

# UNIVERSAL SERVICE AND ACCESS AGENCY OF SOUTH AFRICA

**2018 – 2019**  
**ANNUAL PERFORMANCE PLAN**



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## Foreword by Chairperson of the Board

I am pleased to present the USAASA Strategic Plan for the 2014-2019 planning cycle outlining the USAASA's priorities as approved by the Board as the Agency's Accounting Authority.

In preparing this 2014 - 2019 Strategic Plan, the Board, in consultation with management and Department of Telecommunications and Postal Services (DTPS), has ensured that the identified USAASA strategic objectives continue to support the effective implementation of the National Development Plan – 2030, the National Infrastructure Plan, the South Africa Connect Broadband Policy 2013 and the Medium Term Strategic Framework 2014 - 2019 (MTSF).

This comprehensive Strategic Plan sets out the Agency's strategic objectives and performance targets over the five-year period and it is complemented by the Agency's Annual Performance Plan for 2018/2019, setting out specific goals, key performance indicators and targets for the performance cycle.

To achieve an optimally functioning USAASA that effectively delivers against its mandate, USAASA for the 2018/2019 financial year will focus on the following key strategic priorities:

- Improved risk management services
- Increased utilisation of the ICT System
- Improved quality of reported APP performance
- Facilitate a smooth transition from USAASA/USAF to DDF

The Board has adopted an enterprise risk management process that is aligned to Public Sector Risk Management Framework. The Agency has in the previous financial year approved a Risk appetite and tolerance limits framework which provide guidelines/ parameters within which risks are to be taken. Oversight for adequacy and effectiveness of risk management is delegated to the Board Audit and Risk Committee (BARC). The next milestone for risk management is to formalize combined assurance activities through the development and approval of the combined assurance plan. The plan will facilitate relevant assurance efforts focusing on key risk exposures.

In order to ensure maximum utilisation of the SAP ERP system and ensure that the strategic target on 100% utilisation of the functioning SAP ERP modules is achieved, the Board resolved that management need to institutionalise the usage of the system throughout the organisation. The advantages of integrated SAP ERP will be constantly communicated and users will be given assurance that the system is efficient and effective throughout the organisation.

The Board has, with the goal of Universal Service and Access at the core of everything USAASA does, put a considerable effort into ensuring that corporate governance structures are strengthened as these provide assurance to our stakeholders regarding that the Fund operates efficiently, effectively and transparently. The Board will also ensure that the Agency puts in place the effective Annual Work Plans and the Service Charter to be signed by the Board and Executive Management in the next financial year.

In closing, the Board re-affirms its commitment to providing strategic guidance that will develop USAASA into a well-resourced entity that is optimally positioned for delivering on its mandate and realise that this can only be achieved through 100% dedication to the achievement of the Agency's strategic goals by the USAASA management team.

The continuous support from the Portfolio Committee on Telecommunications and Postal Services and the Ministry in spurring the Agency towards its goal of universal access and service to ICT for all must be acknowledged as it serves as a continuous reminder of the huge responsibility the Agency has in contributing to the closure of access gaps and developing South Africa as a knowledge society.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mawethu Cawe', is written over a horizontal line. The signature is stylized with a large, circular flourish at the beginning.

**Mawethu Cawe**

Chairperson: USAASA Board of Directors

## Overview by the Chief Executive Officer

I am pleased to present the Annual Performance Plan (APP) for the Universal Service and Access Agency of South Africa (USAASA) reflecting the Agency's pre-determined objectives, key performance indicators and targets for the 2018/2019 performance cycle. This is part of the Medium Term Strategic Framework (MTSF) 2014 - 2019 in line with the Government's strategic plan. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government. The MTSF 2014 - 19 is a five-year building block to achieve the NDP vision 2030.

The National Development Plan (NDP) 2030, which underpins the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous, requires South Africa to sharpen its innovative edge and continue contributing to global scientific and technological advancement. This is also emphasised by the New Growth Path and Nine-Point Plan priorities of Government which seek to promote rapid deployment of ICT infrastructure and broadband rollout aimed at igniting economic growth and a vibrant knowledge society.

These plans are further supported by the National Infrastructure Plan formalised through the Infrastructure Development Act, No. 23 of 2014 which seeks to achieve 100% access to digital ICTs for all South Africans by 2020 as a driver of new economic opportunities and digital equity as part of the Strategic Integrated Project (SIP-15).

Delivery under the new National Integrated Information Communication Technology Policy (ICT Policy), requires major shifts in the policy environment. These changes create a more transparent and equitable ICT environment. It allows government to roll out quality communications and broadband infrastructure to reach all areas of the country and ensure universal access and services. This policy paves the way for the start of a legislative program that will amend laws where necessary, set up new proposed structures or institutions, guide government interventions, improve access to modern communications and postal infrastructure and services for all, improve the ability of all citizens to meaningfully participate in the digital economy and simplify the regulatory regime to foster competition and make it easier to comply. The ultimate goal, is to ensure that everyone, regardless of who they are, where they live or their social or economic standing, can benefit from the opportunities offered by ICT either on an individual or shared basis.

The establishment of the DDF is seen as an important lever to high speed broadband and a response to the National Development Plan, *"By 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will be universally available and accessible and will meet the needs of citizens, business and the public sector, providing access to the creation and consumption of a wide range of converged services required for effective economic and social participation – at a cost and quality at least equal to South Africa's main peers and competitors."*

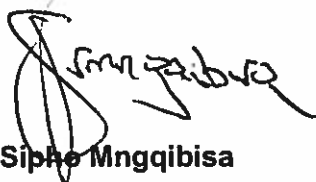
The Agency's mandate expressed in both the Constitution of South Africa (section 16 of The Bill of Rights) and in the underpinning legislation – the Electronic Communications Act 36 of 2006 - as

amended, which now enables USAASA to collect all the licensed operator levies due to the Universal Service Fund (USAF) from the Independent Communications Authority of South Africa (ICASA). The USAASA pre-determined objectives, key performance indicators and targets for the 2018/2019 financial year as outlined in this Annual Performance Plan have been prepared in accordance with the Agency's mandate.

In pursuant of a more accountable organisation and improved reporting, USAASA and USAF embarked on a process that collectively defined the strategic goals, objectives, key performance indicators and targets. In order to ensure complete buy-in, the board, management and employees met and agreed upon what USAASA/USAF must accomplish, to what standard, and also the competencies needed to effectively accomplish the stated performance targets.

Once the agreement was reached, operational plans were developed directly linking to the overall organisational planning process. The Key Result Areas (KRAs) and Key Performance Indicators (KPIs) for team and individual performance was extracted from the APP. A discussion on the outcomes and also behaviours for achievement of the goals, objectives and targets took place at this stage. The cascade approach was used and the goals, objectives and targets were cascaded to individual performance plans in team working sessions. Each business/functional head deliberated on the interventions to be included in the annual plan and defined key initiatives that will support the same. Activities were cascaded down the organization and translated into objectives at the individual level.

In conclusion, acknowledgement goes to entire USAASA team for their resilience and commitment to pursuing the goal of universal service and access to ICT's for all.



**Sipho Mngqibisa**  
Acting Chief Executive Officer

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the management of Universal Service and Access Agency of South Africa (USAASA) under the guidance of USAASA Board of Directors.

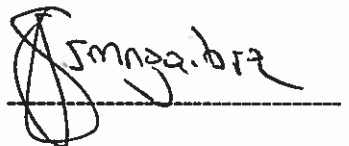
Was prepared in line with the current Strategic Plan of USAASA 2014 - 2019.

Accurately reflects the performance targets which USAASA will endeavour to achieve given the resources made available in the budget for 2018/19 financial year.

Mahomed Chowan  
Chief Financial Officer

Signature: 

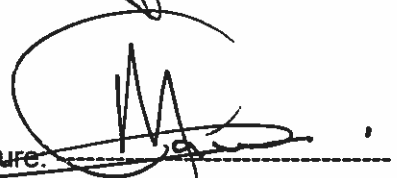
Sipho Mngqibisa  
Head Official Responsible for  
Planning

Signature: 

Sipho Mngqibisa  
Acting: Chief Executive Officer

Signature: 

Mawethu Cawe  
Chairperson: USAASA Board of  
Directors

Signature: 

Dr. Siyabonga Cwele, MP  
Minister: Department of  
Telecommunications and Postal  
Services

Signature: \_\_\_\_\_



## List of Acronyms

ADSL	Asymmetric Digital Subscriber Line
AG	Auditor General
APP	Annual Performance Plan
BBBEE	Broad Based Black Economic Empowerment
BDM	Broadcasting Digital Migration
CAPEX	Capital Expenditure
CEO	Chief Executive Officer
DDF	Digital Development Fund
DoC	Department of Communications
DTPS	Department of Telecommunications and Postal Services
EC	Eastern Cape
ECA	Electronic Communications Act
ERP	Enterprise Resource Planning
FS	Free State
GATS	General Agreement on Trade in Services
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
HRD	Human Resource Development
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technology
IT	Information Technology
KPIs	Key Performance Indicators
KRAs	Key Results Areas
KZN	KwaZulu-Natal
LP	Limpopo
MBPS	Mega Bits per Second
MP	Mpumalanga
MTSF	Medium Term Strategic Framework
NC	Northern Cape
NDP	National Development Plan
NGP	New Growth Path
NW	North West
OAWN	Open Access Wireless Network
OAFN	Open Access Fibre Network
OD	Organisational Development
PICC	Presidential Infrastructure Coordinating Commission
PMU	Performance Management Unit
R&D	Research and Development
RDP	Reconstruction and Development Plan
REMCO	Human Resources & Remuneration Committee
SA Connect	South Africa Connect
SANRAL	South African National Roads Agency Limited
SAP ERP	Systems, Applications and Products

SAPO	South African Post Office
SCM	Supply Chain Management
SIP 15	Strategic Integrated Plan 15
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
USAF	Universal Service and Access Fund
USAASA	Universal Service and Access Agency of South Africa
WSIS	World Summit on Information Society
WSP	Work Skills Plan
WTO	World Trade Organisation
3D	3 Dimensional

# PART A: STRATEGIC OVERVIEW



# 1. VISION

Universal Access and Service to ICT for All.

# 2. MISSION

- 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 following values essentially capture what the Agency stands for and they guide USAASA's efforts towards achieving the set strategic objectives:

USAASA Values	
<ul style="list-style-type: none"><li>• <b>Batho Pele</b> – We believe in providing excellent, efficient and effective service to all customers and stakeholders.</li><li>• <b>Integrity</b> – We uphold high standards of trust; condemn bribery and corruption; and uphold honesty and respect in all interactions with stakeholders.</li><li>• <b>Transparency</b> – We encourage openness in all our activities.</li></ul>	<ul style="list-style-type: none"><li>• <b>Accountability</b> – We foster employee ownership and responsibility in ensuring quality service</li><li><b>Innovation</b> – We support employee creativity in delivering all our services.</li><li>• <b>Teamwork</b> – We strive to create a harmonious work environment, where all employees and contributors are respected.</li></ul>

## 4. UPDATED SITUATIONAL ANALYSIS

### 4.1 Performance Delivery Environment

#### 4.1.1 National

The 2017/2018 period can be characterised by: (i) focused service delivery; (ii) commitment to the National Development Plan (NDP) by implementing programs that support the development of an inclusive dynamic information society and knowledge economy by increasing broadband penetration and developing a comprehensive and integrated e-strategy that reflects the cross-cutting nature of ICT; and (iii) expand, modernise and increase the affordability and accessibility of information and communications infrastructure and electronic communication services, including broadband and digital broadcasting.

The Fourth Industrial Revolution concept that was introduced as part of the NDP, includes integrated economies, mechanization and automation, and builds on the digital revolution of the last century. The movement is characterized by an availability of technologies including the Internet of Things, robotics, artificial intelligence and 3D printing that is revolutionizing industries across the globe. The fourth industrial revolution is building on the three previous industrial revolutions. The First, in the last third of the 18th century, introduced new tools and manufacturing processes based on steam and water power, ushering the transition from hand-made goods to mechanized, machine-based production. The Second, a century later, revolved around steel, railroads, cars, chemicals, petroleum, electricity, the telephone and radio, leading to the age of mass production. The Third, starting in the 1960s, saw the advent of digital technologies, computers, the IT industry, and the automation of process in just about all industries. The fourth industrial revolution will have an impact on three segments; business, government and individuals. Aligning government with 21st century technological, economic and social realities will require innovations at least as disruptive and profound as those embraced by the private sector. For Africa, the continent has an opportunity to make a significant contribution to the success of the revolution as it means some of its biggest challenges can become unique opportunities.

The revised Broadband Policy aims at ensuring universal access to reliable, affordable and secure broadband infrastructure and services by 2020 and stimulates sustainable uptake and usage of ICTs. Furthermore, the Policy prioritises the need to implement interventions aimed at strategic positioning of broadband infrastructure as a catalyst for social and economic growth and enhance universal access. To this end, USAASA supports the Department of Telecommunications and Postal Services (DTPS) to implement network infrastructure projects thereby increasing the uptake and usage of broadband services. The agency works with both DTPS and Department of Communications. USAASA works with DTPS on telecommunications and broadband universal service and access and with Department of Communications on broadcasting issues and digital migration.

## 4.4.2 Changes in the Policy Environment

The National ICT Integrated White Paper Policy was adopted by the South African Cabinet in September 2016 and aims to achieve a 'people-centred, development orientated and inclusive digital society'. The National ICT Integrated White Paper Policy has a dedicated focus on the digital transformation of public service where ICT is used to enhance service delivery to the general public and directs for the development of the National e-Government Strategy and Roadmap.

The Government e-Strategy and Roadmap (10 November 2017) translates builds on various policies within the ICT and related sectors amongst them the Integrated ICT Policy White Paper and the ICT RDI Roadmap and the Industrial Policy Action Plan. It seeks to ensure a coordinated approach to the implementation of various initiatives arising from these and other government policies. The National e-Strategy should be viewed together with these and other policies to establish an ecosystem as the basis of the digital society. Within this overall strategic construct, instead of being an omnibus of all ICT initiatives, the e-Strategy would focus on initiatives that have a significant, catalytic potential on growth and development with a long-term view to transition the economy to the Digital Industrial Revolution.<sup>1</sup>

The National e-Government Strategy and Roadmap is to guide the digital transformation of public service in South Africa into an inclusive digital society where all citizens can benefit from the opportunities offered by digital technologies to improve their quality of life. As indicated above, the National Development Plan (NDP) of South Africa stipulates that by 2030, Government will make extensive use of ICT to engage with and provide services to citizens. This will be achieved through "an enabling coordinated and integrated e-Strategy" that cuts across government departments and sectors. The National e-Strategy as a Digital Economy Plan for South Africa to achieve an inclusive digital society and internet economy, because it guides the National e-Government Strategy and Roadmap that defines the parameters and forward-looking strategies for the use of the ICTs in a government. in the main the purpose of the National e-Government Strategy and Roadmap is to guide the digital transformation of public service in South Africa into an inclusive digital society where all citizens can benefit from the opportunities offered by digital technologies to improve their quality of life.

One such strategy that will be developed will inform the establishment of the DDF is seen as an important lever to high speed broadband and a response to the National Development Plan, *"By 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will be universally available and accessible and will meet the needs of citizens, business and the public sector, providing access to the creation and consumption of a wide range of converged services required for effective economic and social participation – at a cost and quality at least equal to South Africa's main peers and competitors."*

To give effect to the above, the DDF will replace the Universal Service and Access Fund and will focus on the extension of infrastructure, end user and equipment subsidies, support digital literacy and skill development, funding to extend access to digital government services, and support for innovative use by SMMEs of ICTs to improve productivity, sustainability and competitiveness.

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<sup>1</sup> South Africa's National e- Strategy towards a thriving and inclusive digital future (10 November 2017)

Furthermore, the DDF will be established to manage the universal service funds and to manage the rollout of programmes to address the digital divide and ensure universal access to infrastructure and services by all South Africans.

The introduction of the DDF contributes to the existence of all technological advancements that is evidence by the Fourth Industrial Revolution. It is envisaged that the DDF and the other amendments made will contribute substantially to innovation and become the new driver of economic growth in Africa.

### 4.4.3 International

South Africa is a signatory to the General Agreement on Trade in Services (GATS), entered into by members of the World Trade Organisation (WTO) and binds the members to the agreed rules and regulations. The jurisdiction of the agreements affects domestic legislation and rules of trade, as these may never contravene the WTO commitments and obligations without authorisation. The commitment obligation within the GATS relate to, within the ICT sector, providers of electronic communication services, electronic communication network services and broadcasting services.

The spread of information and communications technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide and to develop knowledge societies, as does scientific and technological innovation across areas as diverse as medicine and energy. Sustainable Development Goal 9 states "Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2020 and 2030:<sup>2</sup>

#### Text Box 1: Sustainable Development Goals

- 9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States
- 9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
- 9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

Based on internationally agreed development goals, including those in the Sustainable Development Goals, which are premised on international cooperation, indicative targets may serve as global references for improving connectivity and access to the use of ICT in promoting the objectives of the WSIS Plan. The ITU Busan Resolution of 2014 reviewed the WSIS Goals targets and came out with Connect 2020 Vision which envisions "An information society, empowered by the interconnected world, where telecommunications/ICT enable and accelerate social, economic and environmentally

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<sup>2</sup> Sustainable Development Goals: Resolution adopted by the General Assembly on 25 September 2015



sustainable growth and development for everyone.” A number of goals have been set as per the table below:

**Table 1: Connect 2020 Global Goals and Targets:<sup>3</sup>**

GOAL	TARGETS
Goal 1: Growth - Enable and foster access to and increased use of ICT's.	<ul style="list-style-type: none"> <li>• 55% of households should have access to the internet</li> <li>• 60% of individuals should be using the internet</li> <li>• 40% ICT's should be 40% more affordable</li> </ul>
Goal 2: Inclusiveness – Bridge the digital divide and provide broadband for all	<ul style="list-style-type: none"> <li>• 50% Of houses should have access to the internet in the developing world;</li> <li>• 15% in the least developed countries</li> <li>• 50% Of individuals should be using the internet in the developing world;</li> <li>• 20% in the least developed countries</li> <li>• 40% Affordability gap between developed and developing countries should be reduced by 40%</li> <li>• 5% Broadband services should cost no more than 5% of average monthly income in the developing countries</li> <li>• 90% Of the rural population should be covered by broadband services</li> <li>• Gender equality among internet users should be reached</li> <li>• Enabling environments ensuring accessible ICT's for persons with disabilities should be established in all countries</li> </ul>
Goal 3: Sustainability – Manage challenges resulting from the ICT development	<ul style="list-style-type: none"> <li>• 40% Improvement in cybersecurity readiness</li> <li>• 50% Reduction in volume of redundant e-waste</li> <li>• 30% Decrease in Green House Gas emissions per device generated by the ICT sector</li> </ul>
Goal 4: Innovation & partnership – Lead, improve & adapt to the changing ICT environment	<ul style="list-style-type: none"> <li>• ICT environment conducive to innovation</li> <li>• Effective partnerships of stakeholders in the ICT environment</li> </ul>

The Connect 2020 targets of the ITU are in line with the mandate of the Universal Service and Access Agency of promoting the goals of universal affordable access to a wide a range of ICT services including broadband.

<sup>3</sup> Source: ITU website



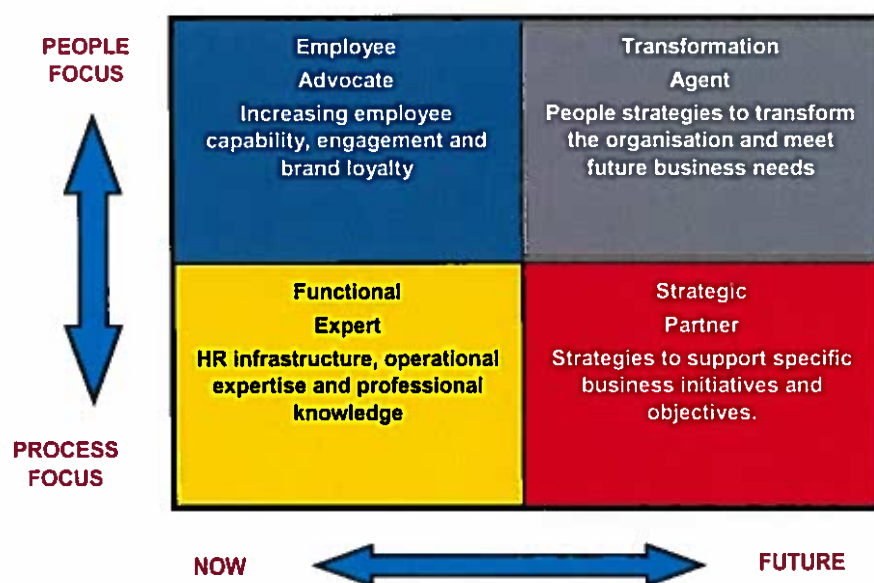
## 4.2 Organisational Environment

The alignment of the Universal Service and Access Fund (USAF) activities to the South Africa Connect Policy, 2013 Phase 1 Implementation Plan has posed a direct challenge on USAASA's capacity requirements and organisational structure. In 2016/17 USAASA has completed rollout of 609 sites at OR Tambo District Municipality and for 2017/18 a total number of 270 sites for Impendle Local Municipality (KZN) and Nyandeni Local Municipalities (EC) are planned to be completed before the end of the financial year. Therefore, there is a 100% increase in term of the broadband sites that need to be maintained by USAASA although there has not been any increase in human resources capacity in order to enable the Agency to deliver on its legislated functional and national policy mandates.

The implementation of the Broadcasting Digital Migration (BDM) Policy that mandates USAASA to subsidised the qualifying needy households earning below R3200 a month for acquisition of the Set-Top-Boxes. Despite USAASA is the at end of the value chain on digital migration actionable items and the availability of the set-top-boxes to subsidised market of 5 million households is critical towards smooth migration into digital broadcasting and USAASA plays a critical role. Another challenge confronting the Agency human resources capacity is the additional reporting responsibility to the Department of Communications as the Department is responsible for administration of the BDM Policy and the overall oversight of the BDM programme implementation. For this huge responsibility emanating from a National Policy and USAASA was not adequately resourced to deal with reporting duties emanating from the procurement and installation of the set-top-boxes and this stretches the USAASA available human resources capacity over and above what the organisation is committed to deliver.

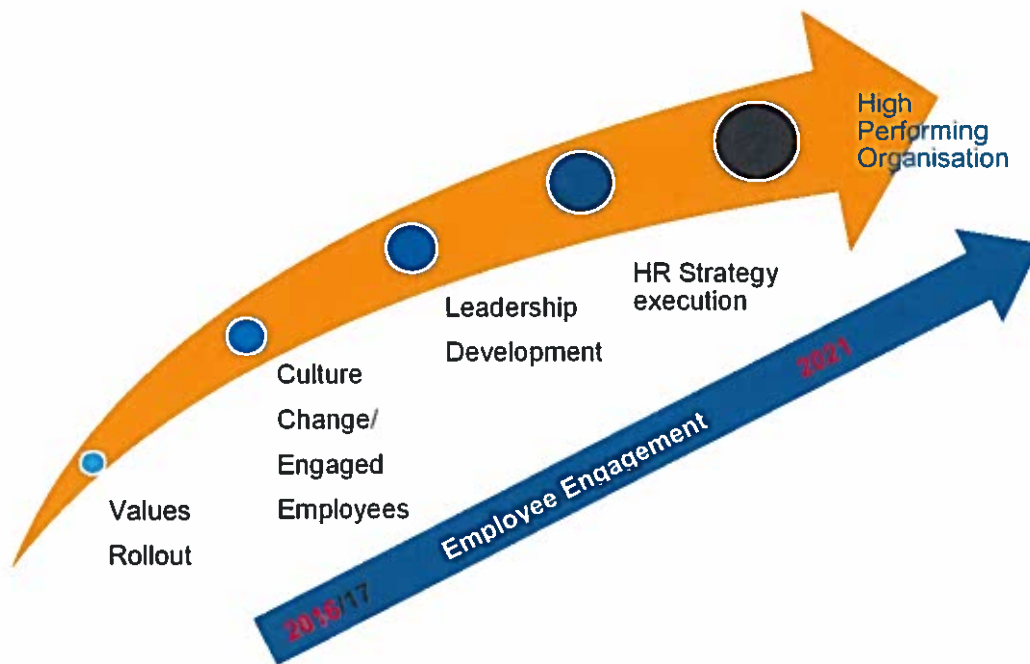
In addressing the challenges and the shortcomings of limited human capital and the Agency has adopted a Human Resources Strategy embracing the following:

Figure 1: The strategy that follows represents a first step in this direction.



The achievement of the strategic goals and intended outcomes will be addressed through the adoption of the below Human Resources Strategic map to ensure high performance culture.

Figure 2: Human Resources Strategic Map.



#### 4.2.1 Business Process Re-engineering

The project is intended to improve employee productivity, decision making, reduced cycle time delivery, integration with the other members of the value chain, and improved internal communication. The introduction of the SAP ERP system is intended to improve the overall project management of the strategic key priority projects such as the deployment of broadband infrastructure and services as required in terms of the South Africa Connect Policy and the promotion of universal access to digital broadcasting by providing set-top-boxes for 5 million households identified through the BDM policy for subsidisation. The implementation of the SAP ERP system to business is a process driven activity that requires investment in change management in order to encourage the full utilisation of the investment to SAP ERP by business. Therefore, the SAP ERP system will assist the Agency in achieving efficiencies in terms of the programme implementation driving the high-performance culture and accountability across the business.

## 5. REVISIONS OF LEGISLATIVE AND OTHER MANDATES

### 5.1 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 underpinning 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.

### 5.2 Legislative Mandates

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 new amendments to ECA, which have a direct bearing on governance of the Agency, came into operation on 21 May 2014.

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

The ECA establishes a Board of the Agency (appointed by the Minister of Telecommunications and Postal Services). The Board, in turn, appoints a Chief Executive Officer (CEO) in concurrence with the Minister. The Agency is under the direction and control of the CEO and it is funded by money appropriated by parliament. The ECA also established the Universal Service and Access Fund (“the Fund”) which is financed by contributions from electronic communications service, electronic communications network service and broadcasting service licensees. The money in the Fund must be utilised for specific subsidies to needy persons, underserved areas and educational institutions.

In terms of the ECA 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 and 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 in 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 areas declared under-served by ICASA.

In terms of the most recent amendments to the ECA, the distinction between public and independent schools and between public and private colleges has fallen away and the scope of application for USAF subsidies has been increased to include provision to independent schools, private colleges and primary health care facilities; in addition, USAASA is subjected to the Public Finance Management Act to improve its governance. The amendments also seek to ensure there is consistency in terms of provisions relating to universal access, universal service and needy persons. Finally, the Minister of Telecommunications and Postal Services, acting with the concurrence of the Minister of Finance, may prescribe additional uses of money held in USAF.

The National Integrated Information and Communication Technologies (ICT) Policy White Paper that was approved by Cabinet on 28 September 2016 makes recommendations with respect to new or amended legislation arising from the White paper. The most significant proposal with respect to universal service and access relates to the creation of a Digital Development Fund which would replace USAASA and USAF. It would exclude the policy making and regulation making functions currently with the Agency, and the Fund would be responsible in the main for identifying, awarding and managing projects

## **5.3 Policy Mandates**

### **5.3.1 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.

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.

### **5.3.2 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 focuses 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.

### 5.3.3 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.

### 5.3.5 South Africa's Broadband Policy: South Africa Connect

In terms of the Electronic Communications Act, 2005 (Act No.36 of 2005), the Department of Communications 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 2 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 office		50% at 5Mbps	100% at 10Mbps	100% at 100Mbps

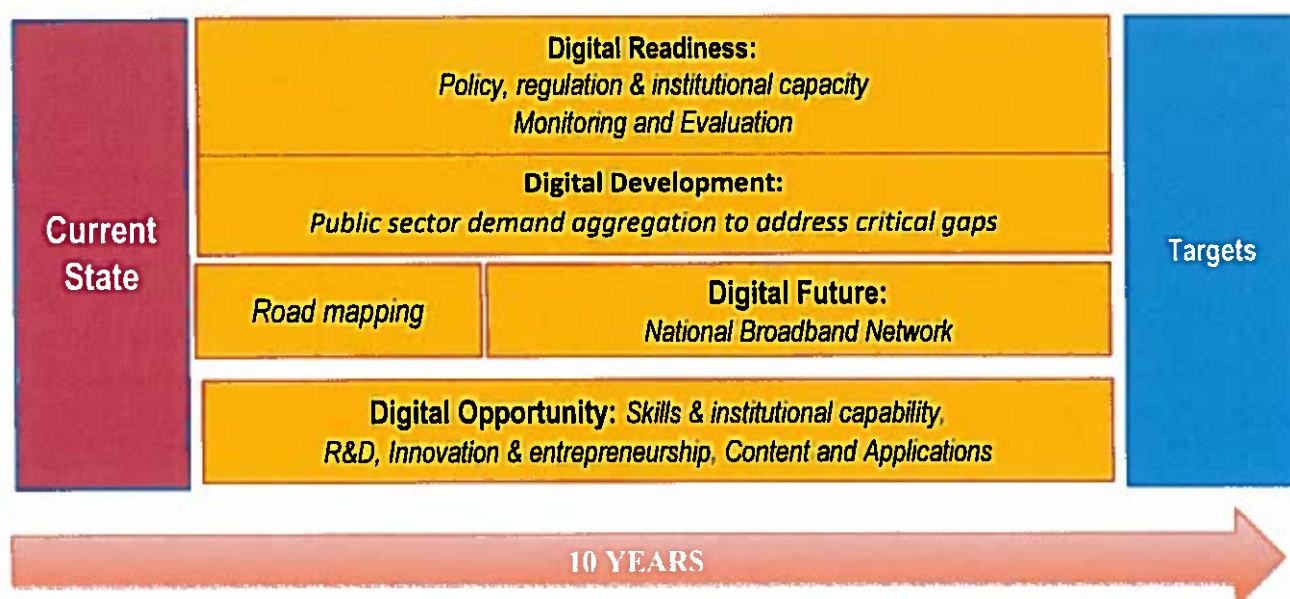
SA Connect is a four-pronged strategy, consisting of 4 "sub-strategies" which will move the country from the current state to achieving its targets over the next ten years. The four prongs or 'sub-strategies' of SA Connect are:

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

Each of the strategies is depicted in the diagram below.



Figure 3: SA Connect Strategies<sup>4</sup>



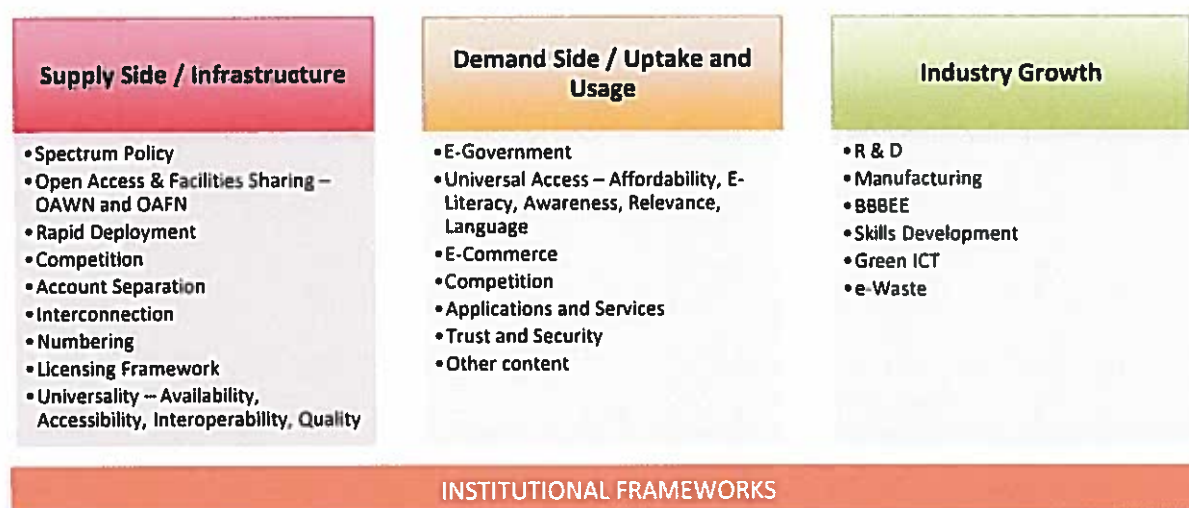
SA Connect guides the ICT sector as a whole, and USAASA in particular, in terms of the approach that must be taken to promote broadband deployment, usage and uptake in the country.

## 5.4 Planned Policy Initiatives

### 5.4.1 ICT Policy Review

The ICT Policy review process was guided by three main institutional frameworks which guided the research and review of all existing policy. The table below unpacks each institutional framework into focus areas.

Figure 4: ICT Policy Review – Institutional Frameworks



<sup>4</sup> Source: DTPS, 2014

The National Integrated Information and Communication Technologies (ICT) Policy White Paper that was approved by Cabinet on 28 September 2016 will have implications on Universal Service. It proposes the revision of services and access based on the outcome of the research conducted to support the policy revision. The White Paper further suggests that USAASA should be reformulated into a Digital Development Fund and stipulates contributions by licensees into the fund. Lastly, the report revises the USAASA institutional framework.

The establishment of a Digital Development Fund will effectively remove USAASA's policy making and regulatory functions, leaving the organisation to focus on funding and project management. The motivation behind this shift in institutional framework is to allow USAASA to focus on its main priority which is service and access delivery to the nation.

#### **4.4.2 SA Connect: 4 - Pronged Strategy**

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. In all the work that USAASA does, it asks itself, 'how does this contribute to meeting the SA Connect targets?' A further consideration is, in what area of SA Connect is the Agency doing the most work? The pillars of USAASA's 2017 – 2021 strategy all take forward SA Connect.

The SA Connect Strategy can be summarised into two main interventions, the demand side intervention, and the supply side intervention.

- The supply intervention focuses in infrastructure development through private-public investment, creating completion in the industry, building an access or core network, encouraging and facilitating infrastructure sharing, coordinating building programmes for efficiency, and promoting universal access through efficient spectrum allocation and use.
- The demand side intervention focuses on driving uptake and usage through the provision of affordable services and devices, using the government as an anchor tenant for the core network, aligning the regulatory framework, facilitating ICT skills development and e-literacy, and enabling the development of local content, applications, and niche manufacturing.
- The SA Connect targets are 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.



## 6. OVERVIEW OF 2017/2018 BUDGET AND MTEF ESTIMATES

Over the 5-year period of 2012/13 to 2016/17 USAASA received funding totalling R532.62 million which was appropriated by Parliament through the Department of Communications and later, the Department of Telecommunications and Postal Services. The budget allocation was for organisational administrative expenses including employee costs, operational expenditure and capital expenditure.

### 1.1. Expenditure Estimates

	Audited Outcome	Audited Outcome	Audited Outcome	Estimated Performance	2018/19	2019/20	2020/2021
R thousand (R'000)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021
Revenue							
Tax revenue							
Non-tax revenue	915	8 872	10 669	-	-	-	
Transfers received	65 376	262 429	69 045	75 684	80 074	84 558	89 209
<b>Total revenue</b>	<b>66 291</b>	<b>271 301</b>	<b>79 714</b>	<b>75 684</b>	<b>80 074</b>	<b>84 558</b>	<b>89 209</b>
Expenses							
Compensation of employees	40 035	38 165	41 839	47 429	51 318	55 475	59 913
*Goods and services	25 891	63 639	120 906	28 255	28 756	29 083	29 296
Depreciation	3 269	3 227	3 100	-	-	-	
Interest, dividends and rent on land	74	84					
<b>Total expenses</b>	<b>69 269</b>	<b>105 115</b>	<b>165 845</b>	<b>75 684</b>	<b>80 074</b>	<b>84 558</b>	<b>89 209</b>
Surplus/(Deficit)	-2 978	166 186	-86 131	-	-	-	
*Goods and services include CAPEX relating to IT equipment , furniture & fittings:	4 058	25 837	18 588	1 186	1 145	816	875

## 1.2. Relating Expenditure Trends to Strategic Outcome Oriented Goals

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021
	USAASA Past Financial Performance			Approved Estimate	Budget Estimate	Budget Estimate	Budget Estimate
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Economic classification:							
Employee Compensation	40 035	38 165	41 839	47 429	51 318	55 475	59 913
Goods and services	29 160	66 866	124 006	28 255	28 756	29 083	29 296
Interest, dividends and rent on land	74	84	-				
Total Expenditure	69 269	105 115	165 845	75 684	80 074	84 558	89 209

Expenditure is expected to stagnate over the medium - term as the spending focus will be on the same items that the budget has always been spent on historically. The main historical cost driver has been employee compensation, which averaged 60% of the total annual budget, followed by goods and services at an average 40% of the total budget. The significant increase in the budget for 2015/16 was due to an additional amount of R196 million allocated to USAASA, as the administrator of USAF, to cover distribution and project management costs for the Broadcasting Digital Migration project.

# PART B:

## PROGRAM AND SUB-PROGRAM PLANS



## 7. PROGRAM 1: BUSINESS SUPPORT

The purpose of program 1: Business Support is to provide strategic leadership, management and support services to the Agency

To address the weakness detailed 1.2 Organisational Environment, the Business Support Programme would manage the Agency through the provision of strategic and administrative support services. The programme will contribute to universal services and access through strengthening institutional service delivery processes, planning and provisioning, vacancy management, human resources development and performance management. These functions have been prioritised to increase the efficiency and capacity of the Agency to deliver on its mandate in terms of delivery of universal services and access to unserved and under serviced areas. The indicators in this programme are directed towards performance improvement and development, compliance, good governance, accountability and sound financial systems.

The Agency will strengthen the use of and systems associated with performance information and data in 2018/2019, with the assistance of the performance management unit and internal auditing procedures, to improve institutional management and outcomes. The Agency will strive for a clean audit report with no material findings and matters of emphasis. The Internal Audit function will be supported to strengthen good governance and control processes and compliance with regulations. The Agency will strengthen the management of litigation through its legal services unit, which will provide legal advice, monitor, and support the Agency in the management of court cases. The organisational structure together with a clear description of the roles and responsibilities of the respective staff will be finalised during the 2018/2019 financial year. It is envisaged that the finalisation of the restructuring process is meant to assist the Agency to increase its efficiency and effectiveness in delivering on its core mandate.

## 7.1 Programme Performance Indicator and Annual Targets for 2018/19

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2017/2018	MEDIUM-TERM TARGETS			
	2014/2015	2015/2016	2016/2017		2018/2019	2019/2020	2020/2021	
1.	Strategic Goal: Optimally functioning USAASA that effectively delivers against its mandate							
1.1	Improved risk management services							
1.1.1	Percentage of risks mitigated	30%	35%	40%	60%	75%	80%	85%
1.2	Increased utilisation of the ICT System							
1.2.2	Percentage utilisation of the functioning SAP ERP modules	New	New	New	New	100% utilisation of the functioning SAP ERP modules	100% utilisation of the functioning SAP ERP modules	100% utilisation of the functioning SAP ERP modules

## 7.2 Quarterly Targets for 2018/2019

	Programme Performance Indicators	Reporting Period	2018/2019 Annual Target	Quarterly Targets			
1.	Strategic Goal: Optimally functioning USAASA that effectively delivers against its mandate						
1.1	Strategic Objective: Improved risk management services						
1.1.1	Percentage of risks detailed in the Risk Management Plan mitigated	Quarterly	75 % of risks detailed in the Risk Management Plan mitigated	72% of risks detailed in the Risk Management Plan mitigated	73% of risks detailed in the Risk Management Plan mitigated	74% of risks detailed in the Risk Management Plan mitigated	75% of risks detailed in the Risk Management Plan mitigated
1.2	Strategic Objective: Increased utilisation of the ICT System						
1.2.1	Percentage utilisation of the functioning SAP ERP modules	Quarterly	100% utilisation of the functioning SAP ERP modules	100% utilisation of the functioning SAP ERP modules	100% utilisation of the functioning SAP ERP modules	100% utilisation of the functioning SAP ERP modules	100% utilisation of the functioning SAP ERP modules

### 7.3 Reconciling Performance Targets with the Budget and MTEF

	Audited Outcomes		Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
				2018/19	2019/2020	2020/2021
	2015/16	2016/17	2017/18			
<b>Programme 1: Business Support</b>						
<b>Compensation of employees</b>	38 165	41 839	47 429	51 318	55 475	59 913
<b>Goods and Services incl. Capex</b>	66 950	123 787	27 680	28 147	28 462	28 662
Corporate Services	7 450	6 968	4 174	3 373	3 455	3 539
Communication and marketing	1 291	862	756	900	918	413
Information Technology	29 448	23 065	4 616	5 355	5 244	5 534
Finance and Supply Chain Management	5 452	4 210	7 577	7 898	8 071	8 249
Board Costs	1 156	1 157	1 686	1 936	1 975	2 014
Legal Services	2 108	9 208	863	922	931	940
<b>Other goods and services</b>	20 045	78 317	8 008	7 763	7 868	7 973
<b>Total expenses :</b>	<b>105 115</b>	<b>165 626</b>	<b>75 109</b>	<b>79 465</b>	<b>83 937</b>	<b>88 575</b>

#### Performance and Expenditure Trends

The above budget and MTEF allocations will contribute to the realisation of the Business Support annual targets and the institution's overall strategic outcome oriented goals.

The spending focus of the Business Support Programme will be on strengthening the Agency's administrative, financial, internal audit, legal and corporate support services to support the project delivery of the USAF. The Programme has a budgeted allocation of R79.5 million in the 2018/19 financial year, which is expected to increase to R88.6 million by the end of the MTEF period.



## 8. PROGRAM 2: BUSINESS INTELLIGENCE

The purpose of program 2: Business Intelligence will promote effective and efficient service delivery of universal services and access in underserved and underserved areas through planning, monitoring, reporting and evaluation, and research.

- **Planning** - during the 2017/2018 APP period, a concerted effort was made to address the measurability of the APP and the Strategic Plan. This process continued during the 2018/2019 APP period. Observations made during the 2017/2018 financial year is evidenced by the measurability of both the APP and the quality of the quarterly reporting. Further institutionalisation of the results based approach will mitigate against non-reporting or misaligned reporting during 2018/2019
- **Performance Monitoring and Reporting** - a more robust and stringent approach will be applied to the monitoring and reporting function. To ensure performance information has integrity, is credible and reliable verification and validation of reported performance information will be routinely carried out.
- **Research and Evaluation** – USAASA has not conducted any evaluations to date. USAASA must in terms of section 82(4) continually survey and evaluate the extent to which universal access and service have been achieved and issue information from time to time on the provision of electronic communication services and electronic communication networks in the Republic and access thereto. USAASA must furthermore, in terms of its advisory role, when so requested by the Minister, make recommendations to the Minister in relation to policy on any matter relating to universal access and universal service. In addition, USAASA must, when so requested by the ICASA, advise the Authority on any matter relating to universal access and universal service. To fulfil this section of the ECA, it is imperative that USAASA conducts research and evaluations to meet the prescripts of the ECA.



## 8.1 Programme Performance Indicator and Annual Targets for 2018/19

	PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2017/2018	MEDIUM-TERM TARGETS		
		2014/2015	2015/2016	2016/2017		2018/2019	2019/2020	2020/2021
2.	Strategic Goal: Optimally functioning USAASA that effectively delivers against its mandate							
2.1	Strategic Objective: Improved responsiveness by USAASA to the needs of the underserved and unserved communities through research and development							
2.1.1	Number of impact assessments conducted	New	New	New	New	1	1	1
2.2	Strategic Objective: Facilitate a smooth transition from USAASA/USAF to DDF							
	Development of a costed transition plan from USAASA/USAF to the DDF by target date	New	New	New	New	Transition plan completed and costed	0	0

## 8.2 Quarterly Targets for 2018/2019

	Programme Performance Indicators	Reporting Period	2018/2019 Annual Target	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.	Strategic Goal: Optimally functioning USAASA that effectively delivers against its mandate						
2.1	Strategic Objective: Improved responsiveness by USAASA to the needs of the underserved and unserved communities through research and development						
2.1.1	Number of impact assessments conducted	Quarterly	1 Impact assessment conducted	Impact assessment Design developed	Impact assessment Conducted	Draft Impact assessment report completed	Final Impact assessment report completed
2.2	Strategic Objective: Facilitate a smooth transition from USAASA/USAF to DDF						
2.2.1	Development of a transition plan from USAASA/USAF to the DDF by target date	Quarterly	Transition plan costed and completed	Draft Transition Plan Framework developed	Draft Transition Plan Framework finalised	Transition Plan completed	Approved Transition plan

### 8.3 Reconciling Performance Targets with the Budget and MTEF

Programme 2: Business Intelligence		Medium-Term Estimates					
Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Estimated Performance	2018/19	2019/20	2020/21
2014/15	2015/16	2016/17	2017/18				
R thousand (R'000)							
Current expenses	-	-					
Compensation of employees	-	-					
Planning, Monitoring and Evaluation	-	-					
Research	-	-	219	575	609	621	634
Total expenses:	-	-	219	575	609	621	634

#### Performance and Expenditure Trends

The above budget and MTEF allocations will contribute to the realisation of the Business Intelligence annual targets and the institution's overall strategic outcome oriented goals.

# PART C:

## LINKS TO OTHER PLANS



## **9. 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 establishment of USAASA as a 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.

## **10. CONDITIONAL GRANTS**

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

## **11. PUBLIC-PRIVATE PARTNERSHIPS**

USAASA has not engaged in any Public Private Partnerships.

# PART D:

## TECHNICAL INDICATOR DESCRIPTIONS



# ANNEXURE A: TECHNICAL INDICATOR PROFILES

## SUB-PROGRAMME 1: BUSINESS SUPPORT

### INDICATOR 1

Indicator title	Percentage of risks detailed in the Risk Management Plan mitigated
<b>Short definition</b>	This indicator measures the extent to which USAASA has addressed all the identified risks as per the risk register
<b>Purpose/importance</b>	Risk is the main cause of uncertainty in any organisation. Thus, it is imperative for an organisation to focus on identifying risks and managing them before they even affect the functioning and delivery of the organisation. The ability to manage these risks assists the organisation to act more confidently on future decisions. The organisation's knowledge of the risks it is facing will give management various options on how to deal with potential problems. The assessment for quarter 1 will focus on exiting risks carried over from the previous financial year, the assessment from quarter 2 onwards will include existing and new risks the need to be mitigated
<b>Source/collection of data</b>	Risk management report
<b>Method of calculation</b>	This indicator will be calculated by: Numerator – total number of risks mitigation plans implemented by the due date Denominator – total number of risks mitigation plans due for the period
<b>Data limitations</b>	None
<b>Type of indicator</b>	Performance
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	75%
<b>Indicator responsibility</b>	Risk Manager

### INDICATOR 2

Indicator title	Percentage utilisation of the functioning SAP ERP modules
<b>Short definition</b>	Utilisation of the functional SAP ERP modules to support the USAASA/USAF business activities
<b>Purpose/importance</b>	To ensure that USAASA is utilising the functional SAP ERP modules to improve the workflow processes and organisational efficiency
<b>Source/collection of data</b>	Systems generated utilisation reports
<b>Method of calculation</b>	Calculation is Denominator – total number of SAP ERP modules operational Numerator – total number of modules utilised
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	100% utilisation of the functional SAP ERP modules
<b>Indicator responsibility</b>	Senior Manager Information Technology



## PROGRAMME 2: BUSINESS INTELLIGENCE

### INDICATOR 3

Indicator title	Number of impact assessments conducted
<b>Short definition</b>	Seeks to measure changes in outcomes (and the well-being of the target population) that are attributable to a specific intervention. Its purpose is to inform high-level officials on the extent to which an intervention should be continued or not, and if there are any potential modifications needed. This kind of evaluation is implemented on a case-by-case basis. <sup>5</sup>
<b>Purpose/importance</b>	The purpose of the evaluation is to determine the extent to which the interventions implemented in the Ratlou (North West Province and Joe Morolong (Northern Cape) municipalities are making a difference in the communities
<b>Source/collection of data</b>	EXCO approved evaluation report
<b>Method of calculation</b>	Simple count of outcome evaluations completed
<b>Data limitations</b>	None
<b>Type of indicator</b>	Performance
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	1 impact evaluation conducted
<b>Indicator responsibility</b>	Senior Manager Research

### INDICATOR 4

Indicator title	Development of a costed transition plan from USAASA/USAF to the DDF by target date
<b>Short definition</b>	A formal business transition plan puts the goals, priorities and strategies in place for a successful transition from USAASA/USAF to the DDF. This indicator measures the readiness of the organisation to commence with the transitions process. With the development of a plan, the organisation will be able to evolve to the next level
<b>Purpose/importance</b>	Without a clearly defined plan, business owners are leaving their personal and financial future to chance. For the smooth transition of USAASA/USAF, a transition needs to be developed to ensure that requires the organisation to acquire different behaviours, which starts with different thinking. Transitioning to the DDF the organisation will need different answers to transition questions than the answers that are currently being used by stakeholders. Developing a transition plan is a process, not an event, and an effective process requires the organisation to start early in the financial year
<b>Source/collection of data</b>	Board Approved Costed Transition Plan
<b>Method of calculation</b>	Completion of the Plan and the plan must be costed
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	31 March 2019
<b>Indicator responsibility</b>	Executive Manager: PMU

<sup>5</sup> National Evaluation Policy Framework, 2011



## ANNEXURE B: AMENDMENTS TO GOALS AND OBJECTIVES

ORIGINAL GOALS AND OBJECTIVES	AMENDED GOALS AND OBJECTIVE	REASON FOR AMENDMENTS
Strategic Goal 1: Optimised organisational functioning towards the achievement of a Clean Audit	Strategic Goal: Optimally functioning USAASA that effectively delivers against its mandate	The focus is to ensure that the organisation functions optimally to deliver on the mandate and not on the audit status. It is not sufficient for the organisation to focus on the clean audit status, it is more important for the organisation to focus on service delivery.
Strategic Goal 2: Increased USAASA capability as an information and knowledge hub on universal access and universal service issues	Removed	This Goal has been removed as it is captured in the newly formulated goal detailed above. An optimally functioning organisation is an organisation that has the specialist technical "know-how", knowledge and information.
1.1 Improved audit outcomes	Removed	This strategic objective was removed as it is too operational and more appropriate for the operational plan
1.2 Improved risk maturity profile	Improved risk management services	Focusing on risk maturity only, does not translate into risks being addressed by the organisation. The focus of the strategic objective is effective risk mitigation to ensure optimal organisational functioning and delivery on the organisational mandate
1.3 Improved organisational efficacy through integrated business processes and automated systems	Increased utilisation of the ICT System	The organisation has introduced the SAP systems which became operational towards the end of the 2017/2018 financial year. To improve organisational efficacy an important starting point is optimal utilisation of the systems. It was imperative that all modules on the system be utilised optimally by USAASA, hence the focus on utilisation for the 2018/2019 financial year.
1.4 Improved employee performance	Removed	This strategic objective was removed as it is too operational and more appropriate for the operational plan
1.5 Increased efficacy (efficiency and effectiveness) of legal services	Removed	This strategic objective was removed as it is too operational and more appropriate for the operational plan
1.6 Improved brand equity and reputation of USAASA	Removed	This strategic objective was removed as it is too operational and more appropriate for the operational plan

ORIGINAL GOALS AND OBJECTIVES	AMENDED GOALS AND OBJECTIVE	REASON FOR AMENDMENTS
1.7 Increased support to SMME development	Removed	This strategic objective was removed as it is too operational and more appropriate for the operational plan
2.1 Increased evidence-based planning	Removed	This strategic objective was removed as it is too operational and more appropriate for the operational plan
2.2 Improved quality, reliability and integrity of performance information	Removed	This strategic objective was removed as it is too operational and more appropriate for the operational plan
2.3 Improved quality of research and evaluation outputs	Improved responsiveness by USAASA to the needs of the underserved and unserved communities through research and development	The services provided by USAASA must meet the needs of the communities being serviced. As USAASA does not have any empirical data to support their understanding of the needs, it is very difficult to conclude whether the services provided to these communities has made any difference to their lives including increased access to communication, potential job opportunities, increased economic opportunities etc. Hence, understanding the status before the implementation of the project and understanding the needs of the communities are imperative to determine USAASA's contribution to the targeted communities.
	New - Facilitate a smooth transition from USAASA/USAF to DDF	The introduction of new legislation and the amendment to the current legislation needs to be accounted for as USAASA transits itself into the DDF.