

# UNIVERSAL SERVICE AND ACCESS FUND

2018 – 2019  
ANNUAL PERFORMANCE PLAN





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# Foreword by Chairperson of the Board

I am pleased to present the USAF Strategic Plan for the 2017 – 2021 planning cycle outlining the Fund's priorities as approved by the Board as the Agency's Accounting Authority.

In preparing this 2017-2021 Strategic Plan, the Board, in consultation with management, has ensured that the identified USAF 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 Fund's strategic objectives and performance targets over the coming five-year period and it is complemented by the Agency's Annual Performance Plan for 2017 - 2018, setting out specific goals, key performance indicators and targets for the performance cycle.

The Agency's focus during the 2017-2021 five – year period will be on the following key strategic priorities:

- Increased access to connectivity through the roll-out of electronic communication infrastructure
- Increased access to digital broadcasting services

USAF has made great strides in assisting the country to meet international conventions, commitments and policies that affect universal service and access by facilitating the connection of villages to ICTs and establishing community access points, connecting primary healthcare facilities to ICTs, and connecting local government departments and these will continue to be focus areas during the 2017-2021 performance cycle. To achieve this, USAASA will continue to collaborate closely with all stakeholders for purposes of ensuring the best possible outcome for all parties.

In consolidation of the Key Performance Indicators for the USAF Annual Performance Plan for 2018/19, the Board has ensured synergies between Broadband Infraco (BBI), Sentech and Department of Telecommunications and Postal Services (DTPS) in order to avoid the duplications of efforts and thus making a meaning contribution towards connected South Africa. The deployment of broadband is aligned to the South Africa Connect Phase 1 Implementation Plan and henceforth Port St Johns and Ingquza Hill Local Municipalities in OR Tambo District Municipality, Eastern Cape will be recipients of the grant funding through the USAF for the rollout of electronic communications networks and services.

The planning of the Key Performance Indicators for the Digital Broadcasting Migration programme is aligned to the Ministry of Communications deadline of June 2019 on ensuring every households

earning below R3200 per month is subsidised for acquisition of a Set- Top-Box in ensuring universal access to digital broadcasting as per the requirements of the Broadcasting Digital Migration Policy.

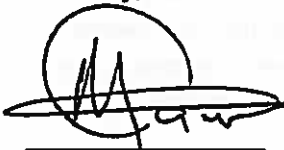
The key focus of the Board is to ensure all the current stock of the Set-Top- Boxes and related antennas that in South African Post Office nationwide warehouses are all installed before May 2018 and a considerably effort will be spent towards ensuring all the litigation and arbitration processes on procurement of Set-Top-Boxes are concluded before the end of the financial year 2017/18 in order to path a way for a new procurement as required by the Ministry for Communications.

The Board has put considerable effort into ensuring that corporate governance structures are strengthened as these provide assurance to our stakeholders that the Fund operates efficiently, effectively and transparently; always with the goal of Universal Service and Access at the core of everything we do.

In closing, the Board re-affirms its commitment to providing strategic guidance that will develop USAF 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 Fund's strategic goals by the USAF team.

The continuous support from the Portfolio Committee on Telecommunications and the Telecommunications and Postal Services 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 Fund has in contribution to the closure of access gaps and developing South Africa as a knowledge society.

Sincerely,

A handwritten signature in black ink, appearing to be 'Mawethu Cawe', written over a horizontal line. The signature is stylized and includes a circular flourish at the top.

**Mawethu Cawe**

**Chairperson: USAASA Board of Directors**

## Overview by the Chief Executive Officer

I am pleased to present the Annual Performance Plan for the Universal Service and Access Fund (USAF) reflecting the Fund'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 Fourth Industrial Revolution presents an opportunity for South Africa and USAASA. 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.

The Fund has a mandate that is expressed in both the Constitution of South Africa (section 16 of The Bill of Rights) and in the underpinning legislation – the Electronic Communications Act 36 of 2006 - as amended, which now enables USAASA as an administrator of USAF to collect all the licensed operator levies due to the Universal Service Fund (USAF) from the Independent Communications Authority of South Africa (ICASA). The USAF pre-determined objectives, key performance indicators and targets for the 2018/19 financial year as outlined in this Annual Performance Plan have been prepared in accordance with the Fund's mandate.

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."*

To effect 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. 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.

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.

The USAF continues to face challenges in terms of operating with limited financial resources which impacts negatively on its ability to stretch its projects far beyond what it is currently able to achieve and have a much broader reach in terms of closing universal service and access gaps in the country. We, however, remain confident that our shareholder will assist by ensuring its continued financial stability of the Fund.

USAF APP 2018/19 complies with SMART principles and is in line with National Treasury (NT) Regulation which introduced use of output targets and performance reporting against Strategic Plan and APP, and Guidelines on the formulation of performance targets and reporting against these, such as the Framework for Managing Programme Performance Information (FMPPi). The APP ensures that the auditing of performance against predetermined objectives, which involves auditing

of actual reported performance against predetermined objectives, indicators and targets as contained in the Annual Performance Report; is not only compliant with relevant laws and regulations, but useful and reliable reported performance information.

I wish to convey a word of appreciation to the USAF Board for their commitment to supporting the management team of the Agency to fulfil the objectives of USAF. Subsequent to the achievement on an unqualified AG audit opinion for USAF in 2016/17, the focus of the USAASA team responsible for administering USAF will remain on strengthening financial and other internal controls with the aim of obtaining a clean 2018/19 audit opinion from the Auditor General.

In conclusion, sincerest gratitude goes to Team USAASA for their contribution to supporting the project delivery of USAF and the unwavering commitment to pursuing the goal of universal service and access to ICT's for all.



**Lumko Mtimde**  
Chief Executive Officer



# OFFICIAL SIGN – OFF

It is hereby certified that this Annual Performance Plan:

- 1 Was developed by the management of USAASA under the guidance of the Universal Service and Access Agency of South Africa (USAASA) Board of Directors.
- 2 Was prepared in line with the current Strategic Plan of the Universal Service and Access Fund (USAF).
- 3 Accurately reflects the performance targets which USAASA will endeavour to give on behalf of USAF given the resources made available in the budget for 2018/19 financial year cycle.

Mahomed Chowan  
Chief Financial Officer

Signature: 

Sipho Mngqibisa  
Head Official Responsible for  
Planning

Signature: 

Lumko Mtimde  
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

<b>AG</b>	<b>Auditor General</b>
<b>BDM</b>	<b>Broadcasting Digital Migration</b>
<b>EC</b>	<b>Eastern Cape</b>
<b>ECA</b>	<b>Electronic Communications Act</b>
<b>ERP</b>	<b>Enterprise Resource Planning</b>
<b>FS</b>	<b>Free State</b>
<b>GATS</b>	<b>General Agreement on Trade in Services</b>
<b>GRAP</b>	<b>Generally Recognised Accounting Practice</b>
<b>HR</b>	<b>Human Resources</b>
<b>HRD</b>	<b>Human Resource Development</b>
<b>ICASA</b>	<b>Independent Communications Authority of South Africa</b>
<b>ICT</b>	<b>Information and Communication Technology</b>
<b>IT</b>	<b>Information Technology</b>
<b>KPA</b>	<b>Key Performance Area</b>
<b>KPI</b>	<b>Key Performance Indicator</b>
<b>KZN</b>	<b>KwaZulu-Natal</b>
<b>LP</b>	<b>Limpopo</b>
<b>MBPS</b>	<b>Mega Bits per Second</b>
<b>MP</b>	<b>Mpumalanga</b>
<b>NC</b>	<b>Northern Cape</b>
<b>NDP</b>	<b>National Development Plan</b>
<b>NW</b>	<b>North West</b>
<b>OD</b>	<b>Organisational Development</b>
<b>REMCO</b>	<b>Human Resources &amp; Remuneration Committee</b>
<b>SAP</b>	<b>Systems, Applications and Products</b>
<b>SAPO</b>	<b>South African Post Office</b>
<b>SCM</b>	<b>Supply Chain Management</b>
<b>SIP 15</b>	<b>Strategic Integrated Plan 15</b>
<b>SLA</b>	<b>Service Level Agreement</b>
<b>SWOT</b>	<b>Strengths, Weaknesses, Opportunities and Threats</b>
<b>UAS</b>	<b>Universal Access and Service</b>
<b>USAF</b>	<b>Universal Service and Access Fund</b>
<b>USAASA</b>	<b>Universal Service and Access Agency of South Africa</b>
<b>WSP</b>	<b>Work Skills Plan</b>
<b>WTO</b>	<b>World Trade Organisation</b>

# PART A: STRATEGIC OVERVIEW



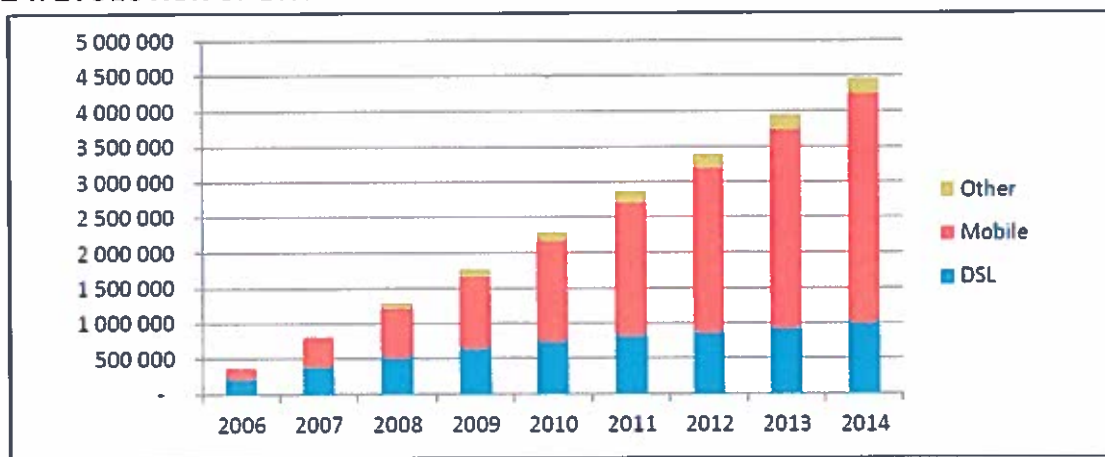
# 1 UPDATED SITUATIONAL ANALYSIS

## 1.1 Performance Delivery Environment

### National Context

Broadband was essentially introduced to South Africa with the launch of ADSL, Sentech MyWireless, iBurst and 3G services around 2004. At that time, service speeds were typically in the range 256-384kbps. In 2010 the Minister of what was then the Department of Communications, published a national broadband policy. This was replaced in December 2013, the document entitled South Africa Connect: Creating opportunities, ensuring inclusion: South Africa's Broadband Policy was published by the Department of Communications (DoC) on 6 December 2013 in terms of section 3 (1) of the Electronic Communications Act No 36 of 2005 (ECA). This policy document was prepared against the backdrop of the National Development Plan and various other national policy initiatives.

FIGURE 1: EVOLUTION OF BROADBAND SERVICES IN SOUTH AFRICA<sup>1</sup>



Access technologies have evolved over time. The status quo for the components can be summarised as:

- The policy document cannot operate in a vacuum and it cannot be implemented by one department alone –coordination and cooperation of the sort envisaged in the Constitution, is required. In addition, to make policy meaningful it must be implemented by the relevant regulatory authority. Where policy goals cannot or will not be achieved unless licensees are part of the process, regulatory intervention in the form of coverage obligations, contributions to universal service and access, and even quality of service standards will be necessary.
- The ECA, as amended in May 2014, contains a new section requiring the formation of a National Broadband Council to perform various detailed functions and report to and advise the Minister

<sup>1</sup> SA Connect: A review by BMI-TechKnowledge, 2015

on policy and implementation. However, SIP15, a strategic infrastructure project for telecommunications, formed under the Presidential Infrastructure Coordination Committee and pursuant to the National Development Plan, also has some responsibility for broadband, as does the Steering Committee provided for in the Infrastructure Development Act, 2014.

- Structured with 4 pillars –Digital Readiness, Digital Development, Digital Future and Digital Opportunity –the SA Connect policy has become the basis on which various levels of government, including local and district municipalities, have begun procurement processes to create digital cities or WiFi zones within their area of jurisdiction.
- Mobile broadband services have progressed from 3G to HSPA to HSPA+ and LTE since late 2013. Service speeds followed a progression from 2Mbps to 13Mbps to 26Mbps to 42Mbps and even 50Mbps or higher for LTE. The prevailing rate for these services is R50/GB.
- Other broadband services include wireless services offered by iBurst, Neotel CDMA2000 EV-DO, WISP and VSAT. Prices are between the fixed and mobile rates detailed above. Broadband VSAT services have now dropped in price and packages offering DSL-like services are available around the R75/GB mark.
- Coverage – the plethora of research undertaken concludes that the overall, the state of Internet access varies across South Africa. In comparison to the cities and towns, the rural areas have limited access. Mobile broadband services are available in most populated parts of the country. Access to internet and broadband services is not, however, uniform across South Africa. For obvious reasons, operators have stuck to more densely populated areas and it is unclear how and if they will extend into less well-served areas absent a regulatory obligation to do so.

Disappointedly, and despite some progress in this regard, when considering the parameters of speed and percentage adoption, South African broadband in 2015 does not even measure up to that of the broadband in developed nations over seven years ago.

The National Development Plan Vision 2030 states that “a single cohesive National e- Strategy is essential to ensure the diffusion of ICTs in all areas of society and the economy. ICT as an enabler, can speed up delivery, support analysis, build intelligence and create new ways to share, learn and engage”. The focus of 2017 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 agency works with both DTSP and Department of Communications. USAASA works with DTSP on telecommunications and broadband universal service and access and with Department of Communications on broadcasting issues and digital migration.

## 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>2</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.

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<sup>2</sup> South Africa's National e- Strategy towards a thriving and inclusive digital future (10 November 2017)

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. 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.

## International Context

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>3</sup>

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<sup>3</sup> Sustainable Development Goals: Resolution adopted by the General Assembly on 25 September 2015

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

TABLE 1: CONNET 2020 GLOBAL GOALS AND TARGETS:<sup>4</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>

It is widely held that broadband in South Africa has lagged that of other countries. Indeed, around 2009 and 2010 with the commissioning of the SEACOM and EASSy cables, plus WACS in 2012, South Africa anticipated it would soon close the gap. However, as shown in Figure 2, when considering the parameters of speed (measured in kbps) and percentage adoption, South African

<sup>4</sup> Source: ITU website



broadband in 2015 does not even measure up to that of the broadband in developed nations over seven years ago.

## 1.2 Organisational Environment

The organisational environment has been and continues to be influenced by the changing policy environment. Although the original mandate of USAASA and USAF remains, the White Paper on ICT and the development of the Bill has impacted on the organisational performance of USAASA and USAF.

The work environment requires effective organisational performance. An effective organisation should have a set clear and unambiguous goals and objectives that can be measured by SMART indicators across the organisation. Second the goals and objectives set should be agile enough to respond to the frequent changes as a result of external factors (for example the economy, shifts in political imperatives). Third a mechanism should be available for effective and regular feedback among all team members as USAASA and USAF have matrix organisational structures.

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.

The organisational environment must be understood in the context of the analysis detailed below, i.e. the strengths, weaknesses, opportunities and threats of the organisation.

PROGRAM 1: BUSINESS SUPPORT SERVICES			
FUNCTIONS	STRENGTHS		THREATS
	WEAKNESSES	OPPORTUNITIES	
Mandate and Service Delivery	<ul style="list-style-type: none"> <li>Mandate</li> <li>Understanding of mandate</li> <li>USAASA/USAF has a legislated mandate which enables the execution of the mandate</li> <li>ECSA – assigned a responsibility to oversee the licensees work – use the reports to inform decision making</li> </ul>	<ul style="list-style-type: none"> <li>Service Delivery</li> <li>Lack of meaningful local empowerment of the local installers</li> <li>Lack of USAASA controls and oversight over installers</li> <li>Low level of digital literacy</li> <li>Shortage of DTH set up boxes</li> <li>USAASA has not planned for the risks of accessing the Wi-Fi – e.g.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of Capacity for research and development and commercialisation of SMMEs. Barriers to the latter are significant. Does not promote opportunities for new start-up SMMEs</li> <li>Lack of innovation – takes away opportunities to increase access</li> <li>SMMEs tend to use technologies which are out-dated and also do not have an R&amp;D enabled culture</li> <li>Resistance to change</li> <li>Funding processes are cumbersome and need to be addressed</li> </ul>
	<ul style="list-style-type: none"> <li>Service Delivery</li> <li>USAF projects has been mainstreamed</li> <li>Clearly identified USAF beneficiaries</li> <li>USAASA/USAF has a Provincial foot print</li> <li>Operation Phakisa – is dependent on USAASA and DTPS and ECASA – adds value to the rollout in schools</li> <li>SA Connect – in the priorities areas of government the only entity rolling out broadband USAASA</li> <li>Performance Information</li> <li>Capable and dedicated performance management team</li> <li>Established reporting framework on monthly, quarterly and end of year</li> <li>M&amp;E framework in place</li> <li>Legislated mandate of performance reporting</li> <li>Compliance with reporting requirements</li> <li>Planning in accordance with the planning cycle and in accordance with the NT regulation</li> </ul>	<ul style="list-style-type: none"> <li>Performance Information</li> <li>Performance information to support the reported achievements lack credibility and is not reliable due to the reports submitted do not link the evidence criteria and the number of inaccuracies in recording data</li> <li>No performance culture on reporting performance information on stipulated timelines as per USAASA PM policy and national treasury guidelines and this compromises integrity and reliability of quarterly reports</li> <li>Lack of conducting evaluations to inform the improvement of program</li> <li>Inability provide an oversight on alignment between plans, execution and expenditure</li> </ul>	<ul style="list-style-type: none"> <li>Technology</li> <li>Space to automate the work of USAF</li> <li>Service Delivery</li> <li>High demand for free wifi connectivity</li> <li>The fourth industrial revolution</li> <li>Need for digitalisation of society</li> <li>SA connect implementation</li> </ul> <p><b>SMME Development</b></p> <ul style="list-style-type: none"> <li>ICT SMME strategy implemented to empower more local</li> <li>Training of local installers through the DPW program by amending the SLA and linking to DPW opportunities</li> <li>Integration performance information standards into the performance contract of the SM and EXCO</li> <li>Opportunity to up-skill and re-skill resources to address broadband requirements, market needs to digitise and therefore provide access to rural communities</li> <li>Focus on the strategic areas of the NDP which is driving growth and job creation in the ICT sector</li> <li>Collaborate on e-Government opportunities to maximise access to communities.</li> </ul>

**PROGRAM 1: BUSINESS SUPPORT SERVICES**

PROGRAM 1: BUSINESS SUPPORT SERVICES		THREATS	
FUNCTIONS	STRENGTHS	WEAKNESSES	
		OPPORTUNITIES	
Collaboration	<ul style="list-style-type: none"> <li>• Collaboration with other SOCs is very effective</li> <li>• There is an improved working relationship with DoC and continued support from DTPS</li> <li>• Good relationship with DTPS oversight branches and this contributed towards quality assurance of performance information reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Internal collaboration is very poor.</li> <li>• Poor coordination of implementation with other parties such as Operators CSI programs</li> <li>• Operating in silos – not partnering with other state entities, undermining the roles of other institutions in terms of broad brand</li> </ul>	<ul style="list-style-type: none"> <li>• The competition from other providers may block opportunities for service delivery.</li> <li>• Lack of collaboration minimises impact in communities</li> </ul>
Supply Chain Management	<p>Limited SCM capacity to effectively and efficient roll-out broad band projects</p>	<ul style="list-style-type: none"> <li>• Slow SCM processes has resulted in non-implementation of the broadband project</li> <li>• Irregularities in implementation of BDM projects</li> <li>• Financial Management</li> <li>• Inability to fully account for USAF funds due to the implementation of manual processes and the lag time between installation and reporting</li> <li>• Insufficient funding for manage connectivity</li> <li>• USAASA has not planned for the risks of accessing the Wi-Fi – e.g.</li> <li>• Operational budget is not cascaded down into quarterly and monthly plans in order to track the operational expenditure</li> </ul>	<ul style="list-style-type: none"> <li>• Review funding model for broadband</li> <li>• Regularise the procurement and supply chain management process in accordance with the national treasury requirements</li> <li>• Procurement irregularities threatens the existence of the agency</li> <li>• Unfavourable audit opinion</li> </ul>

## 2 REVISIONS TO LEGISLATIVE AND OTHER MANDATES

### 2.1 Constitutional Mandate

There were no changes to USAF's constitutional mandate.

### 2.2 Legislative Mandate

The National Integrated Information and Communication Technologies (ICT) Policy White Paper (2016), the National e-Strategy and the e-Government Strategy and Roadmap (November, 2017) that was approved by Cabinet may result in changes to USAF's mandate and structure

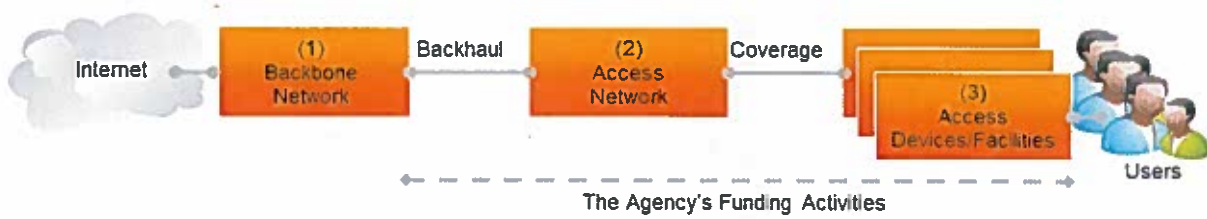
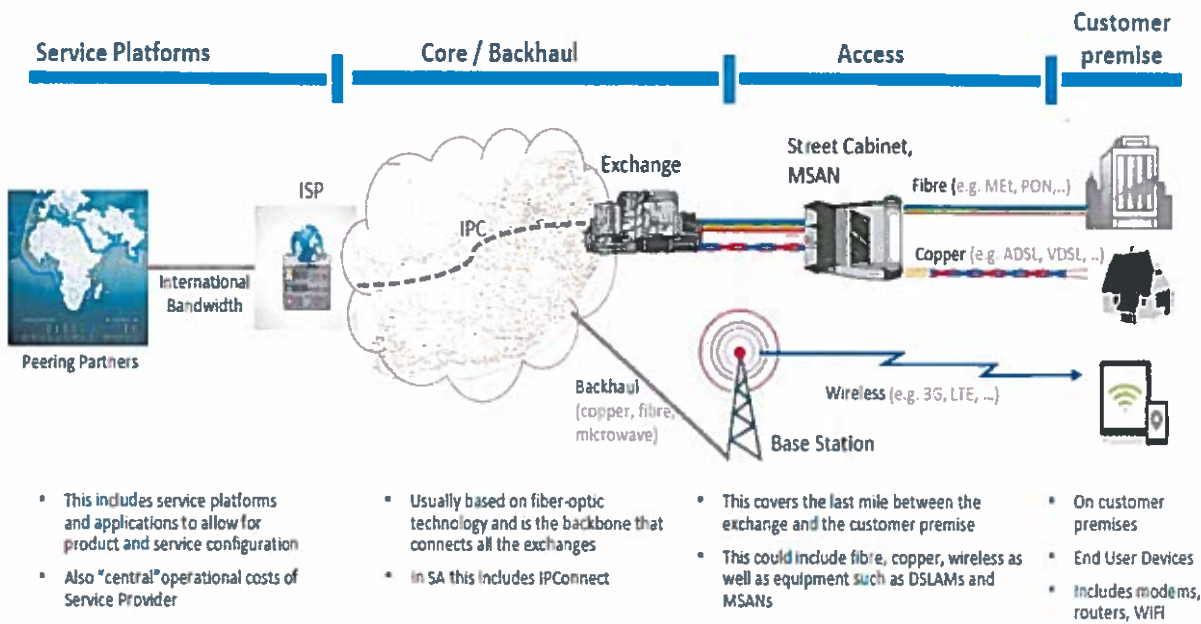
### 2.3 Policy Mandate

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.

The Minister of Telecommunications and Postal Services announced in his budget vote, 2015 the following eight (8) district municipalities will be the areas of focus for the next three years as the first phase of broadband rollout under the auspices of the South Africa Connect Policy:

- Dr. Kenneth Kaunda (NW)
- Gert Sibande (MP)
- O.R. Tambo (EC)
- Pixley ka Seme (NC)
- Thabo Mofutsanyane (FS)
- Umgungundlovu (KZN)
- Umzinyathi (KZN)
- Vhembe (LP)

USAF is aligning its activities to these municipalities in order to align to the South Africa Connect policy objectives and implementation plans. The Accounting Authority of USAF approved the National Strategy for Universal Service and Access which is the response to the NDP, SIP 15 and South Africa Connect, 2013 and also an integrated broadband model is also proposed which is depicted below:



Integrated Broadband model

### 3 OVERVIEW OF 2017/2018 BUDGET AND MTEF ESTIMATES

The USAF funding allocation is appropriated by Parliament through the Department of Telecommunications and Postal Services. This budget allocation is for the delivery of USAF projects pertaining directly to the expansion of ICT services and access in under-served areas in South Africa.

#### 3.1 Expenditure Estimates

The Fund's main source of revenues is transfers received from the Department of Telecommunications and Postal Services. To deliver on this strategy, USAF will require financial resources for the 2017/18 – 2019/2020 three-year period as illustrated on the table below:

	Audited Outcome	Audited Outcome	Audited Outcome	Estimated Performance	2018/19	2019/20	2020/2021
R thousand (R'000)	2014/15	2015/2016	2016/17	2017/18			
Revenue							
Tax revenue							
Non-tax revenue	50 997	98 452	108 696				
Transfers received	840 988	233 540	644 540	133 712	95 661	115 018	121 094
<b>Total revenue</b>	<b>891 985</b>	<b>331 992</b>	<b>753 236</b>	<b>133 712</b>	<b>95 661</b>	<b>115 018</b>	<b>121 094</b>
Expenses							
Current expenses							
Compensation of employees	-	-	-	-	-	-	-
Goods and services	70 126	66 738	96 469	133 712	95 661	115 018	121 094
<b>Total expenses</b>	<b>70 126</b>	<b>66 738</b>	<b>96 469</b>	<b>133 712</b>	<b>95 661</b>	<b>115 018</b>	<b>121 094</b>
Surplus/(Deficit)	821 859	265 254	656 767				

### 3.1 Relating Expenditure Trends to Strategic Outcome Oriented Goals

USAF Financial Estimates	Estimated Performance		
	2017/18 R'000	2018/19 R'000	2019/20 R'000
2020/2021 R'000			
Rand thousand			
Project Costs	3 522	3 727	3 936
Broadband infrastructure in under-serviced areas	31 227	33 037	34 887
Rapid deployment and connectivity	19 865	21 017	22 194
Broadcasting digital migration programme	79 098	37 880	54 001
Increased end-user demand			
Total Expenditure	133 712	95 661	115 018
			121 094

The table above depicts the USAF budget allocation for the 2017/18 financial year and the Medium-Term Expenditure Framework funding allocations. Over the medium - term USAF's spending focus will be on:

- the rollout of broadband infrastructure and provision of equipment to identified underserved municipal areas (including educational institutions, ICT centres and primary healthcare facilities);
- the rolling out of broadcasting digital migration and the main cost drivers will be subsidising the provision of set-top boxes and antennas to identified television owing needy households, and
- maintaining existing broadband networks to connected sites in underservices areas (i.e. within the initial 2-year period).

# PART B:

## PROGRAM AND SUB-PROGRAM PLANS





## 4 PROGRAM 1: BUSINESS OPERATIONS

The functions of USAF as per Section 82 of the ECA can be summarised as that of a facilitator and monitoring role to improve research capacity on universal service and access and to make recommendations to the Minister on policy issues. It has a mandate to provide accurate and credible information on universal service and access gaps.

Despite this clear mandate, growth in the South African ICT sector has not been accompanied by a realisation of the primary policy objectives of affordable access for all, to the full range of communications services that characterise modern economies. The challenges continue permeate with the main problem being:

Key objectives and outputs detailed in this APP have been drawn and aligned to the Universal Services and Access Strategy. The 2018/2019 APP will focus in the main on following programmes detailed in the Universal Services and Access Strategy:

- **Community and Institutional Broadband Access** - the greatest need and opportunity for South Africans to take full advantage of ICTs is to ensure widespread access to high quality broadband networks and services in all towns and villages. This will be done by the establishment of high-capacity broadband points-of-presence within currently unserved towns and villages, with last-mile broadband connections to local schools, post offices, health clinics, and government offices. Collaborative development of ICT facilities within each institution to ensure maximum public usage and benefit.
- **ICT Training and Capacity Building Support** – the main focus will be on USAF's infrastructure and service access programs, to ensure that users in remote and underserved areas are able to obtain the benefits of newly available ICT facilities and services.
- **Universal Access to Broadcasting** - will support the transformation and expansion of the broadcasting sector, to complement the provision of universal access to multimedia forms of communication and information. The focus of the 2017/2018 APP will be provision of Television Set-Top Boxes.

#### 4.1 Programme Performance Indicator and Annual Targets for 2017/18 – 2019/20

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: Establishment of Smart Villages through connectivity to Underserved and Unserved Areas								
1.1	Strategic Objective: Increased access to connectivity through the roll-out of electronic communication								
1.1.1	Number of underserved municipal areas with access to electronic communication infrastructure that is functional	2	2	2	2	2	2	2	2
		municipal areas have access to electronic communication infrastructure	municipal areas have access to electronic communication infrastructure	municipal areas have access to electronic communication infrastructure	newly identified municipal areas have access to electronic communication infrastructure	municipal areas have access to electronic communication infrastructure	municipal areas have access to electronic communication infrastructure	municipal areas have access to electronic communication infrastructure	municipal areas have access to electronic communication infrastructure
1.1.2	Number of existing sites with internet connectivity	57	63	68	680	680	953	1 253	1 253
		existing sites with internet connectivity	existing sites with internet connectivity	existing sites with internet connectivity	existing sites with internet connectivity	existing sites with internet connectivity	existing sites with internet connectivity	existing sites with internet connectivity	existing sites with internet connectivity
1.1.3	Number of new sites with internet connectivity	N/A	N/A	N/A	609	270	300	330	330
		N/A	N/A	N/A	new sites with internet connectivity	new sites with internet connectivity	new sites with internet connectivity	new sites with internet connectivity	new sites with internet connectivity
1.2	Strategic Objective: Increased access to Digital Broadcasting Services								
1.2.1	Number of set-top boxes and antennae procured	New	1,500,000	0	181,399	22 282	31 765	33 365	33 365
		set up boxes	set up boxes	set up boxes	set up boxes	set up boxes	set up boxes	set up boxes	set up boxes
1.2.2	Percentage of set-top boxes and antennae distributed for registered users	New	24%	50%	60%	100%	100%	100%	0

## 4.2 Quarterly Targets for 2018/2019

Programme Performance Indicators	Reporting Period	2018/2019 Annual Target	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Strategic Goal: Establishment of Smart Villages through connectivity to Underserviced and Unserved Areas</b>						
<b>Strategic Objective: Increased access to connectivity through the roll-out of electronic communication infrastructure</b>						
1.1.1	Quarterly	2 newly identified municipal areas have access to electronic communication infrastructure <sup>5</sup>	25% of the infrastructure will be network deployed in the 2 areas	50% of the infrastructure will be network deployed in the 2 areas	75% of the infrastructure will be network deployed in the 2 areas	100% of the infrastructure will be network deployed in the 2 areas
			<ul style="list-style-type: none"> <li>536 existing educational institutions with internet connectivity maintained</li> <li>73 existing clinics with internet connectivity maintained</li> <li>71 existing public Wi-Fi hotspots with internet connectivity maintained</li> </ul>	<ul style="list-style-type: none"> <li>536 existing educational institutions with internet connectivity maintained</li> <li>73 existing clinics with internet connectivity maintained</li> <li>71 existing public Wi-Fi hotspots with internet connectivity maintained</li> </ul>	<ul style="list-style-type: none"> <li>536 existing educational institutions with internet connectivity maintained</li> <li>73 existing clinics with internet connectivity maintained</li> <li>71 existing public Wi-Fi hotspots with internet connectivity maintained</li> </ul>	<ul style="list-style-type: none"> <li>536 existing educational institutions with internet connectivity maintained</li> <li>73 existing clinics with internet connectivity maintained</li> <li>71 existing public Wi-Fi hotspots with internet connectivity maintained</li> </ul>
1.1.2	Quarterly	Number of existing sites with internet connectivity maintained	680 existing sites with internet connectivity maintained			

<sup>5</sup> The 2 municipal areas with access to electronic communication infrastructure refers to newly identified areas that USAASA will roll out the electronic communication infrastructure. Internet connectivity to sites will be done in the 2019/2020 financial year.

Programme Performance Indicators	Reporting Period	2018/2019 Annual Target	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1.3 Number of new sites with internet connectivity	Quarterly	270 new sites with internet connectivity of which: <sup>6</sup> <ul style="list-style-type: none"> <li>180 educational institutions</li> <li>32 clinics</li> <li>15 public offices</li> <li>3 municipal offices</li> <li>40 public Wi-Fi hotspots</li> </ul>	66 new sites with internet connectivity of which: <sup>7</sup> <ul style="list-style-type: none"> <li>45 educational institutions</li> <li>8 clinics</li> <li>3 public offices</li> <li>0 municipal offices</li> <li>10 public Wi-Fi hotspots</li> </ul>	132 new sites with internet connectivity of which: <sup>8</sup> <ul style="list-style-type: none"> <li>90 educational institutions</li> <li>16 clinics</li> <li>5 public offices</li> <li>1 municipal offices</li> <li>20 public Wi-Fi hotspots</li> </ul>	201 new sites with internet connectivity of which: <sup>9</sup> <ul style="list-style-type: none"> <li>135 educational institutions</li> <li>24 clinics</li> <li>10 public offices</li> <li>2 municipal offices</li> <li>30 public Wi-Fi hotspots</li> </ul>	270 new sites with internet connectivity of which: <ul style="list-style-type: none"> <li>180 educational institutions</li> <li>32 clinics</li> <li>15 public offices</li> <li>3 municipal offices</li> <li>40 public Wi-Fi hotspots</li> </ul>
1.2 Strategic Objective: Increased access to Digital Broadcasting						
1.2.1 Number of set-top boxes and antennae procured	Quarterly	22 282 set-top boxes and antennae procured <sup>10</sup>	0 set-top boxes and antennae procured	0 set-top boxes and antennae procured	11 141 set-top boxes and antennae procured	11 141 set-top boxes and antennae procured
1.2.2 Percentage of set-top boxes and antennae distributed for registered users	Quarterly	100% of set-top boxes and antennae distributed for registered users	0	0	50% of set-top boxes and antennae distributed for registered users	100% of set-top boxes and antennae distributed for registered users

<sup>6</sup> The 270 new sites connected will use the electronic communication infrastructure rolled out in the 2017/2018 financial year.

<sup>7</sup> The 270 new sites connected will use the electronic communication infrastructure rolled out in the 2017/2018 financial year.

<sup>8</sup> The 270 new sites connected will use the electronic communication infrastructure rolled out in the 2017/2018 financial year.

<sup>9</sup> The 270 new sites connected will use the electronic communication infrastructure rolled out in the 2017/2018 financial year.

<sup>10</sup> The total number of set-top-boxes to be procured have been reduced due to budget reduction of R250 million by National Treasury.

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

Programme 1: Operations	Audited Outcomes			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
					2018/19	2019/2020	2020/2021
	2014/15	2015/16	2016/17				
Project Costs	705	1 080	1 518	3 522	3 727	3 936	4 15
Broadband infrastructure in under-serviced areas	36 833	44 502	17 796	31 227	33 037	34 887	36 80
Rapid deployment and connectivity	25 804	16 813	11 868	19 865	21 017	22 194	23 41
Broadcasting digital migration programme	9 664	4 343	65 287	79 098	**37 880	54 001	56 72
Increased end-user demand		-					
<b>Total Expenditure</b>	<b>73 006</b>	<b>66 738</b>	<b>96 469</b>	<b>133 712</b>	<b>95 661</b>	<b>115 018</b>	<b>121 094</b>

\*\* The current allocation of broadcasting digital migration programme has been reduced by R250 million by National Treasury and the analogue signal will be permanently switched off in June 2019 as announced by the Minister of Communications. The Minister of Communications is engaging National Treasury on additional funding allocation for Broadcasting digital migration programme as there are more than 7 million households in South Africa earning below the threshold of R3200 a month that would be eligible for subsidisation and therefore the budget and MTEF allocation may be adjusted as per the priority of the Ministry of Communications.

Relating expenditure trends to strategic outcome oriented goals

The above MTEF budget allocations will contribute to the realisation of the Fund's strategic outcome oriented goals over the MTEF period.

# PART C:

## LINKS TO OTHER PLANS



## **5. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS**

Ideally, the 2016/2017 targets presented herein should be in preparation for a larger deployment as informed by the National Strategy on Universal Service and Access. Unfortunately, due to funding constraints, the mass deployment of infrastructure cannot be planned for as additional funds are yet to be allocated against the identified access gaps. This invariably poses a risk to the country's 2020 goals and ultimately to the National Development Plan.

The project – delivery scope of the Fund is influenced by the following plans amongst others:

1. National Development Plan
2. The National Growth Path
3. The Broadband Policy (SA Connect)
4. The Presidential Infrastructure Coordinating Commission (SIP 15)

## **6. CONDITIONAL GRANTS**

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

## **7. PUBLIC-PRIVATE PARTNERSHIPS**

USAF has not engaged in any Public Private

# PART D:

## TECHNICAL INDICATOR DESCRIPTIONS





## INDICATOR 1

<b>Indicator title</b>	<b>Number of underserved areas with access to electronic communication infrastructure that is functional</b>
<b>Short definition</b>	This indicator measures the number of underserved areas (municipalities located in rural areas) that were provided with electronic communication infrastructure resulting in underserved area being connected. The targeted local municipalities are Port St Johns and Ingquza Hill at OR Tambo District Municipality, Eastern Cape.
<b>Purpose/importance</b>	Deployment of electronic communication infrastructure is crucial to delivering broadband services to South Africans and to overcoming the so-called "digital divide" between connected urban citizens and those living in rural areas. To mitigate these issues, it is critical that electronic communication infrastructure is monitored. The infrastructure has to be functional
<b>Source/collection of data</b>	Completed Infrastructure Reports indicating the infrastructure deployed and its functionality to the underserved municipal areas. Functionality is measured by providing proof that at least one end-point is able to connect to the internet. Proof is comprised of sign-off by ICASA showing speed test results.
<b>Method of calculation</b>	Simple count
<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>	No
<b>Desired performance</b>	2 underserved municipal areas
<b>Indicator responsibility</b>	Executive Manager USAF

## INDICATOR 2

<b>Indicator title</b>	<b>Total number of 680 existing sites with internet connectivity</b>
<b>Short definition</b>	This indicator measures the number of existing sites with internet connectivity continued from prior financial years
<b>Purpose/importance</b>	This indicator assists USAF in measuring the maintenance of the sites where broadband was deployed. To ensure that the ICT infrastructure deployed is functioning optimally it would be critical to conduct maintenance as per the maintenance schedule
<b>Source/collection of data</b>	Report showing that the site has internet access
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Performance
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Significantly Changed
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• 536 educational institutions</li> <li>• 73 clinics</li> <li>• 71 public Wi-Fi hotspots</li> </ul>
<b>Indicator responsibility</b>	Executive Manager USAF

### INDICATOR 3

Indicator title	Total number of 270 new sites with internet connectivity
Short definition	This indicator measures the number of new sites with internet connectivity. The infrastructure would have been rolled out in the previous financial year
Purpose/importance	This indicator assists USAF in measuring the increase in the number of sites where broadband was deployed. To ensure that broadband deployment expands, new sites need to be added to the network on an annual basis
Source/collection of data	Report showing that the site has internet access
Method of calculation	Simple count
Data limitations	None
Type of indicator	Performance
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Significantly Changed
Desired performance	<ul style="list-style-type: none"> <li>• 180 educational institutions</li> <li>• 32 clinics</li> <li>• 15 public offices</li> <li>• 3 municipal offices</li> <li>• 40 public Wi-Fi hotspots</li> </ul>
Indicator responsibility	Executive Manager USAF

### INDICATOR 4

Indicator title	Number of set-top boxes and antennae procured and produced
Short definition	This indicator measures the number of set-up - boxes procured by USAF as part of the assigned responsibility to procure top boxes & antennae for distribution to identified TV - owning needy households
Purpose/importance	To subsidise identified TV - owning needy households for purposes of ensuring access to quality broadcasting services (digital access to TV)
Source/collection of data	Procurement and delivery records for set-top-boxes and antennae
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	22 282 set-top boxes and antennae procured
Indicator responsibility	Executive Manager USAF

## INDICATOR 5

<b>Indicator title</b>	<b>Percentage of set-top boxes and antennae distributed for registered users</b>
<b>Short definition</b>	This indicator measures the number of procured set-top boxes and antennae distributed to registered users
<b>Purpose/importance</b>	To ensure that the set-up-boxes and antennae are with the TV - owning needy households that have applied for these services
<b>Source/collection of data</b>	Distribution schedule
<b>Method of calculation</b>	Of the total number of set-top boxes and antennae procured, how many have been distributed. Numerator – number of set-top boxes and antennae distributed Denominator – total number of set-top boxes and antennae for the financial year
<b>Data limitations</b>	None
<b>Type of indicator</b>	Performance
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	100% qualified registered users with Set-Top Boxes and antennae
<b>Indicator responsibility</b>	Executive Manager USAF





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