020/21	2021/22	2022/23	2023/24	2020/21-2023/24		2024/25	2025/26	2026/27	2023/24 - 2026/27	
Revenue											
Tax revenue	-	-	-	-	-	-	-	-	-	-	-
Non-tax revenue	10 343	14 560	73 418	22 511	29,6%	5,6%	18 285	19 104	19 983	-3,9%	3,9%
Sale of goods and services other than capital assets	-	-	-	-	-	-	-	-	-	-	-
Sales of goods and services produced by entity of which:											
Administrative fees	-	-	-	-	-	-	-	-	-	-	-
Sales by market establishment	-	-	-	-	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-	-	-	-	-
Sales of scrap, waste, arms and other used current goods	-	-	-	-	-	-	-	-	-	-	-
Other non-tax revenue	10 343	14 560	73 418	22 511	29,6%	5,6%	18 285	19 104	19 983	-3,9%	3,9%
Transfers received	469 209	494 024	498 500	487 790	1,3%	94,4%	470 470	486 128	509 301	1,4%	96,1%
Total revenue	479 552	508 584	571 918	510 301	2,1%	100,0%	488 755	505 232	529 284	1,2%	100,0%
Expenses											
Current expenses	440 768	493 486	506 983	510 301	5,0%	100,0%	488 755	505 232	529 284	1,2%	100,0%
Compensation of employees	309 841	321 541	326 695	359 222	5,1%	67,6%	376 464	393 158	412 289	4,7%	75,8%
Goods and services	112 037	149 525	158 038	127 804	4,5%	28,0%	87 897	87 634	92 280	-10,3%	19,5%
Depreciation	18 717	22 242	22 242	23 272	7,5%	4,4%	24 389	24 435	24 710	2,0%	4,8%
Interest, dividends and rent on land	173	178	8	4	-71,0%	-	4	5	5	4,7%	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-
Total expenses	440 768	493 486	506 983	510 301	5,0%	100,0%	488 755	505 232	529 284	1,2%	100,0%
Surplus/(Deficit)	38 784	15 098	64 935	-	-100,0%		-	-	-	-	

Source: 2023 ENE

Table 4: Expenditure Estimates

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited outcome	Audited outcome	Audited outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
Rand thousand							
Objective/Activity							
Administration	236 135	267 742	284 454	268 407	249 774	257 367	268 932
Licensing	68 814	72 890	62 980	64 029	63 185	65 527	69 030
Engineering and technology	15 822	22 621	27 912	25 683	22 941	24 020	25 125
Policy research and analysis	25 195	25 945	27 467	34 793	31 424	31 807	33 269
Compliance and consumer affairs	23 439	31 435	25 766	28 274	28 038	29 356	30 706
Regions	71 363	72 853	78 404	89 116	93 393	97 156	102 221
Total	440 768	493 486	506 983	510 302	488 755	505 232	529 283
Economic classification							
Current payments	440 768	493 486	506 983	510 301	488 755	505 232	529 284
Compensation of employees	309 841	321 541	326 695	359 222	376 464	393 158	412 289
Salaries and wages	265 073	271 192	277 415	353 639	370 613	387 032	405 882
Social contributions	44 768	50 349	49 280	5 583	5 851	6 126	6 407
Goods and services	111 808	149 491	157 546	127 510	87 590	87 322	91 943
Of which							
Administrative fees	2 626	2 828	1 871	2 358	2 471	2 487	2 602
Advertising	2 276	5 093	5 374	2 770	2 862	2 927	3 083
Minor assets	-	58	8	118	124	130	136
Audit costs: External	3 376	6 502	4 456	4 045	4 239	4 339	4 543
Bursaries: Employees	(58)	3 700	1 036	241	253	264	277
Catering: Internal activities	256	227	569	719	754	789	826
Communication (G&S)	1 717	1 828	1 308	1 132	1 186	1 232	1 299
Computer services	13 079	12 605	14 984	13 500	13 800	13 849	14 200
Consultants: Business and advisory services	7 836	19 960	12 790	19 467	1 628	600	617
Infrastructure and planning services	-	-	-	-	-	-	-
Maintenance and repairs: Buildings: Capital	-	-	-	-	-	-	-
Maintenance and repairs: Other fixed assets	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-
Legal services (G&S)	21 598	33 427	37 878	13 900	12 563	12 347	13 234
Science and technological services	-	-	-	-	-	-	-
Contractors	942	1 298	1 229	1 672	1 747	1 799	1 913
Maintenance and repairs of other fixed assets	163	615	335	511	531	556	581
Maintenance and repairs of other machinery and equipment	779	684	893	1 160	1 216	1 243	1 332
Maintenance and repairs of other heritage buildings	-	-	-	-	-	-	-
Maintenance and repairs of other heritage assets	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Agency and support/outsourced services	498	392	328	142	149	156	163
Entertainment	-	-	-	-	-	-	-
Fleet services (including government motor vehicles)	1 051	1 523	2 889	2 583	2 707	2 778	2 905
Housing	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Inventory: Learner and teacher support materials	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-
Consumable supplies	-	-	-	-	-	-	-
Consumables: Stationery, printing and copying	470	301	190	955	1 000	1 047	1 096
Operating leases	57	393	251	-	-	-	-
Rental and hiring	930	1 442	1 156	1 375	781	818	855
Property payments	47 380	49 783	48 059	50 754	30 672	30 800	32 528
Transport provided: Internal activities	-	-	-	-	-	-	-
Travel and subsistence	991	3 536	15 254	4 428	4 641	4 789	5 083
Training and development	669	2 008	2 269	1 557	1 632	1 708	1 787
Operating payments	6 014	2 585	3 623	3 411	3 474	3 517	3 804
Venues and facilities	101	-	2 026	2 385	907	945	993
Depreciation	18 717	22 242	22 242	23 272	24 389	24 435	24 710
Losses from	229	34	492	293	307	312	336
Sale of fixed assets	-	-	-	-	-	-	-
Impairments and adjustments to fair value	-	-	-	-	-	-	-
Adjustments to fair value of assets	-	-	-	-	-	-	-
Impairments to assets	-	-	-	-	-	-	-
Other	229	34	492	293	307	312	336
Interest, dividends and rent on land	173	178	8	4	4	5	5
Interest	173	178	8	4	4	5	5
Dividends	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-
Outside shareholders interest							
Total Expenditure	440 768	493 486	506 983	510 301	488 755	505 232	529 284

Table 5: Expenditure analysis

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rand thousand	Audited outcome	Audited outcome	Audited outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
Economic classification							
Current payments	440 768	493 486	506 983	510 301	488 755	505 232	529 284
Compensation of employees	309 841	321 541	326 695	359 222	376 464	393 158	412 289
Salaries and wages	265 073	271 192	277 415	353 639	370 613	387 032	405 882
Social contributions	44 768	50 349	49 280	5 583	5 851	6 126	6 407
Goods and services	111 808	149 491	157 546	127 510	87 590	87 322	91 943
Of which							
Administrative fees	2 626	2 828	1 871	2 358	2 471	2 487	2 602
Advertising	2 276	5 093	5 374	2 770	2 862	2 927	3 083
Minor assets	-	58	8	118	124	130	136
Audit costs: External	3 376	6 502	4 456	4 045	4 239	4 339	4 543
Bursaries: Employees	(58)	3 700	1 036	241	253	264	277
Catering: Internal activities	256	227	569	719	754	789	826
Communication (G&S)	1 717	1 828	1 308	1 132	1 186	1 232	1 299
Computer services	13 079	12 605	14 984	13 500	13 800	13 849	14 200
Consultants: Business and advisory services	7 836	19 960	12 790	19 467	1 628	600	617
Infrastructure and planning services	-	-	-	-	-	-	-
Maintenance and repairs: Buildings: Core	-	-	-	-	-	-	-
Maintenance and repairs: Other fixed structure	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-
Legal services (G&S)	21 598	33 427	37 878	13 900	12 563	12 347	13 234
Science and technological services	-	-	-	-	-	-	-
Contractors	942	1 298	1 229	1 672	1 747	1 799	1 913
Maintenance and repairs of other fixed structure	163	615	335	511	531	556	581
Maintenance and repairs of other machinery and equipment	779	684	893	1 160	1 216	1 243	1 332
Maintenance and repairs of heritage buildings	-	-	-	-	-	-	-
Maintenance and repairs of other heritage buildings	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Agency and support/outsourced services	498	392	328	142	149	156	163
Entertainment	-	-	-	-	-	-	-
Fleet services (including government motor vehicles)	1 051	1 523	2 889	2 583	2 707	2 778	2 905
Housing	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Inventory: Learner and teacher support materials	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-
Medicines inventory interface	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-
Consumable supplies	-	-	-	-	-	-	-
Consumables: Stationery, printing and office equipment	470	301	190	955	1 000	1 047	1 096
Operating leases	57	393	251	-	-	-	-
Rental and hiring	930	1 442	1 156	1 375	781	818	855
Property payments	47 380	49 783	48 059	50 754	30 672	30 800	32 528
Transport provided: Internal activities	-	-	-	-	-	-	-
Travel and subsistence	991	3 536	15 254	4 428	4 641	4 789	5 083
Training and development	669	2 008	2 269	1 557	1 632	1 708	1 787
Operating payments	6 014	2 585	3 623	3 411	3 474	3 517	3 804
Venues and facilities	101	-	2 026	2 385	907	945	993
Depreciation	18 717	22 242	22 242	23 272	24 389	24 435	24 710
Losses from	229	34	492	293	307	312	336
Sale of fixed assets	-	-	-	-	-	-	-
Impairments and adjustments to fair value	-	-	-	-	-	-	-
Adjustments to fair value of assets	-	-	-	-	-	-	-
Impairments to assets	-	-	-	-	-	-	-
Other	229	34	492	293	307	312	336
Households	-	-	-	-	-	-	-
Social benefits	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-
Outside shareholders interest	-	-	-	-	-	-	-
Total Expenditure	440 768	493 486	506 983	510 301	488 755	505 232	529 284

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited outcome	Audited outcome	Audited outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
Rand thousand							
Objective/Activity							
Administration	236 135	267 742	284 454	268 407	249 774	257 367	268 932
Licensing	68 814	72 890	62 980	64 029	63 185	65 527	69 030
Engineering and technology	15 822	22 621	27 912	25 683	22 941	24 020	25 125
Policy research and analysis	25 195	25 945	27 467	34 793	31 424	31 807	33 269
Compliance and consumer affairs	23 439	31 435	25 766	28 274	28 038	29 356	30 706
Regions	71 363	72 853	78 404	89 116	93 393	97 156	102 221
Total	440 768	493 486	506 983	510 302	488 755	505 232	529 283

Programme 1: Administration

The R249 774 000 outlayed for the Programme for the medium-term period of planning includes salaries. The rest of the funds will be spent to deliver outputs planned by sub-programmes Corporates Services, Finance, Human Resources, Internal Audit and Legal Risk & Consumer Complaints Committee which must contribute towards the *organisational service delivery maintained* outcome achievement.

Programme 2: Licensing and Compliance

The R63 185 000 allocated to the Programme for the 2024/25 financial year, this excludes rolled over ring-fenced funding relating to multi-faceted multi-years projects. It will be spent to deliver all the outputs planned by the Programme, the key of which include licensing of the international mobile telecommunications spectrum thereby ensure delivery of the following outcomes:

- increase access to wireless broadband services,
- protection of consumers against unfair practices by service providers, and
- increase competition in the telecommunications and broadcasting sectors.

Delivery of the outcomes must lead to realisation of the organisational expected impact - *Access for all South Africans to a variety of safe, affordable & reliable communication services for inclusive economic growth.*

After issuing of spectrum though, the next phase is monitoring of compliance with licence terms and conditions. Ring-fenced funding rolled over is estimated at R170m will be used to complete the process on the Licensing of digital community television broadcasting, which will be followed by monitoring in the 2025/26.

Programme 3: Policy Research and Analysis

The focus of the estimated spending to the tune of R31 424 000 over the medium-term period is to deliver all the outputs that have been planned for the 2024/25 financial year. In the 2025/26 and 2026/27 the allocation of R31 807 000 and R33 269 000 is provided respectively.

Programme 4: Engineering and Technology

The R22 941 000 allocated this excludes rolled over ring-fenced funding, additionally is ring-fenced funding estimated at of R90m to the Programme for the 2024/25 financial year will be spent to deliver the outputs below:

- Frequency Migration Plan implemented,
- IMT Road Map implemented,
- Optimisation of the Frequency Modulation Sound Broadcasting,
- Monitoring reports on the impact of the 5G deployment in the ICT sector in South Africa,
- Framework on Dynamic Spectrum Access.

The projected figures for the 2025/26 and 2025/26 financial years will be utilised to implement projects that will be dictated by the next stages which normally follow what will be completed in 2024/25 financial year. For example, after completion of the frequency migration plan implementation, a new frequency migration plan must be developed. After completion of the IMT Road Map implementation, a new IMT Road Map must be developed.

Programme 5: Regions and Consumer Affairs

The R93 393 000 in 2024/25 is allocated, furthermore in 2025/26 and 2026/27 amounts of R97 156 000 and R102 221 000 respectively are funded for the programme. Key deliverables are interference cases, process licence applications/registrations within turn-around times, resolve consumer complaints and finance activities of the Council Advisory Panel. Delivery of outputs will contribute to the organisational delivery maintained and consumer rights protected.

Table B 1 The Independent Communications Authority of South Africa: Selected performance and operations indicators

Indicator	Programme/Activity/ Objective	Priorities	Past			Current	Projected		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Access to high-demand spectrum from 700 MHz, 800 MHz, 2.6GHz and 3.5 GHz bands	Licensing	0	958MHz	700MHz - 3.5GHz	700MHz - 3.5GHz	700MHz - 3.5GHz	700MHz - 3.5GHz	700MHz - 3.5GHz	700MHz - 3.5GHz
Number of tariff analysis reports produced per year	Policy research and analysis	0	2	2	2	2	2	2	2
Number of Broadcasting licensees monitored per year	Compliance and consumer affairs	0	70	75	85	85	85	85	85
Percentage of consumer complaints resolved per year	Compliance and consumer affairs	0	96% (7420/7754)	95% (11353/12003)	96% (14575/15111)	88%	89%	89%	89%
Number of electronic communications network service licensees monitored per year	Compliance and consumer affairs	0	70	75	85	85	85	85	85

As the Authority requires personnel with highly specialized skills to conduct its work, spending on compensation of employees' accounts for an estimated 74% (R1.6 billion) of total expenditure over the medium term. The picture is indicative of the Authority under-funded situation hence the need to bring into reality the hybrid self-funding model as the ultimate solution. The table below shows the number and cost of personnel posts filled or planned over the MTEF period.

Number and cost of personnel posts filled/planned for on funded establishment											Number	
Salary level	Actual		Revised estimates				Average growth rate of		Average salary level/			
	2022/23		2023/24		2024/25		2025/26		2026/27		2023/24 - 2026/27	
	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost		
Salary level	418	326 695	418	359 221	418	376 465	418	393 158	418	412 289	4,7%	100,0%
1 – 6	18	2 123	18	3 668	18	3 844	18	4 025	18	4 210	4,7%	4,3%
7 – 10	207	132 676	207	138 081	207	144 710	207	150 511	207	158 481	4,7%	49,5%
11 – 12	130	109 664	130	120 503	130	126 287	130	132 223	130	138 305	4,7%	31,1%
13 – 16	62	80 573	62	94 051	62	98 566	62	103 198	62	107 946	4,7%	14,8%
17 – 22	1	1 659	1	2 917	1	3 057	1	3 201	1	3 348	4,7%	0,2%

Source: 2023 ENE

Table 6: Financial Position

R Thousand Statement of Financial Position		Notes	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			Audited outcome	Audited outcome	Audited outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
ASSETS									
Current assets			1 476 793	10 555 162	2 136 139	2 038 490	1 979 418	1 917 787	1 854 673
	Cash and cash equivalents	101	489 729	915 800	1 130 283	961 231	854 220	742 181	624 988
	Trade and other receivables from exchange transactions	102	10 801	7 669	10 228	10 002	10 447	10 915	11 417
	Other receivables from non-exchange transactions, including taxes, fines and	103	971 383	9 625 353	990 138	1 055 567	1 102 540	1 151 934	1 204 923
	Prepayments	104	4 374	5 881	5 129	10 573	11 043	11 538	12 069
	VAT receivable	105	-	-	-	-	-	-	-
	Income tax receivable	106	-	-	-	-	-	-	-
	Inventory	107	506	458	361	1 117	1 166	1 219	1 275
	Short-term loans	108	-	-	-	-	-	-	-
	Accrued interest	109	-	-	-	-	-	-	-
	Current investments	110	-	-	-	-	-	-	-
	Other current financial assets	111	-	-	-	-	-	-	-
	Construction contracts and receivables	112	-	-	-	-	-	-	-
	Non-current assets held for sale	113	-	-	-	-	-	-	-
	Finance lease receivable	114	-	-	-	-	-	-	-
	Statutory Receivables - Exchange	115	-	-	-	-	-	-	-
	Statutory Receivables - Non Exchange	116	-	-	-	-	-	-	-
	Operating Lease Asset	117	-	-	-	-	-	-	-
	Derivatives financial instruments	118	-	-	-	-	-	-	-
Non-current assets			132 390	129 225	122 383	113 653	102 156	90 120	77 530
	Non-current receivables from non-exchange transactions	119	-	-	-	-	-	-	-
	Non-current receivables from exchange transactions	120	-	-	-	-	-	-	-
	Non Current Receivables - Statutory Receivables - Exchange	121	-	-	-	-	-	-	-
	Non Current Receivables - Statutory Receivables - Non-Exchange	122	-	-	-	-	-	-	-
	Non-Current Finance Lease Receivable	123	-	-	-	-	-	-	-
	Long-term loan	124	-	-	-	-	-	-	-
	Other non-current financial assets	125	-	-	-	-	-	-	-
	Non-Current Investments	126	-	-	-	-	-	-	-
	Investments in Subsidiary / Municipal entity	127	-	-	-	-	-	-	-
	Investments in Joint Ventures	128	-	-	-	-	-	-	-
	Investments in Associates	129	-	-	-	-	-	-	-
	Deferred Tax Assets	130	-	-	-	-	-	-	-
	Defined benefit plan assets	131	-	-	-	-	-	-	-
	Property, plant and equipment	132	109 363	110 355	102 649	90 135	77 592	64 456	50 685
	Investment property	133	-	-	-	-	-	-	-
	Intangible assets	134	23 027	18 870	19 735	23 518	24 564	25 665	26 845
	Biological assets	135	-	-	-	-	-	-	-
	Heritage assets	136	-	-	-	-	-	-	-
	Living resources	137	-	-	-	-	-	-	-
	Operating Lease Assets	138	-	-	-	-	-	-	-
	Derivatives financial instruments		-	-	-	-	-	-	-
Total assets			1 609 184	10 684 386	2 258 522	2 152 142	2 081 574	2 007 908	1 932 202
LIABILITIES									
Current liabilities			1 428 792	10 479 582	1 987 792	1 894 118	1 822 978	1 748 709	1 672 360
	Bank overdraft	139	-	-	-	-	-	-	-
	Trade and other payables from exchange transactions	140	1 271 060	10 303 589	1 537 583	1 455 708	1 382 938	1 306 956	1 228 768
	Other payable from non-exchange transactions, including taxes, fines and transfers		3 375	-	26	26	28	28	29
	Accrued interest	142	-	-	-	-	-	-	-
	VAT payable	143	-	-	-	-	-	-	-
	Income Tax Payable	144	-	-	-	-	-	-	-
	Taxes and transfers payable	145	-	-	-	-	-	-	-
	Current provisions	146	38 112	43 121	44 876	36 558	38 185	39 896	41 731
	Current portion of unspent conditional grants and receipts	147	112 210	127 454	401 792	401 792	401 792	401 792	401 792
	Deferred income	148	-	-	-	-	-	-	-
	Current portion of long-term borrowings	149	-	-	-	-	-	-	-
	Short-term loans	150	-	-	-	-	-	-	-
	Other current financial liabilities	151	-	-	-	-	-	-	-
	Current portion of finance lease liability	152	391	3 134	3 169	34	36	37	39
	Current portion of operating lease liability	152	3 644	2 284	372	-	-	-	-
	Managed funds	153	-	-	-	-	-	-	-
	Service concession arrangement	154	-	-	-	-	-	-	-
	Derivatives financial instruments	155	-	-	-	-	-	-	-
Non-current liabilities			15 257	24 573	25 565	12 857	13 429	14 030	14 676
	Deferred tax liabilities	156	-	-	-	-	-	-	-
	Unspent conditional grants and receipts	157	-	-	-	-	-	-	-
	Long-term borrowings	159	-	-	-	-	-	-	-
	Finance lease liability	160	130	3 978	809	-	-	-	-
	Operating Lease Liability	161	12 614	17 904	22 065	12 857	13 429	14 030	14 676
	Other non-current financial liabilities	162	-	-	-	-	-	-	-
	Non-current provisions	163	2 513	2 691	2 691	-	-	-	-
	Defined benefit plan obligations	164	-	-	-	-	-	-	-
	Deferred income	165	-	-	-	-	-	-	-
	Managed funds	166	-	-	-	-	-	-	-
	Service concession arrangement	167	-	-	-	-	-	-	-
	Derivatives financial instruments	168	-	-	-	-	-	-	-
Total liabilities			1 444 049	10 504 155	2 013 357	1 906 975	1 836 407	1 762 740	1 687 035
NET ASSETS			165 135	180 231	245 165	245 168	245 168	245 168	245 168
	Accumulated surplus / (deficit)	169	165 135	180 231	245 165	245 168	245 168	245 168	245 168
	Reserves	170	-	-	-	-	-	-	-
	Cash reserves		-	-	-	-	-	-	-
	Non-cash reserves		-	-	-	-	-	-	-
	Revaluation Reserve	171	-	-	-	-	-	-	-
	Translation Reserve	172	-	-	-	-	-	-	-
	Technical reserves (Social security funds only)		-	-	-	-	-	-	-
	Share capital / capital fund	173	-	-	-	-	-	-	-
	Capitalised value of pensions (Comp Fund only)	174	-	-	-	-	-	-	-
	Non-Controlling Interests	175	-	-	-	-	-	-	-
Total net assets and liabilities			1 609 184	10 684 386	2 258 522	2 152 142	2 081 574	2 007 907	1 932 203

12. Updated Key Risks

Table 7: Key Risks

#	Outcome	Key Risks	Risk Mitigation
1	Access to quality broadband Services Increased	<ul style="list-style-type: none"> ▪ Potential delays in regulatory interventions due to litigation by stakeholders [# 1,2,3,4] ▪ Inability/Limitation to execute our mandate independently due to political interference and/or undue influence (lobbying by stakeholders) [#1, 2,3 & 4] 	<ul style="list-style-type: none"> ▪ Transparency ▪ Adherence to Process and Procedures ▪ Engagement with the policy makers. ▪ Monitoring and Enforcement. ▪ Engagement with stakeholders
2	Status of Social Cohesion (Inclusive of Diversity of Views) enhanced	<ul style="list-style-type: none"> ▪ Possible delays in the assignment of spectrum to radio communication services in SA due to late approval of the National Radio Frequency Plan [#1 & 4] 	<ul style="list-style-type: none"> ▪ Transparency ▪ Adherence to Process and Procedures
3	Rights of Consumers Protected	<ul style="list-style-type: none"> ▪ Non-adherence by licensees to licence terms and conditions and regulatory requirements [#1, 2, 3 & 4] 	<ul style="list-style-type: none"> ▪ Transparency ▪ Adherence to Process and Procedures ▪ Continuous Monitoring and Market Scanning ▪ Periodical review of regulatory measures in place ▪ Enhance research and development activities
4	Competition in the ICT Sector Promoted		<ul style="list-style-type: none"> • Transparency • Adherence to Process and Procedures • Monitoring and Enforcement
5	Organisational service delivery maintained	Failure to achieve regulatory targets due to inadequate funding and reductions in MTEF allocations	<ul style="list-style-type: none"> • Proposal on revision of ICASA funding model • Stakeholder management • Consultation with the Ministry • Engagement with National Treasury
		Failure to ensure business continuity due to the Natural Disasters	<ul style="list-style-type: none"> • Acquisition / enhancement of organisational IT and

#	Outcome	Key Risks	Risk Mitigation
			development of IT Strategy • Implementation of Disaster Management Framework

Part D: Technical Indicator Descriptions (TID)

Sub-Programme/Programme: Administration

Indicator Title	Value of communication services provided through monitoring of the media environment
Definition	The output indicator for AVE is expressed in terms of the rand value and is calculated based on several factors such as the size of the media placement, the type of media (e.g., print, online, TV, social), and the advertising rates for that media.
Source of data	Media statements published, Interviews conducted, Social media posts and community engagement
Method of Calculation / Assessment	<p>The output indicator for the AVE is a monetary value that represents the estimated worth or value of media coverage garnered through public relations or advertising efforts. AVE is used to measure the equivalent cost of media exposure if ICASA had paid for that coverage as advertising.</p> <p>The various numbers are aggregated across all platforms (Print, Broadcast, Online and Social Media); the resulting number is the media coverage achieved, i.e. The overall AVE within a specific period</p> <p>The quarterly target across all media is an average of R 20 million; this target is for Q1, Q2, Q3 and Q4. The annual target will be an aggregate of the four quarters.</p>
Means of verification	Media Monitoring Report
Assumptions	ICASA spokespeople available to conduct interviews timeously
Disaggregation of Beneficiaries (where applicable)	All ICASA customers
Spatial Transformation (where applicable)	Across South Africa
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	An AVE of R20 million quarterly average aggregated annually
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Number of communication products published to grow the share of voice of ICASA
Definition	This is the number of communication products published to grow the share of voice of ICASA. The voice of ICASA means the brand visibility of the Authority and its products amongst current customers and potential customers. The voice will be determined by the products published. The identified communication products are

	<ul style="list-style-type: none"> Quarterly newsletters (4) Annual report (1),
Source of data	Published documents
Method of Calculation / Assessment	Counting
Means of verification	Published documents
Assumptions	The organisation, more specifically regulatory divisions, will provide all the content required timeously
Disaggregation of Beneficiaries (where applicable)	All ICASA customers
Spatial Transformation (where applicable)	Across South Africa
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	A total of 5 publications by the end of the year.
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Number of international engagements facilitated by ICASA
Definition	<p>The indicator measures the number of international engagements facilitated by ICASA.</p> <ul style="list-style-type: none"> ICASA facilitates engagements across the following international platforms: Multilateral bodies (International Telecommunications Union, Universal Postal Union, Commonwealth Telecommunications Organisation etc.) Regional cooperation and technical working committees (Communication Regulator of Southern Africa, African Telecommunications Union, Pan African Postal Union, SmartAfrica) International Fora (Wireless World Research Forum and International Institute of Communications) Bilateral engagements Benchmark study visits and tours <p>ICASA officials provide technical expertise and support to specific country mandates and positions in the international fora</p> <p>The quarterly target breakdown will be as follows Q1:</p>

Indicator Title	Number of international engagements facilitated by ICASA
	<p>One (1) Report on International Engagements: The report will incorporate meetings that have taken place in the fourth quarter of the previous financial year (2023/24) and the half of the first quarter of the planning financial year (2024/25). The lagging time frame is due to the fact that certain meetings take place in between quarters.</p> <p>Q2</p> <p>One (1) Report on International Engagements, the report will incorporate meetings that have taken place during the latter part of the first quarter of the 2024/25 FY and half of the engagements from the second quarter of the 2024/25 FY. The lagging time frame is due to the fact that certain meetings take place in between quarters.</p> <p>Q3:</p> <p>One (1) Report on International Engagements, the report will incorporate meetings that have taken place during the latter part of the second quarter of the 2024/25 FY and half of the engagements from the third quarter of the 2024/25 FY. The lagging time frame is due to the fact that certain meetings take place in between quarters.</p> <p>Q4:</p> <p>One (1) Report on International Engagements, the report will incorporate meetings that have taken place during the latter part of the third quarter of the 2024/25 FY and half of the engagements from the fourth quarter of the 2024/25 FY. The lagging time frame is due to the fact that certain meetings take place in between quarters.</p>
Source of data	Electronic Communications Act, International schedule of engagements and reports received from the engagements
Method of Calculation / Assessment	Counting
Means of verification	Published documents
Assumptions	All ICASA nominated officials will participate and provide the required expertise and support to the programme. National Treasury Regulations won't affect the implementation of the IR programme
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation	Across South Africa

Indicator Title	Number of international engagements facilitated by ICASA
(where applicable)	
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	International engagements facilitated in pursuance of South Africa's interests summarised into 4 quarterly reports
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Percentage of EDRMS roll-out plan implemented
Definition	<p>This indicator measures the percentage of Electronic Documents Records Management System (EDRMS) roll-out plan implemented within the specified timeframes.</p> <p>Q1 - 25% Quarterly report on:</p> <ul style="list-style-type: none"> • EDRMS usage, • EDRMS migration, • EDRMS awareness campaign <p>Q2 - 50% Quarterly report on:</p> <ul style="list-style-type: none"> • EDRMS individual usage (user connection), • EDRMS migration, • EDRMS awareness campaign, • EDRMS divisional usage (no. of records created on the system by divisions) <p>Q3 - 75% Quarterly report on:</p> <ul style="list-style-type: none"> • EDRMS awareness campaign, • EDRMS individual usage (user connection), • EDRMS migration, • EDRMS divisional usage (no. of records created on the system by divisions) <p>Q4 - 100% Quarterly report on:</p> <ul style="list-style-type: none"> • EDRMS awareness campaign, • EDRMS individual usage (user connection), • EDRMS migration, • EDRMS divisional usage (no. of records created on the system by divisions),
Source of Data	Approved EDRMS roll-out plan

Indicator Title	Percentage of EDRMS roll-out plan implemented
Method of Calculation/assessment	Total percentage of EDRMS roll-out plan achieved divided by the total percentage of EDRMS roll-out activities, multiplied by 100.
Means of verification	EDRMS implementation report
Assumptions	Continued usage of EDRMS by divisions
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Meet or exceed the set target of EDRMS roll-out plan
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Percentage of OHS Annual Plan implemented
Definition	<p>The indicator measures the percentage of implementation on the OHS Plan.</p> <p>Q1 – 22%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting. <p>Q2- 56%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting • Six (6) emergency evacuation drills <p>Q3 – 78%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting <p>Q4 – 100%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting
Source of Data	Occupational Health & Safety legislation, regulations & guidelines
Method of Calculation/assessment	Total number of OHS Annual Plan activities completed divided by the total number of OHS Annual Plan activities planned, multiplied by 100
Means of verification	OHS annual plan
Assumptions	Employees' willingness to comply with the control measures put in place to meet the legislative requirements of the Occupational Health & Safety Act.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable

Indicator Title	Percentage of OHS Annual Plan implemented
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Meet or exceed the set target to increase compliance with OHS legislation, regulations & guidelines
Indicator Responsibility	Executive: Corporate Services

Sub-Programme: Information Technology

Indicator Title	Number of reports on business intelligence produced
Definition	The indicator measures the number of Business Intelligence (BI) reports to help inform and improve the organisations decision making. Business intelligence refers to the information system that collects and analyses data to provide meaningful and actionable information report that assists in business decision making
Source of Data	Power BI system
Method of Calculation/ assessment	Counting
Means of verification	Reports from Power BI system
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	2 new integrated reports from the Power BI System
Indicator Responsibility	Chief Information Officer

Indicator Title	Number of security incidents being monitored on IT Systems
Definition	The indicator measures the number of activities undertaken to safeguard the IT environment from cyber threats
Source of Data	SIEM solution

Indicator Title	Number of security incidents being monitored on IT Systems
Method of Calculation/ assessment	Counting
Means of verification	Reports from SIEM system
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Weekly/Quarterly
Desired Performance	52 weekly reports
Indicator Responsibility	Chief Information Officer

Indicator Title	Percentage of IT Systems efficiency
Definition	The indicator measures the efficiency of the ICASA IT operational environment
Source of Data	Uptime Reports VOX
Method of Calculation/ assessment	$(\text{Server uptime}\% + \text{Internet uptime}\% + \text{network uptime}\% + \text{helpdesk SLA}\%) / 4$
Means of verification	SCCM reports Internet statistical reports Wide area network availability reports Helpdesk statistics
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable

Indicator Title	Number of security incidents being monitored on IT Systems
Calculation Type	Non-cumulative
Reporting Cycle	Monthly/ Quarterly
Desired Performance	IT Efficiency >= 98%
Indicator Responsibility	Chief Information Officer

Sub-Programme: Finance

Indicator Title	Percentage of the progress in achieving the desired unqualified audit without findings
Definition	<p>The indicator measures the interventions towards the achievement of the desired unqualified audit without findings relating to</p> <ul style="list-style-type: none"> - Payment of suppliers within 30 working days - Prevention of material Irregular, Fruitless and Wasteful Expenditure - Prevention of material Unauthorised Expenditure - Preparation of the Financial Statements free from material errors or misstatements <p>The above aspects must be complied with in line with the PFMA No. 1 of 1999 and the accounting standards. Implementation of the interventions will contribute towards the achievement of a clean audit by ICASA.</p> <p>Materiality is defined by the ICASA Materiality Framework.</p> <p>Q1 – 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Prevention of material Irregular, Fruitless and Wasteful Expenditure - Prevention of material Unauthorised Expenditure - Preparation of the Annual Financial Statements which are free from material misstatements. <p>Q2 – 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Prevention of material Irregular, Fruitless and Wasteful Expenditure - Prevention of material Unauthorised Expenditure - Preparation of Quarter 1 Financial Statements that are free from material misstatements. <p>Q3 – 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Prevention of material Irregular, Fruitless and Wasteful Expenditure - Prevention of material Unauthorised Expenditure

Indicator Title	Percentage of the progress in achieving the desired unqualified audit without findings
	<ul style="list-style-type: none"> - Preparation of Quarter 2 Financial Statements that are free from material misstatements. <p>Q4 - 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Prevention of material Irregular, Fruitless and Wasteful Expenditure - Prevention of material Unauthorised Expenditure - Preparation of Quarter 3 Financial Statements that are free from material mistatements
Source of data	Audit Report 2023/24FY, Invoices, Payment Pack, Fruitless and Wasteful Expenditure Report/Register, Unauthorised Expenditure Report/Register, Quarterly and Annual Financial Statements, Materiality Framework
Method of Calculation / Assessment	As per quarterly targets above
Means of verification	Management reports on supplier payments within 30 working days; Internal Audit Reviews conducted on UIFW; Quarterly and Annual Financial Statements reviews
Assumptions	Continued billing of ICASA by suppliers, expenditure on projects and administration, books of accounts to reconcile
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quartely
Desired performance	unqualified audit without findings from the AGSA after audit of the 2024/25FY
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of Licence Fees Collected
Definition	The indicator measures the percentage of licence fees collected based on licences issued. In terms of the ECA, read with the ICASA Act and the relevant regulations, ICASA must collect licence fees and transfer such collections to the National Revenue Fund.
Source of data	Bank statements for amount collected List of invoices for amounts billed
Method of Calculation / Assessment	Licence fees collected from licensees divided by licence fees invoiced multiplied by 100
Means of verification	Bank statements for amount collected List of invoices for amounts billed

Indicator Title	Percentage of Licence Fees Collected
Assumptions	All licensees will pay their annual license fees on time without requesting payment plans.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	99%
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of Women owned companies benefitting from procurement of goods and services
Definition	The indicator measures the percentage of woman owned companies benefitting from procurement of goods and services
Source of data	National Treasury Central Supplier Database (CSD) and ICASA Finance Records
Method of Calculation / Assessment	Women owned companies (>51%) benefitting from procurement of goods and services divided by the total number of companies benefitting from procurement of goods and services multiplied by 100
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies will respond to our procurement request.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	15% annual target achieved
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of Youth owned companies benefitting from procurement of goods and services
Definition	The indicator measures the percentage of youth owned companies (18-35years) benefitting from procurement of goods and services
Source of data	National Treasury Central Supplier Database (CSD)
Method of Calculation / Assessment	Youth owned companies (18-35years) (>51%) benefitting from procurement of goods and services divided by the total number of companies benefitting from procurement of goods and services multiplied by 100
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies will respond to our procurement request.

Indicator Title	Percentage of Youth owned companies benefitting from procurement of goods and services
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	15%
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of persons with disabilities owned companies benefitting from procurement of goods and services
Definition	The indicator measures the percentage of persons with disabilities owned companies benefitting from procurement of goods and services
Source of data	National Treasury Central Supplier Database (CSD) and ICASA Finance Records
Method of Calculation / Assessment	Persons with disabilities owned companies (>51%) benefitting from procurement of goods and services divided by the total number of companies benefitting from procurement of goods and services multiplied by 100
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies will respond to our procurement request.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	2%
Indicator Responsibility	Chief Financial Officer

Sub-Programme: Human Resources

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

Indicator Title	Number of Employee Engagement Surveys executed
Definition	The indicator measures the number of employee engagement surveys executed. The employee engagement surveys aim to benchmark and monitor employee attitudes and commitment level towards the organisation, leadership, their roles, and the different stakeholders they serve. To find out the factors that drive employees to perform their best. This surveys data measures employee engagement, identify specific drivers of employee engagement at ICASA, provide report results through team lenses, and provide actionable results and supporting tools to create an environment that empowers and employees to be responsive and engaged within ICASA.
Source of data	Employees of ICASA
Method of Calculation / Assessment	Counting
Means of verification	Employee Engagement Survey
Assumptions	Low participation rate amongst employees

Indicator Title	Number of Employee Engagement Surveys executed
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	The successful completion of the employee engagement surveys
Indicator Responsibility	Executive: Human Resources

Indicator Title	Percentage of Workplace Skills Plan implemented
Definition	<p>The indicator measures the implementation of the Workplace Skills Plan (WSP).</p> <p>A Workplace Skills Plan is a requirement of Media, Information and Communication Technologies (MICT) Seta, which ICASA subscribes to. Compliance with the Seta requirements enables ICASA to provide occupationally directed learning activities to enhance the knowledge and practical skills of its workforce to meet current and future occupational requirements for optimal organisational performance.</p> <p>WSP refers to a plan to train and develop employees to close performance gaps and to develop future capacity.</p> <p>WSP is directed at effective learning and development within the Authority.</p> <p>The Annual Training Report (ATR) is a follow-up on the WSP, as it reports on the education and training interventions that were delivered in the previous year. This report also consists of all training attendance registers, proof of expenditure, training providers used.</p> <p>The plan and the report will be implemented in one year divided into four stages:</p> <p>Q1 – 25% - Submit WSP/ATR to Media Information and Communication Technologies (MICT) Seta Q2 – 25% - Compile a training needs analysis Q3 – 25% - Receive approval letter from MICT Seta Q4 – 25% - Consolidated IDPs for 2024/25</p>
Source of data	Acknowledgement letter from MICT Seta, Training Tracker, and Consolidated Individual Development Plans (IDP).
Method of Calculation / Assessment	Amount of WSP/ATR implemented divided by the total WSP/ATR multiplied by 100
Means of verification	SETA approval letter
Assumptions	Compliance with MICT Seta requirements

Indicator Title	Percentage of Workplace Skills Plan implemented
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disabilities within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	Full implementation of WSP/ATR
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of Employee Wellness Initiatives implemented
Definition	<p>The indicator measures the number of employee wellness initiatives implemented. The purpose of the employee wellness initiatives is as follows:</p> <ul style="list-style-type: none"> • Improve employee health and well-being; • Empower employees with health education and lifestyle skills that enable them to achieve their best possible health; • Positively affects employee morale and job satisfaction; • Optimise performance and productivity; and • Provide a valued, tangible employee benefit <p>Well-executed employee wellness initiatives can reduce health care costs, augment productivity and increase employee retention, providing further support for the correlation between personal health and job satisfaction.</p>
Source of data	Employees of ICASA
Method of Calculation / Assessment	Counting
Means of verification	Employee Wellness Initiatives
Assumptions	Low participation rate among employees
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	The successful completion of four (4) Employee Wellness Initiatives
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of women in the professional occupational level increased
Definition	The indicator measures the increase in number of women in the professional occupational level (D Level positions) within ICASA. The purpose of this initiative is to empower women in leadership positions within ICASA that support the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women Youth and Persons with Disabilities to improve gender mainstreaming initiatives within the public sector.
Source of data	Recruitment, resignation and dismissal information
Method of Calculation / Assessment	Number of women in D Level positions
Means of verification	HR Operational Report
Assumptions	High turnover of women and inability to appoint women at D Levels.
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	A workforce that have 41 women within the professional occupational level.
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of youths in ICASA increased
Definition	The indicator measures the number of youths within ICASA. The purpose of this initiative is to create career opportunities for the youth of South Africa and supports the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women, Youth and Persons with Disabilities to improve the unemployment rate within South Africa. In South Africa, youth consist of those aged 15 to 34 years (StatsSA, 2022).
Source of data	Recruitment, resignation and dismissal information
Method of Calculation / Assessment	Number of youths
Means of verification	HR Operational Report
Assumptions	High turnover amongst youth.
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	A workforce that has 36 youths within ICASA.
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of youths in ICASA increased
Responsibility	

Indicator Title	Number of persons with disabilities in ICASA increased
Definition	<p>The indicator measures the increase in the number of persons with disabilities within ICASA.</p> <p>The purpose of this initiative is to create career opportunities for persons with disabilities and the youth of South Africa and supports the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women, Youth and Persons with Disabilities to improve the likelihood of persons with disabilities within South Africa.</p>
Source of data	Recruitment, resignation and dismissal information
Method of Calculation / Assessment	Number of persons with disabilities
Means of verification	HR Operational Report
Assumptions	Receipt of job applications from Persons with Disabilities
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disabilities within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	A workforce that has 6 persons with disabilities within ICASA.
Indicator Responsibility	Executive: Human Resources

Sub-Programme: Internal Audit

Indicator Title	Level of assurance provided
Definition	<p>The indicator measures the level of audit assurance provided to Audit, Risk, Ethics and Disclosures Committee (AREDC) and Management.</p> <ul style="list-style-type: none"> • Quarter 1: Level 1: Complete 20% to 30% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes. • Quarter 2: Level 2: Complete 31% to 50% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes. • Quarter 3: Level 3: Complete at least 51% to 70% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes. • Quarter 4: Level 4: Complete 71% to 100% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes.
Source of data	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and issued quarterly Internal Audit progress reports.

Indicator Title	Level of assurance provided
Method of Calculation / Assessment	The level of assurance will be measured as per defined measurement criteria. Method of calculation to determine level will be: Number of completed audits divided by the total number of audits in the audit plan multiplied by 100 and this will signify the level achieved.
Means of verification	Internal Audit Assurance reports issued, and progress reports produced for AREDC.
Assumptions	Availability of resources, the auditees and information.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Meet or exceed level 4 as per defined criteria
Indicator Responsibility	Chief Audit Executive

Indicator Title	Number of consulting assignments completed
Definition	The indicator measures the number of consulting assignments completed. They include: <ul style="list-style-type: none"> • Involvement in projects; and • Ad Hoc requests.
Source of data	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC, and quarterly reports issued.
Method of Calculation / Assessment	Counting
Means of verification	Internal Audit Consulting and ad-hoc reports issued, and progress reports produced for AREDC.
Assumptions	Availability of resources, the auditees and information
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Execute all consulting assignments taken-up.
Indicator Responsibility	Chief Audit Executive

Sub-Programme: Legal Risk & CCC

Indicator Title	Percentage of legal services provided to client within SLA turnaround times
Definition	<p>The indicator measures the percentage of legal services provided within SLA turnaround times. The service comprises the following:</p> <ol style="list-style-type: none"> 1. Legal advice to Committees - 20 working days 2. Vet, draft regulations and other regulatory documents: 15 working days 3. Contracts: 10 working days 4. Internal legal opinions: 10 working days 5. Policy vetting: 15 working days 6. Informing Council of legal actions: 4 working days
Source of Data	<p>Instructions received, vetting requests, draft regulations and other regulatory documents vetting/drafting requests, contract/addendum drafting requests, internal legal opinions requests, policy vetting requests and legal suits received</p>
Method of Calculation	<p>Number of legal advice, vetting and drafting provided, as per SLA turnaround times; divided by legal advice, vetting and drafting requested multiplied by 100</p> <p>The method of calculation will be as follows:</p> <ol style="list-style-type: none"> 1. Number of legal advices provided to Committees within 20 working days - divided by the number of legal advices requested - multiplied by 100 2. Number of regulations and other regulatory documents vetted/drafted within 15 days - divided by the number of vetting/drafting requests - multiplied by 100 3. Number of contracts drafted / vetted within 10 working days - divided by the number of contracts requested - multiplied by 100 4. Number of internal legal opinions provided within 10 days - divided by the number of internal legal opinions requested - multiplied by 100 5. Number of policy vettings provided within 15 days - divided by the number of policy vettings requested - multiplied by 100 6. Number of legal notices provided to Council - divided by the number of legal suits received - multiplied by 100 <p>Total calculation: Legal services provided / Legal services requested multiplied by 100</p>
Means of verification	<p>Legal advice report; vetting memo, emails/correspondence sent, draft regulations and other regulatory documents report; Contracts and General Legal Support report; Internal legal opinions report.</p>
Assumptions	<p>Cooperation by other Programmes</p>

Indicator Title	Percentage of legal services provided to client within SLA turnaround times
Disaggregation of Beneficiaries (where applicable)	All women, youth and people with disabilities
Spatial Transformation (where applicable)	Not applicable
CalculationType	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	80% of legal services provided within SLA turnaround times
Indicator Responsibility	Executive: Legal, Risk and CCC

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

Indicator Title	Compliance maturity level of the organisation
Definition	The indicator measures compliance maturity of the organisation in accordance with Compliance Institute Framework 1. Initial -Compliance function is siloed and inconsistent. 2. Development- Compliance function is organised but reactive. 3. Managed- Compliance function is actively managed and proactive. 4. Optimal- Compliance function is fully integrated and embedded.
Source of data	Data will be collected from survey on compliance maturity
Method of Calculation / Assessment	The organisation's compliance maturity level will be measured using the acceptable compliance maturity level standards whose custodian is LRCCC
Means of verification	Compliance maturity report based on the Framework
Assumptions	Cooperation by other Programmes
Disaggregation of Beneficiaries (where applicable)	Internal and external stakeholders
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Compliance maturity level 3
Indicator Responsibility	Specialist Risk and Compliance

Indicator Title	Percentage of the disaster management plan implemented
Definition	The indicator measures implementation of ICASA Disaster Management Plan relating to the Disaster Risk Reduction. Quarter 1: No target Quarter 2: 10% of the Disaster Management Plan implemented Quarter 3: 20% of the Disaster Management Plan implemented Quarter 4: 40% of the Disaster Management Plan implemented A number of activities will be identified for implementation in each of the 3 quarters. Activities per quarter will be calculated as follows: $\text{Number of activities achieved} / \text{Total number of activities planned} \times 100$ The plan will be implemented over 2 financial years.
Source of data	Disaster Management Plan
Method of Calculation / Assessment	Completed stages as per allocated quarterly percentage weightings
Means of verification	Disaster Management Plan
Assumptions	Availability of resources, processes, systems, and policies
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation	N/A

Indicator Title (where applicable)	Percentage of the disaster management plan implemented
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Disaster Management Plan implemented
Indicator Responsibility	Risk and Compliance Specialist

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

13. Programme 2: Licensing and Compliance

Indicator Title	Percentage of Elections monitoring plan achieved
definition	<p>This is to measure the percentage of the process to implement the Elections Monitoring Plan</p> <p>The process will span a period of two financial years initiated by the adoption of the Draft Elections Monitoring Report by the Committee (50% of the process) in the 2024/25 FY. The process is concluded by the publication of the Final Elections Monitoring Report on the Authority's website.</p> <p>Q1: No Target</p> <p>Q2: No target</p> <p>Q3: No Target</p> <p>Q4: 50% [Draft Election Monitoring Report adopted by the Council Committee].</p>

Indicator Title	Percentage of Elections monitoring plan achieved
Source/collection of data	Quarterly and Annual reports.
Method of calculation/Assessment	Completed stages as per allocated percentage weightings.
Means of Verification	Signed Council Committee Minutes adopting the draft Elections Monitoring Report
Assumptions	Budget
Disaggregation of Beneficiaries	All South African citizens
spatial Transformation	N/A
Calculation Type	Non cumulative
Reporting cycle	Annual
Desired performance	50% (Draft Elections Monitoring Report adopted by the Council Committee)
Indicator responsibility	Senior Manager: Compliance

Indicator Title	Percentage of the process to develop a satellite regulatory framework completed
Definition	<p>This indicator measures the completion of the process to develop a satellite regulatory framework.</p> <p>This is a multi-year project initiated by the Findings document constituting 50% of the process in the 2024/25 financial year. The project is concluded by the development of the satellite regulatory framework, constituting 100% of the entire process in the 2025/26 financial year.</p> <p>Q1: No Target</p> <p>Q2: 25% [Public Hearings]</p> <p>Q3: 40% [Draft Findings submitted for Legal vetting]</p> <p>Q4: 50% [Findings document submitted to Council for approval]</p>
Source of data	Quarterly and Annual reports.
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings.
Means of verification	Letter of appointment, Committee Minutes, Letters to the Applicants, Council Minutes, Issued Licenses
Assumptions	No litigation of the process; and To publish a responsive discussion document.
Disaggregation of Beneficiaries (where applicable)	All South African citizens
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly

Desired performance	50% (Findings document submitted to Council for approval)
Indicator Responsibility	Senior Manager: Spectrum Licensing

Indicator Title	Percentage of the process for licensing of community sound broadcasting services completed
Definition	<p>This is to measure completion of the process for the licensing of the community sound broadcasting services.</p> <p>The licensing process is initiated by the publication of the Invitation to Pre-Register (ITP-R) which constitutes 50% of the process in the 2024/25 financial year. The process is concluded by the Report regarding the licensing process for community sound broadcasting services constituting 100% of the entire process in the 2025/26 financial year.</p> <p>Q1: No Target</p> <p>Q2: No Target</p> <p>Q3: 50% [Publication of the ITP-R]</p> <p>Q4: No Target</p>
Source of data	Quarterly and Annual reports, government gazette
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings.
Means of verification	Committee Minutes, Published ITP-R
Assumptions	Budget, receipt of applications
Disaggregation of Beneficiaries (where applicable)	All South African citizens
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	50% (Publication of the ITP-R)
Indicator Responsibility	Senior Manager: ICT Licensing Services

14. Programme 3: Policy Research and Analysis

Indicator Title	Number of SAPO Regulatory Financial Statements assessed
Definition	The indicator measures the assessment of SAPO Regulated Financial Statements (RFS) in accordance with Accounting Separation Regulations, 2011. The result is the analysis report of the SAPO RFS. The review and analysis will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: Approval of SAPO Operators Procedure Manual (OPM) analysis report by Council – 0.50 Q2: No Deliverable Q3: Draft SAPO RFS analysis report – 0.75 Q4: Approval of RFS analysis report by Council -1
Source of data	Current regulations, stakeholder submissions (OPM & RFS)
Method of Calculation / Assessment	Counting
Means of verification	RFS analysis report approved by Council
Assumptions	Stakeholders submissions
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Evaluated RFS analysis report approved by Council
Indicator Responsibility	Executive: PRA

Indicator Title	Number of SAPO tariffs analysis reports approved
Definition	The indicator measures the analysis report of the South African Post Office (SAPO)'s annual tariffs application. This process will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: No deliverable Q2: No deliverable Q3: Draft tariff analysis report – 0.50 Q4: Approved tariff analysis report – 1
Source of data	Current Government Gazette on SAPO Tariffs, submissions from SAPO
Method of Calculation / Assessment	Counting
Means of verification	Approved analysis report of SAPO's annual tariffs application
Assumptions	Provision of required information by SAPO
Disaggregation of Beneficiaries (where applicable)	All consumers, SAPO
Spatial Transformation (where applicable)	South Africa

Indicator Title	Number of SAPO tariffs analysis reports approved
Calculation Type	Cumulative year to date
Reporting Cycle	Quartely
Desired performance	SAPO tariffs analysis report approved by Council
Indicator Responsibility	Executive: PRA

Indicator Title	Number of bi-annual tariff analysis reports produced
Definition	The indicator measures analyses of tariffs analysis reports produced. The delivery of the tariff analysis reports will happen in stages as quarterly deliverables as follows: Q1: No deliverable – 0 Q2: Tariff analysis report – 1 Q3: No deliverable – 0 Q4: Tariff analysis report – 1
Source of data	Tariff notifications from licensees
Method of Calculation / Assessment	Counting
Means of verification	Tariff analysis reports
Assumptions	Tariff notifications by licensees
Disaggregation of Beneficiaries (where applicable)	All consumers (end-users)
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	Tariff analysis reports approved by OPCO/EXCO
Indicator Responsibility	Executive: PRA

Indicator Title	Number of Regulations on Conveyance of mail developed
Definition	The indicator measures the Review of the Regulations on Conveyance of mail, 2009. The review process will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: No Deliverable Q2: Council Approved Draft Regulations – 0.50 Q3: Public Hearings – 0.75 Q4: Council Approved Regulations on Conveyance of Mail, 2025 – 1
Source of data	Findings Document/Position Paper
Method of Calculation / Assessment	Counting
Means of verification	Council Approved Regulations on Conveyance of Mail
Assumptions	Availability of data

Indicator Title	Number of Regulations on Conveyance of mail developed
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cummulative year to date
Reporting Cycle	Quarterly
Desired performance	Council Approved Regulations on Conveyance of Mail
Indicator Responsibility	Executive: PRA

Indicator Title	Number of Findings Document on Digital Migration Regulations developed
Definition	<p>The indicator measures the delivery of a Findings document on the Review of Digital Broadcasting.</p> <p>Delivery of the Findings document will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: Public Hearings -0.25 Q2: Analysis of Public hearings and additional information-0.50 Q3: No deliverable Q4: Final findings document -1</p>
Source of data	Research report, current regulations, Discussion document
Method of Calculation / Assessment	Counting
Means of verification	Findings document on the review of Digital Migration Regulations
Assumptions	No litigation
Disaggregation of Beneficiaries (where applicable)	All broadcasters, all consumers, ECNS providers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Findings document on the review of Digital Migration Regulations approved by Council
Indicator Responsibility	Executive PRA

Indicator Title	Number of findings document on subscription television broadcasting services developed
Definition	<p>The indicator measures delivery of findings document on subscription television broadcasting services.</p> <p>Delivery of the findings document will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: No deliverable - 0 Q2: No deliverable - 0 Q3: No deliverable - 0 Q4: Findings Document approved by Council - 1</p>
Source of data	Stakeholder submissions, research report and public hearing.
Method of Calculation / Assessment	Counting
Means of verification	Findings document on Subscription Television Broadcasting services approved by the Council
Assumptions	Availability of resources, absence of litigation and stakeholder responses
Disaggregation of Beneficiaries (where applicable)	All Consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Non cumulative
Reporting Cycle	Annually
Desired performance	Findings document relating to Subscription television Broadcasting services approved by Council
Indicator Responsibility	Executive: PRA

Indicator Title	Number of Signal Distribution Findings Document developed
Definition	<p>The indicator measures delivery of Findings Document on Signal Distribution services.</p> <p>Delivery of the Findings Document will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: No deliverable Q2: Findings Document - 1 Q3: No Deliverable Q4: No Deliverable</p>
Source of data	Stakeholder submissions, research report and public hearing.
Method of Calculation / Assessment	Counting
Means of verification	Findings Document relating to Signal Distribution services approved by the Council
Assumptions	Availability of resources, absence of litigation and stakeholder responses.

Indicator Title	Number of Signal Distribution Findings Document developed
Disaggregation of Beneficiaries (where applicable)	All Consumers.
Spatial Transformation (where applicable)	South Africa
Calculation Type	Non cumulative
Reporting Cycle	Annually
Desired performance	Findings Document relating to Signal Distribution services approved by Council.
Indicator Responsibility	Executive: PRA

Title	Number of regulations on Call Termination developed
Definition	<p>The indicator measures the review of the Call Termination Amendment Regulations, 2018 in order to determine new wholesale voice call termination rates. The result is amended call termination regulations arising from the review of the wholesale voice call termination market in terms of section 67(8) of the ECA in order to achieve effective competition of the retail voice market.</p> <p>The review will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: Draft regulations – 0.50 Q2: No Deliverable Q3: Final Call Termination Amendment Regulations – 1 Q4: No Deliverable</p>
Source of data	Current regulations, Licensees' information
Method of Calculation / Assessment	Counting
Means of verification	Amended Call Termination Regulations
Assumptions	Stakeholders submissions
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Approval of the Call Termination Amendment Regulations by Council
Indicator Responsibility	Executive: PRA

15. Programme 4: Engineering and Technology

Indicator Title	Percentage of Radio Frequency Migration Plan Developed
Definition	<p>The indicator measures the process to develop the Radio Frequency Migration Plan. Radio Frequency migration is the migration of users of radio frequency spectrum within the same band or other Radio frequency bands.</p> <p>The process will span a period of two (2) financial years initiated by the publication of a Draft Radio Frequency Migration Plan (50% of the process) in the 2023/24 FY. The process is concluded by the publication of the Final Radio Frequency Migration Plan which constitutes 100% of the process in the 2024/25 FY.</p> <p>The quarterly breakdown for 2024-25 FY is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: 100% (Radio Frequency Migration Plan developed)</p>
Source of data	National Radio Frequency Plan 2021, Radio Frequency Migration Plan 2019, and Radio Frequency Spectrum Licences Database.
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings
Means of verification	Radio Frequency Migration Plan considered by Council
Assumptions	Sources of data available, submissions from the industry
Disaggregation of Beneficiaries (where applicable)	All Citizens of South Africa
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	100% (Radio Frequency Migration Plan developed)
Indicator Responsibility	Senior Manager: Network Systems and Research

Indicator Title	Percentage of IMT Roadmap Developed
Definition	<p>The indicator measures the process to develop the International Mobile Telecommunications (IMT) Roadmap completed. The IMT roadmap identifies frequency bands for IMT services as per International Telecommunication Union Radio Communications Sector (ITU-R) Recommendations.</p> <p>The process will span a period of two financial years initiated by the publication of a Draft IMT Roadmap (50% of the process) in</p>

Indicator Title	Percentage of IMT Roadmap Developed
	<p>the 2023/24 FY. The process is concluded by the publication of the Final IMT Roadmap which constitutes 100% of the process in the 2024/25 FY.</p> <p>The quarterly breakdown for 2024/25 FY is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: (100%) IMT Roadmap developed</p>
Source of data	National Radio Frequency Plan 2021 Radio Frequency Migration Plan 2019 and IMT roadmap 2019
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings
Means of verification	IMT Roadmap considered by Council
Assumptions	Sources of data available, submissions from the industry
Disaggregation of Beneficiaries (where applicable)	All Citizens of South Africa
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	100% of the IMT Roadmap developed
Indicator Responsibility	Senior Manager: Network Systems and Research

Indicator Title	Percentage of Recommended South African Strategy for 5G, future and Emerging Technologies implemented
Definition	<p>The indicator measures the process to implement the Recommended South African Strategy for 5G and Future and Emerging Technologies ("Strategy"). The process is initiated by development of an Implementation Plan for the Strategy (25% of the process) in the 2024/25 FY. The Implementation of the Strategy will commence in 2025-26 FY in line with developed Implementation Plan.</p> <p>The quarterly breakdown for 2024/25 FY is as follows: Q1: No deliverable Q2: No deliverable Q3: No Deliverable Q4: Implementation Plan for the Recommended South African Strategy for 5G and future and Emerging Technologies developed (25%)</p>
Source of data	5G Forum meetings, local and international engagements, international 6G Fora, ITU study groups, International

Indicator Title	Percentage of Recommended South African Strategy for 5G, future and Emerging Technologies implemented
	Standardisation Development Organisations (SDOs), and publications on 5G and 6G. World Radio Conference)WRC-23 Final Acts.
Method of Calculation / Assessment	Counting
Means of verification	Implementation Plan for the Recommended South African Strategy for 5G and Future and Emerging Technologies considered by Council
Assumptions	Sources of data available, inputs from the 5G and 6GForum
Disaggregation of Beneficiaries (where applicable)	All citizens of SA
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Implementation Plan for the Recommendations South African Strategy for 5G and Future and Emerging technologies developed
Indicator Responsibility	Senior Manager :Network Systems and Research

Indicator Title	Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed
Definition	<p>The indicator measures the process to develop the Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management completed.</p> <p>The process spans a period of four financial years initiated by the publication of a Discussion Document produced in respect of the framework for the second phase of Dynamic Spectrum Access and Opportunistic Spectrum Management (25% of the process) in 2022/23 FY, publication of Position Paper (50% of the process) in 2023/24 FY, publication of Draft Framework (75% of the process) in 2024/25 and publication of Final Framework (100% of the process) in 2025/26 FY.</p> <p>The quarterly breakdown for 2024/25 FY is as follows: Q1: No deliverable Q2: No deliverable Q3: No Deliverable Q4: (75%) Draft Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed</p>
Source of data	Discussion Document and Position Paper on Dynamic Spectrum Access and Opportunistic Spectrum Management, National Radio Frequency Plan 2021, International Benchmark

Indicator Title	Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed
	Reasearch Studies, WRC Final Acts 2024 and ITU Rekommedations and Reports
Method of Calculation / Assessment	Counting
Means of verification	Draft Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management considered by Council
Assumptions	Sources of data available, and Budget
Disaggregation of Beneficiaries (where applicable)	All citizens of SA
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	(75%) Draft Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management produced
Indicator Responsibility	Senior Manager :Network Systems and Research

Indicator Title	Percentage of National Radio Frequency Plan Updated
Definition	<p>The indicator measures the process completed to update the National Radio Frequency Plan in line with the Final Acts of the World Radiocommunications Conference 2023 (WRC 23) and the latest Edition of the ITU Radio Regulations.</p> <p>The process spans a period of two (2) financial years initiated by the publication of a Draft Updated National Radio Frequency Plan (50% of the process) in 2024-25 FY. The process is concluded by the publication of Final Updated National Radio Frequency Plan which constitutes 100% of the process in 2025-26 FY.</p> <p>The quarterly breakdown for 2024/25 FY is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: (50%) Draft Updated National Radio Frequency Plan produced</p>
Source of data	National Radio Frequency Plan 2021 ,the Final Acts of WRC 23 and the latest Edition of the Radio Regulations.
Method of Calculation / Assessment	Non-cumulative
Means of verification	Draft Updated National Radio Frequency Plan considered by Council
Assumptions	Sources of data available, Final Acts of WRC 23 and the latest Edition of the Radio Regulations.

Indicator Title	Percentage of National Radio Frequency Plan Updated
Disaggregation of Beneficiaries (where applicable)	All citizens of SA
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	(50%) Draft Updated National Radio Frequency Plan produced
Indicator Responsibility	Senior Manager :Network Systems and Research

Indicator Title	Number of Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced
Definition	<p>The indicator measures completion of the number of Regulations as required to be promulgated under chapter 4 of the ECA The Regulations will be delivered over a two (2) year period as follows:</p> <p>Draft Regulations will be delivered in 2024-25 FY and the Final Regulation in 2025-26 FY.</p> <p>The quarterly breakdown for 2024/25 FY is as follows: Q1: No deliverable Q2: No deliverable Q3: No deliverable Q4: (0.5) Draft Regulations on Rapid Deployment produced</p>
Source of data	Electronic Communications Facilities Leasing Regulations 2010. Policy and Policy Directions on Rapid Deployment of Electronic Communications Networks and Electronic Communications Facilities.
Method of Calculation / Assessment	Counting
Means of verification	Draft Regulations on Rapid Deployment of Electronic Communications Networks and Electronic Communications Facilities considered by Council
Assumptions	Sources of data available, and Budget
Disaggregation of Beneficiaries (where applicable)	All citizens of SA
Spatial Transformation (where applicable)	National
Calculation Type	Counting
Reporting Cycle	Annually
Desired performance	Draft Regulations on Rapid Deployment of Electronic Communications Networks and Electronic Communications Facilities produced

Indicator Title	Number of Regulations on rapid deployment of electronic communications infrastructure and facilities in terms of Chapter 4 of the ECA produced
Indicator Responsibility	Senior Manager :Engineering Facilities and Research

Indicator Title	Number of Provinces monitored for Quality of Service
Definition	<p>The indicator measures provinces monitored for Quality of Service (QoS). The aim of the monitoring is to assess the QoS provided by the mobile operators as perceived by the user.</p> <p>The quarterly breakdown for 2024/25 FY is as follows: Q1 = 2 Q2 = 3 Q3 = 2 Q4 = 2</p>
Source of data	Measurements collected through Drive Testing using South African Bureau of Standards (SABS) 1725-1/2 standards
Method of calculation	Counting
Means of verification	Provinces QoS monitoring reports
Assumptions	Monitoring equipment functioning properly.
Disaggregation of beneficiaries	Citizens of SA
Calculation type	Cumulative year-end
Spatial Transformation	National
Reporting cycle	Quarterly
Desired performance	Nine (9) Provinces monitored for QoS.
Indicator responsibility	Senior Manager: Engineering Facilities and Research

16. Programme 5: Regions and Consumer Affairs

Indicator Title	Percentage of Radio Frequency Interference cases resolved in 30 working days reported
Definition	The indicator measures the percentage of the reported Radio Frequency Interference cases resolved within 30 working days
Source of data	Customer Relationship Management (CRM)
Method of Calculation / Assessment	Number of reported interference cases resolved within 30 working days divided by the total interference cases recieved multiplied by 100
Means of verification	CRM evidence
Assumptions	Budget availability for equipment and relevant training
Disaggregation of Beneficiaries (where applicable)	All consumers and stakeholders in the ICT sector
Spatial Transformation	Not applicable

Indicator Title	Percentage of Radio Frequency Interference cases resolved in 30 working days reported
(where applicable)	
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Percentage of Radio Frequency Interference cases resolved within 30 working days.
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	Level of service delivery with respect to License Applications / Registrations processed within turn-around time
Definition	<p>The indicator measures the processing of license applications / registrations processed.</p> <p>Level 1:</p> <ul style="list-style-type: none"> • 70% Class Electronic Communications System (EC)/Electronic Communications Network System (ECNS) and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 30 working days • 60% of type approval applications processed within 30 working days <p>Level 2:</p> <ul style="list-style-type: none"> • 71% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 30 working days • 61% of type approval applications processed within 30 working days <p>Level 3:</p> <ul style="list-style-type: none"> • 72% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 30 working days • 62% of type approval applications processed within 30 working days <p>Level 4:</p> <ul style="list-style-type: none"> • 73% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 98% of pre-assigned applications within 30 working days • 63% of type approval applications processed within 30 working days
Source of data	Customer Relationship Management (CRM)

Indicator Title	Level of service delivery with respect to License Applications / Registrations processed within turn-around time
Method of Calculation / Assessment	Number of applications processed within TAT divided by total applications processed multiplied by 100. This will be calculated for each service type i.e. Class ECS/ECNS and/or unreserved postal license applications, Pre-assigned applications and Type approval applications processed within turnaround time
Means of verification	CRM evidence
Assumptions	Budget availability for recruitment and training of staff
Disaggregation of Beneficiaries (where applicable)	All consumers and stakeholders in the ICT sector
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Processing of applications and registrations within Type Approval Test (TAT). Annual improvement in service delivery
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	Percentage of Consumer Complaints resolved
Definition	The indicator measures consumer complaints resolved
Source of Data	Actual consumer complaints received on the CRM system
Method of Calculation/ Assessment	The number of complaints resolved divided by the number of complaints received multiplied by 100
Means of verification	CRM evidence
Assumptions	No downtime of CRM system
Disaggregation of beneficiaries	All consumers
Spatial Transformations	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Resolution of complaints within TAT
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	Number of Advisories provided to ICASA by the Consumer Advisory Panel
Definition	<p>The indicator measures the Advisories produced by Consumer Advisory Panel (CAP) for consumer protection</p> <p>The quarterly breakdown for 2024/25 FY is as follows: Q1 = No Target Q2 = No Target Q3 = No Target Q4 = 1 Advisory</p>
Source of Data	CAP consumer protection initiatives undertaken
Method of Calculation/ Assessment	Counting
Means of verification	Council approved CAP advisory report
Assumptions	Budget availability for advisory work
Disaggregation of beneficiaries	All consumers
Spatial Transformations	N/A
CalculationType	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Improved level of consumer protection
Indicator Responsibility	Executive: Regions and Consumer Affairs

Annexure A: Amendments to the Strategic Plan

There are no amendments to the Strategic Plan. This Annual Performance Plan is based on the Strategic Plan 2020/21 – 24/25 as tabled and approved by Parliament.

Annexure B: Conditional Grants

No conditional grants allocated for the 2024/25FY

Annexure C: District Development Model

Areas of Intervention	Medium Term (3 Years – MTEF)					
	Project Description	Budget Allocation	District Municipality	Location: GPS Coordinates	Project Leader	Social Partners
Network coverage Quality of electronic communication Service	Quality of service monitoring	Part of Programme 4: Engineering & Technology budget	OR Tambo District Municipality	31.4632° S, 29.2321° E	Eastern Cape Regional Manager	ECNS licensees (MNOs) Consumer Groups in the Municipality
Harmful interference	Resolution of radio frequency interference cases	Part of Programme 5: Region's budget	OR Tambo District Municipality	31.4632° S, 29.2321° E	Eastern Cape Regional Manager	Licensees operating in the area. Consumer Groups in the Municipality