



PERFORMANCE INFORMATION REPORTS

STRATEGIC and OPERATIONAL OUTCOMES, OUTPUTS & ACTIVITIES

2012-2013 Quarterly Deliverables

Q3 - October to December

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	2012/2013	2012/2013	2012/2013	2012/2013	Q1			Q2			Q3			2012/2013				
	Strategic Objectiyes	Key Outcomes	Key Outputs	Targets	Quarterly Deliverables	NOT Achieved	NOT Achieved	Quarterly Deliverables	NOT Achieved	NOT Achieved	Quarterly Deliverables	NOT Achieved	NOT Achieved	Targets	NOT Achieved	NOT Achieved		
by SOOG	APP Summary table of Strategic Targets and Deliverables													OUTLOOK				
SOOG1	1	1	1	1	1	1	100%	1	1	100%	1	1	100%	1	0	0%		
SOOG2	2	2	7	5	5	1	20%	4	2	50%	4	4	100%	5	4	80%		
SOOG3	3	3	5	4	4	2	50%	3	2	67%	3	2	67%	4	1	25%		
SOOG4	2	3	6	5	5	2	40%	5	3	60%	5	4	80%	5	1	20%		
SOOG5	1	2	2	2	2	0	0%	2	1	50%	2	2	100%	2	1	50%		
SOOG6	1	1	7	6	6	2	33%	6	3	50%	6	3	50%	6	2	33%		
SOOG7	1	5	7	12	12	10	83%	10	10	100%	10	9	90%	12	11	92%		
SOOG8	2	5	7	8	8	2	25%	7	7	100%	7	7	100%	8	5	63%		
TOTAL	13	22	42	43	43	20	47%	38	29	76%	38	32	84%	43	25	58%		
Internal reasons						12	60%				17	59%			21	66%	14	56%
External reasons						8	40%				12	41%			11	34%	11	44%

Subsector	48		27		44		59		40		49		43		43		38		29		38		32		Expend. Budget Q3	Expend. Actual Q3	Variance Q3	Progress/Variance Comment Q3
	JDE Proj. Code	Output No.	Key Outcome	Key Output	S M A R T Performance Measure/Indicator	Risk & Mitigation	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Deliverables Timeframe Q1	Achievement in Q1	Progress/Variance Comment Q1	Deliverables Timeframe Q2	Achievement in Q2	Progress/Variance Comment Q2	Deliverables Timeframe Q3	Achievement in Q3											
SOO 1	STRATEGIC OUTCOME ORIENTATED GOAL: Transformation of the ICT sector																											
SO	1.1. STRATEGIC OBJECTIVE: Ensure effective HDI/BEE participation in the sector																											
LAC COMPLIANCE		SO 1.1.1	Develop Regulations on ownership and control	Recommendations on ownership trends and structures for licensees who have been allocated numbers and/or radio frequency spectrum	Report on licensee's ownership trends monitored and ownership structures audited in the ICT sector	RISK: Insufficient human capital MITIGATION: Utilising the services of temporary staff	Preliminary report on broadcasting sector including recommendations on HDI equity ownership issued to the Minister	Report on individual licensees' equity ownership for licensees who have been allocated numbers and/or radio frequency by 31 March 2013	Conduct annual audit on licensees' equity ownership	Collation of HDI Equity data through Compliance Manual (15% of relevant licensees)	Not Achieved	The implementation of the Compliance Procedure Manual Regulations have been postponed to 02 July 2012, so data will only be collated in Q2.	Collation of HDI Equity data through Compliance Manual (50% of relevant licensees)	Not Achieved	In terms of the Compliance Procedure Manual Regulations, Licensees are to submit the HDI Equity data on an annual basis.	Collation of HDI Equity data through Compliance Manual (20% of relevant licensees)	Not Achieved	#N/A	#N/A	#N/A	In terms of the Compliance Procedure Manual Regulations, Licensees are to submit the HDI Equity data on an annual basis.							
	SOO 2	STRATEGIC OUTCOME ORIENTATED GOAL: Ensure the provision of broadband services																										
	SO	2.1. STRATEGIC OBJECTIVE: Allocation of accumulated 1000MHz for mobile communications																										
E&T	6218	SO 2.1.1	Greater access to mobile telecommunication spectrum	Strategy (blueprint) for Radio Frequency migration plan	Radio Frequency migration final blueprint published and National Band Plan updated	RISK: Lack of expertise in current personnel MITIGATION: External service providers will be utilised to address urgent shortage of skills	Outcome of the consultancy and ITU-R Final Acts of 2012	Radio Frequency migration plan published by 31 March 2013	Publication of final Radio Frequency migration plan	Service provider appointed	Achieved	Service Provider Appointed (Delecon)	Radio Frequency migration strategy approved by Council. ITU-R Final Acts 2012 analysed in report	Achieved	The draft Radio Frequency Migration Regulations and Plan was approved by Council and was published 17 August 2012 in Government Gazette Number 35598	Report on consultation on draft broadcasting plan	Not Achieved	619 656	2 528 309	-1 908 653	1) Draft National Radio Frequency Plan Published on 21/12/2012 GG 36025 2) Second Draft Frequency Migration Plan Published on 24/12/2012 GG 36031 3) Entam to the Broadcasting Plan Published on 21/12/2012 GG 36026 4) GE06 Coordination process between Mozambique, South Africa and Swaziland to optimise the Broadcasting Plan held on 12 -13/12/2012 in JHB, SA 5) 2nd letter to Minister with Copy of Approved 1st Draft National Radio Frequency Plan. 6) The draft Broadcasting Frequency to be published by end of January 2013 and draft Report on Consultation by 17 March 2013. Council Approval 26 March 2013. Publication in Government Gazette 29 March 2013							
	6219	SO 2.1.2	Licensing of available International Mobile Telephony (IMT) spectrum	Radio frequency spectrum licences issued	New initiative	Seven radio frequency spectrum licences issued in the 2.6GHz and 800MHz bands	Combined Licensing of 2.6GHz and 800MHz	Terms of Reference for the appointment of service provider developed	Achieved	Terms of reference developed. SCM process to continue once the Minister's Policy Directive has been finalised.	Service provider appointed	Not Achieved	The activity was approved by Council to be moved to the next financial year and the fund are to be reappropriated to other projects. The deliverable will therefore no longer be reported on in this current financial year. Output depended on the Ministerial Policy directive.	Public Hearings Completed and Final ITA published.	Not Achieved	-223 774	0	-223 774	The challenges were noted by Council for a Deferral to 2013/2014 Financial Year on 28-29 August 2012 and these were reappropriated and approved by Council on 18 September 2012									
		SO 2.1.3	Roadmap for all of International Mobile Telephony (IMT) spectrum	Roadmap published	World Radio WRC-07 and WRC-12 outcomes	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14									
	SO	2.2. STRATEGIC OBJECTIVE: Increase connectivity of South Africans on broadband																										
M&C - Analysis	5235	SO 2.2.1	Regulatory response to Broadband Plan to support the national broadband policy	Online map to indicate where broadband services are available	Interactive online map launched	RISK: Poor response from stakeholders MITIGATION: Upront engagement with licensees on the Authority's intentions and expectations regarding the use of inputs from the industry	Engagement with licensees on the need for an interactive online map	Broadband map to be online by 30 September 2012	Populate database for broadband map with licensee coverage maps of where broadband is available	Identification of project scope and resources required to develop online map	Achieved	MCA identified the types of information required and requested it from operators. To date Telkom is the only operator refusing to provide information and a letter has been sent to Telkom informing them of referral to the CCC if we do not receive the information. The information MCA has received has been passed on to the service provider-BMI-T who gave a demonstration of the portal on the 15th June 2012.	Information collection from licensees and submission of information to the service provider	Achieved	The SP, BMI-T presented a milestones report on progress on mapping to the DoC and ICASA. Telkom data was sourced from the public domain. However, the data is not yet in a form that allows manipulation by users and this is the next milestone for Q3. MCA will be trained in data manipulation and entry to allow continual updating as new coverage areas are availed by operators.	Pilot implementation of the interactive online map for broadband services availability	Not Achieved	-17 228	0	-17 228	Telkom has submitted the required mapping information and it has been sent to the GIS Specialist Consultant (B-MT). The online map will be active from the 1st of September 2013.							
		SO 2.2.2	Rapid Deployment Guidelines (RDGs) recommendations to the Minister	Recommendation on RDGs sent to the Minister	RISK: Certain recommendations may require amendment to National Building Regulations, extending the timeline for actual impact of proposals MITIGATION: Engage with the DoC on a continuous basis to ensure effective stakeholder engagement across Government	Draft rapid deployment guidelines document	Submission of RDG Recommendation Report to the DoC by 31 June 2012	Recommend RDGs to the Minister for implementation	Final document on Rapid Deployment Guidelines sent to the DoC as recommendation for policy formulation	Not Achieved	The Authority received additional input from the Ministry of Transport for incorporation into the guidelines. This has resulted in the Authority failing to complete the guidelines as per target deliverables. The revised deadline is by end Q2	No Strategic Activity	still Not Achieved	MCA has yet to receive substantive input from the Ministry of Transport and this has delayed completion of the project. The revised completion date is Q3 assuming that the inputs are received by then. Should the inputs not be available, the Authority will, nevertheless, finalise the document with the existing material.	still Not Achieved	#N/A	#N/A	#N/A	The Authority held a meeting with FTH on 30 October 2012 on the existing material as per Q2. A document drafting session with stakeholders was held on the 23rd November 2012. Industry submitted further input on the deployment of wireless infrastructure and this delayed completion of the RDGs. The final draft will be completed end June 2013. The RDGs recommendation report will be sent to the DoC by 1 September 2013.									

Sub-Item	JDE Proj. Code	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Risk & Mitigation	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Deliverables Timeframe Q1	Achievement in Q1	Progress/Variance Comment Q1	Deliverables Timeframe Q2	Achievement in Q2	Progress/Variance Comment Q2	Deliverables Timeframe Q3	Achievement in Q3	Expend. Budget Q3	Expend. Actual Q3	Variance Q3	Progress/Variance Comment Q3
	5236	SO 2.2.3		Open-access model of wholesale network infrastructure = Local Loop Unbundling (LLU)	Reduction in IPConnect (IPC) prices by 25%; Introduction of bitstream wholesale access product (standard contract for bitstream access services); Report on Access Line Deficit (ALD) recovery scheme	RISK: Narrow focus of Local Loop Unbundling on copper-based networks only (i.e. technology-specific) may distort incentives for network investment. MITIGATION: The Authority will adopt a technology-neutral approach. This means implementation of the Ministerial Policy Directive on LLU regarding copper-based networks AND exploring necessity of such regulatory action regarding other technologies	Discussion Document on LLU	Implementation of LLU through: Reduction in IPC prices by 1 April 2012; Introduction of bitstream wholesale access product by 1 November 2012; Introduction of ALD recovery scheme by March 2013	Development of ordering system specification for bitstream product for introduction by 31 September 2012. Development of ALD recovery scheme for introduction by 31 September 2012. Release of LLU Reasons Document by 30 June 2012	Introduction of new IPC pricing framework. Formulation of working groups to develop bitstream wholesale access product and the ALD recovery scheme	Achieved	Implementation of IPConnect price reduction of 30% by Telkom took place on 1 April 2012. Work on the ALD recovery scheme between the Authority and Telkom is underway. Bitstream Working Groups not yet established. This process is on hold pending the written ruling by the CCC in the dispute between Telkom and Neotel.	Report on recommendations for addressing the ALD recovery scheme and proposal for bitstream wholesale access product	Not Achieved	The Authority has engaged Telkom on possible solutions to the ALD. A detailed report outlining the cause of and potential solutions to the ALD will be presented to Council in October 2012. The process towards introduction of bitstream has been delayed through the slow progress in addressing the ALD and the implications regarding the CCC Neotel/Telkom case and particularly the delay in receiving the full written judgement from the CCC. Telkom has also indicated its intention to contest the findings of the CCC. The Authority faces a challenge where Telkom does not intend to introduce bitstream until this matter is resolved.	Introduction of bitstream wholesale access product. Public consultation on ALD recovery scheme	Not achieved	75 444	0	75 444	The Authority has not yet resolved the ALD due to lack of additional information from Telkom. Draft regulations have been drafted and will be finalised by Q4. The recent Court case as introduced by Telkom on the Neotel/Telkom CCC case may further delay the project. The ALD recovery scheme has been deferred to 1 October 2013.
SOOG 3			STRATEGIC OUTCOME ORIENTATED GOAL			Optimise the use of the radio frequency (RF) and numbering resource to			4			2			3			2			
SO 3.1.			STRATEGIC OBJECTIVE			Introduce market-based, opportunistic and other innovative approaches in access to spectrum			4			2			3			2			
EET	6221	SO 3.1.1	Greater access to Radio Frequency (RF) spectrum	Wholesale Open Access model in licensing of some of mobile broadband spectrum	2.6GHz and 800MHz spectrum licences issued	RISK: Lack of expertise in current personnel MITIGATION: External service providers will be utilised to address urgent shortage of skills	New initiative	Two spectrum licences issued in 2.6GHz and 800MHz bands using the Wholesale Open Access model	Implementation of the model in 2.6GHz and 800MHz licensing	Terms of Reference for the appointment of service provider developed	Achieved	Terms of reference developed. SCM process to continue once the Minister's Policy Directive has been finalised.	Appointment of a service provider	Not Achieved	The activity was approved by Council to be moved to the next financial year and the funds are to be reappropriated to other projects. The deliverable will therefore no longer be reported on in this current financial year. Output dependant on the Ministerial Policy directive.	Public Hearings Completed and Final ITA published	Not Achieved	-1 507 500	0	-1 507 500	The challenges were noted by Council for a Deferral to 2013/2014 Financial Year on 28-29 August 2012 and these were reappropriated and approved by Council on 18 September 2012
		SO 3.1.2	Use of Managed Spectrum Parks model in licensing some of mobile broadband spectrum	Managed Spectrum Park licences in the 2.6GHz band	Report on other spectrum identified for Managed Spectrum	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14
		SO 3.1.3	Optimise spectrum usage	Framework for the use of "white space" and cognitive radio technologies published	Framework for the use of "white space" and cognitive radio technologies published	New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2014/15
		Opex	SO 3.1.3	Framework to issue licences for market-based licensing of some of the mobile spectrum	Framework to issue licences for market-based licensing of some of the mobile spectrum	New initiative	Develop framework for market-based licensing of some of the mobile spectrum	Development of the framework for market-based licensing mechanism	Desktop research on market-based licensing mechanism completed and preliminary report completed	Achieved	The draft preliminary report analysing different types of market based mechanism and government objectives as reflected in spectrum and broadband policies have been completed and more detailed design of the licensing framework will be undertaken.	Internal preparations	Achieved	Study of successes and challenges recently completed market-based licensing approaches in other countries	Internal preparations	Achieved	International Benchmark report on market-based licensing mechanisms completed.	#N/A	#N/A	#N/A	International Benchmark report on market-based licensing mechanisms completed.
		SO 3.2.	STRATEGIC OBJECTIVE			Introduce regulatory reforms in the numbering frameworks			4			2			3			2			
MAC - Numbering	5357	SO 3.2.1	Regulatory reforms to the Numbering Plan framework	Revised Numbering Plan to promote effective and efficient use of the numbering resource	Revised Numbering Plan regulations	RISK: Challenges in developing a robust billing system MITIGATION: Develop fees collection mechanism in line with the Authority's other revenue collection mechanisms	Existing Numbering Plan Regulations	Publication of revised Numbering Plan regulations	Implementation of new Numbering Plan	Publication of revised Numbering Plan regulations	Not achieved	The public consultation process was extended to incorporate further input from operators. As a result the final draft regulations have been revised and submitted for legal vetting prior to re-publication for further comments.	No Strategic Activity	Numbering Plan Regulations finalised (project completed).	Regulations published in Government Gazette 2 October 2012	No Strategic Activity	No Strategic Activity	0	25 075	-25 075	project completed
SO 3.3.			STRATEGIC OBJECTIVE			Support the rapid uptake of new ICT technologies			4			2			3			2			
EET	6223	SO 3.3.1	Type Approval framework to support innovation	Revision of Type Approval framework	New Type Approval framework published	None	Drafted Type Approval framework	Revision of Type Approval framework	Implementation of the new type approval framework	Draft framework published for public consultation	Not Achieved	Draft framework submitted for Legal vetting. Legal opinion received and stated that framework should await amendment of ECA.	Public consultation completed	Not Achieved	Draft framework was resubmitted to Legal for an opinion after draft ECA framework did not impact significantly on type approval	Final framework published	Not Achieved	40 000	0	40 000	Draft Type Approval regulations and Labelling regulations published for public comment. The final Framework to be published by end of March 2013 and implemented.
SOOG 4			STRATEGIC OUTCOME ORIENTATED GOAL			Promote the protection of consumers and accessibility for persons with			5			2			5			4			
SO 4.1.			STRATEGIC OBJECTIVE			Promote consumer rights			5			2			5			4			
REG AFFAIRS	3311	SO 4.1.1	Consumer Protection Framework	Revised End-User Subscriber Service Charter (CoS) by 31 March 2014	End-User Subscriber Service Charter (CoS) by 31 March 2014	RISK: Insufficient data to assist with the development of the consumer protection strategy MITIGATION: Conduct desktop research to gather sufficient data for the development of the consumer protection strategy	Existing End-User Subscriber Service Charter (CoS)	Discussion document on revised End-User and Subscriber Service Charter (CoS)	Review End-User and Subscriber Service Charter (CoS)	Benchmark report on CoS standards	Achieved	Discussion document was developed to guide the review of the End-User and Subscriber Service Charter	Draft discussion document on End-User Subscriber Service Charter (CoS)	Achieved	The Draft discussion document for End-User and Subscriber Service Charter has been drafted and will be sent to Legal for vetting.	Report on consultation with identified stakeholders	Deliverable Not Achieved	0	0	0	The Revised Draft End-User and Subscriber Service Charter has been developed. It will be submitted to legal for vetting prior to tabling in Council for approval.

Sub-Function	JDE Proj. Code	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Risk & Mitigation	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Deliverables Timeframe Q1	Achievement in Q1	Progress/Variance Comment Q1	Deliverables Timeframe Q2	Achievement in Q2	Progress/Variance Comment Q2	Deliverables Timeframe Q3	Achievement in Q3	Expend. Budget Q3	Expend. Actual Q3	Variance Q3	Progress/Variance Comment Q3	
CONSUMER PROTECTION		SO 4.1.2		Revised Code of Conduct on Persons with Disabilities by 31 March 2014	Code of Conduct on Persons with Disabilities by 31 March 2014		Existing Code of Conduct on Persons with Disabilities	Discussion document on revised Code of Conduct on People with Disabilities	Review Code of Conduct on People with Disabilities	Benchmark report on Code of Conduct on Persons with Disabilities	Achieved	Discussion document was developed to guide the review of the Code on People with Disabilities	Draft discussion document on Code of Conduct on Persons with Disabilities	Achieved	The Draft discussion document for Code on People with Disabilities has been drafted and will be sent to Legal for vetting.	Report on consultation with identified stakeholders	Deliverable Not Achieved	#N/A	#N/A	#N/A	The revised Draft Code on People with Disabilities has been developed. It will be submitted to legal for vetting prior to tabling in Council for approval.	
		SO 4.1.3		Consumer Protection Regulations	Consumer Protection Regulations by 30 September 2013		New initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Deliverables commence 2013/14	No Strategic Activity	No Strategic Activity	Deliverables commence 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Deliverable to commence in 2013/2014
SO	4.2.	STRATEGIC OBJECTIVE: Ensure universal service and access																				
M&C - Postal	5222	SO 4.2.1	Bridging the Digital Divide by promoting an efficient and effective Postal sector	Regulations on Electronic Postal Services	Regulatory framework of Electronic Postal Services governing quality of service and protection of information by March 2015	RISK: Cost of implementation of such mechanisms by licensees may prevent viability of implementation. MITIGATION: Engage with licensees to develop least-cost compliance mechanism	Draft Electronic Postal Services research report	Final Report to the DoC on recommendations to support the introduction of Electronic Postal Services	Data collection and data analysis on number of post offices with connectivity, and develop recommendations to address the identified backlog in post office connectivity	Report on number of post offices with connectivity	Not Achieved	Final report has been submitted twice to the GM (E-Post). The report came back for the second time with minor comments and once rectified it will be submitted again to the GM.	Report on reasons why SAPO post offices are unconnected	Not Achieved	Data on number of post offices with E-post connectivity still being coordinated after visits to six provinces. Provisional report will be submitted to Council in October 2012. Report delayed because of need to visit three more provinces.	Draft Report on review of mechanisms to address the backlog in post offices with connectivity	Not achieved	17 140	70 886	-53 747	We are experiencing challenges in obtaining information from SAPO head office to supplement the provincial findings on a number of post offices that are connected. ICASA has written a letter to SAPO seeking this information. May have to submit the report WITHOUT SAPO's information. The report will be completed by end of March 2013.	
	5224	SO 4.2.2		New licensing framework for postal services	Recommendations to the Minister on exclusivity period for SAPO	RISK: Lack of effective data available from SAPO. MITIGATION: Define data collection format for SAPO to complete.	Existing USO obligations on SAPO	Report on SAPO achievements re USO obligations	Data collection and data analysis on USO roll-out by SAPO and drafting of report	Data analysis on the roll-out of SAPO universal service obligations as listed in the SAPO license	Achieved	Data has been gathered and still gathering more data while analysing it at the same time and the first report is expected in the second quarter.	Report on engagement with SAPO and the DoC regarding the roll-out of SAPO's postal outlets	Not Achieved	The engagement with SAPO took place on the 31 of August. Engagement with the DoC took place on the 19th of September 2012. The report detailing the engagement with SAPO and DoC is being drafted and will be sent to the GM for approval before end of October.	Draft report on SAPO USO achievements	Not achieved	19 800	0	19 800	We were still working on Q2 deliverable which was completed and achieved. This has caused delay to deliver Q3 on time. However the draft report on SAPO USO has been submitted to the GM awaiting approval. The report will be completed by end of March 2013.	
		SO 4.2.3			Recommendations to the Minister on revised USO parameters for postal services	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14
C&D	3312	SO 4.2.4	Bridging the Digital Divide by promoting an efficient and effective Postal sector	Memorandum of Understanding (MOU) with USAASA on promotion of Universal Service and Access	MOU with USAASA on programmes related to Universal Service and Access	RISK: Postponement of meetings due organisational priorities. MITIGATION: Delegate the next level to attend the meeting	New Initiative	MOU between USAASA and 3 x Reports on engagement and collaboration with USAASA	Engagement process with USAASA on Universal Access to develop MOU	Draft MOU between ICASA and USAASA	Not Achieved	A meeting with USAASA would be initiated at the beginning of Q2. The first meeting with USAASA will also be held in Q2 as planned.	Final MOU approved. Report on quarterly meeting with USAASA to promote Universal Service and Access	Not Achieved	The deliverables could not be achieved due to the unavailability of the USAASA officials under the Leadership of the DoC's Policy Branch. Three attempts (17 July 2012, 17 Aug 2012 and 05 Sept 2012) were made to arrange the meetings with USAASA and that could not be successful.	Report on quarterly meeting with USAASA to promote Universal Service and Access	Achieved	0	0	0	The meeting between ICASA and USAASA was held, which were led by the Chairpersons of ICASA and USAASA respectively. The MOU was discussed and agreed by both parties. The Draft MOU has been drafted and will be discussed by both parties in Q4.	
SOOG 5			STRATEGIC OUTCOME ORIENTATED GOAL: Promote the development of public, community and commercial						2		0		2		1				2			
SO	5.1.	STRATEGIC OBJECTIVE: Migration to and availability of choice & diversity of broadcasting services in the digital environment																				
LICENSING	4309	SO 5.1.1	Availability of choice & diversity in broadcasting services	Licenses for free-to-air television broadcasting services	Licenses issued for broadcasting services and I-ECNS	RISK: Litigation by the industry if they are not satisfied with the process or if they become unsuccessful or disqualified. MITIGATION: Adherence to proper processes and procedures in terms of the Act and existing regulations	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No activity	Deliverables commence 2013/14	No Strategic Activity	No activity	Deliverables commence 2013/14	No Strategic Activity	No activity	111 493	0	111 493	Deliverables commence 2013/14
		SO 5.1.2		Licenses for terrestrial subscription television broadcasting services	Licenses issued for broadcasting services and I-ECNS		New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No activity	Deliverables commence 2013/14	No Strategic Activity	No activity	Deliverables commence 2013/14	No Strategic Activity	No activity	#N/A	#N/A	#N/A	Deliverables commence 2013/14
	5221	SO 5.1.3	Availability of choice and diversity in broadcasting services	Broadcasting regulatory framework to support the digital environment	Findings document for the introduction of a new regulatory framework for broadcasting services	RISK: Litigation by the industry if they are not satisfied with the process or if they become unsuccessful or disqualified. MITIGATION: Adherence to proper processes and procedures in terms of the Act and existing regulations	Issues Paper for a new regulatory framework for broadcasting services in the digital environment	Findings document outlining framework for the introduction of a new regulatory framework for broadcasting services by 30 June 2012	Review of recommendations contained in the Issues Paper	Public Hearings by 30 June 2012	Achieved	Hearings held 09-11 May 2012. The Committee is finalising the Provincial Reports, Conference Reports and Hearings Report for presentation to Council.	Publication of Findings document by 30 September 2012	Not Achieved	The Findings document was submitted for Council meeting of the 29th September 2012 and Council required further clarification on the document at its 04 October 2012 meeting.	Report on consultation with stakeholders on the final Issues Paper	Not Achieved	567 416	266 646	300 770	The Division published the ICASA preliminary report on the Public Consultation Processes document, Government Gazette No. 35842, on 31 October 2012 and had to engage in Provincial Workshops from 19 November to 13 December 2012. The Final Report will be finalised in the fourth quarter of the financial year of 2012/2013 and published on 28 March 2013.	
							Existing Regulations governing broadcasting for Political Elections and Code of Conduct for Broadcasters	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14

Substrate	JDE Proj. Code	Output No.	Key Outcome	Key Output	S M A R T Performance Measure/Indicator	Risk & Mitigation	Baseline	Target	Activity	Deliverables	Achievement in	Progress/Variance Comment	Deliverables	Achievement in	Progress/Variance Comment	Deliverables	Achievement in	Expend. Budget	Expend. Actual	Variance	Progress/Variance Comment			
							2011/2012	2012/2013	2012/2013	Timeframe Q1	Q1	Q1	Timeframe Q2	Q2	Q2	Timeframe Q3	Q3	Q3	Q3	Q3	Q3	Q3	Q3	Q3
MBC - PRRD	526				New regulations governing Local Television Content, Independent Television Production and South African Music by 31 March 2015	RISK: The advent of new technologies may require a new policy framework MITIGATION: Engage with the Department of Communications (DoC) on the Broadcasting Policy Review	New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2014/15			
							Existing Local Content Regulations	Draft Discussion document on review of Local Content Regulations by 31 March 2013	Commence Review of Local Content Regulations	Report on regulations governing Local Television Content, Independent Television Production and South African Music by 30 June 2012	Achieved	Terms of Reference Finalised, after comments from internal stakeholders and will be published in the next quarter. The Terms of Reference will next be forwarded to the BAC for consideration before publication calling for bidders	Publish Terms of Reference on the cost benefit analysis study by 30 September 2012	Achieved	BAC approved the Terms of Reference for publication. The terms of reference on the cost benefit analysis study were published on 17 August 2012 and closed on 17 September 2012. Assessment of tender documents to take place on the 2nd of October	Report on consultation with affected broadcasting licensees by 31 December 2012	Not achieved	1 000 000	0	1 000 000	Delays in appointing a service provider prevented completion of the Q3 deliverables. The BAC approved the recommended service provider on 20 November 2012, the CEO approved the appointment of the service provider on 12 December 2012 and after this approval the bid office and legal are now vetting the contract for engaging with the service provider. The Report on consultation with affected broadcasting licensees will be delivered by the consultants on 28 June 2013.			
							Existing Must-Carry Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14
							Existing Commissioning Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2014/15
							New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2016/17	No Strategic Activity	No Strategic Activity	Activity commences 2016/17	No Strategic Activity	No Strategic Activity	Activity commences 2016/17	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2016/17
							Existing Sports Broadcasting Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14
							Existing Licensing Framework	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14
							Existing Licensing Framework	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14
							Current analogue-based radio frequency allocation processes	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	Activity commences 2013/14	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2013/14
							New Initiative	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2015/16	No Strategic Activity	No Strategic Activity	Activity commences 2015/16	No Strategic Activity	No Strategic Activity	Activity commences 2015/16	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2015/16
SOOG 6 STRATEGIC OUTCOME ORIENTATED GOAL: Ensure compliance with legislation and regulation							6	2	6	3	6	3												
SO 6.1. STRATEGIC OBJECTIVE: Introduce a comprehensive Compliance and Enforcement framework																								
MBC - Numbering	5207	SO 6.1.1	Compliance with legislation and regulations	Effective management of the numbering resource	Publication of Annual Number Audit findings	RISK: Insufficient human capital MITIGATION: Utilising the services of temporary staff	Numbering Audit Framework	Findings document on Annual Audit of numbering resource utilisation	Conduct number audit as per Numbering Plan Regulations	Review of numbering audit data submitted by licensees in the previous financial year	Achieved	A preliminary audit report was submitted to Council in May 2012 incorporating previous financial year data (2011/2012).	Draft report on number audit findings	Achieved	Preliminary report completed to be submitted to Council by end of October 2012.	Report on the findings of the review of the numbering audit	Achieved	393 649	345 578	48 072	A comprehensive report on the audit findings was completed and reviewed by the Markets & Competition division in Q3 in preparation for the release of the public report in Q4. A submission to be made to ICASA Council in Q4.			
							Guidelines on Disputes regarding IC and FL and Infrastructure Sharing (FIL) Regime	RISK: Licensees may not comply with the regulations and guidelines. MITIGATION: Manage all disputes in line with stipulated processes and timelines	Draft guideline on IC and FL agreements produced	Report on compliance with IC and FL regulations	Internal Report on compliance with IC and FL regulations	Quarterly internal report on compliance with IC and FL regulations	Achieved	Quarterly internal report completed. Received 21 agreements 90% reviewed. Received 2 disputes 100% reviewed, one sent to CCC. Interconnection and Facilities Leasing Database 90% complete. The Authority held a live database testing session with operators on 21 May 2012. Preparing a presentation of the automated database for Council approval.	Quarterly internal report on compliance with IC and FL regulations	Achieved	Quarterly internal report completed. Received 12 agreements 92% reviewed. Received 2 disputes (eFive vs. Telkom & Multisource vs. MTN), engagement with affected parties underway as per IC & FL regulations. Interconnection and Facilities Leasing Database at 80% completion. Progress delayed by loss of data by SP during changeover from old ICASA website to the new one. The recovery has since been completed and the database should be completed by end Q3.	Quarterly internal report on compliance with IC and FL regulations	Achieved	#N/A	#N/A	#N/A	Quarterly internal report completed. Received 13 agreements 90% reviewed. Received 1 termination agreement 100% reviewed. A final live database demonstration to Council and stakeholders will be done by 31 March 2013.	
MBC - Analytics		SO 6.1.2	Compliance with legislation and regulations	Management of the Interconnection (IC) and Facilities Leasing (FL) Regime	Guidelines on Disputes regarding IC and FL and Infrastructure Sharing (FIL) Regime	RISK: Licensees may not comply with the regulations and guidelines. MITIGATION: Manage all disputes in line with stipulated processes and timelines	Draft guideline on IC and FL agreements produced	Report on compliance with IC and FL regulations	Internal Report on compliance with IC and FL regulations	Quarterly internal report on compliance with IC and FL regulations	Achieved	Quarterly internal report completed. Received 21 agreements 90% reviewed. Received 2 disputes 100% reviewed, one sent to CCC. Interconnection and Facilities Leasing Database 90% complete. The Authority held a live database testing session with operators on 21 May 2012. Preparing a presentation of the automated database for Council approval.	Quarterly internal report on compliance with IC and FL regulations	Achieved	Quarterly internal report completed. Received 12 agreements 92% reviewed. Received 2 disputes (eFive vs. Telkom & Multisource vs. MTN), engagement with affected parties underway as per IC & FL regulations. Interconnection and Facilities Leasing Database at 80% completion. Progress delayed by loss of data by SP during changeover from old ICASA website to the new one. The recovery has since been completed and the database should be completed by end Q3.	Quarterly internal report on compliance with IC and FL regulations	Achieved	#N/A	#N/A	#N/A	Quarterly internal report completed. Received 13 agreements 90% reviewed. Received 1 termination agreement 100% reviewed. A final live database demonstration to Council and stakeholders will be done by 31 March 2013.			
LAC COMPLIANCE		SO 6.1.3	Compliance with legislation and regulations	Compliance with licence terms and conditions and regulations	Published Annual Reports on compliance with legislation and regulations	RISK: Lack of human resources. MITIGATION: Utilising the services of temporary staff	Postal: 1 ECNIS: 15 Broadcasting: 40	Comply and approve Reports on: Postal: 2 ECNIS: 30 Broadcasting compliance: 45	Postal: 2 ECNIS: 30 Broadcasting: 45	Progress Report	Achieved	The information received from monitoring visits undertaken collated and analysed in progress report	Progress Report	Achieved	The information received from monitoring visits undertaken collated and analysed in progress report	Progress Report	Achieved	#N/A	#N/A	#N/A	The information received from monitoring visits undertaken collated and analysed in progress report			

Sub-Section	JDE Proj. Code	Output No.	Key Outcome	Key Output	S M A R T Performance Measure/Indicator	Risk & Mitigation	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Deliverables Timeframe Q1	Achievement in Q1	Progress/Variance Comment Q1	Deliverables Timeframe Q2	Achievement in Q2	Progress/Variance Comment Q2	Deliverables Timeframe Q3	Achievement in Q3	Progress/Variance Comment Q3	Expend. Budget Q3	Expend. Actual Q3	Variance Q3	Progress/Variance Comment Q3	
LAC COMPLIANCE		SO 6.1.3		Publish Compliance Report on coverage of National Government Elections	Published Compliance Report	RISK: Insufficient human capital resources MITIGATION: Utilising the services of temporary staff	Published Compliance Report on coverage of Local Government Elections held in 2011	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Project commences 2013/2014.	No Strategic Activity	No Strategic Activity	Project commences in 2013/2014.	No Strategic Activity	No Strategic Activity		#N/A	#N/A	#N/A	Project commences in 2013/2014.	
		SO 6.1.4		Universal Service Access Obligations (USAO) framework document	USAO framework	RISK: Insufficient human capital resources MITIGATION: Utilising the services of temporary staff	Findings document on USAO framework	Published Implementation Plan developed dependent on the outcome of the Findings document	Implementation plan developed dependent on the outcome of the Findings document	Imposition of Universal Service and Access Obligations	Not Achieved	USAO framework complete. To be approved subsequent to Ugandan benchmark study visit being undertaken by Committee.	Imposition of Universal Service and Access Obligations	Not Achieved	Findings Document on Review of Universal Service Access Obligations was published on 10 September 2012.	Imposition of Universal Service and Access Obligations	Not Achieved		#N/A	#N/A	#N/A	Meetings were held with Licensees to discuss the current imposed obligations and chart the way forward.	
		SO 6.1.5		New Universal Service Access (USA) Regulations	Published Regulations with gazetted definition and list of under serviced areas		Published Universal Service Access (USA) Regulations	Published Implementation Plan developed dependent on the outcome of the Findings document	Implementation plan developed dependent on the outcome of the Findings document	Imposition of Universal Service and Access Obligations	Not Achieved	USA Regulations complete. To be approved subsequent to Ugandan benchmark study visit being undertaken by Committee.	Imposition of Universal Service and Access Obligations	Not Achieved	Final USA Regulations was published on 10 September 2012.	Imposition of Universal Service and Access Obligations	Not Achieved		#N/A	#N/A	#N/A	Meetings were held with Licensees to discuss the current imposed obligations and chart the way forward.	
CONSUMER AFFAIRS		SO 6.1.8	Compliance with legislation and regulations	Effective and efficient resolution of disputes/complaints	Quarterly statistics of complaints redressed	RISK: Lack of Electronic Complaints Management System. MITIGATION: Acquire the Electronic Complaints Management System.	Statistics of complaints managed and redressed	Successful management and redress of consumer complaints received	Receive, manage and redress 65% of consumer complaints	detailed in Ops plan below	Achieved	1138 Consumer complaints were received and redressed.	detailed in Ops plan below	Not Achieved	1570 Complaints were redressed in Q2 of which 552 were brought forward from Q1. 948 Complaints were resolved in Q2.	detailed in Ops plan below	Not Achieved		#N/A	#N/A	#N/A	1029 consumer complaints were received and redressed. The target could not be achieved due to staff taking annual leave and shut down period.	
SOOG 7			STRATEGIC OUTCOME ORIENTATED GOAL			Strengthen and modernise ICASA			12			10			10			10			9		
SO 7.1.			STRATEGIC OBJECTIVE			Improved operational processes and performance																	
Information Technology		SO 7.1.1	To Automate systems and processes	Automated Spectrum Management by 31 March 2015	Implementation of new Spectrum Management system by 31 March 2015	RISK: Insufficient human capital MITIGATION: Utilising the services of temporary staff	Spectrum Management licences procured	Migration of existing systems to new Spectrum Management system	New Spectrum Management system implemented over the next two financial years	Configure new Spectrum System	Not achieved	The contract has been awarded to Matsema and the contract is being finalised	Configure new Spectrum System & commence data clean up	Not achieved	Contract has not yet been finalised	Perform data clean up and develop upload interfaces	NOT Achieved		#N/A	#N/A	#N/A	The contract has not yet been finalised. The intention is to procure the new software before end of March 2013 and to engage directly with the suppliers of the software to implement the system starting in Q2 of the next financial year.	
	2414	SO 7.1.2		Integrated Customer Relation Management System - (CRM)	Implementation of new CRM system by 31 March 2014	RISK: Time to select and procure new CRM system MITIGATION: Finalise selection of new system as part of the framework development	Service provider appointed	New CRM system fully implemented for Consumer Affairs and Regional Offices	Implementation of core CRM modules	CRM framework developed and finalised	Achieved	The CRM requirements gathering sessions were held with all divisions. The framework has been developed and an FR sent to potential software companies	Issue tender for system integration solution provider Develop and advertise tender for hardware and software licenses	Not achieved	The selection of the CRM solution has been finalised and approved by Council. The tender will be issued in Q3	Finalise procurement of new system, hardware and licenses required to support new CRM system. Configure new system	Achieved		0	79 344	-79 344	A closed bid for the selection of an implementation partner for CRM has closed on 21 December 2012. It is anticipated that the implementation will commence in March 2013. RFQ for new hardware for the CRM system have been issued. Installation of new equipment is planned for March 2013.	
	2416	SO 7.1.3		Integrated Human Resources Management System - (HRM)	Implementation of new HRM system by 31 March 2015	RISK: Ensure comprehensive terms of reference of new HR system MITIGATION: Ensure HR Management team are included from the start of the project	New initiative	New HRM system implemented	Finalise framework for new HRM system	Finalise terms of reference for framework development	Achieved	The terms of reference has been developed	Issue RFQ for HRM System framework development	Achieved	An RFQ is being re-issued to source a suitable supplier to develop the framework. The initial RFQ had no responses	Develop and finalise framework for new system	NOT Achieved		0	0	0	The RFQ was re-issued, only one response was received. The evaluation is in progress. Finalisation of contract with selected service provider planned for March 2013.	
HR		SO 7.1.4	Improved Governance systems	Complete review and implementation of new organisational structure	Reviewed organisational structure to align with strategy by 31 March 2014	RISK: Possible resistance from Organised Labour MITIGATION: Review structure aligned to mandate and obtain approval processes. Ensure thorough consultation and buy-in with all employees and Organised Labour	Organisational Re-alignment studies and Frameworks	Developed and Approved organisational re-alignment road	Approval from EXCO, HR & Remuneration Committee and Council. Consultation with Staff and Organised Labour. Implementation of the roadmap as per the milestones	Approval of the Road Map. Consultation with staff and Organised Labour	Not Achieved	The Core Team met to agree on the Terms of Reference	Implementation of the Road map based on the milestones	Not Achieved	The Road map on Organisational Re-alignment has not been developed, the Terms of Reference (TOR) to appoint the Consultant were finalised recently by the Division. Human Resources issued the Request For Quote based on TOR with the assistance of Supply Chain recently and this will only close by 31 October 2012.	Implementation of the Road map based on the milestones	Not Achieved		#N/A	#N/A	#N/A	The terms of reference have been developed and approved by both the Human Resources and Remuneration Committee as well Council. The process to procure the Consultant has begun, what is left is for Human Resources Division to appoint with the assistance of BAC, Human Resources and Remuneration Committee and Council. The Consultant will be appointed by the 31 March 2013.	
							Developed and Approved Change Management Framework	Total implementation of the Change Management Framework	Developed and approved change management framework	Not Achieved	The framework has been developed but must be discussed with HR&REM Committee	Appointment and Capacity building of Change Champions	Not Achieved	The Change Champions have not been appointed, this deliverable is part of the Organisational re-alignment and it has been included in the Terms of Reference.	Establishment of Change Champions focus groups	Not Achieved		#N/A	#N/A	#N/A	This is directly linked to the procurement of the Organisational re-alignment Consultant as stated above.		
HR		SO 7.1.5	Improved skills and leadership within the organisation	Organisational Core and Leadership Competencies	Reviewed organisational core and leadership competencies by 31 March 2013	RISK: Lack of financial resources may not enable the programmes that often require external expert facilitation and advice MITIGATION: Skills development must be provided for as a special need when budgeting	None	Developed and Approved Change Management Framework	Total implementation of the Change Management Framework	Developed and approved change management framework	Not Achieved	The framework has been developed but must be discussed with HR & REMCo	Appointment and Capacity building of Change Champions	Not Achieved	The Change Champions have not been appointed, this deliverable is part of the Organisational re-alignment and it has been included in the Terms of Reference.	Establishment of Change Champions focus groups	Not Achieved		#N/A	#N/A	#N/A	This is directly linked to the procurement of the Organisational re-alignment Consultant as stated above.	

Sub-Item	JDE Proj. Code	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Risk & Mitigation	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Deliverables Timeframe Q1	Achievement in Q1	Progress/Variance Comment Q1	Deliverables Timeframe Q2	Achievement in Q2	Progress/Variance Comment Q2	Deliverables Timeframe Q3	Achievement in Q3	Expend. Budget Q3	Expend. Actual Q3	Variance Q3	Progress/Variance Comment Q3
HR	2305	SO 7.1.5	Improved skills and leadership within the organisation	Organisational Core and Leadership Competencies	Reviewed organisational core and leadership competencies by 31 March 2013	RISK: Lack of financial resources may not enable the programmes that often require external expert facilitation and advice MITIGATION: Skills development must be provided for as a special need when budgeting	None	Developed and Approved plan on Organisational Core and Leadership Competencies	Identification of organisational core and leadership competencies and skills audit. Implementation of the ICASA Leadership model	Identification of organisational core and definition of ICASA's Leadership competency skills	Not Achieved	The project was delayed due to reprioritisation	Conduct desktop exercise on skills for each division. Develop and approve Leadership Competency model for ICASA	Not Achieved	The identification of organisational Core competencies and the Desktop exercise on skills for each division has not been conducted. This has been included in the terms of reference for the appointment on organisational realignment. This process will be carried out as part of this project post the appointment of the Consultant. The Leadership competency model for ICASA is directly linked with the future skills set requirement that will be dictated by the Organisational Re-alignment. The Definition of ICASA Leadership model will only be addressed post the definition of ideal ICASA based on the outcome of the Organisational Re-alignment project.	Conduct desktop exercise on skills for each division. Identification and contract with service provider	Not Achieved	#N/A	#N/A	#N/A	This is directly linked to the procurement of the Organisational re-alignment Consultant as stated above.
							Research on Dual career pathing model	Developed and Approved organisational dual career path model	Implementation of the Dual Career path model	Prepare the model for each division and seek buy-in and approval	Not Achieved	The Model has been developed however meetings with divisions have not taken place as yet	Developed and approved correlation table for migration	Not Achieved	The model for each division has been prepared, however the correlation table for migration has not been developed and approved. This has been earmarked for completion during Q3. This project was recently delinked from the Organisational Re-alignment project, hence the delay.	Conduct workshops with all employees to ensure understanding	Achieved	-100 000	393 129	-493 129	The model and principle of dual career path has been approved by both the Human Resources & Remuneration Committee and Council. The process to design and develop divisional models is underway. The workshops are currently taking place. The dual Career Path will be implemented by 01 April.
								None	Approved and Implemented Talent Management Strategy	Approval and Implementation of the Talent Management strategy.	Conduct research and benchmarking on the ideal TM Strategy. Engage the MICT SETA for Internship and Leadership programme	Not Achieved	The project was delayed due to reprioritisation	Develop a framework document for consultation with EXCO and Council. Developed and approved plan on Leadership and Internship	Not Achieved	The Framework on ICASA's Talent and Succession Management will only be developed once the recently implemented performance management process has been embedded. This deliverable will be effectively addressed once the business has defined the skills that are core, critical and vital for the success of the Authority. This kind of skills once defined will be included as part of Talent and Succession Management strategy.	Final document for approval by EXCO and Council. Sourcing and Selection of candidates	Not Achieved	#N/A	#N/A	#N/A
Administration	2601	SO 7.1.6	To have strategically positioned ICASA offices at cost effective rates	Economic rental locations for ICASA offices identified and occupied	Relocation of Office Space and staff by specified date, and completion of project plan on time	RISK: Delays in procuring suitable new premises due to stakeholder delays. MITIGATION: Engagement with stakeholders escalated to Executive Authority level	Extension of current Head Office lease until 31 October 2012. Engaged stakeholders, Departments of Public Works (DPW) and Communications (DoC) and National Treasury on funding requirements to procure alternative office space	Extension of current Head Office lease until 31 October 2013	Approval of extension to current lease agreement until 31 October 2013. Department of Public Works re-engaged on the project. Develop detailed Project Plan for Head Office Relocation & Restoration of Primill Farm office space	Report on negotiations with the current landlord on lease extension until 31 October 2013. Report on DPW Process	Not Achieved	The performance information document was finalised prior to DPW's decision to re-advertise Head Office accommodation requirements. DPW has since provided revised schedule. The division will be submitting request for revised quarterly deliverables as soon as DPW submits the report for the evaluation of the bids	Project Plan for Head office Relocation developed and approved. Progress Report on DPW Process	Not Achieved	DPW Tender No JHB. 12/02 for Head Office accommodation advertised on 4/05/12 & closed on 6/06/12 with 10 administratively non responsive bids. Council approved current lease extension for 5 year period at reduced rates, pending National Treasury approval. Council also approved re-engagement of DPW to sought permanent accommodation for the Authority.	Lease Agreement on the new Head Office accommodation signed. Filing outcreation of workstations including IT related requirements commences	Not Achieved	0	0	0	National Treasury approved the renewal of the Lease agreement with Tiber, the current landlord by 5 years. BAC and Council subsequently approved as per SC Policy. Tiber was notified of the approval but due to December 2012 closure draft Lease agreement can only be finalised in January 2013.
Finance		SO 7.1.7	Improved financial governance systems	Strengthened financial & other internal controls	Reviewed procedures and strengthened financial & other internal controls	RISK: The failure to improve the financial and internal control measures may lead to an adverse audit opinion. MITIGATION: Members of staff to be made aware of the deficiencies in internal control and financial control measures. Additional staff to be appointed where necessary and appropriate action to be taken against employees not performing in line with the expectations.	Management dashboard	Implementation of the Flowcentric and the Clickview Systems	Monthly reporting to done through Clickview. Automation of the bid process through the use of the Flowcentric bid system	Testing and implementation of the Flowcentric and the Clickview systems	Not Achieved	The service provider has not completed the project as expected	No Strategic Activity	Not Achieved	The project is not yet complete	No Strategic Activity	Not Achieved	#N/A	#N/A	#N/A	Flowcentric SA contract signed and consultation work has begun to address the gaps on contract management solution. The transactional reporting development work has already taken place.
		SO 7.1.8	Self-funding model for ICASA	New funding model for ICASA and engage stakeholders (National Treasury and DoC)	Establish Self-funding model for ICASA	Risk: Ability to manage funds efficiently & effectively MITIGATION: Create appropriate finance structure and monitoring functions	Consideration of Self-funding model for ICASA	Proposed Self-funding model alternatives for ICASA	Research on Self-funding model for ICASA	Submission of all documents requested by the DoC as an input into the Funding Model	Not achieved	Initial meeting with DoC, NT, Pygma and the Authority held outlined purpose and expected outcomes from the project	No Strategic Activity	Achieved Q1 deliverable	Submitted all documentation requested by DoC and Pygma consultants	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Feedback from Pygma to DoC is not duly communicated to the Authority

Sub-Item	JDE Proj. Code	Output No.	Key Outcome	Key Output	S M A R T Performance Measure/Indicator	Risk & Mitigation	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Deliverables Timeframe Q1	Achievement in Q1	Progress/Variance Comment Q1	Deliverables Timeframe Q2	Achievement in Q2	Progress/Variance Comment Q2	Deliverables Timeframe Q3	Achievement in Q3	Expend. Budget Q3	Expend. Actual Q3	Variance Q3	Progress/Variance Comment Q3
	STRATEGIC OUTCOME ORIENTATED GOAL										3	2	1	7	7	7	7				
Promote competition																					
Remove barriers to competition																					
LICENSING	4308	SO 8.1.1	Promote diversity and choice of broadcasting services	Licenses for commercial broadcasting services	Licenses issued for subscription broadcasting service and I-ECNS	RISK: Litigation by the industry if they are not satisfied with the process or if they become unsuccessful or disqualified. MITIGATION: Adherence to proper processes and procedures in terms of the Act and existing regulations	ITA for Subscription Broadcasting issued	Analysis report on applications for subscription broadcasting service and I-ECNS licences	Receipt, consideration and decisions on applications	No Strategic Activity	No Strategic Activity	Activity for subscription broadcasting service commences in Quarter 2.	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for comments	Not Achieved	The Policy Directive has not yet been issued by the Minister. 5 applications were received by the closing date. Report on received applications done. Report on confidentiality submitted to Council for decision and currently waiting for Council's decision. Gazetting of applications for comments will be done after Council has decided on confidentiality.	Gazetting of the Public Hearings notice	Not Achieved	1 111 493	0	1 111 493	ECNS: The Policy Directive has not yet been issued by the Minister of Communications. The Authority can not invite, accept and consider applications for I-ECNS in the absence of the Policy Directive issued by the Minister. Council has resolved to postpone this project until Minister has issued the Policy Directive on this matter. SUBSCRIPTION BROADCASTING SERVICE: Report on confidentiality requests was approved by Council. Report on notification of changes in the application was noted by Council. Applications were gazetted for public comments and responses for a period of 51 days. Gazetting of public hearing notices will be done after the analysis of applications is concluded in Quarter 4. Applications are currently being analysed. The reasons for non-achievement was caused by unforeseen delays in correcting applications and consideration of confidentiality requests. Council has resolved to extend the timelines for this project by a period of three months.
	4310	SO 8.1.1		Licenses issued for commercial sound broadcasting services in Secondary Markets (Northern Cape, Free State and Eastern Cape)	Licenses issued for commercial sound broadcasting services in Secondary Markets (Northern Cape, Free State and Eastern Cape)	RISK: Litigation by the industry if they are not satisfied with the process or if they become unsuccessful or disqualified. MITIGATION: Adherence to proper processes and procedures in terms of the Act and existing regulations	ITA for Secondary Markets issued	Analysis report on applications for commercial sound broadcasting services	Receipt, consideration and decisions on applications	No Strategic Activity	Activity commences in Quarter 2.	The Authority has extended the closing date for ITA for Secondary Markets. This has implications for timelines and budget for the project. The decision on the project will not be concluded in the current financial year.	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for Comments.	Not Achieved.	Applications were only received at the end of August due to the extension of the closing date for the ITA. 6 applications were received by the closing date. A report on received applications was done. A report for condonation on late applications was sent to Council and the Division awaits Council's decision. Report on confidentiality and the gazetting of applications will be done in the third quarter.	Gazetting of the Public Hearings notice	Not Achieved	1 189 283	0	1 189 283	Report on the condonation requests was also approved by Council at the end of Quarter 2. WORK DONE IN Q3: Report on the confidentiality requests was approved by Council. Applications were gazetted for public comments and responses for a period of 51 days. The gazetting of the public hearing notice will be done in Quarter 4 after the analysis of the applications has been completed. Non-achievement was caused by the extension of the closing date and the unforeseen delays in the correction of defective applications and the consideration of confidentiality requests. Council has resolved to extend the timelines for this project by a period of six months.
	4266	SO 8.1.1		Licenses issued for commercial sound services licensed in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies	Licenses issued for commercial sound services licensed in Primary Markets (Gauteng, Cape Town and Durban) on Medium Wave (MW) Frequencies	RISK: Litigation by the industry if they are not satisfied with the process or if they become unsuccessful or disqualified. MITIGATION: Adherence to proper processes and procedures in terms of the Act and existing regulations	ITA for Primary Markets issued	Analysis report on applications for commercial sound broadcasting services	Receipt, consideration and decisions on applications	No Strategic Activity	Activity commences in Quarter 2.	The Authority has extended the closing date for ITA for Primary Markets. This has implications for timelines and budget for the project. The decision on the project will not be concluded in the current financial.	Receipt of Applications, Analysis of Confidentiality and Gazetting of Applications for Comments.	Not Achieved	Applications were only received at the end of August due to the extension of the closing date for the ITA. Seven applications were received by the closing date. A report on received applications was done. A report for condonation on late applications was sent to Council and the Division awaits Council's decision. Report on confidentiality and the gazetting of applications will be done in the third quarter.	Gazetting of the Public Hearings notice	Not Achieved	1 162 493	0	1 162 493	Report on the confidentiality requests was approved by Council. Report on the condonation requests was approved by Council. Applications were gazetted for public comments and responses for a period of 51 days. The gazetting of the public hearing notice will be done in Quarter 4 after the analysis of the applications has been completed. Applications are currently being analysed. Non-achievement was caused by the extension of the closing date and the unforeseen delays in the correction of defective applications and the consideration of confidentiality requests. Council has resolved to extend the timelines for this project by a period of six months.

ICASA PERFORMANCE INFORMATION REPORT TABLE 2012-2013

Substrate	JDE Proj. Code	Output No.	Key Outcome	Key Output	SMART Performance Measure/Indicator	Risk & Mitigation	Baseline 2011/2012	Target 2012/2013	Activity 2012/2013	Deliverables Timeframe Q1	Achievement in Q1	Progress/Variance Comment Q1	Deliverables Timeframe Q2	Achievement in Q2	Progress/Variance Comment Q2	Deliverables Timeframe Q3	Achievement in Q3	Expend. Budget Q3	Expend. Actual Q3	Variance Q3	Progress/Variance Comment Q3
MCA - Analysts	5239	SO 8.1.2	Improved levels of competition in the ICT sector	Regulations governing pro-competitive interventions into the broadcasting signal distribution market	Regulations for Signal Distribution market	RISK: The Authority might not have access to correct costings from the incumbent. Sentech to be able to come up with pricing recommendations. MITIGATION: The Authority to ensure that the Sentech Costing model is certified by independent auditors.	Discussion document on the market for Signal Distribution Services	Draft Regulations for Signal Distribution market including price control framework	Draft the regulations for the Signal Distribution market	Gazette Findings Document on the Signal Distribution Market	Not Achieved	Gazetting of Findings Document delayed due to amendments brought about by Sentech's cooperation with the Authority towards implementing the proposed pro-competitive remedies as per draft Findings Document. This changes the process that the Authority was originally to follow. Revised deadline is to gazette the findings document by 31 August 2012.	Progress report on review of SENTECH cost model for signal distribution	Not Achieved	The progress report on the Sentech cost model is not yet complete. The report will indicate the type of cost model to be used (fully allocated cost (FAC) methodology at current cost accounting for DTT and FAC at historical cost accounting for ATT. The Findings Document (deliverable for Q1) was not gazetted as planned because, on further review, MCA realised that the market definitions contained in the document were incorrect (as noticed by Council upon presentation). Substantial changes are being made to the content of the document, to be resubmitted to Council in October 2012. Gazetting will then be followed by a regulation process to guide the implementation of the pro-competitive remedies.	Progress Report on review on signal distribution wholesale access product	Not Achieved	-299 700	0	-299 700	The findings document was reviewed and sent to legal for writing on 19 November 2012. The authority met with Sentech on the 1st of October 2012 and the 21st of December 2012 to review the cost model for DTT. This model will be incorporated into regulations.
	5217	SO 8.1.3	Development of pro-competitive remedies and implementation thereof	Carrier Preselect (CPS) regulations to increase consumer choice	Gazetted Code of Practice	None	CPS Regulations	Publication of Code of Practice by 30 June	Finalise the Code of Practice for CPS	Publication of Code of Practice	Achieved	Publication of Code of Practice	No Strategic Activity	No Strategic Activity	Project completed	No Strategic Activity	No Strategic Activity	-2 501	0	-2 501	Project completed
MCA - Numbering	5340	SO 8.1.4	Revised Number Portability regulations to promote consumer choice	Number Portability Regulations governing all number ranges	RISK: Challenges owing to existing ownership structure of the Number Portability Company MITIGATION: Ensure that the cost of number portability is borne equitably across all licensees	Existing Number Portability Regulations	Research report on review of the existing Number Portability regulations	Review of Number Portability regulations	Development of Terms of Reference	Achieved	ToR approved by BAC on 13 July 2012	Appointment of service provider	Not Achieved	The bid was published in August 2012. Evaluations in progress towards the appointment of the service provider. The project may be delayed pending the appointment of the service provider.	Preliminary report	Not Achieved	-307 522	0	-307 522	The project was cancelled. To be revisited in future only after endorsement by Council.	
	5341	SO 8.1.5	Accounting Separation Regulations for wholesale call termination	Accounting Separation Regulations for licensees designated with Significant Market Power	RISK: Changing technologies in access and backhaul technologies add complexity to cost-accounting methodologies MITIGATION: Ensure that regulations specify transparent mechanisms for costing different technologies	Interim report of Accounting Separation Regulations for Call Termination	Accounting Separation Regulations	Development of Accounting Separation Regulations as per the Call Termination Regulations (GG 33698)	Report with recommendations on various cost models	Achieved	Presentation made to Council on 10 July 2012	Report on consultation with licensees designated with Significant Market Power	Not Achieved	There was a change in project scheduling where the draft regulations were prioritised over the consultation with operators. Draft regulations have been developed and consultation with operators to take place in October 2012. This project may be delayed based on the outcome of public consultation and potential contestation over the chosen cost methodology.	Draft regulations and public hearings	Not Achieved	499 153	0	499 153	Not achieved due to internal delays relating to the analysis of the draft regulations. Draft regulations to be published in Q4.	
SO	8.2.	STRATEGIC OBJECTIVE	Ensure South African retail prices of ICT services fairly reflect costs																		
MCA - Analysts	SO 8.2.1	Fair prices for Electronic Communication Services (ECS) accessible by all South Africans by 2020 (voice and data services including broadband)	Regulatory Strategy for ECS that promotes effective competition and greater network coverage	Report on pricing for ECS	RISK: Legal challenges by licensees MITIGATION: Develop transparent process for regulatory review of broadband market to provide regulatory certainty	Wholesale Voice Call Termination regulations	Gazetted price benchmark report on prices across the ECS value chain	Conduct review of the ECS value chain in South Africa, with a specific focus on prices across the value chain	Appointment of consultants to review the prices across the supply-side ECS value chain	Not achieved	The ToR has been drafted but the DoC has not yet provided the funds. The Authority is awaiting the transfer of funds (RSM) from the DoC in order to issue a tender for the study. Consultants will be appointed following the completion of the tender process.	Questionnaire circulated to licensees for information on costs associated to different segments of the ECS value chain	Not achieved	This is a collaborative project with the DoC where the DoC manage the procurement process. The DoC only released the tender documentation on the 24th of August, with the closing date being the 25th of August. The initial project deadlines for this project are no longer accurate and a memo outlining future quarterly deliverables will accompany this report. The project is expected to run for 18 months and it is likely that a service provider will only be appointed in November 2012.	Report on analysis of responses to the questionnaire	Not Achieved	#N/A	#N/A	#N/A	As per Q2. The DoC has identified the service provider with contracts only to be signed in January 2013. The project is expected to start from January 2013	
	SO 8.2.2	Ensure that retail price of reserved postal services is affordable by all citizens	Updated Postal price control and Accounting Separation Regulations for Postal services	Gazetted final Price Control regulations	RISK: Delay by SAPO MITIGATION: Proactively engage with SAPO to ensure effective compliance	Price Cap Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2014/15	
MCA - Numbering				Gazetted Accounting Separation Regulations		Accounting Separation Regulations	No Strategic Activity	No Strategic Activity	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	Activity commences 2014/15	No Strategic Activity	No Strategic Activity	#N/A	#N/A	#N/A	Activity commences 2014/15	