

USAASA STRATEGIC PLAN
Financial Year: 2016 – 2020

Universal Access and Service to ICT's for All!



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USAASA Strategic Plan Foreword by the Board Chairperson

On behalf of the Board and team at the Universal Service and Access Agency of South Africa (USAASA), I am pleased to present the Agency's Strategic Framework and Annual Performance Plan (APP). The Board, in consultation with management, has worked tirelessly over the last 6 months to prepare, and now delivers a comprehensive Strategic Plan and APP.

This Strategic Plan covers a five-year period from 2015/16 to 2019/20. It sets out the Agency's intentions in terms of strategic objectives over the next five-year period. This is complemented by the Agency's APP for 2015/2016, setting out specific goals and targets for the upcoming year.

USAASA is one of around 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 amongst the front-runners in delivering universal access to ICTs for all its population. To achieve this, USAASA will work closely with all stakeholders to ensure the best possible outcome for all parties. We will also become a centre of excellence for the development of research relating to universal service and access in the country.

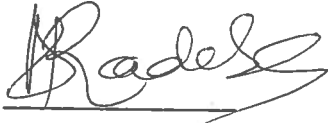
A particularly exciting challenge facing the Agency in the coming years is broadcasting digital migration. The Agency has been preparing for this and will play a crucial role in the provision of set top boxes to qualifying households that require assistance. In addition, we will focus on two key areas of broadband infrastructure and access, and school connectivity. By connecting schools we believe that we are connecting communities and bringing South Africa one step closer to achieving its national targets of 100% broadband penetration by 2020; and deployment of a full range of government, educational, and informational services by 2030.

The Board has put considerable effort into ensuring that corporate governance structures are in place. These provide re-assurance our stakeholders that the Agency operates

USAASA Strategic Plan 2016 to 2020

efficiently, effectively and transparently - always with the goal of Universal Service and Access at the core of everything we do.

We are pleased to submit this plan, and looking forward to the approval.

A handwritten signature in black ink, appearing to read 'Radebe', with a horizontal line underneath it.

Mrs. Pumla Radebe

Chairperson: USAASA Board of Directors

OFFICIAL SIGN - OFF

It is hereby certified that this Strategic 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.

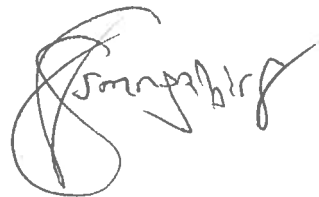
Mr. Zane Mheyamwa
Chief Financial Officer

Signature:



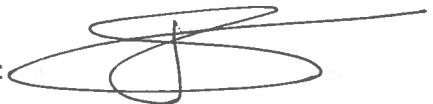
Mr. Sipho Mngqibisa
Acting: Head Official responsible for Planning

Signature:



Mr. Zami Nkosi
Chief Executive Officer

Signature:



Mrs. Pumla Radebe
Board Chairperson: USAASA

Signature:



Part A: Strategic Overview

1. Vision

The vision for USAASA is: “Universal Access and Service to ICT for All”.

2. Mission

The mission for USAASA is:

- To facilitate the rollout of adequate Information and Communication Technology (ICT) infrastructure to enable universal access to under-serviced areas in South Africa.
- To facilitate ICT service to under-serviced areas and thereby contributing to the reduction of poverty and unemployment in South Africa.
- To promote and pursue the goal of Universal Access and Services and contribute to the sharing and preservation of information in order to build South Africa’s sustainable knowledge society.

3. Values

The values for USAASA are:

- **Batho Pele** – We believe in providing excellent, efficient and effective service to all customers and stakeholders.
- **Integrity** – We uphold high standards of trust; condemn bribery and corruption; and uphold honesty and respect in all interactions with stakeholders.
- **Accountability** – We foster employee ownership and responsibility in ensuring quality service.
- **Innovation** – We support employee creativity in delivering all our services.
- **Transparency** – We encourage openness in all our activities.
- **Teamwork** – We strive to create a harmonious work environment, where all employees and contributors are respected.

4. Legislative and other Mandates

4.1 Constitutional Mandates

The Constitution of South Africa (1996) describes the Bill of Rights as a cornerstone of democracy in South Africa and states that: “It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom”. Section 16 of the Bill of Rights is one of the sections unpinning the higher guiding principle of USAASA’s mandate to provide access and service that will ensure freedom of expression for the people of South Africa:

16. Freedom of expression

1. Everyone has the right to freedom of expression, which includes –
 - a. freedom of the press and other media;
 - b. freedom to receive or impart information or ideas;
 - c. freedom of artistic creativity; and
 - d. academic freedom and freedom of scientific research.

The right to free expression has been interpreted as a right to the resources, facilities and equipment to enable free expression. It follows that the right to have access to telecommunication resources, facilities and equipment is a basic right in South Africa. In addition, Section 32 of the Bill of Rights also describes the “Right to information” and if access is limited due to a lack of ICT resources, facilities and access, this right cannot be fulfilled.

4.2 Legislative Mandates

The Universal Service and Access Agency of South Africa (“the Agency”) is established by an Act of Parliament. The existence, functions, duties and mandate of the Agency are governed by sections 80 – 91 of the Electronic Communications Act 36 of 2005 (“the ECA”), which came into operation on 19 July 2006.

The Agency is also a Public Body as confirmed by Schedule 3A of the Public Finance Management Act 1 of 1999.

The ECA provides for a Board of the Agency (to be appointed by the Minister of Telecommunications and Postal Services). The Board, in turn, appoints a CEO in concurrence

with the Minister. The Agency operates under the direction and control of the CEO. The Agency is funded by money appropriated by Parliament. The ECA also establishes the Agency's Fund, which is financed by contributions from telecommunication licensees. The money in the Fund must be utilised for specific subsidies to needy persons, under-serviced areas and schools.

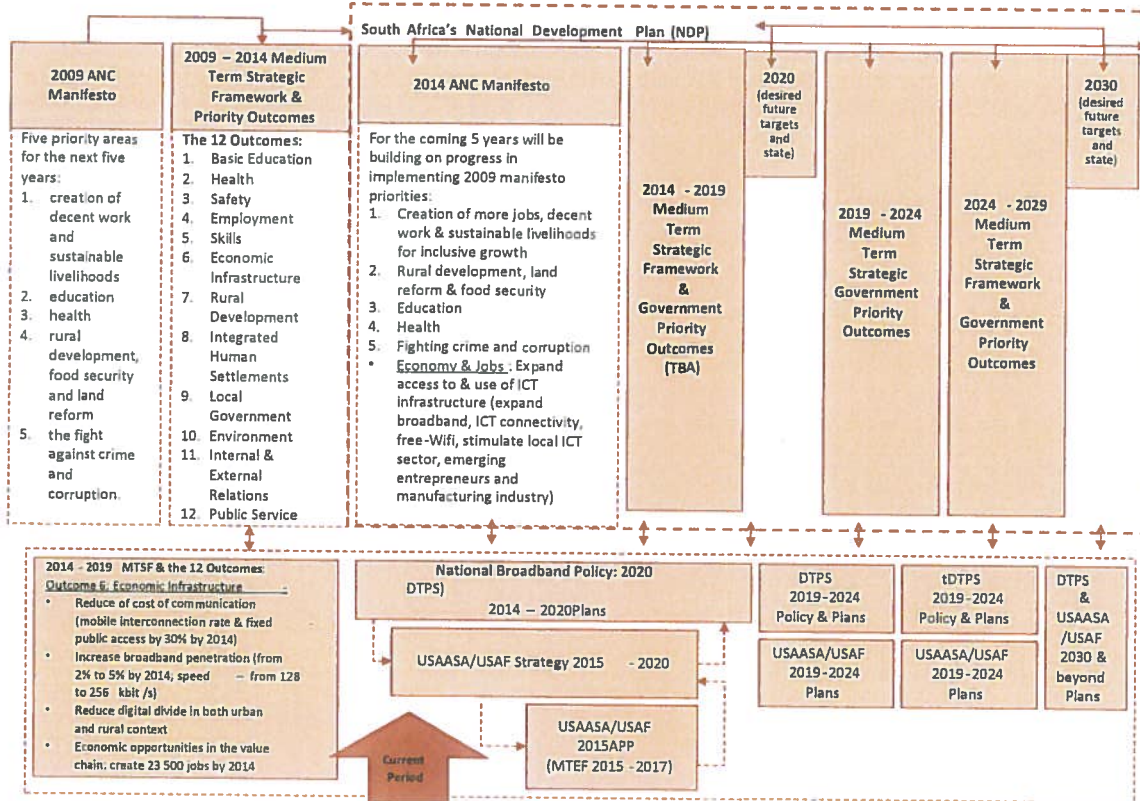
In terms of the EC Act the Agency must:

- strive to promote the goal of universal access and universal service;
- encourage, facilitate and offer guidance in respect of any scheme to provide universal access, universal services or telecommunication services in terms of the Reconstruction and Development Plan (RDP);
- foster the adoption and use of new methods of attaining universal access and universal service;
- make recommendations to enable the Minister to determine what constitutes universal access, universal service and under-serviced areas;
- conduct research into and keep abreast of developments in the Republic and elsewhere on information communication technology, electronic communications services and electronic communications facilities;
- continually survey and evaluate the extent to which universal access and service have been achieved;
- make recommendations to the Minister in relation to policy on any matter relating to universal access and universal service;
- advise the Authority (ICASA) on any matter relating to universal access and universal service;
- continually evaluate the effectiveness of this Act and things done in terms thereof towards the achievement of the goal of universal access and universal service;
- manage the Universal Service and Access Fund (USAF) in accordance with the provisions of the Act;
- submit annual reports on its operations, budget and expenses to the Minister;
- utilise the USAF exclusively for the payment of certain subsidies; and
- Provide incentives to network licensees to construct operate and maintain networks in under-serviced areas.

4.3 Policy Mandate

An overview of the principle policies and priorities of Government that impact on the USAASA’s strategic priorities and delivery, are outlined in Figure 1.

Figure 1: South Africa’s Planning Horizon in the Context of the National Development Plan



Source: National Development Plan, 2012

Figure 1 contextualises the current period from 2014 to 2030, in which the NDP vision is a critical policy instrument that drives the South African government’s policy agenda. This type of planning has important implications for USAASA, and on how USAASA plans and aligns itself to the government policy agenda as is further described in this section.

4.3.1 Medium-Term Strategic Framework

The next five years Medium Term Strategic Framework (MTSF) priorities are:

- 1) Creation of more jobs, decent work and sustainable livelihoods for inclusive growth;
- 2) Rural development, land reform and food security;
- 3) Education;
- 4) Health; and
- 5) Fighting crime and corruption.

These priorities are supported by various strategies. USAASA is directly impacted by the first priority, related to economic growth and job creation through industrialisation and infrastructure expansion. The manifesto's strategies indicate that job creation will be a priority of infrastructure programmes and that more than 250,000 jobs will be sustained through the construction, operation and maintenance of infrastructure and manufacture of local components. Focus will be placed on catalytic projects in energy, transport, ICT and water.

USAASA directly operates in the ICT space, and it is further indicated in the priorities that there is a need to rapidly expand access to, and use of, ICT infrastructure as follows:

- Invest in a comprehensive plan to expand broadband access throughout the country and substantially reduce the cost of communication;
- Connect all schools, public health and other government facilities through broadband by 2020, and at least 90% of communities should have substantial and superfast broadband capacity by 2020.
- Support and develop free-Wi-Fi areas in cities, towns and rural areas.

4.3.2 National Development Plan

The National Development Plan (NDP) aims to eradicate poverty, increase employment and reduce inequality by 2030. The NDP encompasses other critical policy instruments, which are also driving governments' policy agenda, and these are:

- The New Growth Path (NGP), which focus on economic development;
- The National Infrastructure Plan, which guides the roll-out of infrastructure and includes the Presidential Infrastructure Coordinating Commission (PICC) launched Strategic Integration Project (SIP-15);
- Industrial Policy Action Plan, which supports the re-industrialisation of the economy.

NDP goals that have an influence on USAASA's strategy and work include:

- Implementation of an integrated e-strategy for the country
- 100% broadband penetration by 2020 (>2mbs)
- By 2030 deployment of a full range of government, educational, and informational services

New Growth Path strategies:

Jobs Driver 3: Seizing the potential of new economies. Technological innovation opens the opportunity for substantial employment creation.

- New Growth Path targets the creation of 100,000 new jobs by 2020 in the knowledge-intensive sectors of ICT, higher education, healthcare, mining-related technologies, pharmaceuticals and biotechnology.

SIP-15: Expanding Access to Communication Technology

AIM: 100% access to digital ICTs to all South Africans by 2020 as a driver of new economic opportunities and digital equity. Interim implementing agencies include: Sentech, Broadband Infracore, Telkom, SANRAL, Eskom, Transnet, **Universal Services and Access Agency of South Africa (USAASA)**, and the private sector.

4.3.3 South Africa’s Broadband Policy: South Africa Connect

In terms of the Electronic Communications Act, 2005 (Act No.36 of 2005), the Department of Communication of South Africa published a policy document “South Africa Connect: Creating Opportunities, Ensuring inclusion: South Africa’s Broadband Policy”. This was gazetted on 6 December 2013.

Table 1 SA Connect Targets

Target	Penetration measure	Baseline (2013)	By 2016	By 2020	By 2030
Broadband access in Mbps user experience	% of population	33.7% Internet access	50% at 5Mbps	90% at 5Mbps 50% at 100Mbps	100% at 10Mbps 80% at 100Mbps
Schools	% of schools	25% connected	50% at 10 Mbps	100% at 10Mbps 80% at 100Mbps	100% at 1Gbps
Health facilities	% of health facilities	13% connected	50% at 10Mbps	100% at 10Mbps 80% at 100Mbps	100% at 1Gbps
Public sector facilities	% of government offices		50% at 5Mbps	100% at 10Mbps	100% at 100Mbps

Source: DTPS, 2014

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

Each of the strategies is depicted in the diagram below.

Figure 2 SA Connect Strategies



Source:

DTPS, 2014

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.

4.3.4 National considerations

These targets are to be reviewed periodically and supplemented by pricing and quality of service targets as well as speed of installation and fault repair – this review is the domain of ICASA.

4.4 Relevant Court Rulings

No current or pending court rulings.

4.5 Planned Policy Initiatives

The Minister of Telecommunications and Postal Services has since established a 22-member ICT Policy Review Panel, who were nominated following a call for public nominations. This Panel, working closely with the leadership of the Department, will be recommending the best communications policy frameworks that will ensure that all South Africans take full advantage of the possibilities and opportunities created by convergence and digitisation of communications technologies. The new policy frameworks should ensure that we do not create a digital divide where access to quality communications services, technologies, infrastructure and content is not enjoyed by all South Africans.

The planned policy initiative will affect the strategic trajectory of the Agency and its operational activities.

5. Situational Analysis

The Situational Analysis provides an overview of the key factors that have influenced the identification of USAASA's strategic priorities and objectives for the period 2015 to 2020. The identification of these key factors has also been informed by the legislative mandate of USAASA outlined in the previous section.

5.1 Performance Environment

5.1.1 Universal Service and Access in the global context

There are about 76 Universal Service and Access Funds (USAF) globally¹, with about 25 such funds in Africa. The USAF is but one means of financing universal service and access and is complemented by, amongst others private sector investment, direct subsidies from government and recently specific Broadband Funds. The setting up of USAFs in Africa, followed a liberalisation continuum in most cases which included partially or totally privatising incumbent operators (57% of African countries) and introducing separate regulators (91%) and encouraging competition across ICT markets – this is the norm across the continent, with only a few countries as exceptions.

Although 25 funds exist in law in Africa, not all are active. A recent GSMA survey of 21 African Funds found that

- All funds cover fixed line
- About 50% cover mobile
- In terms of internet, 13 cover dial up internet
- Only 4 cover broadband (globally about 34% of Funds cover broadband)
- 9 cover “other services”

Based on an analysis of the Funds, it is proposed that good cases of “Active Funds” include those in the following countries: Ghana (\$21m/ year); Nigeria (\$140m); Morocco (\$31m/ year); and Uganda (\$45m/ year). They represent good practice in that the funds are:

- Active - they regularly disburse the monies collected and account for same; this is unlike many Funds which have gained a reputation for collecting money and either not disbursing it, or using it for other purposes (i.e. providing it to National Treasury for general government use)
- They have a focus on rural connectivity and/or broadband and have well designed and documented projects

In considering ‘modern’ funds, it appears that most funds that now deal with broadband access have increased the AAA approach of **Affordability, Accessibility and Availability**.

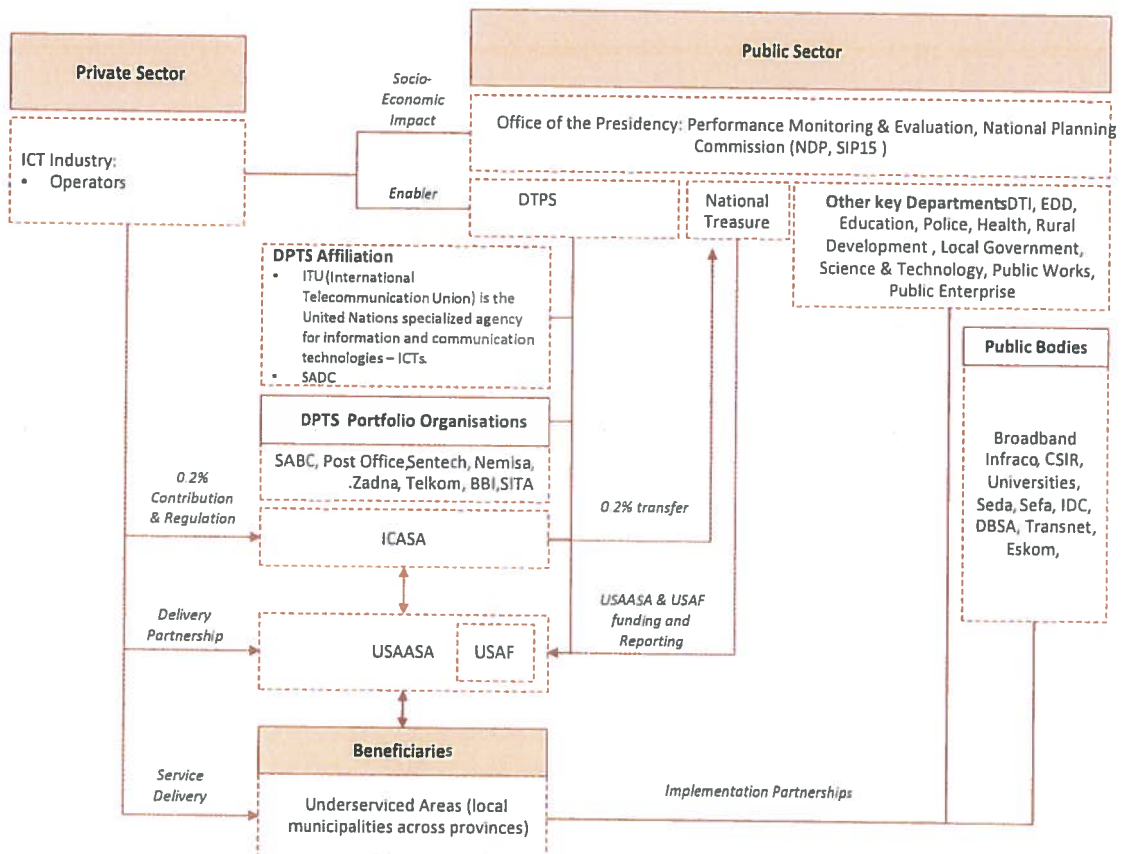
¹ ITU, 2013

These have underpinned universal access and service for decades, and have added Awareness and Ability. These last two “A’s” are key for users to be able to use broadband and require that a holistic approach to broadband is taken, which includes consideration of the demand side and issues relating to uptake and usage – training, content, applications and language are amongst these issues. Whilst they have not traditionally been addressed by Funds, including USAASA, these factors will affect the success of broadband deployment, uptake and usage as set out in the policies discussed in section 4.3 (Policy Mandate)

5.1.2 Institutional Framework

The institutional framework maps out some of key stakeholders that have an influence in the business of USAASA. Figure 3 provides an overview of key stakeholders in the public and private sector that have an influence on the business of USAASA and its beneficiaries.

Figure 3: Institutional Framework



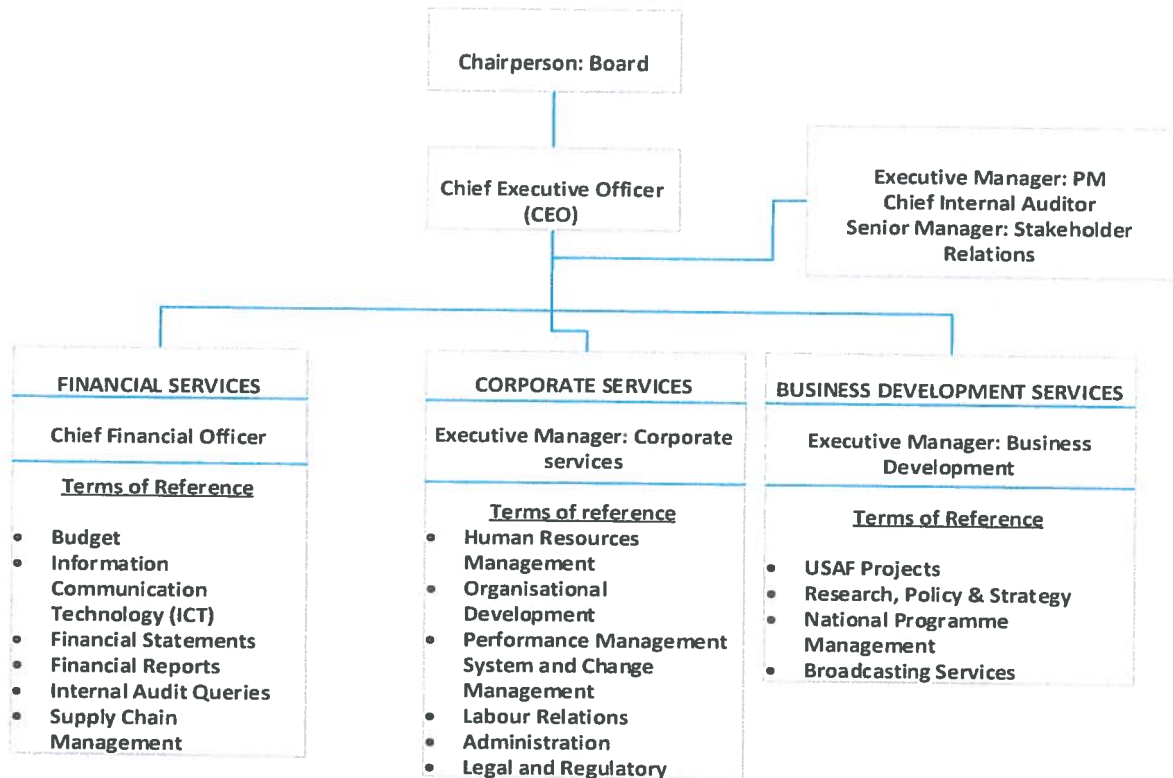
- The Office of the President of South Africa has a direct impact on the strategy and operations of USAASA in relation to alignment to government priority outcomes,

including the direction and impact of the NDP, which is the responsibility of the National Planning Commission.

- Department of Telecommunications and Postal Services and Department of Communications are the government champions for the ICT sector, including broadcasting. The Department of Telecommunications and Postal Services is responsible for a portfolio of organisations responsible for implementation of the ICT policies, including USAASA. The Agency also works with the Department of Communications on broadcasting issues and digital migration. The Agency works directly with DTSP on issues regarding telecommunications and broadband universal service and access.
- The other government departments including Departments of Education (Basic and Higher Education), Health, Police and Rural Development, amongst others, are key to the implementation of some of USAASA's strategies related to schools, health and government connectivity. These government departments are supported by a range of public bodies such as Broadband Infracore that is responsible for the National Broadband Backbone.
- As per prescripts of the ECA, ICASA is responsible for licence conditions and regulations and collection of a levy 0.2% from ICT industry operators as per their annual turnover. This 0.2% forms part of the allocation from National Treasury for USAF to fund universal access and service projects in the country. The USAF budget is appropriated by Parliament through the Department of Telecommunications and Postal Services. This levy is collected by ICASA on behalf of USAF.
- For the benefit of society, USAASA uses USAF to incentivise the private sector to expand its service delivery to under-served areas for the achievement of accessible broadband and high ICT penetration.

5.2 Organisational Environment

5.2.1 Structure of the Organisation



5.2.2 Human Capital and Structure

USAASA has an approved structure for 67 staff members. The Agency has a provincial presence in Bloemfontein, Cape Town, Durban, Nelspruit and Polokwane, Port Elizabeth and East London. The organisational structure of USAASA includes three levels of management including executive level, senior managers and managers. The Chief Executive Officer reports to the Board and to the Department of Telecommunications and Postal Services.

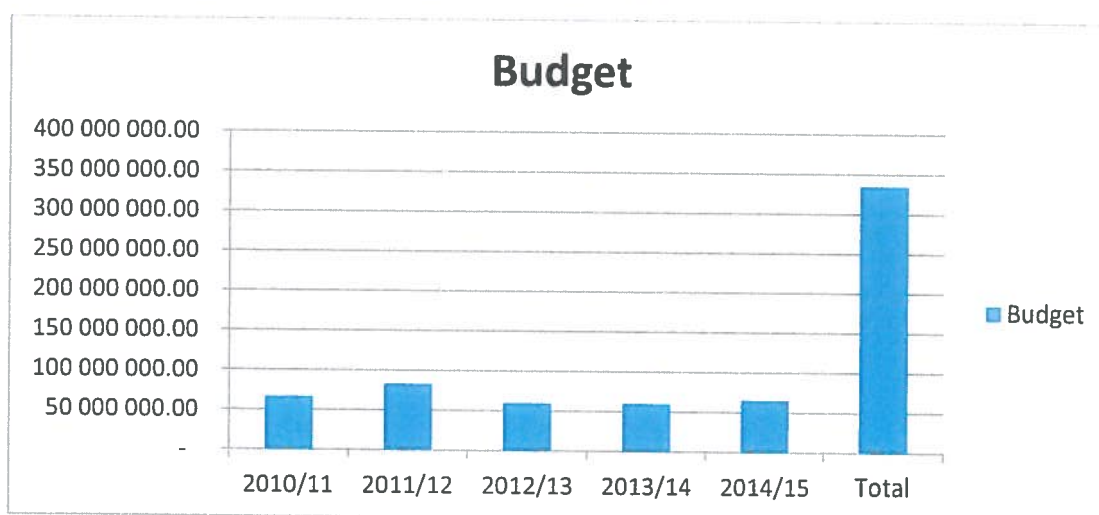
With the rollout of broadband there is a need for the organisation to enhance the Agency's technical skills to increase the capacity of operative staff.

5.2.3 Financial Resources

Over the previous 5-year period 2010/11 to 2014/15, USAASA received funding totalling R335 million. This funding is appropriated by Parliament through the Department of Telecommunications and Postal Services. The budget allocation is for organisational administrative expenses including employee costs, operational expenditure and capital expenditure. Figure 4 displays a 5-year USAASA budget allocation. The smallest budget

during the entire period was allocated during financial year 2012/13, constituting 10% of the total 5-year allocation. The 2011/12 budget was the largest, at 26% of the R335 million. For 2014/15 the organisation budget is R65 million (20% of the total period budget). A major challenge for USAASA is that this budget limited the organisation’s ability to provide adequate support for the delivery of universal access and service projects. The need to accelerate the rollout of broadband and ICT connectivity, set out above, will require USAASA to scale up its activities significantly. This ramping-up will require a larger budget than what is currently approved for the MTEF period 2014/15 to 2016/17.

Figure 4 USAASA’s Five-Year Budget, 2010/11 to 2014/15



5.2.4 Internal Processes

USAASA has various organisational systems including Pastel used by Finance (including Supply Chain Management), Microsoft Project for Business Development Services (“BDS”) and VIP for Human Resources; however these systems are not integrated. A key delivery requirement of the organisation is performance reporting. To enhance the management information, there is need to implement an Enterprise Resource Planning (ERP) solution. The Agency intends purchasing and implementing an ERP solution in the 2015/16 financial year at an additional cost of R35 m.

5.3 Description of the Strategic Planning Process

The USAASA Board initiated its strategy formulation process to develop its 5-year strategic plan for the period 2015–2020 and 2015 annual business plan for submission to the Department of Telecommunications and Postal Services (the DTPS) and presentation to the Parliamentary Portfolio Committee.

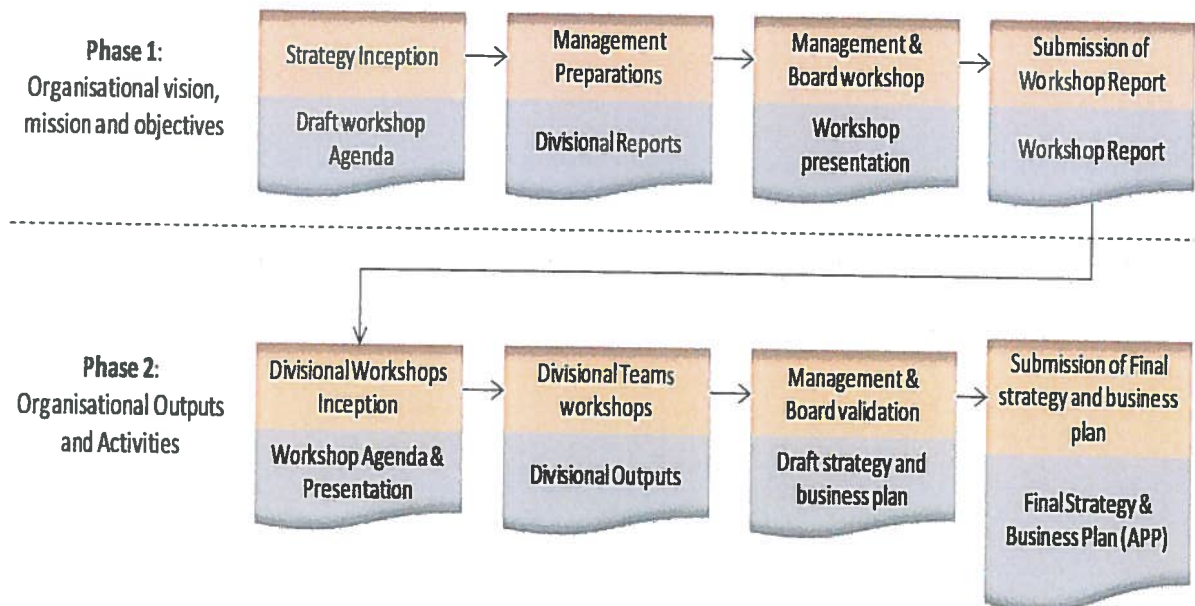
The USAASA strategic formulation process is informed by the legislative and policy framework administered by the DTPS and also The National Development Plan, 2012 and South Africa Connect Policy, 2013 and the Medium-Term Strategic Framework 2014-2019.

USAASA adopted a two-phased approach to formulate the five-year strategy that comprises the following major phases:

In **Phase 1**, an assessment of the external and internal environment was undertaken in order to identify the key issues and trends that are likely to influence or impact on the organisation over the next several years. Furthermore, it involved the first strategic planning session with management and Board in formulating and confirming the USAASA’s vision, mission, values and outcomes, and strategic objectives.

Phase 2, focused on refining the organisational outputs and activities in line with the strategic objectives and outcomes. A number of consultation workshops were held with USAASA’s management team to formulate and confirm organisational strategy.

Figure 5: Strategy Formulation Process



6. Strategic Outcome Oriented Goals of the Institution

	Strategic Outcome Oriented Goal	Framework for project delivery
	Goal Statement	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

	Strategic Outcome Oriented Goal	Centre of Excellence on Universal Service and Access in South Africa
	Goal Statement	USAASA established as a centre of excellence for universal access and services market information, knowledge and expertise.

Part B: Strategic Objectives

7. Agency Programmes

7.1 Strategic Objectives

7.1.1 Framework for Project Delivery

Strategic Objective To provide administrative and project support to the Universal Service Fund to ensure that projects are delivered on time and within budget

Objective Statement The Agency will provide world class administration and project management support to the Universal Service Fund to guarantee on time and within budget project implementation.

Baseline 2013/14 25% the Fund spent
2013/14 100% Agency money spent

7.1.2 Centre of Excellence on Universal Service and Access in South Africa

Strategic Objective To provide information and knowledge on the state of ICT access and services to key stakeholders in South Africa and advocate in order to influence policy and strategy of South Africa

Objective Statement The Agency will be the leading and primary organisation that the industry, government and international agencies turn to when looking for information or an opinion on the state of universal service and access in ICTs in South Africa.

Baseline Currently, research papers are produced but not published.

7.2 Resource considerations

7.2.1 Estimated budget

Table 2 Estimated 2015/16 – 2017/18 budget

	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

To deliver on this strategy, USAASA will require human and financial resources for the five-period as illustrated on the table on the next page.

Table 3 Human Capital Plan 2015/16 – 2017/18

Position USAASA	DPSA Alignment	Position Status	Number	Fill Position by:		
				2015/16	2016/17	2017/18
CEO	Deputy - Director General	Existing & Filled	1			
Top Management	Chief Director	2 filled; 2 vacant	2	2		
Senior Management	Director	Existing & Filled	11	-	-	-
Professionally qualified and experienced specialists and Management	Deputy Director	Existing & Filled	16	-	-	-
Skilled technical and academically qualified workers, junior management, supervisors	Assistant Director	Existing & Filled	17		-	-
Semi- skilled and discretionary decision making	Clerks, administrators, officers, secretaries	Existing & Filled	4			
Unskilled and defined decision making	Cleaners, drivers and casuals	Existing & Filled	3	-	-	-
TOTAL			55			

Proposed new positions:

- The organisation will henceforth capacitate its technical skills to at minimum include the following human resources:
 - 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.

Besides human capital requirements, USAASA is to deploy an ERP to enable the effective and efficient management of the organisation's operations for the achievement of the mandate and strategic outcomes.

7.3 Risk Management

USAASA's top five risks have been identified as set out below. Where it is within USAASA's control, their mitigation is addressed briefly below and generally in the development and design of the Strategic Plan:

7.3.1 The term of office for the Board coming into an end in September 2015

The term of office for the Board of the Agency which is an Accounting Authority is coming to an end by September 2015 and this might lead into leadership vacuum and organisational instability. This might affect adversely the strategic trajectory of the Agency and the progress done with regards to closure of access gaps in the country as required by the ECA.

7.3.2 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.

7.3.3 Non – compliance with laws and regulations

Non adherence to Supply Chain Management best practice and procurement processes may hinder the organisation's ability to deliver projects on time and within budget. Board oversight as well as internal and external audit overseeing SCM, as well as enforcement of procurement plans from the organisation are designed to mitigate this risk.

7.3.4 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.

Part C: Links to other Plans

8. 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.

9. Conditional Grants

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

10. Public-Private Partnerships

USAASA has not engaged in any Public Private Partnerships.

Performance Plan

USAASA's Strategy Implementation Plan – 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							
Responsible Unit	Key Indicator	Performance	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Human Capital	Implementation of the organisational development	Organisational structure alignment	Organisational structure alignment	2015/16	2016/17	2017/18	2018/19	(MTSF Target) 2019/20
				Alignment of USAASA according to approved Organisational Development organization structure	No planned activities			

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						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Information Technology Unit	Percentage availability of business systems to support USAASA and USAF business processes and operations	98% Availability of Business Systems	2015/16 98% Availability of Business Systems	2016/17 98% Availability of Business Systems	2017/18 99% Availability of Business Systems	2018/19	(MTSF) 2019/20

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						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Information Technology Unit	Improvement of Business process automation	ERP system roll out, implemented and maintenance	2015/16 ERP system rollout and implementation	2016/17 ERP system maintenance	2017/18	2018/19	(MTSF Target) 2019/20

USAASA's Strategy Implementation Plan – 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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Legal Services Unit	Percentage of legal advice and resolution strategies in accordance with legislation and policy provided within 7 (seven) days	Capacitate legal services through; Internal processes Knowledge sharing Contract management	2015/16	2016/17	2017/18	2018/19	(MTSF Target) 2019/20
			Capacitate legal services through; - Internal processes - Knowledge sharing - Contract management				

USAASA's Strategy Implementation Plan – Financial Services

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	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							
Responsible Unit	Key Indicator	Performance	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Management Unit	Produce financial statements which are GRAP and Treasury regulations compliant by the due dates	accurate statements	Produce accurate financial statements with the objective to get an unqualified audit opinion.	2015/16	2016/17	2017/18	2018/19	2019/20
			Produce accurate financial statements with the objective to get an unqualified audit opinion.	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.	Produce accurate (2017/18) financial statements with the objective to get an unqualified audit opinion.	Produce accurate (2018/19) financial statements with the objective to get an unqualified audit opinion.

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							
Responsible Unit	Key Indicator	Performance	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Management Unit	Percentage procurement BBBEE	of procurement from BBBEE	80% of USAASA budget procurement from BBBEE	2015/16	2016/17	2017/18	2018/19	(MTSF Target) 2019/20

USAASA's Strategy Implementation Plan – CEO Office

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						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Company Secretary	Number of main Board and committee meetings conducted	Number of main Board and committee meetings conducted	2015/16	2016/17	2017/18	2018/19	(MTSF Target) 2019/20
			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				

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						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Company Secretary	Number of executive management meetings conducted	Number of executive management meetings conducted	2015/16	2016/17	2017/18	2018/19	(MTSF Target) 2019/20
			A minimum of 12 executive management meetings conducted throughout the year				
CEO's Office	Partnerships to the value of R1.5 billion raised in support of USAF projects	Develop Partnership with stakeholders to the value of R1.5 billion in support of USAF projects	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	Develop Partnership with various stakeholders to the value of 350 million in support of USAF projects	Develop Partnership with various stakeholders to the value of 400 million in support of USAF projects

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						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target 2015/16	Year 2 Target 2016/17	Year 3 Target 2017/18	Year 4 Target 2018/19	Year 5 Target (MTSF Target) 2019/20
Performance Monitoring and Evaluation Unit	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 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 2016-2021 Strategic Plans and 2016-2017 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 2017-2018 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 2018-2019 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 2019-2024 Strategic Plans and 2019-2020 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 2020-2025 Strategic Plans and 2020-2021 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

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						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target (MTSF Target) 2019/20
Performance Monitoring and Evaluation Unit	Number of Quarterly Reports and Annual Performance Reports on performance information for USAASA and USAF	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.	2015/16	2016/17	2017/18	2018/19	

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	16 monthly reports						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target (MTSF Target) 2019/20
Performance Monitoring and Evaluation Unit	Number of Quarterly Reports and Annual Performance Reports on performance information for USAASA and USAF	Monthly monitoring of Organisational performance and/ against Organisational expenditure in order to avoid non-performance and	2015/16	2016/17	2017/18	2018/19	
		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	2 Annual Reports						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target (MTSF Target) 2019/20
Performance Monitoring and Evaluation Unit	Number of audited Annual Performance Reports for USAASA and USAF	Audited USAASA and USAF Annual Reports submitted to DTPS and Parliament within the stipulated time frames.	2015/16	2016/17	2017/18	2018/19	

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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Internal Audit Unit	Number of audits completed	25 audits conducted as per approved annual audit plan in order to assist the Agency to achieve a clean audit.	2015/16	2016/17	2017/18	2018/19	(MTSF Target) 2019/20

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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Internal Audit Unit	Three year rolling strategic plan and annual audit plan	Approved Three year rolling strategic plan and annual audit plan	2015/16	2016/17	2017/18	2018/19	2019/20

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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Risk Management	Updated top 10 corporate/strategic risk register	Bi-annual (2) risk assessments workshops	2015/16	2016/17	2017/18	2018/19	(MTSF 2019/20 Target)
Risk Management	Updated operational risk registers	Quarterly (4) operational risk assessment workshops conducted with all divisions	Bi-annual (2) risk assessments workshops conducted				

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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target (MTSF Target) 2019/20
Policy and Regulatory	Review and track RSA national policies and regulation	Review and track RSA national policies and regulation impacting universal access and service and make submissions and participate in the formulation process, where applicable	2015/16	2016/17	2017/18	2018/19	

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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target (MTSF Target) 2019/20
Policy and Regulatory	Create an inclusive universal service access framework through promoting ICT Accessibility for people with disabilities	Develop, maintain and implement a focused policy and regulatory framework for people with disabilities	2015/16	2016/17	2017/18	2018/19	
			Develop, maintain and implement a focused policy and regulatory framework for people with disabilities				

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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target (MTSF Target) 2019/20
Policy and Regulatory	Initiation of Research, Policy and strategy monitoring and advice	Develop industry consultation and research papers on universal access services related topics covering broadcasting, communications and postal services	2015/16	2016/17	2017/18	2018/19	

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.						
Responsible Unit	Key Performance Indicator	MTSF Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target (MTSF Target) 2019/20
Policy and Regulatory	Develop and maintain a database of all underserved areas in terms of ICT coverage	Evaluating the Impact of Universal Access Models, Strategies and Policies in ICT on Poor Communities	2015/16	2016/17	2017/18	2018/19	

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

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 DTSP & 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