

USAASA ANNUAL PERFORMANCE PLAN

Financial Year: 2015 - 2016

Universal Access and Service to ICT's for All!



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USAASA Annual Performance Plan Foreword by the Chief Executive Officer

The Agency has a mandate that is expressed in both the Constitution of South Africa (section 16 of The Bill of Rights) and in the underpinning legislation – the Electronic Communications Act 36 of 2006. In addition, there are various policy mechanisms that support the Agency's activities; these include South Africa Connect Policy, National Development Plan and the National Infrastructure Plan.

In addition to existing policy mechanisms, it is likely that the ICT Policy review Panel, reporting the Minister of Telecommunications and Postal Services, will have impact on the Agency's strategic and shorter-term activities. As yet, the precise impact of this new review panel is uncertain. However, we are confident that our strategic plan will fit into the overall framework of the panel's considerations and that our Annual Performance Plan(s) can be adapted to accommodate any changes in priorities that may arise from the review process.

USAASA is one of the 25 agencies in Africa that have some form of mandate to improve national access to ICT services. Some of these National Agencies are relatively inactive and our aim during the Strategic Plan period is to ensure that South Africa is the front-runner in delivering universal access to ICTs for all its population. In achieving this, USAASA will work closely with the Independent Communications Authority of South Africa (ICASA) which has complementary responsibilities in areas of ICT regulation that impact upon universal service and access. An important aspect of ICASA's role is its responsibility for collecting the universal service levy from licensed operators which has recently been delegated to USAASA by the legislation. We will also continue to work with other Government Ministries, Agencies and private sector in furtherance of the achievement of our mandate.

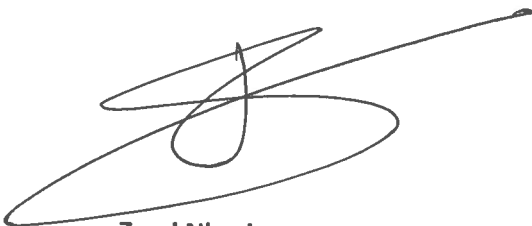
The Agency is undergoing an organisational development review with the focus of ensuring that its human capital and processes are fit-for-purpose in terms of delivering value-for-money support to the achievement of its objectives. Our aim is to be adequately resourced in terms of skilled, experienced and motivated human capital, supported by cost-effective and efficient processes. An important component of our efforts is the purchase and installation of an Enterprise Resource Planning system that will provide an integrated approach to all our work and will make a significant positive impact on our performance as an Agency.

It is important to note that there are current issues that present potential risk for the Agency in its efforts to achieve its objectives and deliver on its mandate. These risks are:

- The term of office for the Board coming into an end in September 2015: this may lead to a strategic leadership vacuum that will adversely affect delivery of the Strategic Plan;
- Highly manual operating environment: Lack of an ERP system may lead to lost opportunities to operate and monitor the control environment more effectively and efficiently with the least manual intervention possible. Implementation of an ERP system is underway to mitigate this risk; and
- Lack of technical skills in ICT's: The lack of an appropriate organisational design may result in an inability to meet the entity's beneficiaries' and key stakeholders' requirements. This risk poses a threat to the organisation in so far as human resources and associated skills and experience are mis-aligned with the organisation's required skills to deliver on its mandate. The organisation's design and human resource strategy has been revised to reflect the needs of the organisation and its mandate. Implementation of the organisational design has already commenced.

We are however confident that shareholder will assist the Agency by ensuring stability in leadership.

We thank the Board for the commitment and dedication in supporting the Management of the Agency to fulfil the objectives of USAASA. We also thank the entire staff compliment of the Agency for their hard work in pushing the frontiers of poverty by making ICT's accessible to all.



Zami Nkosi

Chief Executive Officer

USAASA

OFFICIAL SIGN - OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of USAASA under the guidance of Mrs. Pumla Radebe, Chairperson of the Board of Directors of Universal Service and Access Agency of South Africa (USAASA).
- Was prepared in line with the current situation of South Africa with regards to Universal Access and Service.
- Accurately reflects the strategies and targets which USAASA will endeavour to achieve given the resources and capabilities.

Mr. Zane Mheyamwa
Chief Financial Officer

Signature: 

Mr. Siphon Mngqibisa
Acting: Head Official responsible for Planning

Signature: 

Mr. Zami Nkosi
Chief Executive Officer

Signature: 

Mrs. Pumla Radebe
Board Chairperson: USAASA

Signature: 

Part A: Strategic overview

1. Updated situational analysis

1.1 Performance delivery environment

USAASA exercises its functions in accordance with Electronic Communications Act (ECA) 36 of 2005, which came into operation on 19 July 2006. It is accountable to the Department of Telecommunications and Postal Services through a governance arrangement. The function of USAASA is to promote the goals of universal access and universal service through the application of the Universal Service and Access Fund (USAF) and providing advice and support to the industry and Ministry regarding universal service and access issues. This ultimately contributes to the mission of a sustainable knowledge society as envisioned by the National Development Plan's (NDPs) 2030 vision.

UNESCO, 2013¹, indicates that building of inclusive knowledge societies is about developing those environments in which everyone has an opportunity to gather and share information; to create and share knowledge in order to enhance their capabilities; and to fully participate in social, economic, political and cultural life of their communities. Some of the aspects of society related to Information and Communication Technology (ICT) are:

- **Freedom of expression:** media freedom, and freedom of information.
- **The Internet and new media:** social networks and other Web 2.0 applications have enabled communities to be more informed and enriched public discourse
- **Education and learning:** e-education
- **Access to information and knowledge:** creative collaboration between public, private and non-profit sectors, leveraging the potential of new technology, for example the full potential of e-government.
- **Linguistic and cultural diversity:** are essential if ICTs and the internet are to benefit people from all communities throughout the world.

¹ United Nations Educational, Scientific and Cultural Organisation (UNESCO), 2013; Towards Knowledge Societies for Peace and Sustainable Development – First WSIS+10 Review Event, 25 -27 February 2013, UNESCO Headquarters, Paris; http://www.uis.unesco.org/Library/Department_of_Telecommunications_and_Postal_Servicesuments/towards-inclusive-knowledge-societies-wsis-communication-ict-2010-en.pdf; Accessed 15 January 2013

Key issues in USAASA's delivery environment were considered during the strategic planning process for 2014 – 2019. The main change driver for USAASA is government's priority to expand broadband access and ICT penetration as set in the National Broadband Policy.

The government's commitment to universal access, including broadband access, is a major opportunity for USAASA as it provides the organisation with strategic focus and direction.

1.2 Organisational environment

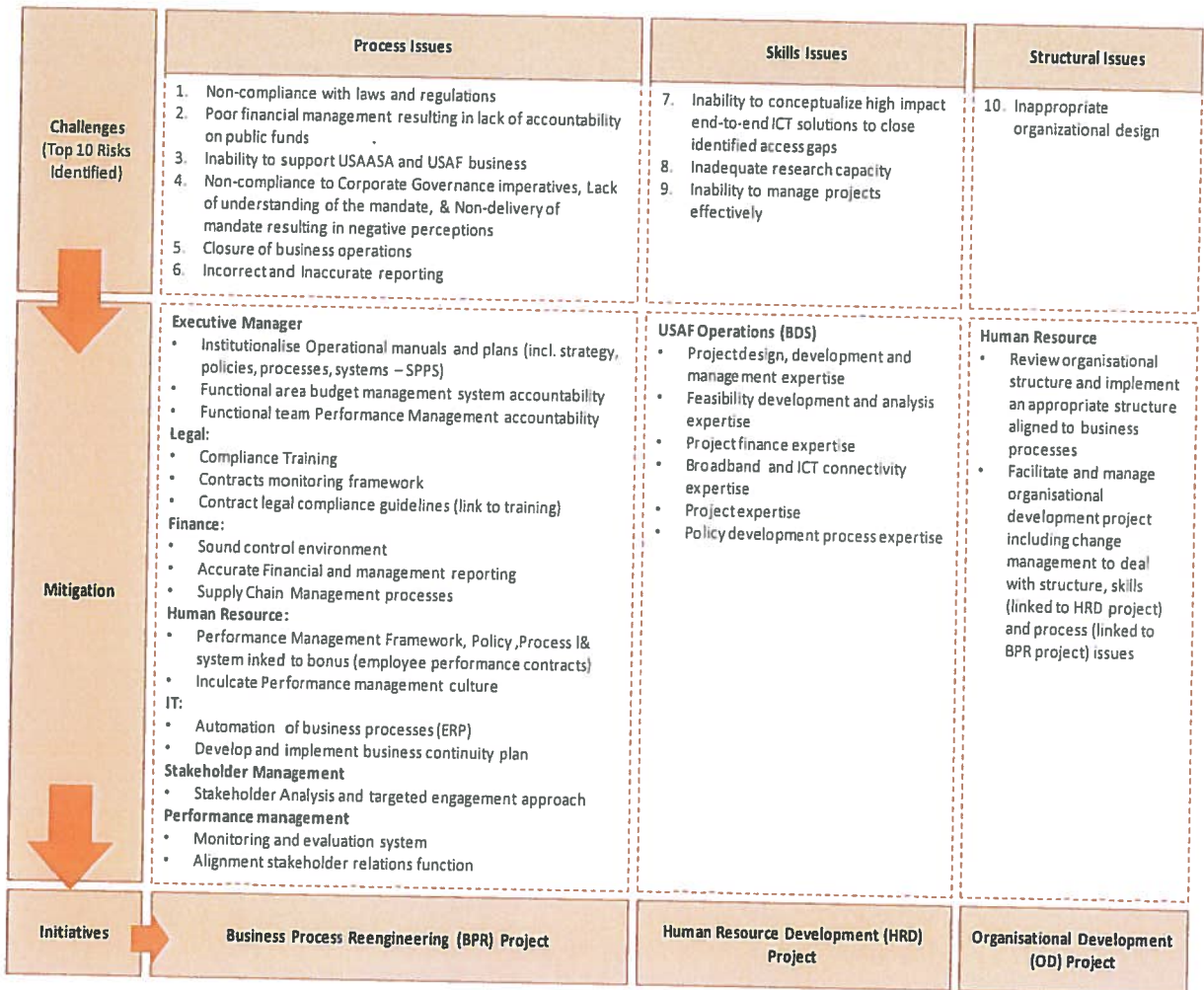
The National Broadband Policy (South Africa Connect, 2013) has a direct impact on USAASA's resources and capacity requirements and organisational structure. This policy places universal access and service obligations high on the agenda for building an inclusive South Africa. Project delivery and implementation are provided by Business Development Services (BDS). As a result, the technical capacity of BDS will be enhanced and current human resources re-aligned.

To handle the increased workload that will be created by speedy broadband rollout activities, the financial services capacity will also be enhanced with additional resources deployed to focus on the management and administration of USAF.

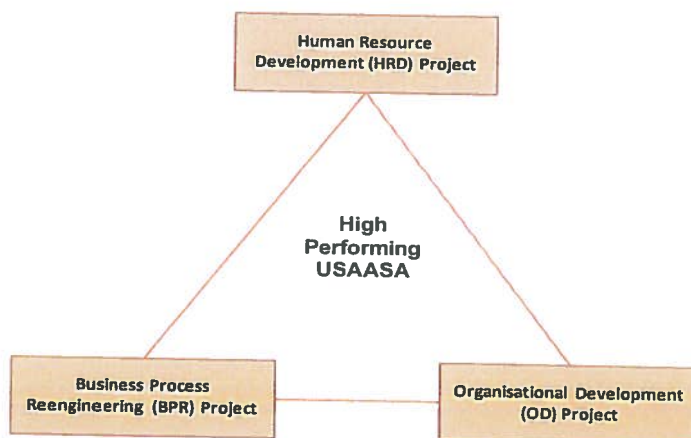
Over the past financial years (i.e. the past 5 years, 2009 to 2014), USAASA has been allocated a limited budget that has hindered the organisation's ability to deliver to its full capacity. A major priority going forward for the next financial year is to embark on a major drive to encourage USAASA's shareholder to optimally utilise the Agency as a one the key implementers for closing the access gap prevailing in the country. In addition, USAASA will seek alternative supplementary funding and enter into partnerships to ensure that it is better able to meet its mandate.

To address its capacity challenges, USAASA will embark on initiatives to turn the current organisational environment around. Figure 1 provides an overview of areas of institutional strengthening to be initiated from 2014 in order to improve USAASA's internal environment.

Figure 1 USAASA's 2015/16 Project Initiative



The achievement of strategic objectives and intended outcomes will become possible if USAASA addresses organisational processes, skills and structural issues, which emanate from the top 10 strategic risks identified (5 of which are set out in the USAASA Strategic Plan). The various functional areas need to be enhanced to mitigate these risks.



The institutional enhancement will be achieved through three projects to be developed and implemented over a three-year period from 2015/16 to 2017/8, including:

1.2.1 Business Process Re-engineering

The project fundamentally reviews the entire business process to bring about improvements in performance. Its examination will cover three components of the business – Policies, Processes and Systems. The System component will include the deployment of an Enterprise Resource Planning (ERP) solution. Based on a USAASA ERP platform, the project will also work towards developing an **Information Centre** with capabilities of intranet and extranet to service both internal and external stakeholders. The information centre will also host the monitoring and evaluation system that will be a repository for disseminating universal access and service knowledge.

1.2.2 Human Capital Development Project

The project is critical for USAASA to become a centre of excellence for ICT universal access and service. The project will enable USAASA to establish an organisational **Learning Centre**, which will work with internal and external stakeholders to solve Human Resource Development (HRD) constraints and challenges that adversely impinge on business performance; and provide education and training solutions that can be customised to meet the identified needs of USAASA. The education and development solutions over time could be provided around:

- **Innovation** – creating new and improved ways of meeting the development needs of staff.
- **Knowledge** – developing and sharing a body of knowledge that informs the HRD practices.
- **Technical competence** – developing the competencies and expertise necessary to manage the needs analysis, curriculum design, delivery and evaluation processes.
- **Leverage** – mobilising stakeholder and service provider relationships for developing effective HRD solutions.

The USAASA Human Capital strategy of 2013 outlines a process that is followed in development of people to support the future growth of the organisation. In relation to this

project, the HRD Project will also encompass the introduction or improvement of the following aspects:

- **Transforming for the future:** Leadership development from executive to first line management training.
- **Stable delivery platform:** Talent management, development and implementation of human resourcing plans.
- **Performance management:** Determine the most effective skills development methods for addressing the performance problem.

1.2.3 Organisational Development Project

Organisational development is a planned, comprehensive and systematic process aimed at improving the overall effectiveness of an organisation, in this case USAASA, involving intervening in the processes; organisational design and structure; and culture of the organisation.

This project is premised on the implementation of an organisational design that includes organisational architecture and structure, and change management designed to improve organisational performance.

The USAASA Human Capital strategy, discussed above, outlines the strategic thrust and process that will address organisational performance improvement. The OD project will also introduce or improve the following aspects:

- **Employee Advocate (Caring for people):** engage and empower employees, enhance retention and development of talent, creating a positive work climate and ensuring labour legislative compliance.

Strategic Partner (architecting for competitive advantage and aligning with business requirements): organisational design for optimal businesses efficiency, change management, and internal promotion for the benefits of universal access and service. It will also propose new positions to enable the Agency to meet its mandate. At a minimum include the following additional human resources will be considered:

2 Telecommunications Engineers

6 Project Managers

Revenue Accountant

Project Finance Specialist

Executive Manager Support

Other positions will be realigned and the existing budget will be utilised for the newly proposed specialist positions.

2. Revisions to legislative and other mandates

2.1 Constitutional Mandate

There have been no changes to USAASA's constitutional mandate.

2.2 Legislative Mandate

The proposed changes in the legislation [ECA] will result in Agency having to align to the new requirements. This might entail procuring additional resources in the organisation.

The Electronic Communications Amendment Act 1 of 2014 was assented to by the President on 7 April 2014 and became effective on 1 May 2014.

The objects of the Amendment Act are to:

- to align the Act with broad-based black economic empowerment initiatives;
- to incorporate the Authority's recommendation on ownership and control of commercial broadcasting services;
- to refine licensing issues;
- to make further provision towards ensuring effective competition;
- to remove regulatory bottlenecks;
- to provide for the creation of a National Broadband Council;
- to make further provision for the e-rate;
- to empower the Minister to make certain information requests
- to improve the governance provisions of the Universal Service and Access Agency of South Africa; and
- to make further provision for the use of money in the Universal Service and Access Fund (USAF).

Several of the changes relate to universal service and access and with respect to USAASA, there are significant amendments in the ECA relating to the operation and performance of USAASA. The changes proposed are intended to make it clear that USAASA, as a section 3A organ of state, is subject to the Public Finance Management Act; in that regard, the amendments seek to improve its governance. Amendments include amendment to the Board and CEO functions and structure to clarify procedures. Other amendments recognize the previous inconsistency with respect to provisions relating to universal access, universal service and needy persons and seek to correct them.

Specifically on USAF, there is a provision that the Minister,, acting with the concurrence of the Minister of Finance, may prescribe additional uses of money held in the USAF. Administratively, ICASA is still responsible for the collection of USAF contributions, but no longer sends the funds to the National Revenue Fund. Rather, Section 89 is amended such that the Agency must collect all monies that have been obtained from licensees by ICASA directly from ICASA.

On e-rate, the ECA allows USAASA to pay the charges for Internet services on behalf of qualifying institutions..

2.3 Policy Mandate

South Africa Connect Policy, 2013 SA Connect is a four-pronged strategy, consisting of 4 “sub-strategies” which will move the country from the current state to achieving its targets over the next ten years. The four prongs or ‘sub-strategies’ of SA Connect are:

- Digital readiness
- Digital development
- Digital future
- Digital opportunity

SA Connect guides the ICT sector as a whole, and USAASA in particular in terms of the approach taken to promoting broadband deployment, usage and uptake.



3. Overview of 2015/2016 budget and MTEF estimates

3.1 Estimated Expenditure

Statement of financial performance	Audited outcome			Revised estimate	Average growth rate %		Expenditure/total: Average %	Medium-term estimate		Average growth rate %	Expenditure/total: (%)
	2011/12	2012/13	2013/14		2014/15	2011/12 - 2014/15		2015/16	2016/17		
Revenue											
Tax revenue	-	-	-	-	-	-	-	-	-	-	-
Non-tax revenue	14	352	-	-	-100.00%	-	-	-	-	-	-
Other non-tax revenue	14	352	-	-	-100.00%	-	-	-	-	-	-
Transfers received	83,168	59,801	60,090	65,376	-3.40%	67,108	69,045	75,684	6.30%	75,684	100.00%
Total revenue	83,182	60,153	60,090	65,376	-3.60%	67,108	69,045	75,684	6.30%	75,684	100.00%
Expenses											
Current expenses	76,445	61,111	57,778	62,023	-6.00%	64,945	64,945	68,377	5.80%	68,377	100.00%
Compensation of employees	35,440	33,421	36,171	38,522	12.80%	40,294	40,294	42,551	5.60%	42,551	62.20%
Goods and services	37,798	24,388	21,607	23,501	-20.50%	24,651	24,651	25,826	6.10%	25,826	37.80%
Depreciation	3,190	3,194	-	-	-100.00%	-	-	-	-	-	-
Interest, dividends and rent on land	17	108	-	-	-100.00%	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-
Total expenses	76,445	61,111	57,778	62,023	-6.00%	64,945	64,945	68,377	5.80%	68,377	100.00%
Surplus/(Deficit)	6,737	-958	2,312	3,353	-198.30%	2,163	4,100	7,307	17.00%	7,307	

3.2 Relating expenditure trends to strategic outcome oriented goals

The general trend with the expenditure of USAASA is that the salary budget makes up about 60% of the entire budget, the operational expenditure makes up 36%, the remaining 4% goes to Capex. The table above reflects a prediction that USAASA is facing in relation to the salary budget, this relates to a shortfall within the budget that arose as a result of legacy issues. In the current year there are vacancies that have been frozen in order to ensure that the expenditure will remain within budget. This was sufficient in keeping matters under control in the current year; however some other legacy issues have even exacerbated the matter in that staff benefits which were outstanding over a period of two years were settled with back payments. This situation has been managed well from within our current budget; however it is not possible to do this in the future. The shortfall for the 2014/15 on the salary budget that was requested was not approved and in fact the baseline was reduced.

	2014/15	2015/16	2016/17	2017/18
	Approved Budget Estimate	Budget Estimate	Budget Estimate	Budget Estimate
Rand thousand	R'000	R'000	R'000	R'000
<u>Economic classification</u>				
Employee Compensation	38 522	40 551	40 294	42 551
Goods and services	23 501	220 826	24 651	25 826
Capital goods	3 353	1 052	4 100	7 307
Total Expenditure	65 376	262 429*	69 045	75 684

*Please note there was an additional allocation for Broadcasting Digital Migration programme for the ERP and administration and distribution costs of R 196m in the 2015/16 financial year.



Part B: Programme and Sub-Programme Plans

4. Agency Programmes

4.1 Strategic objective annual targets for 2015/2016



Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Human Capital: Relevant and enhanced competencies, and improved employee performance

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance				Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14	2015/16		2016/17	2017/18	
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	1 Implementation of the organisational development	New indicator				80% of employees capacitated	Alignment of Organisational structure	Development	approved organization



4.2 Quarterly targets for 2015/2016

Programme: Corporate Services

Strategic Goal	Framework for project delivery					
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support					
Objective Statement	Attract and retain the best talent in the industry and to ensure that employees are fully developed, engaged and able to contribute to universal access and service mandate of USAASA.					
Baseline	Human Capital frameworks and policies					
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets			
			1st	2nd	3rd	
			Skills Migration process	Placements Determination of unmatched resources	Re-skilling and capacitation	Monitor and Review alignment
			Alignment of USAASA according to approved Organisational Development organization structure			
Implementation of the organisational development	Quarterly					



4.2.1 Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Information Technology: Reliable, consistent and secure IT systems and service

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	2 Percentage availability of business systems to support USAASA and USAF business processes and operations			98% Availability	98% Availability			98% Availability of Business Systems



USAASA's Annual Performance Plan 2015 to 2016

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	3 Improvement of Business process automation	New target			Developing a business case, planning and approval	ERP system rollout and implementation	ERP system maintenance	



4.3 Quarterly targets for 2015/2016

Sub – programme: Information Technology

Strategic Goal	Framework for project delivery										
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support										
Objective Statement	Provide and maintain IT systems to ensure that USAASA's business continues to operate irrespective of risks encountered										
Baseline	Business Continuity Framework and compliant IT strategies and policies										
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets								
Percentage availability of business systems to support USAASA and USAF business processes and operations	Quarterly	98% availability of business systems	<table border="1"> <tr> <td>1st</td> <td>2nd</td> <td>3rd</td> <td>4th</td> </tr> <tr> <td>Revise and approve SLA for IT Services and Report on percentage availability of business systems</td> <td>Monitor and Report on percentage availability of business systems</td> <td>Monitor and Report on percentage availability of business systems</td> <td>Monitor and Report on percentage availability of business systems</td> </tr> </table>	1st	2nd	3rd	4th	Revise and approve SLA for IT Services and Report on percentage availability of business systems	Monitor and Report on percentage availability of business systems	Monitor and Report on percentage availability of business systems	Monitor and Report on percentage availability of business systems
1st	2nd	3rd	4th								
Revise and approve SLA for IT Services and Report on percentage availability of business systems	Monitor and Report on percentage availability of business systems	Monitor and Report on percentage availability of business systems	Monitor and Report on percentage availability of business systems								



4.3.1 Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Sub programme – Legal Services

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance				Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	4 Percentage of legal advice and resolution strategies in accordance with legislation and policy provided within 7 (seven) days	New target				7 day turn around period achieved	Capacitate legal services through; <ul style="list-style-type: none"> - Internal processes - Knowledge sharing - Contract management 		



4.4 Quarterly targets for 2015/2016

Sub programme – Legal Services

Strategic Goal	Framework for project delivery				
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support				
Objective Statement	Promotion of legal compliance and provision of legal advice to USAASA's internal stakeholders				
Baseline	Legal compliance framework in accordance with PFMA, Treasury regulations, Companies Act, 2008, King III Code and commercial and property laws.				
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets		
			1st	2nd	3rd
Percentage of legal advice and resolution strategies in accordance with legislation and policy provided within 7 (seven) days	Monthly	Capacitate legal services through; <ul style="list-style-type: none"> - Internal processes - Knowledge sharing - Contract management 	Provide written legal opinions within 7 (seven) days of request and submission of all relevant documentation	Provide internal written legal opinions within 7 (seven) days of request and submission of all relevant documentation	Provide internal written legal opinions within 7 (seven) days of request and submission of all relevant documentation



4.4.1 Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Compliance in financial reporting; effective sourcing and enterprise empowerment

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	5 Produce accurate financial statements which are GRAP and Treasury regulations compliant by the due dates	-	-	Achieved	Produce accurate financial statements	Produce accurate 2014/15 financial statements with the objective to get an unqualified audit opinion.	Produce accurate 2015/16 financial statements with the objective to get an unqualified audit opinion.	Produce accurate 2016/17 financial statements with the objective to get an unqualified audit opinion.



USAASA's Annual Performance Plan 2015 to 2016

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance				Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14	2015/16		2016/17	2017/18	
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	6 Percentage of procurement from BBBEE of			80% Achieved	80% Achievement	80% of USAASA budget procurement from BBBEE			



4.5 Quarterly targets for 2015/2016

Sub – programme: Financial management Services

Strategic Goal	Framework for project delivery			
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support			
Objective Statement	Produce compliant and transparent financial management and statements in accordance to the PFMA and regulatory prescripts, and accounting standards			
Baseline	Organisational accounting framework and standards			
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets	
Produce accurate financial statements which are GRAP and Treasury regulations compliant by the due dates	Quarterly	Produce accurate 2014/15 financial statements with the objective to get an unqualified audit opinion.	1 st 3 sets of monthly financial statements per quarter. Submission of the final financial statements to the Auditor General 31 st May 2015	2 nd 3 sets of monthly financial statements per quarter
			3 rd 3 sets of monthly financial statements per quarter	4 th 3 sets of monthly financial statements per quarter



Strategic Goal	Compliance in financial reporting; effective sourcing and enterprise empowerment			
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support			
Objective Statement	Promote integrated planning aligned to compliant procurement of goods and services; and supplier relations.			
Baseline	Procurement framework and policy			
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets	
Percentage of procurement from BBBEE	Quarterly	80% of USAASA budget procurement from BBBEE	1 st	2 nd
			80% of the expenditure procured from BBBEE	80% of the expenditure procured from BBBEE
			80% of the expenditure procured from BBBEE	80% of the expenditure procured from BBBEE
			80% of the expenditure procured from BBBEE	80% of the expenditure procured from BBBEE



4.5.1 Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Effective Board and Organisational Decision Management

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	7 Number of main board and committee meetings conducted	New target			24 main board and committee meetings	At least 4 USAASA Board, At least 4 USAF Board, At least 6 Audit & Risk, At least 4 BDS Committee, At least 4 HR & Remuneration, At least 2 Social & Ethics Meetings conducted throughout the year		
	8 Number of executive management meetings conducted	New target			A minimum of 12 executive management meetings conducted throughout the year	A minimum of 12 executive management meetings conducted throughout the year		



USAASA's Annual Performance Plan 2015 to 2016

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	9 Partnerships to the value of R1.5 billion raised in support of USAF	New target			New target	Develop Partnership with various stakeholders to the value of 200 million in support of USAF projects	Develop Partnership with various stakeholders to the value of 250 million in support of USAF projects	Develop Partnership with various stakeholders to the value of 300 million in support of USAF projects



4.6 Quarterly targets for 2015/2016

Sub-Programme: Executive Secretariat

Strategic Goal	Framework for project delivery				
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support				
Objective Statement	Instilling, embedding, advocating and creating awareness on good corporate governance principles throughout USAASA and at Board level.				
Baseline	Board and executive management meetings minutes resolutions				
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets		
			1st	2nd	
			3rd	4th	
			<ul style="list-style-type: none"> - USAASA &USAF Board - 2 Audit & Risk committee - HR& Remuneration committee - BDS [USAF Operations] committee - Social & Ethics committee 		
			<ul style="list-style-type: none"> - USAASA &USAF Board - 2 Audit & Risk committee - HR& Remuneration committee - BDS [USAF Operations] committee - Social & Ethics committee 		
Number of main and committee meetings conducted	Quarterly	At least 4USAASA Board At least 4 USAF Board At least 6 Audit & Risk At least 4 BDS Committee At least 4 HR& Remuneration At least 2 Social & Ethics meetings conducted throughout the year	<ul style="list-style-type: none"> - USAASA &USAF Board - 2 Audit & Risk committee - HR& Remuneration committee - BDS [USAF Operations] committee - Social & Ethics committee 	<ul style="list-style-type: none"> - USAASA &USAF Board - 2 Audit & Risk committee - HR& Remuneration committee - BDS [USAF Operations] committee - Social & Ethics committee 	<ul style="list-style-type: none"> - USAASA &USAF Board - Audit & Risk committee - HR& Remuneration committee - BDS [USAF Operations] committee - Social & Ethics committee



Strategic Goal	Framework for project delivery			
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support			
Objective Statement	Instilling, embedding, advocating and creating awareness on good corporate governance principles throughout USAASA and at Board level.			
Baseline	Board and executive management meetings minutes resolutions			
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets	
Number of executive management meetings conducted	Monthly	A minimum of 12 executive management meetings conducted throughout the year	1st	4th
			2nd	3rd
			A minimum of 3 EXCO meetings conducted	A minimum of 3 EXCO meetings conducted
			A minimum of 3 EXCO meetings conducted	A minimum of 3 EXCO meetings conducted
Partnerships to the value of R1.5 billion raised in support of USAF	Quarterly	Develop Partnership with various stakeholders to the value of 200 million in support of USAF projects	Develop funding strategy for Board approval	Implementation and reporting
			Implementation and reporting	Implementation and reporting



4.6.1 Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Sub – programme: Performance Monitoring and Evaluation

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	10 Number of approved strategic plans and Annual Performance Plans (APP) for USAASA & USAF submitted to Minister of Telecommunications and Postal Services & Parliament	USAASA and USAF Strategic Plans and APPs developed according to National Treasury guidelines, approved by the USAASA/ USAF Board and submitted to the Minister of DTPS and to Parliament on time			2 Strategic Plans and 2 Annual Performance Plans submitted to DTPS	USAASA and USAF 2016-2021 Strategic Plans and APPs developed according to National Treasury guidelines, approved by the USAASA/USAF Board and submitted to the Minister of DTPS and to Parliament on time	USAASA and USAF 2017-2022 Strategic Plans and APPs developed according to National Treasury guidelines, approved by the USAASA/USAF Board and submitted to the Minister of DTPS and to Parliament on time	USAASA and USAF 2018-2023 Strategic Plans and APPs developed according to National Treasury guidelines, approved by the USAASA/USAF Board and submitted to the Minister of DTPS and to Parliament on time



Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	11	USAASA and USAF quarterly reports developed PM&E Unit, approved by the Executive Authority and submitted to DTPS within 30 days of the end of the quarter.			8 quarterly reports	USAASA and USAF quarterly reports developed by PM&E Unit, approved by the Executive Authority and submitted to DTPS within 30 days of the end of the quarter.		
	12	Monthly monitoring of Organisational performance and/ against Organisational expenditure in order to avoid non-performance and overspending			16 monthly reports	Monthly monitoring of organisational performance and/ against organisational expenditure in order to avoid non-performance and overspending		
		Audited USAASA and USAF Annual Reports submitted to DTPS and Parliament within the stipulated time frames.			2 Annual Performance Reports	Audited USAASA and USAF Annual Reports submitted to DTPS and Parliament within the stipulated time frames.		



4.7 Quarterly targets for 2015/2016

Sub – programme: Performance Monitoring and Evaluation

Strategic Goal	Framework for project delivery			
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support			
Objective Statement	To ensure smooth operation of the Agency			
Baseline	2 Strategic Plans and 2 Annual Performance Plans			
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets	
Number of approved strategic plans and Annual Performance Plans (APP) for USAASA &USAF submitted to Minister of Telecommunications and Postal Services& Parliament	Annually	USAASA and USAF 2016-2021 Strategic Plans and 2016-17 APPs developed according to National Treasury guidelines, approved by the USAASA/USAF Board and submitted to the Minister of DTPS and to Parliament on time	1st	2nd
		-	3rd	4th
			Review and produce 2nd draft of our Strategic Plans and APPs for the next financial year	Final Strategic Plans and APPs submitted to DTPS



Strategic Goal	Framework for project delivery					
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support					
Objective Statement	To ensure smooth operation of the Agency					
Baseline	8 quarterly reports, 2 annual reports					
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets			
Number of Quarterly Reports and Annual Performance Reports on performance information for USAASA and USAF	Quarterly	USAASA and USAF quarterly reports developed by PM&E Unit, approved by the Executive Authority and submitted to DTPS within 30 days of the end of the quarter.	1st	2nd	3rd	4th
			USAASA and USAF 2014/15 4th Quarterly reports submitted to the DTPS	USAASA and USAF 2015/16 1 st Quarterly reports submitted to the DTPS	USAASA and USAF 2015/16 2nd Quarterly reports submitted to the DTPS	USAASA and USAF 2015/16 3 rd Quarterly reports submitted to the DTPS
			Produce monthly monitoring and evaluation reports on organisational performance	Produce monthly monitoring and evaluation reports on organisational performance	Produce monthly monitoring and evaluation reports on organisational performance	Produce monthly monitoring and evaluation reports on organisational performance
			Monthly monitoring of organisational performance and/ against organisational expenditure in order to avoid non-performance and overspending	Monthly monitoring of organisational performance and/ against organisational expenditure in order to avoid non-performance and overspending	Monthly monitoring of organisational performance and/ against organisational expenditure in order to avoid non-performance and overspending	Monthly monitoring of organisational performance and/ against organisational expenditure in order to avoid non-performance and overspending



Strategic Goal	Framework for project delivery					
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support					
Objective Statement	To ensure smooth operation of the Agency					
Baseline	Two annual reports					
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets			
Number of audited Annual Performance Reports for USAASA and USAF	Annually	Audited USAASA and USAF Annual Reports submitted to DTPS and Parliament within the stipulated time frames.	1st	2nd	3rd	4th
			Approved 2014/15	USAASA AND USAF	USAASA and USAF	-
			APR submitted to AG by the 31 st May 2015 for audit purposes.	2014/2015 Annual Reports developed.	2014/2015 Annual Reports tabled at Parliament	



4.7.1 Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Effective and efficient business controls (Internal Audit) and effective implementation of risk mitigations

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance				Estimated performance 2014/2015	Medium-term targets		
		2011/12	2012/13	2013/14	2015/16		2016/17	2017/18	
USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support	13 Number of audits completed				21 audits	25 audits conducted as per approved annual audit plan in order to assist the Agency to achieve a clean audit.			
	14 Three year rolling strategic plan and annual audit plan	New target			New target	Approved Three year rolling strategic plan and annual audit plan			
	15 Updated top 10 corporate/strategic risk register	New target		Top 10 risks identified, 100% implementation of mitigating actions as per risk register	2 workshops	Bi-annual (2) risk assessments workshops conducted			
	16 Updated operational risk registers	New target			4 workshops	Quarterly (4) operational risk assessment workshops conducted with all divisions			



4.8 Quarterly targets for 2015/2016

Sub programme: Effective and efficient business controls (Internal Audit) and effective implementation of risk mitigations

Strategic Goal	Framework for project delivery			
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support			
Objective Statement	Ensure that the organisation scarce resources are pooled together in enhancing the control environment and test business processes alignment to USAASA strategy and plans.			
Baseline	Internal Audit Report Recommendation.			
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets	
Number of audits completed	Quarterly	25 audits conducted as per approved annual audit plan in order to assist the Agency to achieve a clean audit.	1st	4th
			SCM Threshold - Q4 Expenditure	SCM Below Threshold - Q2 Expenditure, - Q3 Expenditure,
			SCM Above Threshold - Q1 Expenditure	SCM Above Threshold - Q2 Expenditure, - Q3 Expenditure



Strategic Goal	Framework for project delivery					
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support					
Objective Statement	Ensure that the organisation scarce resources are pooled together in enhancing the control environment and test business processes alignment to USAASA strategy and plans.					
Baseline	Internal Audit Report Recommendation.					
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets			
			1st	2nd	3rd	4th
Number of audits completed (cont.)	Quarterly	25 audits conducted as per approved annual audit plan in order to assist the Agency to achieve a clean audit.	Annual Financial Statement for 2014/2015	IT Audit	Q2 Interim Financial Statements	Q3 Financial Management
			Annual Performance Information for 2014/2015	Q1 Interim Financial Statements	Financial Management -Q1 and Expenditure	BDS Connectivity



Strategic Goal	Framework for project delivery						
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support						
Objective Statement	Ensure that the organisation scarce resources are pooled together in enhancing the control environment and test business processes alignment to USAASA strategy and plans.						
Baseline	Internal Audit Report Recommendation.						
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets				
Number of audits completed (cont.)	Quarterly	25 audits conducted as per approved annual audit plan in order to assist the Agency to achieve a clean audit.	1st	2nd	3rd	4th	
			Financial Management – Q4 Expenditure	Q1 Information	Performance	BDS Broadband	Q3 Performance Information
				-	-	Q2 Performance Information, including "SMART" compliance and Alignment	-
			HR Audit	HR Audit	HR Audit	HR Audit	HR Audit



Strategic Goal	Framework for project delivery			
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support			
Objective Statement	Ensure that the organisation scarce resources are pooled together in enhancing the control environment and test business processes alignment to USAASA strategy and plans.			
Baseline	Internal Audit Report Recommendation.			
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets	
Three year rolling strategic plan and annual audit plan	Annually	Approved Three year rolling strategic plan and annual audit plan	1 st	2 nd
			3 rd	4 th
			Presentation of the Three year rolling strategic plan and annual audit plan to the Audit and Risk Committee for approval	-



Strategic Goal	Framework for project delivery					
Strategic Objective	USAASA supports the project delivery of the Universal Service Fund through the provision of world class project management, supply chain management, human resources, and administrative support					
Objective Statement	Promote risk culture and manage organisational wide risks.					
Baseline	Enterprise Risk Management (ERM) Policy and the ERM Framework.					
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets			
			1st	2nd	3rd	4th
Updated top corporate/strategic risk register	Bi-annually	Bi-annual (2) risk assessments workshops conducted	-	One assessment workshop	One risk assessment workshop	One risk assessment workshop
Updated operational risk registers	Quarterly	Quarterly (4) operational risk assessment workshops conducted with all divisions	One assessment workshop per unit	One assessment workshop per unit	One Risk assessment workshop per unit	One Risk assessment workshop per unit



4.8.1 Strategic Objectives (outputs) performance indicators and annual targets 2015 – 2018

Research, Policy and Regulatory

Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA established as a centre of excellence for universal access and services information, knowledge and expertise.	17 Review and track RSA national policies and regulation	New indicator			New indicator	Review and track RSA national policies and regulation impacting universal access and service and make submissions and participate in the formulation process, where applicable		
	18 Create an inclusive universal service and access framework through promoting ICT Accessibility for people with disabilities	New indicator			New indicator	Develop, maintain and implement a focused policy and regulatory framework for people with disabilities		
	19 Initiation of Research, Policy and strategy monitoring and advice	New indicator			New indicator	Develop industry consultation and research papers on universal access and services related topics covering broadcasting, communications and postal services		



Outputs (Strategic Objective)	Key Performance Indicator (KPI)	Audited/Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
USAASA established as a centre of excellence for universal access and services information, knowledge and expertise.	20 Develop and maintain a database of all underserved areas in terms of ICT coverage	New indicator			New indicator	Evaluating the Impact of Universal Access Models, Strategies and Policies in ICT on Poor Communities		



4.9 Quarterly targets for 2015/2016

Sub – programme: Research, Policy and Regulatory

Strategic Goal	Centre of Excellence on Universal Service and Access in South Africa.					
Strategic Objective	USAASA established as a centre of excellence for universal access and services market information, knowledge and expertise					
Objective Statement	Providing universal access and service to all South Africans.					
Baseline	Limited policy research available at USAASA.					
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets			
Review and track RSA national policies and regulation	Quarterly	Review and track RSA national policies and regulation impacting universal access and service and make submissions and participate in the formulation process, where applicable	1st	2nd	3rd	4th
Create an inclusive universal service and access framework through promoting ICT Accessibility for ICT for people with disabilities	Quarterly	Develop, maintain and implement a focused policy and regulatory framework for people with disabilities	Track RSA national policies and regulations provide inputs	Track RSA national policies and regulations provide inputs	Track RSA national policies and regulations provide inputs	Track RSA national policies and regulations provide inputs
			Develop baseline documents	Publish a discussion document for public participation	Develop a position paper and recommendations	Approval and publication of the final recommendations



Strategic Goal	Centre of Excellence on Universal Service and Access in South Africa.					
Strategic Objective	USAASA established as a centre of excellence for universal access and services market information, knowledge and expertise					
Objective Statement	Providing universal access and service to all South Africans.					
Baseline	Limited policy research available at USAASA.					
Performance Indicator	Reporting period	Annual target 2015/16	Quarterly Targets			
Initiation of Research, Policy and strategy monitoring and advice	Quarterly	Develop industry consultation and research papers on all universal access and services related topics covering broadcasting, communications and postal services	1st	2nd	3rd	4th
Develop and maintain a database of all underserved areas in terms of ICT coverage	Quarterly	Evaluating the Impact of Universal Access Models, Strategies and Policies in ICT on Poor Communities	Identification of topical themes that relates to universal service and access	Develop a research paper with a view to investigate identified themes.	Presentation of research findings.	Publication of the research findings.
			Data collection and assessments of underserved areas in terms of coverage.	Develop a draft report on assessments of underserved areas.	Geo coding of data into a GIS tool and generation of reports	Constant updates of the GIS tool and generation of reports.

4.10 Reconciling Performance Targets with the Budget and MTEF

In pursuit of greater control and more effective spending for the Agency and the Fund, the Agency would like to implement an ERP in the 2015/16 financial year. This will require an amount of R35 million which has already been granted by National Treasury.

Performance and expenditure trends

The budget of the Agency supports the work of the Agency in two main objectives

- Provision of all resources (human, IT, financial) to execute the mandate of the Fund
- Positioning the Agency as a thought leader in the industry. This will be done through the Centre of Excellence

Part C: Links to other plans

5. Links to the long-term infrastructure and other capital plans

The Agency has an important role to play to facilitate and co-ordinate infrastructure development in the ICT sector in South Africa. The Centre of Excellence for Universal Service and Access is key to this function. The Agency aims to be the pivotal organisation for information gathering and dissemination regarding ICT networks in South Africa.

6. Conditional grants

USAASA does not have any conditional grants on which to report.

7. Public-private partnerships

USAASA has not engaged in any Public Private Partnerships.

ANNEXURE E: Indicator Profiles***Corporate Services Unit***

Indicator title	Implementation of the organisational development
Short definition	Process to achieve a 100% structured organisation
Purpose/importance	To enable the Agency to deliver on its Mandate
Source/collection of data	ECA, Strategic Plan, Skills Audit, WSP and Costed Aligned Structure
Method of calculation	Implementation and review of relevant processes
Data limitations	The absence of a history to do research and benchmarking
Type of indicator	Output and Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Well-resourced Agency
Indicator responsibility	Executive Manager Corporate Services

Information Technology Unit

Indicator title	Percentage availability of business systems to support USAASA and USAF business processes and operations
Short definition	Availability of IT systems to support the business activities of USAASA and USAF at all times.
Purpose/importance	Increases the operational efficiency of the Agency and
Source/collection of data	Systems generated reports
Method of calculation	Counting the percentage availability of IT business systems
Data limitations	None
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Improve operational efficiency of the Agency and USAF
Indicator responsibility	Senior Manager IT

Indicator title	Improvement of Business process automation
Short definition	Every step taken towards the automation of the USAASA systems
Purpose/importance	Increases the efficiency of the Agency
Source/collection of data	System generated reports
Method of calculation	The number of process automated within the year
Data limitations	None
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Positive improve from previous financial year
Indicator responsibility	Senior Manager IT

Legal Services Unit

Indicator title	Percentage of legal advice and resolution strategies in accordance with legislation and policy provided within 7 (seven) days
Short definition	Number of submissions made during the quarter under review
Purpose/importance	Monitor the proportion of legal advice and resolutions resolved within the specified turnaround period of 7 days
Source/collection of data	The divisional records reported to Legal
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Monitoring the use of legal services by the entire organisation against the specified turnaround period of 7 days
Indicator responsibility	Executive Manager Corporate Services

Financial Services Unit

Indicator title	Produce accurate financial statements which are GRAP and Treasury regulations compliant by the due dates
Short definition	The indicator measures the quality of annual financial statements produced by the Agency
Purpose/importance	To assess the level of compliance to legislation, regulations and accounting standards
Source/collection of data	Auditor General report and financial statements
Method of calculation	Determined by AGSA's findings on financial statements
Data limitations	None
Type of indicator	Performance
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Unqualified Audit Opinion with no material findings related to the financial statements
Indicator responsibility	Chief Financial Officer

Indicator title	Percentage of procurement from BBBEE
Short definition	The indicator is the spend on BBBEE versus the total expenditure for the entity
Purpose/importance	Measure the support of black entities by the agency.
Source/collection of data	The payables detailed ledger.
Method of calculation	Percentage of spend on BBBEE Level 5 and below as a percentage of total spend.
Data limitations	Inability of the BBBEE suppliers to supply the goods
Type of indicator	Outcomes
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous from prior year.
Desired performance	80% Spend on BBBEE
Indicator responsibility	Supply Chain Manager

Corporate Governance Unit

Indicator title	Number of main Board and committee meetings conducted
Short definition	Indicator of whether the Board of USAASA/USAF provides oversight on the overall organisational performance
Purpose/importance	To ensure the operating effectiveness of the Agency in execution of its mandate
Source/collection of data	Minutes of meetings
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Hold at least 24 Board and Committee meetings per annum
Indicator responsibility	Company Secretary

Indicator title	Number of executive management meetings conducted
Short definition	Indicator of whether the Agency is monitoring expenditure versus performance
Purpose/importance	To ensure the operating effectiveness of the Agency in execution of its mandate
Source/collection of data	Minutes of meetings
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Hold at least 12 EXCO meetings per annum
Indicator responsibility	EXCO members

CEO's Office

Indicator title	Partnerships to the value of R1.5 billion raised in support of USAF
Short definition	Sourcing of additional funding for USAF projects
Purpose/importance	Adequate funding of access gaps
Source/collection of data	Partnership agreements forged
Method of calculation	Counting the amount received
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase number of USAF projects funded
Indicator responsibility	Office of the CEO

Performance Monitoring and Evaluation Unit

Indicator title	Number of approved strategic plans and Annual Performance Plans (APP) for USAASA & USAF submitted to Minister of Telecommunications and Postal Services & Parliament
Short definition	Ensure that all Agency's plans and reports are timely developed, reported on in line with regulations and guidelines and submitted on time
Purpose/importance	To provide strategic direction for both the Agency and the Fund and promote accountability and good corporate governance
Source/collection of data	Prior year Strategic Plans, APPs, Quarterly and Annual Reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (plans) and Cumulative (reports)
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	Production of plans and reports in line with set quarterly and annual targets
Indicator responsibility	Executive Manager Performance

USAASA Annual Performance Plan 2015/2016

Indicator title	Number of Quarterly Reports and Annual Performance Reports on performance information for USAASA and USAF
Short definition	Ensure that all Agency's plans and reports are timely developed, reported on in line with regulations and guidelines and submitted on time
Purpose/importance	To provide strategic direction for both the Agency and the Fund and promote accountability and good corporate governance
Source/collection of data	Prior year Strategic Plans, APPs, Quarterly and Annual Reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (plans) and Cumulative (reports)
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	Production of plans and reports in line with set quarterly and annual targets
Indicator responsibility	Executive Manager Performance

Indicator title	Number of audited Annual Performance Reports for USAASA and USAF
Short definition	Ensure that all Agency's plans and reports are timely developed, reported on in line with regulations and guidelines and submitted on time
Purpose/importance	To provide strategic direction for both the Agency and the Fund and promote accountability and good corporate governance
Source/collection of data	Prior year Strategic Plans, APPs, Quarterly and Annual Reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (plans) and Cumulative (reports)
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	Production of plans and reports in line with set quarterly and annual targets
Indicator responsibility	Executive Manager Performance

Internal Audit Unit

Indicator title	Number of audits completed
Short definition	Audits conducted in the financial year
Purpose/importance	For testing the effectiveness and efficiency of operation controls within the Agency
Source/collection of data	Auditable documents, i.e. payments batches, contracts and etc.
Method of calculation	Simple count
Data limitations	Scope limitation
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Completion of the annual audit plan
Indicator responsibility	Chief Audit Executive

Indicator title	Three year rolling strategic plans and annual audit plan
Short definition	Approved 3 year rolling strategic plans and annual audit plan
Purpose/importance	For testing the effectiveness and efficiency of operation controls within the Agency
Source/collection of data	Approved 3 year rolling strategy plans and annual audit plan
Method of calculation	Simple count
Data limitations	Scope limitations
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Clean Audit
Indicator responsibility	Chief Audit Executive

Risk Management Unit

Indicator title	Updated top 10 corporate/ strategic risk register
Short definition	Risk management enables the anticipation and mitigation of anything which might prevent the agency from achieving its objectives
Purpose/importance	Risk mitigation by all staff
Source/collection of data	Prior updated risk registers from various business units on a bi – annual basis and Strategic Plans
Method of calculation	Identification of emerging risks, update on the achievement of control improvement plans and revised risk ratings.
Data limitations	None
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Half yearly
New indicator	No
Desired performance	Mitigation of identified top 10 risks
Indicator responsibility	Risk Manager

Indicator title	Updated operational risk registers
Short definition	Risk management enables the anticipation and mitigation of anything which might prevent the agency from achieving its objectives
Purpose/importance	Risk mitigation by all staff
Source/collection of data	Prior updated risk registers from various business units on a quarterly basis
Method of calculation	Identification of emerging risks, update on the achievement of control improvement plans and revised risk ratings.
Data limitations	None
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Mitigation of identified operational and project risks
Indicator responsibility	Risk Manager

Policy and Regulatory Unit

Indicator title	Review and track RSA national policies and regulation
Short definition	Track research and papers from the World Bank, ITU and other international and national research bodies and provide analytical and policy advice to the DTPS & ICASA
Purpose/importance	Making informed decisions on closing ICT access gaps in underserved areas.
Source/collection of data	ITU, World bank, Stats SA, DBSA, ICASA etc.
Method of calculation	Number of policy advisory submissions to the Minister & ICASA
Data limitations	None
Type of indicator	Impact and outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Coherent approach on closure of ICT access gaps in underserved areas
Indicator responsibility	Senior Manager: Research

Indicator title	Create an inclusive universal service and access framework through promoting ICT Accessibility for ICT accessibility for persons
Short definition	Developing, monitoring and promoting implementation of ICT strategies that will improve accessibility for persons with disabilities
Purpose/importance	Universal access to ICT services to all
Source/collection of data	USAASA; Department of Women Children and People with Disabilities; Department of Social department; Stats SA
Method of calculation	Number of persons with disabilities with access to ICT services
Data limitations	Quality of data
Type of indicator	Output and Impact
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Inclusive participation of disability community on information and knowledge society
Indicator responsibility	Senior Manager: Research

Indicator title	Initiation of Research, Policy and strategy advice and advice
Short definition	Policy evaluation and advisory
Purpose/importance	Measuring the achievements of policy objectives
Source/collection of data	USAASA; Stats SA; DBSA;ITU World Bank; ICASA licenced service operators
Method of calculation	Quality of consultative discussion frameworks and publications
Data limitations	None
Type of indicator	Input
Calculation type	Non commutation
Reporting cycle	Annual
New indicator	Yes
Desired performance	Provide a conducive environment for attaining the goals of universal services and access
Indicator responsibility	Senior Manager: Research

Indicator title	Develop and maintain a database of all underserved areas in terms of ICT coverage
Short definition	Profile a list of underserved areas to be connected to determine our baseline
Purpose/importance	Proper/ informed planning in terms of addressing the underserved areas
Source/collection of data	Licence operators
Method of calculation	BB point of presence per areas deemed to be underserved
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	To establish a knowledge intelligence system to inform deployment of BB to underserved areas.
Indicator responsibility	Senior Manager: Research