FIRST QUARTER REPORT FOR 2011/12

APRIL TO JUNE 2011

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1. GLOSSARY

The Agency	**USAASA**
DoC	**Department of Communications**
DoBE	**Department of Basic Education**
DoHE	**Department of Higher Education**
ECA	**Electronic Communications Act**
EXCO	**Executive Committee**
FET	**Further Education and Training**
GCIS	**Government Communication Information System**
GIS	**Geographic Information System**
HR	**Human Resources**
ICASA	**Independent Communications Authority of South Africa**
ICT	**Information Communication Technology**
MDDA	**Media Diversity Development Agency**
MoU	**Memorandum of Understanding**
MTEF	**Medium Term Expenditure Framework**
SCM	**Supply Chain Management**
SLA	**Service Level Agreement**
ToR	**Terms of Reference**
USAF	**Universal Service and Access Fund**
USAASA	**Universal Service and Access Agency of South Africa**

2. EXECUTIVE SUMMARY

2.1   CORPORATE GOVERNANCE

USAASA subscribes to the principles contained in the Code of Corporate practices and conduct as recommended by King III and is committed to applying the principles of the PFMA and related regulations.

During this quarter the following meetings and activities were held:

DATE	MEETING/ACITIVITY
28 March – 1 April	Portfolio Committee on Communications oversight undertook visit to Eastern Cape and KwaZulu Natal Provinces where a number of USAASA projects were visited and engagement with key stakeholders were held. USAASA management accompanied the memebers and hosted a stakeholder function where other SOE's executive leadership were present.
13 April	Presentation of the 2011/12 Business Plan to the Minister of Communications.
19 April	Presentation of the 2011/12 Business Plan to the Portfolio Committee on Communications in Parliament. The Committee welcomed the Agency's strategic direction and commitment towards ensuring the roll out of infrastructure in the Country
12 – 13 May	Launch by the Minister of Communications of the Msinga project and Impendle hand-over project in Kwa Zulu Natal.
10 – 14 May	ICT Fair Information Society Conference in Pietermaritzburg
14 May	Launch of the Ulwazi ICT Centre by Deputy Minister in New Crossroads in cape Town

17 May	**World Telecommunications Day celebrations were held at Attridgeville where the Deputy Minister addressed students on the importance of ICT's in education. In Durban the Minister held a media breakfast briefing.**
20 May	**Audit & Risk Management sub committee meeting in preparation of the Board meeting**
31 May	**Attendance of the Minister of Communications Budget Vote Speech in Parliament.**
23 May **4 June**	**Finance & Business Development sub committee meeting in preparation of the Board meeting. Due to the scope and responsibility of the Committee the meeting was held over two days to ensure that adequate time was allocated to deliberate and consider reports and submissions.**
24 May **3 June** **24 June**	**HR & Remuneration sub committee meeting was held over different times to adequately prepare for the Board meeting. EXCO presented submissions on amongst others the 2010/11 performance bonus payments; report on the migration and performance of units and recommendations thereon.**
25 June	**Board meeting.**
26 – 30 June	**Two members of the Business Development Unit attended the CTO Fixed and Mobile WiMax Training Course in the Port of Spain, Trinidad and Tobago.**

During the quarter under review the Board members visited several USAASA projects in the different Provinces as part of its leadership, oversight and responsibility role in ensuring that universal service and universal access is addressed in the under-serviced areas of the country to bridge the digital divide. Engagements with key stakeholders were held and a number of Co-operation Agreements and Memorandum of Understandings with other SOE's are currently being finalized to enhance and strengthen partnerships with stakeholders.

USAASA is a country member of the Commonwealth Telecommunications Organisation (CTO) and as a result of the strategic positioning of USAASA on universal service and universal access, the Board and CEO will be representing USAASA at key international events where

high level presentations will be presented on universal service and universal access as part of the mandate, the broadband infrastructure, digital migration, rural development and lessons learned on the roll out of infrastructure in under-serviced areas.

The Agency is collaborating with the CTO on training and development possibilities in areas pertaining to the universal service and access and technology matters. As a result thereof a number of employees will be attending training courses in this regard during the course of the year.   The attendance of these training courses will enable the Agency to learn and apply international best practice in a number of areas such as in the funding, design and deployment of networks in under-serviced areas.

2.2.   EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER

The first quarter has been exhilarating to say the least. It has been a quarter to make any leader proud of his or her team. With the pressures and delays resulting from the local government elections, I have been particularly impressed by the degree to which the USAASA team has been able to come together to respond to the mandate whilst continuing to engage and promote business plan imperatives.   To the team, I salute you.

Stakeholder engagement and programme launches have characterized much of quarter one in a bid to solidify partner relations critical to end-to-end roll-out of the programmes. I am particularly proud of the major focus on the young citizen of South Africa given that it is this constituency that is going to enable us to see greater uptake and useage of technology systems in our country thereby adding to the Minister's vision. Our focus on schools is also particularly encouraging as it finds impetus in provincial education plans, an element that has been lacking in the past. The school going youth of South Africa is set to leap frog into an exciting arena of conversation that knows no boundaries and transcends the cultural, social and political. It is indeed exciting to be part of elevating the movement to emancipate the mind. Last year saw the Agency take a decision to establish a state of readiness with respect to the Broadcasting Digital Migration (BDM) project and I am pleased to see progress towards that state is well under way. What we are intent on is ensuring that foundations for public

awareness drives are well articulated and founded. The provincial engagements to date are encouraging and the team has been received well.

On the Broadband project, while the initial concept was based on a smaller subsidy in partnership with other funding stakeholders, it has somewhat evolved in light of costing requirements of such projects. On our books this year for this programme is Tzaneen which comes on the back of Msinga launched earlier in the quarter by the Minister. Tzaneen is set to present us with yet another potential model. What is perhaps of particular interest in this project is the fact that partners are predominantly government players thus demonstrating the power of a unified objective in achieving service delivery in much the same way as the 2010 Soccer World Cup did

On a sad note, while we had hoped to continue other broadband projects from last year, in particular Emalahleni and Greater Giyani, we have had to relinquish participation in them. It is from this stand point that we will challenge the private sector to consider models that will work in these environs as much of the stakeholder engagement has been completed.

All these projects represent an era in which USAASA is proactive and no longer reactionary in approach. Internally, matters relating to the structure and refinement thereof are being dealt with and closer to finality. What must be said though is that the additional staff compliments in addition to the PMO formation, and is starting to show fruits.

This quarter were had to prepare and submit the Annual Financial Statements to the Auditor General (AG) for audit, and see the audit through to the end of July 2011. The AG has expressed a sense of appreciation for the work done on improving efficiencies system of internal control and on how we responded and attended to their information requests and queries. The Agency wants to maintain the archival of the clean audit (Unqualified Opinion) with a reduction in a number of findings from the AG, and want to continue reducing the quarterly variance on under spending the transfers received from the Department of Communication.

That said, I look forward to an even more fruitful and exciting ensuing quarters as we witness more tangible delivery to the people.

Phineas Moleele

CEO

DIVISIONAL REPORTS

3. UNIT PROGRAMMES

3.1 CHIEF EXECUTIVE OFFICER'S UNIT

3.1.1 PERFOMANCE MANAGEMENT

Corporate Strategy / Theme: Achieve project based organisational excellence	Strategically Linked Objectives			
Objective: ♦ To track. measure, monitor and evaluate business units, provincial offices and projects performances	**Co-ordinator of the objective:** ♦ Head Performance Management			
2011/12 Target: ♦ Efficient enterprise, planning & reporting	**Responsibilities for Measurement:** ♦ Head Performance Management			
Key Performance Indicator(s): ♦ Accurate and timely monthly performance reports	**Formula for calculation of the KPI(s):** ♦ Not Applicable	**Unit of measurement** ♦ Quantitative	**Frequency and date of first measurement:** ♦ Quarterly	
♦ **Initiatives to enable to measurement and tracking of progress:** ♦ Enable automated & efficient business operations ♦ Optimally efficient IT system		**Action by:** ♦ Head of Performance Management	**Date:** ♦ On-going	**Done:** ♦ On-going
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**

Q1 Target	Measurable objectives	Achieved	Not achieved & Remedial action	Comments	
♦ Implement an effective performance management system to increase Organisational Performance	♦ Align to the best practice performance management guidelines ♦ Develop Performance Rewards Programs in line with Business Plan ♦ Facilitate PM training workshops for management and staff ♦ Ensure 100% Performance Agreements and PDPs (Performance Development Plans)				NIL

Activity	April – June 11 Milestone	July – Sept 11 Mile stone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget

• To track, measure and monitor business units	• Ensured that officials sign their performance contracts and assessments. • All managers, Senior Managers and Executive Managers to be given a one day workshop on the Development of the Operational Plan as well as how to best report on quarterly and monthly performance	Achieved. Achieved			

Activity	April – June 11 Milestone	July – Sept 11 Mile stone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
• On-going monitoring and evaluation of divisions, provincial offices & projects performance	• Corporate quarterly performance management reports				NIL

Q1 Target	Measurable objectives	Achieved	Not achieved & Remedial action	Comments	
To evaluate business units	• Updated the Annual Business Plan and the quarterly reports in line with the restructuring of the Agency • Develop the operational plan • Design a new monthly report template.	Achieved Achieved Achieved			NIL

3.1.2. STAKEHOLDER MANAGEMENT

Corporate Strategy / Theme: To facilitate multi-sect oral networks towards improving the public profile of USAASA		Strategically Linked Objectives	
Objective: ♦ To ensure effective and efficient profiling of the Agency and its deliverables		**Co-ordinator of the objective:** ♦ Head of Performance Management	
2011/12 Target: ♦ Provide systems and communications support to both internal & external stakeholders in order to promote the knowledge and importance of USAASA in the country		**Responsibilities for Measurement:** ♦ Senior Manager Stakeholder Management	

Key Performance Indicator(s): ♦ Improved publicity and stakeholder sentiment	Formula for calculation of the KPI(s): ♦ Not Applicable	Unit of measurement: ♦ Qualitative	Frequency of measurement: ♦ On-going
Initiatives to enable measurement and tracking of progress: ♦ Documented communication strategy for both internal & external stakeholders ♦ Documented processes & procedures for Stakeholder Management ♦ Development of the intranet for internal purposes ♦ Documented media & stakeholder liaison plans ♦ Design and development of communication brochures ♦ Projects publicity in the media and other communication channels ♦ Promotion of USAASA brand through electronic media i.e. Radio and TV shows		**Action by:** ♦ Senior Manager Stakeholder Management	**Date:** ♦ On-going	**Done:** ♦ On-going

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Stakeholder Relations & Marketing Communications Strategy	♦ Develop strategy & plans for approval ♦ Establish marketing communications policy ♦ Establish baseline research ♦ Drive strategy plans				NIL
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	

♦ Develop stakeholder partner strategy & plan ♦ Develop supporting policy ♦ Establish service level metrics ♦ Facilitate stakeholder engagement	♦ Strategy document to be re-submitted to EXCO ♦ Consultation & Revision ♦ Sub Committee review ♦ The Policy has been drafted and awaits approval	♦ The strategy is still in draft form ● Achieved ● Not achieved ● Pending approval	● The task will be completed in the next quarter. ● Baseline research yet to be undertaken ● Dependant on approval	● Task to be completed in Q2 ● Delays caused by staff deficiency	NIL
Activity	**April – June 11 Milestone**	**July – Sept 11 Mile stone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ Stakeholder Management	♦ Develop stakeholder partner and strategy plan ♦ Develop supporting policy ♦ Establish service level metrics ♦ Facilitate stakeholder engagement				
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	
♦ Stakeholder strategy plan ♦ Policy in place ♦ Service level metrics ♦ Facilitate Stakeholder engagement	♦ Submitted to EXCO ♦ Pending approval ♦ Approved ♦ Stakeholder activations	♦ Not achieved. ♦ Pending approval ♦ Achieved	♦ It was not achieved due to staff shortages in the division during this quarter however this will be addressed in the next quarter	Stake holder engagement undertaken as follows: - ♦ Msinga launch ♦ Budget vote ♦ Crossroads launch ♦ QwaQwa June 16 ♦ Parliament Portfolio committee oversight visit	
Activity	**April – June 11 Milestone**	**July – Sept 11 Mile stone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**

					NIL
♦ Develop and drive USAASA brand campaign (s)	♦ Develop external communications policy & strategy ♦ Implement public relations plan ♦ Develop events strategy & plans ♦ Establish planning guides & reports ♦ Establish activation & sponsorship policy ♦ Establish summits sponsorship drive ♦ Quarterly Newsletter Bulletin production				

Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	
♦ Develop external communications policy & strategy ♦ Develop events strategy & plans ♦ Establish planning guides & reports Establish activation & sponsorship policy ♦ Establish summits sponsorship drive ♦ Quarterly Newsletter Bulletin production	♦ Integrated marketing communications strategy ♦ PR & Media relations plan ♦ Planning and reporting templates ♦ Sponsorship package documents ♦ Summit activation ♦ Newsletter published	♦ Not achieved ♦ Not achieved ♦ Achieved ♦ Not achieved ♦ Not achieved ♦ Not achieved	♦ All the activities are earmarked for the next quarter	♦ Forms part of integrated marketing communications ♦ PR/Media relations plans are dependent on strategy approval ♦ Planning and guidelines are in place ♦ Policy have been drafted ♦ Sponsorship document outstanding.	

Activity	**April – June 11 Milestone**	**July – Sept 11 Mile stone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ Annual Report	♦ Facilitating the development of Annual Report				NIL

Q1 Target	Measurable objective	Achieved	Not achieved & Remedial action	Comments	
♦ Production of the Annual report	♦ Submit project action plan ♦ Procure service provider to produce the annual report	Achieved Achieved			

3.1.3. AUDIT SERVICES

Corporate Strategy / Theme: Ensure the optimal functioning of the Agency through the attainment of set objectives in accordance with the approved strategy to deliver on its mandate			Strategically Linked Objectives			
Objective: ♦ To ensure stable internal control environment			**Co-ordinator of the objective:** ♦ Head Performance Management			
2011/12 Target: ♦ Ensure the optimal functioning of the Agency through the attainment of set objectives in accordance with the approved strategy to deliver on its mandate			**Responsibilities for Measurement:** ♦ Senior Manager Internal Audit Services			
Key Performance Indicator(s): ♦ 100% of the approved internal audit plan executed, Compliance by Business Units with the prescribed policies and processes, reduction in the number of internal/external audit findings	**Formula for calculation of the KPI(s):** ♦ Not Applicable		**Unit of measurement:** ♦ Quantitative		**Frequency of measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Stable internal control environment ♦ Unqualified external audit opinion			**Action by:** ♦ Senior Manager Internal Audit Services	**Date:** ♦	**Done:** ♦	
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**	
♦ Three year rolling strategic plan	♦ still awaiting the finalization of the risk assessment review currently at the completion phase				R500 000	
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**		

♦ Develop a three year strategic plan	♦ Risk assessment review	♦ Partially achieved	♦ Workshops were held with the Executive Management, Senior Management	♦ This process should be completed during the next quarter	
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ Annual operational plan	♦ Develop plans in line with the strategic objectives of the Agency				NIL
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	
♦ An annual operational plan with key strategic objectives for internal audit	♦ Detailed plan with key strategic objectives	Not achieved	♦ Still waiting for the finalisation of the risk management document to ensure all key areas are covered		NIL
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ Conduct internal audits	♦ Conduct follow up audits on previously completed audits and also focus on performance management audit				NIL
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	
♦ Focus on performance management audit	♦ A detailed report on the performance management audit.	Achieved			

3.2. BUSINESS DEVELOPMENT SERVICES (BDS)

3.2.1 Business Development Services/ National Programs

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans				Strategically Linked Objectives	
Objective: ♦ Facilitate interventions in ensuring affordable and equitable access and usage				**Co-ordinator of the objective:** ♦ Head of Business Development Services (BDS)	
2011/12 Target: ♦ 367,000 subsidised Set Top Boxes (STB) distributed ♦ 448,558 subsidised Set Top Boxes (STB) distributed				**Responsibilities for Measurement:** ♦ Senior Manager BDS	

Key Performance Indicator(s): ♦ Percentage of poor TV-owning households subsidised (for purchase of STBs as part of Broadcast Digital Migration)	Formula for calculation of the KPI(s): ♦ Number of Subsidies awarded	Unit of measurement: ♦ Quantitative	Frequency of measurement: ♦ Quarterly

Initiatives to enable measurement and tracking of progress: ♦ Facilitate access amongst poor TV owing households to Digital Broadcasting Services ♦ Subsidisation of STB's for poor TV owing households	Action by: ♦ Senior Manager BDS	Date:	Done:

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
BASELINE BUDGET					
Broadcasting Digital Migration : 2010/2011 Budget: Subject to Approval of rollover					R180 million
Broadcasting Digital Migration : 2011/2012 Budget: Approved Baseline Budget					R220 million
♦ Plan and design Broadcasting Digital Migration Programme	♦ Establish partnership with public and private sectors ♦ Design systems and processes for subsidies				R23 million

Q1 Target	Measurable objectives	Achieved	Not achieved & Remedial action	Comments	
♦ Establish partnership with public sectors	♦ Convene at least five meetings with key stakeholders (SABC, DoC., Retailers, ICASA and SABS.)	Achieved		Subsidisation process and means test proposal are subject to finalisation after consultation with the DoC.	
♦ Design systems and processes for subsidies	♦ Design a Communication Strategy and Plan for the subsidy model	Achieved			
	♦ Establish Stakeholder Engagement Plan	Achieved			
	♦ Develop Application and verification system and prototype subsidy coupon. "Means Test" is pending Approval	Achieved			

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans		Strategically Linked Objectives		
Objective: ♦ Facilitate interventions which result in affordable and equitable access and usage to ICTs		**Co-ordinator of the objective:** ♦ Head of Business Development Services (BDS)		
2011/12 Target: ♦ One Under-serviced areas with BB infrastructure		**Responsibilities for Measurement:** ♦ Senior Manager BDS		
Key Performance Indicator(s): ♦ One under-serviced area covered with broadband infrastructure	**Formula for calculation of the KPI(s):** ♦ Number of Municipalities connected	**Unit of measurement** ♦ Quantitative	**Frequency of measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Increase in Broadband access ♦ Deployed Broadband Infrastructure		**Action by:** ♦ Senior Manager BDS	**Date:**	**Done:**

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
BASELINE BUDGET					
Baseline Budget: Broadband Infrastructure in Under-Serviced Areas					**R9 million**
♦ Limpopo: Meraka Institute (CSIR) - Sekhukhune Schools Connectivity: Backhaul Connectivity to 150 schools in Tzaneen	♦ Requirements gathering ♦ Consolidation of business case ♦ Appointment of service provider for network design				R9 million
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	

♦ Gather information on requirements for implementation ♦ Consolidation of business case and appointment of service provider to design the network	♦ A workshop with key stakeholders was conducted (GTM, DoC. & CSIR) to gather requirements for business case to enable the Agency to appoint a service provider	Achieved		♦ The project concept phase is under review as a result of misalignment with key stakeholders. Therefore, the deliverables for subsequent quarters reports will be amended accordingly and will be aligned with the new project plan.	

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans	Strategically Linked Objectives			
Objective: ♦ Facilitate interventions in ensuring affordable and equitable access and usage		**Co-ordinator of the objective:** ♦ Head of Business Development Services (BDS)		
2011/12 Target: ♦ 44 access centres		**Responsibilities for Measurement:** ♦ Senior Manager BDS		
Key Performance Indicator(s): ♦ Increased access to sustainable ICT services ♦ Fully functional and sustainable public access facilities	**Formula for calculation of the KPI(s):** ♦ Number and accessibility of Public Access facilities deployed	**Unit of measurement** ♦ Quantitative	**Frequency and date of first measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Number of new public access facilities		**Action by:** ♦ Senior Manager BDS	**Date:**	**Done:**

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
BASELINE BUDGET					
Baseline Budget Rapid Deployment of Access Centres					R19, 8 million

					R19,800,000.00
♦ Implementation of rapid deployment strategy: Establishment of 44 access centres	♦ Establishment of 20 Access Centres				
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	
Establishment of 20 Access Centres	Deployment of 20 Access centres	• Not Achieved:	The establishment of the 20 access centres has not commenced	• Due to the backlog from last financial year's deliverables BDS has resolved to review the Project's MoU's (between Service Provider and Public Access Centres operators); as well as the SLA between USAASA and service provider. This intervention will ensure the streamlining of the project and expedite the roll-out process whilst the project's quality and costs are not compromised .	

Corporate Strategy / Theme: Monitor and evaluate the extent to which universal access and services have been achieved in order to assess the impact of the ECA in this regard		Strategically Linked Objectives			
Objective: ♦ Monitor and evaluate access of effective use and social appropriation			**Co-ordinator of the objective:** ♦ Head of Business Development Services (BDS)		
2011/12 Target: ♦ GIS Map of public access facilities ♦ Audit of all public access ICT centre ♦ Development of measurable ICT access and impact indicators ♦ Implementation of a monitoring and evaluation tool			**Responsibilities for Measurement:** ♦ Senior Manager BDS		
Key Performance Indicator(s): ♦ GIS system implemented ♦ Audit report of all public access ICT centres and venues ♦ The number of empiriically validate national indicators in key categories on universal access approved ♦ Monitoring and evaluation tool implemented		**Formula for calculation of the KPI(s):** ♦ Monitoring and Evaluation report	**Unit of measurement** ♦ Quantitative	**Frequency and date of first measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ GIS mapping of public access ICT centres ♦ Audit of all public access ICT centres ♦ Development of measurable ICT access and impact indicators ♦ Implementation of a monitoring and evaluation tool			**Action by:** ♦ Senior Manager BDS	**Date:**	**Done:**
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
BASELINE BUDGET					
Baseline Budget :Monitoring and Evaluation					**R975 832.00**

					R975 832
♦ Development of measurable ICT access and impact indicators	♦ List of agreed upon ICT access and impact indicators: ♦ Completion of baseline research on ICT Indicators and indicators of universal access , universal service and impact indicators, ♦ Identification of sources of information, ♦ Engagement with Statistics South Africa on development of measurable indicators, ♦ Engagement of other possible sources of information for indicators,				
Q1 Target	**Measurable objectives**	**Achieved**	**Not achieved & Remedial action**	**Comments**	
♦ List of agreed upon ICT impact indicators	♦ Agree with all key stakeholders on a list of ICT indicators	Achieved			
	♦ Baseline research on ICT indicators and indicators of Universal access, Universal service and impact indicators	Achieved			
	♦ Identification of sources of information	Achieved			
	♦ Engagement of Statistics South Africa for assistance on measurable indicators	Achieved			
	♦ Engagement of possible sources of information for indicators	Achieved			

3.2.2 RESEARCH, STRATEGY AND POLICY

Corporate Strategy / Theme: Undertake continuous research to promote, encourage, facilitate and offer guidance regarding universal service and access		Strategically Linked Objectives		
Objective: ♦ Offer guidance regarding universal service and access, in view to inform policy and regulatory processes		**Co-ordinator of the objective:** ♦ Head of Business Development Services (BDS)		
2011/12 Target: ♦ Feasibility Study on national Broadband		**Responsibilities for Measurement:** ♦ Senior Manager BDS		
Key Performance Indicator(s): ♦ A Universal Access and Service Strategy which encompasses clear identification of access, usage and uptake of ICT's, appropriate models of access and funding, with clear targets and indicators linked to the current government's five year plan, DoC's programmes of action and the Millennium Development Goals and World Summit on Information Society Goals.	**Formula for calculation of the KPI(s):** ♦ Strategy Document	**Unit of measurement** ♦ Quantitative	**Frequency and date of first measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ An integrated and co-ordinated approach to implementing universal access and service programmes and projects ♦ Universal Access and Service Strategy Report		**Action by:** ♦ Senior Manager BDS	**Date:**	**Done:**

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
BASELINE BUDGET					
Baseline Budget: Research and Development					R2,75 million

					R2,75 million
♦ Feasibility study for National Broadband, (Orchestrating the Backbone infrastructure with current players) : Feasibility study for achieving 25% of universal access to broadband for the period 2011-2016	♦ Identification of different technologies, services, market drivers and market structure that should drive universal access				

Q1 Target	Measurable objectives	Achieved	Not achieved & Remedial action	Comments	
♦ Identification of services, market drivers and market structure that should drive universal access	• Finalisation of the Definitions of Universal Access and Universal Service so that the Ministry of Communications could re-publish the determination with the exclusion of the targets for broadcasting services.	Not Achieved	• The appointment of the service provider pending because the board has halted the pro process pending review		
	• Finalisation of the definition of Under-serviced Areas and the list thereof by ICASA with the assistance of the Agency	Not Achieved			
	• Appointment of SP to conduct a national research on broadband backbone infrastructure status and provide recommendations on integrated approach	Not Achieved			
	• Continuous engagements with key stakeholders (e.g. DPE, B-B Infraco, CoGTA to determine holistic, innovative and feasible approach wrt	Not Achieved			

	backhaul infrastructure deployment for universal access and universal service			

3.3. FINANCIAL SERVICES (FS)

3.3.1. Finance

Corporate Strategy / Theme: **Ensure the optimal functioning of the Agency through strengthening of the current strategic and operational capabilities in order to deliver on its mandate**		Strategically Linked Objectives			
Objective: ♦ Offer guidance regarding universal service and access, in view to inform Budgetary matters and regulatory processes		**Co-ordinator of the objective:** ♦ Head FS			
2011/12 Target: ♦ Effective, efficient and transparent systems of financial, risk management and internal controls maintained		**Responsibilities for Measurement:** ♦ Senior Manager FS			
Key Performance Indicator(s): ♦ Effective, efficient and transparent systems of financial, risk management and internal controls maintained ♦ Unqualified external audit opinion with no emphasis of matter	**Formula for calculation of the KPI(s):** ♦ TBC	**Unit of measurement** ♦ Qualitative		**Frequency and date of first measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Sound financial management and stable internal control environment		**Action by:** ♦ Senior Manager FS	**Date:** ♦	**Done:** ♦	
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ MTEF budgets for USAASA and USAF that are directly linked to the business plan of the entity with adequate support provided for the motivations	♦ Consolidate information regarding budgetary requirements for the year 2012/13 – 2014/15				NIL
Q1 - Target	**Measurable objectives**	**Achieved**	**Not Achieved/ Remedial action.**	**Comments**	

♦ Budgetary information requirements	♦ Consolidated budget input report from all business units	♦ Not achieved.	♦ The consolidated budget inputs report will be prepared and submitted for approval in the second quarter.		
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ Reporting on Estimates of National Expenditure (ENE)	♦ Monitor performance indicators against budget allocations				NIL
Q1 - Target	**Measurable objective**	**Achieved**	**Not Achieved/ Remedial action.**	**Comments**	
♦ Monitor performance indicators against budget allocations	♦ Quarterly expenditure/ variance report	♦ Achieved			
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ Compliance with all relevant Acts of legislation, PFMA, Treasury regulation, ECA, GRAP, GAAP	♦ On-going review and implementation of applicable statutory requirements				NIL
Q1 - Target	**Measurable objective**	**Achieved**	**Not Achieved/ Remedial action.**	**Comments**	
♦ Review and implementation of applicable statutory requirements	♦ The quarterly PFMA Checklist report	Achieved			

3.2.2. Supply Chain Management

Corporate Strategy / Theme: **Ensure the optimal functioning of the Agency through strengthening of the current strategic and operational capabilities in order to deliver on its mandate**		Strategically Linked Objectives		
Objective: ♦ Supply Chain Management		**Co-ordinator of the objective:** ♦ Head FS		
2011/12 Target: ♦ Effective, efficient and transparent systems of financial, risk management and internal controls maintained		**Responsibilities for Measurement:** ♦ Senior Manager FS		
Key Performance Indicator(s): ♦ Compliance by business units with the prescribed policies and processes / reduction in the number of audit findings	**Formula for calculation of the KPI(s):** ♦ TBC	**Unit of measurement** ♦ Qualitative	**Frequency and date of first measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Sound financial management and stable internal control environment ♦ Unqualified external audit opinion with no emphasis of matter		**Action by:** ♦ Senior Manager FS	**Date:** ♦	**Done:** ♦
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**

♦ Adherence to SCM regulations ♦ Ensure transparent and fair processes are implemented in appointing service providers ♦ Procurement of the right goods/ services for the entity at the right price, at the right time.	♦ On-going review and implementation of applicable statutory requirements and internal policies and procedures				NIL

Q1 - Target	Measurable objectives	Achieved	Not Achieved/ Remedial action.	Comments	
♦ Develop tools to enforce adherence	♦ Develop SCM made easy tool ♦ Develop SCM Compliance forms	Achieved. Achieved		♦ SCM made easy tool has been circulated to all managers ♦ Standard SCM evaluation, deviation requisition and adjudication forms have been developed.	NIL

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Prepare Monthly and quarterly management reports to ensure compliance with budgetary allocations per business unit	♦ Submission of monthly reports ♦ Enforcing compliance to budget allocation in and monthly forecast in line with the business plan				NIL

Q1 - Target	Measurable objectives	Achieved	Not Achieved/ Remedial action.	Comments	
♦ Produce reports	♦ Produce quarterly matrix award ♦ Produce Quarterly procurement deviation report	Achieved Achieved		Quarterly reports are produced as part of SCM reporting	

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Implement a financial internal control framework over all finance processes to ensure proper processing and recording of all transactions	♦ Enforcing compliance to policies and procedures on a daily basis				NIL

Q1 - Target	Measurable objectives	Achieved	Not Achieved/ Remedial action.	Comments	
♦ Establish and invoice tracking system	♦ Develop a tool to register and track invoices	Partially Achieved		Invoices are circulated for comments and inputs within the finance unit.	

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Implementation of risk and Fraud prevention policy, establish risk& Fraud Prevention Committee and also maintain a risk register	♦ Develop a Risk and Fraud policy; establish a Fraud and Risk Committee and maintain a Risk Register which will be updated quarterly.				NIL

Q1 - Target	Measurable objectives	Achieved	Not Achieved/ Remedial action.	Comments	
Develop a Risk and Fraud policy; establish a Fraud and Risk Committee and maintain a Risk Register which will be updated quarterly.	♦ A Risk and Fraud Policy ♦ An operational Risk Committee that will meet Quarterly ♦ A Risk Register to be updated Quarterly	Not Achieved Not Achieved Not Achieved	Pending completion of Risk & Fraud Assessment report from the Service Provider	A Service Provider was appointed to conduct the Risk Assessment workshop with EXCO, Senior Managers and Managers in June. A draft report will be submitted in the next quarter.	

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Ensure business units Adherence to SCM regulations	♦ Conduct SCM stakeholder awareness sessions				NIL

Q1 - Target	Measurable objectives	Achieved	Not Achieved/ Remedial action.	Comments	
Hold SCM awareness sessions	1 workshop per quarter	Not achieved	Due to development of SCM forms the process was delayed. The first workshop will be held next quarter		

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Ensure the achievement of 40% BEE spent of the total USAASA & USAF Budgets	♦ Provide a BEE content analysis of the USAASA database ♦ Run monthly or quarterly programmes to achieve BEE spent	♦	♦	♦	NIL

Q1 - Target	Measurable objectives	Achieved	Not Achieved/ Remedial action.	Comments	
♦ Ensure use of BEE companies	♦ Register BEE based companies in the USAASA database.	♦ Partially achieved		♦ The main invitation to suppliers to register on the USAASA database is being processed.	

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget

					NIL
♦ Prepare quarterly award reports detailing money spent on procuring goods & services in the following categories: Tender below R500K below R30K	♦ Submit Quarterly award matrix for procurement thresholds below R500k & R30K				
Q1 - Target	**Measurable objective**	**Achieved**	**Not Achieved/ Remedial action.**	**Comments**	
Submit Quarterly award matrix for procurement thresholds below R500k & R30K	Supplied quarterly award matrix report detailing procurement below R500k & R30K	Achieved			

3.3.3 ICT MANAGEMENT

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans			Strategically Linked Objectives		
Objective: ♦ Standardise software application (Window 7 and Office 2010)			**Co-ordinator of the objective:** ♦ Head FS		
2011/12 Target: ♦ Standardise software applications			**Responsibilities for Measurement:** ♦ Senior Manager ICT		
Key Performance Indicator(s): ♦ Successful implementation of Windows 07 ♦ Successful implementation of Office 2010		**Formula for calculation of the KPI(s):** ♦ TBC	**Unit of measurement:** ♦ Quantitative	**Frequency of measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Number of upgraded machines ♦ User satisfactory surveys after each installation ♦ User training			**Action by:** ♦ Senior Manager ICT	**Date:** ♦ 30 April 2011	**Done:**

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
BASELINE BUDGET					
USAASA : 2011/2012 Budget: Approved Budget					
♦ Standardise software application (Window 7 and Office 2010)	♦ Complete minimum specification requirements ♦ Appoint a service provider				R 600 000
Q1 Target	**Measurable Objective**	**Achieved**	**Not Achieved and Remedial Action**	**Comments**	

♦ To install Office 2010 to all employees laptops	♦ Develop Business Case to procure Office 2010Service Provider appointed:	Achieved			
	• IT Department to install and upgrade all users to MS Office 2010	Achieved			

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans	Strategically Linked Objectives	

Objective:	Co-ordinator of the objective:	
♦ Implement a Wide Area Network (WAN) and MPLS	♦ Head FS	

2011/12 Target:	Responsibilities for Measurement:	
♦ Implement Wide Area Network	♦ Senior Manager ICT	

Key Performance Indicator(s):	Formula for calculation of the KPI(s):	Unit of measurement:	Frequency of measurement:
♦ Connected to USAASA ICT services nationally	♦ TBC	♦ Quantitative	♦ Quarterly

Initiatives to enable measurement and tracking of progress:	Action by:	Date:	Done:
♦ Access to ICT Services ♦ User Training ♦ Easy access to ICT Support	♦ Senior Manager ICT	♦	♦

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Implement a Wide Area Network (WAN) and MPLS	♦ Develop minimum specification requirements ♦ Tender process for appointment of operator ♦ Appoint a service provider ♦ Implementation				R 4 100 000
Q1 Target	**Measurable Objectives**	**Achieved**	**Not Achieved and Remedial Action**	**Comments**	

♦ Implement a wide area network to connect all USAASA Provincial & District offices,	♦ Developed Business Case for approval	Not Achieved	♦ Will be achieved next Quarter when a Service Provider is appointed to do space planning for Provinces and Districts		
	♦ Developed a network design and requirements	Not Achieved			

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans		Strategically Linked Objectives	
Objective: ♦ Implement IT Helpdesk System		**Co-ordinator of the objective:** ♦ Head FS	
2011/12 Target: ♦ Implement an IT Management system		**Responsibilities for Measurement:** ♦ Senior Manager ICT	

Key Performance Indicator(s): ♦ Provide effective IT Services to USAASA	Formula for calculation of the KPI(s): ♦ TBC	Unit of measurement: ♦ Quantitative	Frequency of measurement: ♦ Quarterly

Initiatives to enable measurement and tracking of progress: ♦ User satisfactory surveys ♦ Change management aware for fault reporting procedures		Action by: ♦ Senior Manager ICT	Date: ♦ 30 April 2011	Done: ♦

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Implement IT Helpdesk System	♦ Complete minimum specification requirements ♦ Appoint a service provider				R400 000

Q1 Target	Measurable Objectives	Achieved	Not Achieved and Remedial Action	Comments	
♦ Implement an effective IT management system to measure IT performance and proper reporting	♦ Developed Business Case for approval ♦ Service provider appointed: NWIT ♦ Service Provider implemented system and is now live.	Achieved Achieved Achieved			

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans	Strategically Linked Objectives

Objective: ♦ Develop and Implement a backup solution				Co-ordinator of the objective: ♦ Head FS	
2011/12 Target: ♦ Develop a Backup Plan				**Responsibilities for Measurement:** ♦ Senior Manager ICT	
Key Performance Indicator(s): ♦ Number of successful backup		**Formula for calculation of the KPI(s):** ♦ TBC	**Unit of measurement:** ♦ Quantitative	**Frequency of measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Daily, Weekly and Monthly backups scheduled				**Action by:** ♦ 30 Sept 2011	**Date:** || **Done:**
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**
♦ Develop and Implement a backup solution	♦ Research the market for latest backup solutions				R 350 000
Q1 Target	**Measurable Objectives**	**Achieved**	**Not Achieved and Remedial Action**	**Comments**	
♦ Implement a reliable backup solution	♦ Engaged Industry for latest backup solutions in the market	Achieved			
	♦ Appoint a Service Provider to implement the backup solution	Not Achieved	The Service Provider will be appointed in the next quarter		
Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans			**Strategically Linked Objectives**		
Objective: ♦ Develop and Implement a Disaster Recovery Plan				**Co-ordinator of the objective:** ♦ Head FS	
2011/12 Target: ♦ Develop a Disaster Recovery Plan				**Responsibilities for Measurement:** ♦ Senior Manager ICT	

Key Performance Indicator(s):		Formula for calculation of the KPI(s):	Unit of measurement:	Frequency of measurement:
♦ Fully functional disaster recovery site		♦ TBC	♦ Quantitative	♦ Quarterly

Initiatives to enable measurement and tracking of progress:		Action by:	Date:	Done:
♦ Quarterly disaster recovery tests		♦ Senior Manager ICT	♦ Sept 2011	♦

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Develop and Implement full and efficient Disaster Recovery Plan	♦ Develop solution specification				R 160 000

Q1 Target	Measurable Objectives	Achieved	Not Achieved and Remedial Action	Comments	
♦ Research on effective & efficient DRP	♦ Engage industry for proven DRP's and indicative pricing	Achieved			

Corporate Strategy / Theme: Make ICTs available, accessible and affordable to all South Africans		Strategically Linked Objectives			
Objective: ♦ Rollout Video Conferencing Facilities Nationally			**Co-ordinator of the objective:** ♦ Head FS		
2011/12 Target: ♦ Rollout Video Conferencing Facilities			**Responsibilities for Measurement:** ♦ Senior Manager ICT		
Key Performance Indicator(s): ♦ Successful connection to all USAASA office via video		**Formula for calculation of the KPI(s):** ♦ TBC	**Unit of measurement:** ♦ Quantitative	**Frequency of measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Implemented reliable network			**Action by:** ♦ Senior Manager ICT	**Date:** ♦ Jan 2012	**Done:** ♦

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Rollout Video Conferencing Facilities Nationally	♦ Develop solution specification				R 2 400 000

Q1 Target	Measurable Objective	Achieved	Not Achieved and Remedial Action	Comments	
♦ Implement Video conferencing facilities to improve productivity and reduce cost	♦ Developed specifications for Executive boardrooms and provincial office boardrooms	Achieved			

3.4. CORPORATE SERVICES

3.4.1 ADMINISTRATION

Corporate Strategy / Theme: Achieve project based organisational excellence			Strategically Linked Objectives	
Objective: ♦ To attain efficient and effective administration services			**Co-ordinator of the objective:** ♦ Head Corporate Services	
2011/12 Target: ♦ 100% compliance with the Archive Act ♦ 100% safe guarding of documentation ♦ 100% compliance with the OHS Act			**Responsibilities for Measurement:** ♦ Senior Manager Administration	
Key Performance Indicator(s): ♦ Functional Document Management Centre ♦ Policy and Procedure Manual ♦ Document security ♦ Approved and implemented OSH policy ♦ Approved and implemented MISS Standards	**Formula for calculation of the KPI(s):** ♦ Not Applicable	**Unit of measurement** ♦ Quantitative	**Frequency and date of first measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Knowledge management ♦ Functional Regional and District offices ♦ Central Document filing ♦ Implementation of the approved file plan ♦ Compliance with the OSH and MISS Act ♦ Hazard free environment		**Action by:** ♦ Senior Manager Administration	**Date:** ♦ On-going	**Done:** ♦ On-going

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Contribute positively by generating an effective knowledge management system	♦ Develop administrative shared service document management capability system	♦		♦	Nil

Q 1: Target	Measurable objective	Achieved	Not Achieved & remedial action	Comments	
♦ Contribute positively by generating an effective knowledge management system	♦ Secure document Infrastructure and approved file plan	Not Achieved	♦ Draft plan has been circulated for comments and inputs. It will be approved during the 2nd quarter.		
	♦ Approved document management policy	Not achieved	♦ Draft document been submitted for approval. It will be approved in the 2nd quarter		
	♦ Document management operational manual	Not achieved	♦ Draft document been submitted for approval. It will be approved in the 2nd quarter		
	♦ Information sessions with units on implementation of file plan	Not Achieved	• It is dependent on approval of file plan		
	♦ Route form developed and implemented	Achieved			

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	
♦ 100% compliance with the OHS Act	♦ Approved implemented OHS policy ♦ Approve and implemented MISS Standards				
Q 1: Target	**Measurable objectives**	**Achieved**	**Not Achieved & remedial action**	**Comments**	
♦ Ensure safety & security principles are adhered to	♦ 3 Trained employees on the OHS Act	♦ Not achieved.	One employee has been trained and the outstanding two will be trained in the 2nd quarter.		
	♦ Approved OHS policies	♦ Not achieved	Draft policy been submitted for approval.		
	Appointment of service provider for fire and security drills	♦ Not achieved	Invitations for service providers to submit a quotation has been sent out.		

3.4.2. HUMAN RESOURCE MANAGEMENT

Corporate Strategy / Theme: Achieve project based organisational excellence		Strategically Linked Objectives		
Objective: ♦ To position HR as a value adding strategic partner and Change Agent		**Co-ordinator of the objective:** ♦ Head Corporative Services		
2011/12 Target: ♦ 90% return on investment on skills and capacity development programmes ♦ 100% HR Information accuracy and optimal monthly management reporting ♦ Effective and consistent application of policies by the whole organisation through HR education and communication, as well as efficient advisory capacity by HR ♦ Approved and adopted revised Recognition Agreement with Communications Workers Union ♦ Improved employee motivation and work satisfaction		**Responsibilities for Measurement:** ♦ Senior Manager HR Management		
Key Performance Indicator(s): ♦ Developed integrated skills and capacity building plan ♦ Developed workplace skills plan and annual training ♦ Automated and optimal HR Information Management Services ♦ Reviewed HR policies to suit organisational needs and requirements ♦ Reviewed and revised recognition agreement ♦ Implemented integrated and automated wellness programme	**Formula for calculation of the KPI(s):** ♦ Not Applicable	**Unit of measurement:** ♦ Quantitative	**Frequency of measurement:** ♦ Quarterly	
Initiatives to enable measurement and tracking of progress: ♦ Effective and Efficient administration of the Agency ♦ Security management ♦ Develop Skills and Talent to sustain the vision and mandate of USAASA ♦ Support the Agency and optimise on resources by being an HR Expert (HR Information and Reporting) ♦ Maintain good practice through aligned HR Policies ♦ Maintain effective Employee Relations		**Action by:** ♦ Senior Manager HR Management	**Date:** ♦ On-going	**Done:** ♦ On-going
Activity	**April – June 11 Milestone**	**July – Sept 11 Milestone**	**Oct – Dec 11 Milestone**	**Jan – Mar 12 Milestone**	**Budget**

					Nil
♦ Align organisational culture to optimally enable the new USAASA operating model	♦ Interpret the Agency Strategy and Business Plan and align HR Strategy ♦ Establish HR Support Service Levels ♦ Establish service and culture baselines through assessments and internal customer satisfaction index				
Q1: Target	**Measurable objective**	**Achieved**	**Not Achieved and remedial action**	**Comments**	
Enhancement of performance culture	♦ 100 %(64) Employees Performance Agreements (PAs) in place.	Partially achieved	♦ Only 57 employees signed, others were awaiting to clarify some points with their seniors.	The outstanding employees will sign in the next quarter	
Organizational Policies	♦ Finalized drafted/ proposed Policies	Not achieved	♦ Correction of policies from Service Provider. in process		
Develop internal customer satisfaction index	♦ Draft internal customer satisfaction index	Not achieved	♦ To be circulated in the next quarter		

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
Develop Skills and Talent to sustain the vision and mandate of USAASA	♦ Assess Training Needs Analysis (Use Skills Needs analysis as input) ♦ Consolidate an integrated HRD Strategy ♦ Develop Capacity building plan in line with the new USAASA Corporate Plan Update Workplace Skills Plan				Nil
Quarter 1: Target	♦ **Measurable Objective**	♦ **Achieved**	**Not achieved and remedial action**	**Comments**	
♦ Identify Organisational Education, Training and Development needs. ♦ Formulate WSP and Training Plan. ♦ Consolidate integrated HRD Strategy	♦ Submission of the WSP to ISETA. ♦ Development of Training Plan ♦ Finalised integrated HRD Strategy.	Not Achieved Not Achieved Not Achieved	♦ HRD Strategy not finalised and would be dealt with in the Quarter 2.		

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Implement a value adding Talent Management Strategy and plan	♦ Develop a retention strategy ♦ Develop a succession plan ♦ Implement and integrated and effective recruitment and selection process				
Quarter 1: Target	**Measurable Objectives**	**Achieved**	**Not achieved and remedial action**	**Comments**	
♦ Development of retention strategy as well as succession plan.	♦ Approved retention strategy, EE and succession plans.	Not achieved	♦ To deal with it in the next quarter.	Focused on outstanding migration issues, proposed policies and finalization of 2009/2010 Performance Assessments	
♦ Integrated and effective recruitment and selection process	♦ Recruitment and selection policy in place	Not achieved	♦ Policy to be finalised in the next quarter		

3.4.3. LEGAL SERVICES

Corporate Strategy / Theme: Achieve project based organisational excellence		Strategically Linked Objectives		
Objective: ♦ To ensure effective and efficient legal support and advice to all business units		**Co-ordinator of the objective:** ♦ Head of Corporate Services		
2011/12 Target: ♦ Support to be provided through the agreed to flowchart process ♦ Service level agreements finalised on time to support projects ♦ Facilitate awareness of operational procedures and policies in line with applicable legislations and regulations ♦ 100% compliance with legal laws ♦ Well researched, written, accurate and objective legal advice ♦ 100% compliance with service level agreement		**Responsibilities for Measurement:** ♦ Manager Legal		
Key Performance Indicator(s): ♦ Timely submission of legal advice ♦ Provide quality service level agreements in support of business processes on supply chain management ♦ Ensure the Agency's operations comply with applicable legislation, regulations and policies ♦ Continuous Monitoring and evaluation of contractual obligations		**Formula for calculation of the KPI(s):** ♦ TBC	**Unit of measurement** ♦ Qualitative	**Frequency and date of first measurement:** ♦ Monthly & Quarterly

Initiatives to enable measurement and tracking of progress:	Action by:	Date:	Done:
♦ Enable automated & efficient business ♦ Optimally efficient IT system ♦ Provide sound legal opinions and advice to received instructions of business units within the agreed timelines ♦ Provide contract management support which will encompass vetting, drafting, reviewing and filing ♦ Provide support and facilitate in the process of development and review of policies and procedures that help govern the operations of the Agency ♦ Facilitate and lead interaction between internal business units with legal practitioners during litigation and represent the interest of the Agency at all forums dealing ♦ Provide advice on complex labour relations matters ♦ Provide advice to the Board on issues of ethics and corporate Governance.	♦ Manager Legal	♦ On-going	♦ On-going

Activity	April – June 11 Milestone	July – Sept 11 Milestone	Oct – Dec 11 Milestone	Jan – Mar 12 Milestone	Budget
♦ Legal and Regulatory Advisory Support to internal and external stakeholders	♦ Provide advisory services requested by the projects ♦ Provide reports on contracts/service level agreements				NIL

Quarter 1 Target	Measurable objectives	Achieved	Not Achieved and remedial action	Comments	

♦ Provide advisory services requested by the projects	♦ Ensure that Agency's operations comply with applicable legislation, regulations and policies:	Achieved.	.	a) It is noted that in terms of the Business plan it is expected that Legal should also provide advisory support to external stakeholders. It must be noted that Legal Unit is supposed to provide support to the internal units and cannot be expected to provide advisory support to external
	♦ Review by commenting on Polices and ensured that it is approved by the Board.	Partially Achieved	The policies are due to be finalised in the next quarter	
	♦ Provided legal support and jointly presented with HR in an internal workshop with Senior Managers on Performance Management, Leave Management and time keeping on 28 June 2011.	Achieved		The following meetings were conducted ♦ Meeting with Ekurhuleni Metro Municipality on partnerships on stake holders ♦ 5th May 2011; Meetings with communication workers union regarding issues of common interest ♦ on 6 May 2011, 7th June2011 and 27th June 2011; a) Responding to a letter addressed to BDS on13 June 2011; b) Preparing of submission on 20th June 2011;
	♦ Facilitating appointment of attorneys in dealing with legal matters depending on legal disputes:	Achieved.		a) regarding working issues relations June 2011; and
	♦ Provided legal support and giving advice to the internal team on relevant meetings on request:	Achieved.		on 30 Meeting with ICASA

♦ Provide reports on contracts/service level agreements	♦ Draft and review Memorandums of understanding within five working days of request depending on the MoU's requested: ♦ Draft and review the lease agreements within five working days of request depending on the leases requested: ♦ Queenstown District Offices; and ♦ Polokwane Provincial Offices.	Achieved. Achieved.		

FINANCIAL REPORTS

4.1. SCM PURCHASE ORDER MATRIX

UNIVERSAL SERVICE & ACCESS
AGENCY OF SOUTH

SCM REPORT ISSUED PURCHASE ORDERS		Date From: 4/1/2011 Date To: 30/6/2011		
Supplier	**Description**		**Order no**	**amount**
Stuttaford Van Lines	Relocation Expenditure	4/5/2011	PO2898	2 508.00
Marcus Integrated Solution	Voice recognition software & wireless	2011/04/05	PO2899	63 379.44
VIP Payroll Classic	Tax year end consultation	40 640.00	PO2900	1 390.00
Sahara System	Installation of network points	2011/07/04	PO2901	1 938.00
Tat I Chain	Bar Codes for furniture	2011/04/07	PO2902	1 675.80
Cranefield College	Leadership management course	2011/04/07	PO2903	12 750.00
Morailane & Associates	Review of BOD Charters	2011/04/11	PO2904	416 000.00
Sema Intergrated Solution	Risk assessment service	2011/04/11	PO2905	171 802.00
SMM Gourmet Catering	Catering for meeting	2011/04/15	PO2906	4 950.00
Lerai Trading	Macbook 17, Lenovo x 20i and software	2011/04/15	PO2907	332 000.61
Silver Arrow Solution	IT Governance	2011/04/15	PO2908	189 240.00
Waltons Stationeyr	Procurement of photocopier papers for CP	2011/04/18	PO2921	475.77
Esizwe Technology	Canon Digital Camera	2011/05/03	PO2931	14 364.00
Question Mark	Advertorial ICT Made Easy book	2011/05/04	PO2935	285 057.00
Giobert Investment	Design, Supply and Installationof Bulk filers	2011/05/04	PO2936	423 950.00
Bexlor	Intergrated Security assessment	2011/05/04	PO2937	491 626.88
Wits Commercial	Certificate in Telecommunication	2011/05/05	PO2938	25 080.00
Sage Computer	Camera Bg and Tripod stand	2011/05/05	PO2939	5 010.30
Question Mark	Video Scripts for Msinga Launch	2011/05/11	PO2951	115 482.00
Esethu Esethu Construction	02 Marquee hire for Msinga Launch	2011/05/11	PO2952	277 300.00
Nontometho Trading	Catering for Msinga Launch	2011/05/11	PO2953	37 500.00
Xobo Management services	Catering for Crossroad launch Cape Town	2011/05/12	PO2961	21 550.00
Mukhtar Hiring Services	Marquee hire for launch	2011/05/12	PO2962	27 233.20
Video Amien & Sons	Staging and Audio for Crossroad launch	2011/05/12	PO2963	13 095.00
Tabras Kitchen	Catering for Crossroad launch Cape Town	2011/05/12	PO2964	23 200.00
Waco Africa	Portable toilet hire	2011/05/13	PO2967	7 182.00
Dan Young Investment	Wheel Chair Platform lift	2011/05/13	PO2968	299 869.17
Lechabile Caterers	Catering for EXCO Meeting	2011/05/13	PO2970	1 300.00
Peakford management	Occupational Health Course	2011/05/13	PO2972	9 500.00

IIR Training	Minute taking course	2011/05/13	PO2973	**5 698.86**
Execuserve Global Trading	PFMA workshop	2011/05/13	PO2974	**11 980.00**
Ntumba Chartered	Extension of Scope Policies	2011/05/17	PO2981	**181 185.00**
Viking Meubel	Furniture removal Post Bank Building	2011/05/17	PO2982	**6 897.00**
Malebye Motaung Mtembu Inc.	Labour Law specialist	2011/05/20	PO2988	**13 851.00**
Lechabile Caterers	Finger lunch for HR Committee	2011/05/20	PO2989	**2 060.00**
Underwraps Caterers	Catering for BOD Meeting	2011/05/20	PO299	**2 561.00**
SMM Gourmet Catering	Finger lunch for meeting	2011/05/20	PO2991	**2 590.00**
Jabatha Paper and Stationery	Rotatrim photocopier papers	2011/05/30	PO3009	**8 265.00**
Rosebank College	Storekeeping course	2011/06/06	PO3029	**5 600.00**
Ngeno & Mteto Inc.	Legal Representative labour court	2011/06/07	PO3032	**70 680.00**
Khemano Consortium	Event management Qwaqwa Cyerlab launch	2011/06/15	PO3043	**304 468.92**
Black Diamond Events	Annual report design and printing	2011/06/23	PO3049	**276 683.70**
Underwraps Caterers	Finger lunch for BOD catering	2011/06/23	PO3050	**4 752.00**

Pastel Evolution (Registered to Universal Access Agency)

4 173 681.65

Order Entry Purchase Orders

4.2. USAF Q1 2011/12 VARIANCE REPORT

Income /Expense Items	Annual Budget	Q1 Budget	Actuals Q1	Variance	Comments
Income					
Doc Appropriation	260 930 000	21 033 000	21 031 000	2 000	
Interest received				-	
Total income	260 930 000	21 033 000	21 031 000	2 000	
Expense Items				-	
1. Access Centre Handover Programme				-	
Procurement incl training	7 913 000	1 978 000	607 237	1 307	The project carries from the prior year, the spending mainly relates to procurement of computers, servers etc. as well as connection thereof.
Phase 2: Training and Skills Development				-	
Community Access Centre Personnel Training				-	
Phase 3: Connectivity				-	
Connection to internet for schools and community access centres				-	
Handover Project Costs	1 098 000	275 000	211 895	63 105	
				-	
2. Broadband Infrastructure	9 000 000	9 000 000		9 000 000	

The project target of 30 new networks @ R4.5 million per subsidy.	9 000 000	9 000 000	-	9 000 000	Pending the role clarification of each stakeholder in the process. The subsidy will be released once finalized
				-	
Infrastructure Projects cost				-	

Income /Expense Items	Annual Budget	Q1 Budget	Actuals Q1	Variance	Comments
3. STB Subsidy for BDM	220 000 000			-	
4. Rapid Deployment	19 800 000	9 000 000	2 939 632	6 060 368	.
Unallocated Reserve	3 119 000	780 000	233 200	546,800	Audit fees and bank charges were incurred on this line item in Q1.
Total	260 930 000	21 033 000	4 004 090	19 728 910	
Surplus / deficit	-		17,026,910		

4.3. USAF CASH FLOW FORE-CAST REPORT

USAF CASH FLOW FORECAST - 2011/12						
Programme Name	Description	2011/12 Budget	Q1	Q2	Q3	Q4
		R'000	R'000	R'000	R'000	R'000
Handover of existing access centres	The project seeks to ensure the continuing sustainability of access centres and cyber labs that were subsidised from the USAF, thereby ensuring the provision of ICT services in under-serviced areas	7,913	1,979	1,978	1,978	1,978
Rapid Deployment of Access Centres	The project seeks to deploy new access centres through the provision of smart subsidies to community based entrepreneurs, in partnership with private sector entities.	19,800	9,000	10,800	-	-
Broadband Infrastructure in Under-Serviced Areas	Facilitating the roll-out of converged infrastructure in areas of South Africa where there is no or limited ICT networks..	9,000	9,000	-	-	-
Broadcasting Digital Migration	Provision of subsidies to poor television households for purposes of acquiring Digital Terrestrial Television (DTT) Set-Top Boxes (STBs). The total project target is 5 million households.	220,000	-	66,000	110,000	44,000
E-connectivity	The project seeks to connect all schools in the country to internet. The cost estimates do not include computers and any other hardware that will be required. The project total is to	-	-	-	-	-

connect 21,000 schools by 2014.					
Total Project costs		1,098	273	275	275	275
Unallocated Reserve		3,119	779	780	780	780
Total Funding Requirements – USAF		260,930	21,031	79,833	113,033	47,033

4.4. USAASA VARIANCE REPORT

USAASA Q1 2011/12 VARIANCE REPORT						
	Annual Budget	Q1 Budget	Total Q1	Total Actual	Variance	Comments
Income						
DOC Appropriated Income	83 168 000	18 119 535	18 119 535	18 119 535	-	
Other income				-	-	
Total Income	83 168 000	18 119 535	18 119 535	18 119 535	-	
Expenditure				-	-	
Advertisements	460 800	115 200	66 120	66 120	49 080	
Media and brand management	1 250 000	480 981	-	-	480 981	
Communications	1 555 800	388 950	230 120	230 120	158 830	
Publications	400 000	165 000	-	-	165 000	
Publicity & Awareness initiative	2 850 000	1 200 000	262 462	262 462	937 538	
Audit Fees	428 431	85 686	78 048	78 048	7 638	
Bank Charges	27 060	6 765	8 185	8 185	-1 420	
Board of Directors	1 332 502	333 125	193 368	193 368	139 757	
Bursaries	250 000	-	-	-	-	
Capacity Building	23 000 000	2 300 000	9 730 527	9 730 527	-7 430 527	

	Annual Budget	Q1 Budget	Total Q1	Total Actual	Variance	Comments
Catering & Refreshments	225 000	56 250	86 878	86 878	-30 628	
Conference-Workshops	615 000	153 750	135 415	135 415	18 335	
Consultants	134 500	33 625	555 935	555 935	-522 310	
Courier & Postage	66 000	6 600	8 891	8 891	-2 291	
Printing	1 150 000	230 000	8 500	8 500	221 500	
Annual report	450 000	100 000	-	-	100 000	
Stationery	350 000	87 500	14 834	14 834	72 666	
Depreciation	1 636 200	409 050	815 827	815 827	-406 777	
Domestic Services	130 000	32 500	13 533	13 533	18 967	
Employee Wellness	385 950	96 488	96 099	96 099	388	
Entertainment	210 000	52 500	-	-	52 500	
ERP system	1 197 000	598 500	241 680	241 680	356 820	
Events	215 000	53 750	77 385	77 385	-23 635	
Fleet Fuel	25 350	6 338	8 480	8 480	-2 142	
Insurance	370 833	92 708	64 225	64 225	28 483	
Interest Paid	-	-	-	-	-	

	Annual Budget	Q1 Budget	Total Q1	Total Actual	Variance	Comments
Legal Services	850 000	212 500	13 851	13 851	198 649	
Monitoring and Evaluation	975 832	97 583	-	-	97 583	
Office Rental + municipal charges	3 900 000	975 000	1 002 632	1 002 632	-27 632	
Operating office leases	74 250	18 563	21 511	21 511	-2 948	
Organisational planning and Development	1 500 000	450 000	-	-	450 000	
Photocopier lease	384 617	96 154	28 481	28 481	67 674	
Repairs & Maintenance	160 000	40 000	6 850	6 850	33 150	
Research costs	2 750 000	200 000	39 899	39 899	160 101	
Staff costs	28 124 875	7 031 219	7 681 728	7 681 728	-650 510	
Subscription	165 000	41 250	12 599	12 599	28 651	
Travelling costs	2 310 000	577 500	1 520 368	1 520 368	-937 220	
Security & Alarms	18 000		780	780	-780	
Assets < R2000	-	-	-	-	-	
Stakeholder management	1 240 000	532 000	917 249	917 249	-385 249	
Training	950 000	237 500	145 423	145 423	92 077	
CAPEX	1 050 000	525 000	704 543	704 543	-179 543	
TOTAL	83 168 000	18 119 535	24 792 430	24 792 430	-6 672 895	

4.5. USAASA DRAW DOWN SCHEDULE

2011/12 USAASA DRAW DOWN SCHEDULE					
Expenditure Item	Spending Plans 2011/12	Q1	Q2	Q3	Q4
Advertising	460,800	115,200	115,200	115,200	115,200
Audit Fees	428,431	85,686	128,529	171,372	42,843
Bank charges	27,060	6,765	6,765	6,765	6,765
BDM Set top boxes	23,000,000	2,300,000	6,900,000	6,900,000	6,900,000
Board Fees	1,332,502	333,126	333,126	333,126	333,126
Building Security Costs	18,000	-	-	18,000	-
Bursaries	250,000	-	125,000	-	125,000
Business Planning	1,500,000	450,000	150,000	750,000	150,000
Catering and Refreshments	225,000	56,250	56,250	56,250	56,250
CAPEX	1,050,000	525,000	262,500	157,500	105,000
Cleaning Services	30,000	7,500	7,500	7,500	7,500
Conferences & Workshops	615,000	153,750	153,750	153,750	153,750
Company Vehicle cost	25,350	6,338	6,338	6,338	6,338
Courier and postage	66,000	6,600	13,200	33,000	13,200
Communication costs	1,555,800	388,950	388,950	388,950	388,950
Depreciation	1,636,200	409,050	409,050	409,050	409,050
Employee wellness	385,950	96,488	96,488	96,488	96,488
Entertainment	210,000	52,500	52,500	52,500	52,500
Events	215,000	53,750	53,750	53,750	53,750
Integrated ERP system	1,197,000	598,500	598,500	-	-

Expenditure Item					
Finance Lease	384,617	96,154	96,154	96,154	96,154
Insurance	370,833	92,708	92,708	92,708	92,708
Legal fees	850,000	212,500	212,500	212,500	212,500
Monitoring and Evaluation	975,832	97,583	195,166	487,916	195,166
Office Supplies	100,000	25,000	25,000	25,000	25,000

Expenditure Item	Spending Plans 2011/12	Q1	Q2	Q3	Q4
Office Rental + municipal services costs	3,900,000	975,000	975,000	975,000	975,000
Operational lease	74,250	18,563	18,563	18,563	18,563
Printing	1,150,000	230,000	402,500	402,500	115,000
Media and Brand management	1,250,000	480,981	412,000	270,354	86,665
Publications	400,000	165,000	122,450	75,500	37,050
Annual Report	450,000	100,000	200,000	150,000	-
Public Awareness Initiatives	2,850,000	1,200,000	850,000	525,000	275,000
Repairs & Maintenance	160,000	40,000	40,000	40,000	40,000
Research and development Costs	2,750,000	200,000	500,000	1,250,000	800,000
Stakeholder management	1,240,000	532,000	380,000	202,000	126,000
Systems Consultants	134,500	33,625	33,625	33,624	33,625
Stationery	350,000	87,500	87,500	87,500	87,500

Staff costs	28,124,875	7,031,219	7,031,219	7,031,219	7,031,219
Subscriptions & Membership	165,000	41,250	41,250	41,250	41,250
Training & Development	950,000	237,500	237,500	237,500	237,500
Travel and accommodation	2,310,000	577,500	577,500	577,500	577,500
Total Annual Expenditure	83,168,000	18,119,535	22,388,030	22,541,326	20,119,109

5. PFMA CHECKLIST FOR PUBLIC ENTITIES

CORPORATE MANAGEMENT

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1.	49	Accounting Authority	In terms of each section 49 (3) the relevant treasury, in exceptional circumstances, may approve that a functionary other than the board or CEO be the AA of the public entity. In this regard, has the Auditor-General been informed in writing of such approval or instruction.			√	
2.	TR 27.3.1	Chief Financial Officer	In the case of a 3A or 3C public entity, has a chief financial officer been appointed to head the finance division?	√			
3.	56(1)	Delegations of Authority	Have the powers entrusted or delegated to the accounting authority been delegated to other officials within the public entity?	√			
4.	51(1)(a)(i)	Internal Control	Does the public entity have: An effective, efficient and transparent system of financial and risk management and internal control?	√			
	51(1)(a)(ii)		A system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulation and instructions 76 and 77?	√			
	TR 27.1.1		Is the audit committee a sub-committee of the accounting authority?	√			
	77(a)		Does the audit committee consist of at least 3 persons?	√			
	77(b)		Does the audit committee meet at least twice a year?	√			
	TR 27.1.6		Does the audit committee operate in terms of written terms of reference?	√			
	TR 27.1.6		Are the terms of reference reviewed at least annually to ensure its relevance?	√			

	27.1.8		Does the audit committee review the following:	√			
			• The effectiveness of internal control systems;				
			• The effectiveness of internal audit;				
			• The risk areas of the entity's operations to be covered in the scope of internal and external audits				
			• The inadequacy, reliability and accuracy of financial information provided to management and other users of such information				
			• Any accounting and auditing concerns identified as a result of internal and external audits				
			• The entities compliance with legal and regulatory provisions				
			• The activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations; and				
			• Where relevant, the independence and objectivity of the external auditors.				
	TR 27.1.10(a)		Does the audit committee report and make recommendations to the accounting authority?	√			
	TR 27.1.13		Does the audit committee meet annually with the Auditor-General or external auditor to ensure that there are no unresolved issues of concern?	√			
	27.1.8		A risk assessment conducted regularly to identify the public entity's emerging risks? Does the public entity have a risk management strategy (including a fraud prevention plan) to direct internal audit effort and priority	√			

				√				
			and to determine the skills required of managers and staff to improve controls and manage these risks? If there is a risk management strategy, is it communicated to all employees?					
	TR 27.2.5		Are the purpose, authority and responsibility of the internal audit function defined in an audit charter?	√				
	TR 27.2.6		Is internal audit conducted in accordance with standards set by the Institute of Internal Auditors?	√				
	TR 27.2.7		Has the internal audit function prepared a three year strategic internal audit plan based on the risk facing the public entity? Does the internal audit function report to the audit committee detailing its performance against the plan?	√				
	TR 27.2.10		Does the internal audit function evaluate the following: • The information system environment; • The reliability and integrity of financial and operational information; • The effectiveness of operations; • Safeguarding of assets' and • Compliance with laws, regulations and controls	√				
5.	51(e)	Financial misconduct	Have effective and appropriate disciplinary steps been taken against any employee of the public entity who has: • Contravened or failed to comply with a provision of the PFMA • Committed an act which undermined the financial management and internal control system of the public entity			√		

						√	
			• **Made or permitted irregular or fruitless and wasteful expenditure**				
86(2)			Has the accounting authority been found guilty of an offence or is there any investigation pending relating to the wilful or negligent failure to comply with the provisions of sections 50, 51 or 55?			√	
TR 33.1.1			Have any employees of the public entity committed financial misconduct?			√	
TR 33.1.2			If so, was the investigation instituted within 30 days?			√	
TR 33.2.1			Is the Executive Authority, Auditor-General and relevant treasury advised if any criminal charges that have been laid against persons for financial misconduct?			√	
TR 33.3.1			Is the Executive Authority, Auditor-General and relevant treasury provided with a schedule detailing: • **The outcome of any disciplinary hearings and/or criminal charges;** • **The names and ranks of employee involved; and** • **The sanctions and any further actions taken against these employees.**			√	

PFMA CHECKLIST FOR PUBLIC ENTITIES

PLANNING AND BUDGETING

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
2.	53(1)	Annual budgets by non-business Schedule 3 public entities	Did the accounting authority submit a budget to the executive authority for his or her approval at least six months prior to the start of the financial year of the department designated by the executive authority?	√			
	53(2)		Was the budget submitted to the executive authority via the accounting officer of the department designated by the executive authority?	√			
	53(3)		Did the public entity budget for a deficit or accumulate a surplus without approval of the National Treasury?	√			
	TR 30.1.1		Did the accounting authority submit a proposed strategic plan to the executive authority for his her approval at least six months before the start of the financial year to the department designated by the executive authority?	√			
	TR 30.1.2		Was the final strategic plan submitted to the executive before 1 April?		√		
	TR 30.3		Does the strategic plan: • cover a period of three years; • include objectives and outcomes as identified by the executive authority; • include multi-year projections of revenue and expenditure;	√			

			• include performance measures and indicators for assessing the public entity's performance in delivering the desired outcomes and objectives; and include the materiality/significant framework, referred to in Treasury Regulation 28.1.5 • **Is the strategic plan updated on an annual basis?**				

MANAGEMENT OF WORKING CAPITAL

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1.	38(1)(I)		Has the public entity submitted a written assurance to the transferring department to the effect that the entity has and maintains effective, efficient and transparent financial management and internal control systems?	√			
			Does the public entity:				
			• Have an appropriate procurement and provisioning administration system, which is fair, equitable, transparent, competitive and cost-effective?	√			
			• Have a system for properly evaluating all major capital projects prior to a final decision on the project?	√			
				√			
			• Collect all revenue due?	√			
			• Have mechanism in place to prevent irregular and fruitless and wasteful expenditure?	√			
			• Manage available working capital efficiently and economically?	√			

| | TR 29.1.3 TR 29.1.6 | | Did the following public entity submit a corporate plan and borrowing programme to the relevant treasury? (Schedule 2,3B and 3D entities only)

If a borrowing programme was submitted, did it include?

• The terms and conditions on which the money was borrowed?
• Information on proposed domestic borrowing;
• Information on proposed foreign borrowing (national entities)
• Short and long term borrowing;
• Borrowing in relation to a pre-approved corporate plan;
• The maturity profile of the debt;
• The confirmation of compliance with existing and proposed loan covenants;
• Debts guaranteed by the government;
• Motivation for government guarantees, if required and
• The executive authority's approval of the borrowing programme, if required by the legislation in terms of which the entity was established. | | | √ | 3 A therefore not applicable |
| | TR 32.1.1 | | Did the public entity borrow money for bridging purposes? If yes: | | √ | | |

				√				
			• Was approval entity obtained form Minister of Finance? • Was the debt repaid within 30 days from the end of the financial year?					
1.	TR 26.1.1	**Quarterly Reporting**	**Does the public entity submit information on its actual and projected revenue and expenditure to the designated accounting officer within 30 days from the end of each quarter? (Schedule 3A and 3C entities)**	√				
	TR 26.1.2		**Does the public entity report quarterly to the executive authority (via the designed accounting officer) on the extent of compliance with the PFMA and Treasury Regulations? (Schedule 3A and 3C public entities)**	√				**Information as contained in the quarterly report**
	TR 29.3.1 TR 30.2.1		**Has the public entity established procedures to report quarterly to the executive authority in relation to progress made against achieving the targets set out in the strategic and corporate plan?**	√				
2.	55	**Annual report and financial statements**	**Did the public entity submit the following to the relevant treasury, executive authority and Auditor-General within 5 months from the end of the financial year:** • **An annual report on the activities of the public entity during that financial year after the statements have been audited;** • **The report of the auditors on those statements.**	√ √ √				

				√			
			Does the public entity's annual report and financial statements fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned? Does the annual report and financial statements include: • Any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year; • Any criminal or disciplinary steps taken as a consequence of such losses, irregular or fruitless and wasteful expenditure; • Any losses recovered or written off; • Any financial assistance received from the state and commitments made on its behalf; • The financial statements of subsidiaries.	√ √ √ √			
	65		Did the executive authority table the annual report and financial statements within one month after the accounting authority received the audit report?	√			
	TR 27.1.7		Does the annual report contain a disclosure to the effect that the audit committee has adopted a formal	√			

				√				
			terms of reference					
	TR 27.1.10		Did the audit committee comment on its evaluation of the entity's financial statement?	√				
	TR 28.1.1		Does the financial statement include a report by the accounting authority that discloses the emoluments of all directors and executive members of the public entity and its subsidiaries?	√				
	TR 28.1.2		If yes, to approve, does the disclosure include? • Fees for services as a director or executive member; • Basic salary; • Bonuses and performance related payments; • Sums paid by way of expense allowance; • Contributions made to any pension fund, medical aid, insurance scheme, etc; • Any commission, gain or profit sharing arrangements; • Any share options, including their strike price and period; and • Any other material benefits received.	√				100% Compliance
	TR 28.1.3		Has your public entity adjusted its financial year in accordance with the table in TR 28.1.3?	√				
	TR 28.2.1		Does the annual report provide details of the materiality/significant framework applied during the financial year?	√				

CASH MANAGEMENT, BANKING AND INVESTMENT

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1.	51(1)(b)(iii) TR 31.1	Cash Management	Are systems, procedures and processes in place in the public entity to ensure efficient and effective banking cash management, which includes? • Collecting and banking revenue promptly • Making payments no earlier than necessary with due regard for efficient, effective and economical programme delivery and the public entity's normal terms for account payments; • Avoiding prepayments for goods and services unless required by the contractual arrangements with the supplier; • Accepting discounts to effect early settlement; • Pursuing debtors with appropriate sensitivity and rigour to ensure that amounts receivable by the public entity are collected and banked promptly; • Accurately forecasting the public entity's cash flow requirements; • Timing in and out flow of cash; • Recognizing the time value of money, i.e. economically, efficiently, and effectively managing cash;	√ √ √ √ √ √ √ √		√	

				√			
			• Taking any other action that avoids locking up money unnecessarily and inefficiently, such as managing inventories to the optimum level for efficient and effective programme delivery, and selling surplus or under-utilized assets; • Performing bank reconciliations at least weekly; • Making regular cash forecast; and • Alignment for the approved budget with monthly cash flows; • Variance analyses of cash flow with the approved budget	√ √ √ √ √			
2.	TR 31.2.1	**Banking**	**Does the public entity submit a list of all its banking accounts to the National Treasury by 31 May of each year?**	√			**Submitted on request**
3.	TR 31.3.1 TR 31.3.2	**Investment**	**Does the public entity have an investment policy? If yes to the above, does the investment policy include the:** • **Selection of counter-parties through credit risk analyses;** • **Establishment of investment limits per institution;** • **Establishment of investment limits per investment instrument;** • **Monitoring of investments against limits;** • **Reassessment of investment policies on a regular basis;** • **Reassessment of counter-party credit risk based on credit rating;** • **Reassessment of investment instruments based on liquidity requirements.**	√		√	**The entity currently does not have any investments**

THE PFMA AND TREASURY REGULATION COMPLIANCE REPORTING SCHEDULE

No	Schedule	Report of document	Authority	Date	Section/Reg	Y/N
1	2,3	Any documents, returns etc required	Relevant treasury; AG	When required	S 54(1)	Y
2	2,3	AFS	Auditors (treasury if business entity)	Within 2 months after year end	S 55(1)(c)	Y
3	2,3	Annual report Audited AFS Auditors report	Executive authority; relevant treasury (& AG if didn't perform the audit)	Within 5 months after year end	S 55(1)(d)	Y
4	2,3	Financial misconduct procedures report	Executive authority, relevant treasury, AG	Annually	TR 33.3.1	Y
5	3A,3C	Budget of estimated revenue and expenditure for the year	Executive authority	6 months prior to start of financial year	S 53(1)	Y
6	3A,3C	Report on actual revenue and expenditure for the quarter	Executive authority	Within 30 days of the end of the quarter	TR 26.1	Y
		Report on compliance to the PFMA	Executive authority	Quarterly	TR 26.1.2	Y
7	3A, 3C	Strategic plan	Executive authority	6 months prior to start of financial year	TR 30.1.1	Y
8	2,3B,3D	Projection of revenue, expenditure and borrowings	Accounting officer & relevant treasury	1 month prior to start of financial year	S 52	Y
	2, 3B, 3D	Corporate plan	Executive authority	1 month prior to start of financial year	S 52, TR 29	n/a

9	2, 3B,3D	Three year borrowing plan with corporate plan	National Treasury	Quarterly	TR 29.1.3 TR29.1.4	n/a
	2, 3B, 3D	Quarterly reports on above reflecting actual borrowings	National Treasury	Quarterly	TR 29.1.3TR 29.1.4	n/a
10	2,3B,3D	Shareholders compact	Executive authority	Annually	TR 29.2.1	n/a