

AUDITOR GENERAL'S DEPARTMENT
ACTIVITY BASED AUDIT REPORT
UNIVERSAL SERVICE FUND (USF)
COLLECTIONS OF UNIVERSAL SERVICE LEVY AND PROJECTS

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The Department is headed by the Auditor General, Pamela Monroe Ellis, who submits her reports to the Speaker of the House of Representatives in accordance with Section 122 of the Constitution of Jamaica and Section 29 of the Financial and Administration and Audit Act.

This report was prepared by the Auditor General's Department of Jamaica for presentation to the House of Representatives.



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Vision

Promoting a better country through effective audit scrutiny of Government operations.

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Executive Summary

The Universal Service Fund (USF) was established under the Telecommunications (Amendment) Act 2012, and became effective on June 1, 2012, as a successor to the Universal Access Fund Company Limited (UAFCL). Section 38(d) of the Amended Act 2012 states "There shall be a universal service levy that shall be imposed, by the Minister, on licences, in support of the universal service." Additionally, a Ministerial Order, which was issued in 2005¹ in accordance with the Telecommunications Act (2000) is still in effect, and mandated that effective June 1, 2005, all domestic network operators were obliged to collect a universal service levy on all inbound international voice telephony calls terminated to fixed lines (US\$0.03 per minute) and mobile lines (US\$0.02 per minute)².

The Mission of the USF is to facilitate the provision of universal access to the information superhighway by stimulating and accelerating the deployment of broadband services island-wide. This USF expects to achieve this through effective collection and astute management of the universal service levy and disbursing such funds in a transparent and non-discriminatory manner to fund appropriate projects.

In keeping with her mandate, the Auditor General conducted an activity-based for the period April 2012 to October 31, 2015. The aim of the audit was to determine whether the USF has adequate systems in place to effectively collect and account for the service levy due to it. We also sought to determine whether USF implemented adequate systems to effectively monitor and evaluate projects to ensure that the objectives were being accomplished in an economical manner.

Key Findings

The key findings are outlined in the following paragraphs.

Collections of Universal Service Levies

- 1. Terminating Carriers did not faithfully submit the traffic reports to USF on a timely basis.** The report should provide, among other things, details of the duration and the applicable rates of all inbound international voice telephony calls terminated to fixed lines and mobile lines. We noted that some terminating carriers did not faithfully submit the required Traffic Report on a timely basis. Of the 43 expected reports to be received from carriers for the period April 2012 to October 2015, only one carrier (Terminating Carrier 1) submitted all the required reports, while the other two (Terminating Carrier 2 and 3) submitted 26 and 37 reports, respectively.

¹ There was also an updated Ministerial Order issued in 2011.

² Universal Service Order, 2011

Notwithstanding, we saw no evidence that USF took any action to ensure that the carriers complied with the established timeline for submission of the reports.

- 2. The USF does not have formal policies and procedures in place to manage delinquencies.** USF records showed that amounts owed to the Fund from universal service levy have increased from \$81.7 million as at April 2012 to \$117.8 million as at March 2015. This represents a 44 per cent increase over the period (Figure 3). Nonetheless, during the same period, universal service levy collection increased by 48 per cent; with actual collections including both bad debt recoveries and amounts owed from previous years. We observed that the delinquency levels (that is, amounts owing to USF in excess of 120 days past the due date) have been increasing steadily over the period moving from \$24.8 million in April 2012 to \$68.8 million as at March 2015; an increase of 178.1 per cent. This delinquency level of \$68.8 million as at **March 2015** represents 58.4 per cent of the total owed to USF for universal service levy (Figure 3). We found no evidence that the USF issued demand notices to the delinquent carriers to settle the amounts. Whilst USF informed us that up to September 2015, they have collected \$52.5 million of the delinquent amounts reported at March 2015, they have not implemented formal policies and procedures to govern the process.

Project Management

- 3. USF did not implement a system to ensure that project beneficiaries faithfully submit the requisite reports as a condition for disbursement.** The USF's policy stipulates that project beneficiaries should submit monthly progress reports at both the project implementation and post implementation phases. The project implementation reports, along with USF's own assessment, should form the basis for disbursements under the projects. We found that the USF did not faithfully enforce this requirement. Of the 88 project files reviewed, we identified only 5 cases in which disbursement was informed by a report. Project officers are also required to carry out site visits at the proposed centres and provide reports indicating whether or not the site infrastructures are suitable to support the execution of the projects, as conditionality for disbursement. It appears that USF did not faithfully undertake site visits, as we identified that project officers had not performed inspection of 24 of 88 centres.
- 4. The USF also provided funding for major projects under the E-Learning programme. For the financial years 2013-14 to 2014-15, USF disbursed \$881.1 million to E-Learning pilot projects, representing 47.7 per cent of the total project disbursements over the two years (Figure 1).** The USF however had no system in place to monitor the programme to determine whether targets are being met and value was received for money disbursed. There is no evidence that USF requested progress reports from the implementing agency – E-Learning Jamaica.

Figure 1 E- Learning and Other Project Disbursements 2012-13 to 2014-15

Year	TOTAL J\$	2014-15 J\$	2013-14 J\$	2012-13 J\$
Amt. Disbursed Other Projects	967,257,335	238,659,058	474,771,148	253,827,128
Amt. Disbursed E-Learning Projects	881,134,060	738,090,181	143,043,879	0
Total J\$	1,848,391,395	976,749,239	617,815,027	253,827,128
E-Learning/ Total Disbursement	47.7%	75.6%	23.2%	0%

Source: USF's Records

Recommendations

1. The USF should develop and implement strategies to improve the collection of the universal service levy from carriers. To this end, an appropriate internal control mechanism should be put in place to ensure that the Fund receives the requisite monthly reports in a timely manner. Furthermore, robust communication must be initiated with telecommunication carriers to ensure that traffic information and levy payments are made as prescribed by the Telecommunications Act and the Ministerial Order.
2. The USF should ensure that a structured delinquency management system is put in place. This should form part of an entity-wide integrated risk management framework that would also incorporate the risk of revenue loss.
3. USF should develop and implement a comprehensive project management framework to guide its monitoring and evaluation activities. The Fund should also aggressively enforce the requirement for submission of progress and post disbursement reports by the project beneficiaries to assist with the evaluation as to whether the objectives are being attained.

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Part One

Introduction

Background

1.1 The primary legislations governing the Fund are the Telecommunications Act (2000) and the (Amendment) Act, 2012. The Telecommunications Act (2000), Section 38(d) states, “Licensees shall pay the universal service levy in the prescribed manner.” The Telecommunications Act (2000) mandates that all telecommunications licenses granted by the Minister are subject to an undertaking by the licensees to “Comply with the provisions of the Act, relating to the type of specific service to which the license relates, including...universal service obligations.”

1.2 A Ministerial Order issued on April 18, 2005 in accordance with the Telecommunications Act (2000) mandated that effective 1st June 2005, all domestic network operators (carriers/telecommunications provider) are to collect a universal service levy on all inbound international voice telephony calls terminated to fixed lines (US\$0.03 per minute) and mobile lines (US\$0.02 per minute). The Universal Access Fund Company Limited (UAF) was established as a result of the Ministerial Order, with its core mission to facilitate the provision of universal access to the information superhighway. On June 1, 2012, the Universal Access Fund Company was superseded by the Universal Service Fund, a corporate body established under the Telecommunications (Amendment) Act, 2012.

Vision

1.3 The Vision of the USF states, “Our aspiration is to ensure that every resident of Jamaica is provided with easy and reliable access to the information superhighway through the deployment of broadband services, to facilitate the transformation of Jamaica into a knowledge-based society and to stimulate continuous improvement in the quality of life for all.”

Mission

1.4 The Mission of the USF is to facilitate the provision of universal access to the information superhighway by stimulating and accelerating the deployment of broadband services island-wide. This will be facilitated through the effective collection and astute management of the universal service levy and disbursing such funds in a transparent and non-discriminatory manner to fund appropriate projects.

Role and functions

1.5 As outlined in USF's Corporate Plan 2015-2018, the core functions of the Fund are summarised as follows:

- a. Collect the Universal Service Obligation Charges ('the Levy') from telecommunication companies;
- b. Analyze and approve projects of a universal service obligation nature as defined by Ministerial Order;
- c. Managing the disbursement of funds for the implementation of approved projects;
- d. Monitoring the implementation projects;
- e. Provide grant funding for approved projects;
- f. Implement strategies for stimulating the use of ICT; and
- g. Provide funding for the advancement of ICT knowledge and the recognition of achievements in the field.

Organization arrangement

1.6 The USF is a statutory body, which falls under the portfolio of the Ministry of Science, Technology, Energy and Mining (MSTEM). The entity is managed by a Board comprised of 13 Directors and a staff complement of 11 employees. There are two Committees of the Board, namely: Audit and Finance & Projects. The day to day operations of the USF is headed by a Chief Executive Officer who reports directly to the Board.

Nature and level of resources used

1.7 The Fund is financed through a levy of US\$0.03 per minute on international calls to Jamaica, terminated to fixed lines and US\$0.02 per minute on calls to mobile lines. **Figure 2** shows the annual levy collected between 2005-06 and 2014-15.

Figure 2 Summary of annual levy collections 2005-06 to 2014-15

Financial Year	Actual Collections (\$B)
2014-15	1.454
2013-14	1.191
2012-13	1.130
2011-12	0.953
2010-11	1.226
2009-10	1.310
2008-09	1.453
2007-08	1.249
2006-07	1.260
2005-06	1.298

Source: USF's Annual Report and accounting records

Audit Rationale, Scope and Methodology

1.8 We conducted an activity-based audit for the period April 2012 to March, 2015 to determine whether the USF is efficiently collecting and accounting for the universal service levy, and effectively monitoring projects to fulfil the mandate of the Fund. Our audit was planned and conducted in accordance with Standards, which are applicable to Performance Audit and issued by the International Organization of Supreme Audit Institutions. The planning process involved gaining a thorough understanding of the operations of USF and developing an issue analysis, which focused on the primary functions of USF. Our assessment is based on the review of internal and external documents, interviews with senior management and staff, site visits, and analysis of information provided by USF.

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Part Two

Collections of Universal Service Levies

Overview

2.1 The USF is mandated to collect universal service levy from every international and domestic carrier through terminating carriers. As such the USF management should institute appropriate policies and procedures to ensure effective collection mechanisms and to identify non-compliance, with a view to take appropriate actions. The policies should also facilitate timely and credible reporting so that management will be in the best position to make decision regarding the use of the funds.

Terminating carriers did not faithfully submit the required Traffic Report on a timely basis

2.2 The Telecommunications (Universal Service Levy) (No.2) Order 2011 requires each interconnected carrier to submit traffic reports to the respective terminating carriers, who would then submit their reports to the USF within a reasonable³ time following the applicable months to which the Levy applies. USF depends on the Traffic Reports from the terminating carriers to determine the amount of levy that is to be collected monthly. The report should provide, among other things, details of the duration and the applicable rates of all inbound international voice telephony calls terminated to fixed lines and mobile lines. Consequently, we expect USF to implement measures that will facilitate timely submission of such information.

2.3 We noted that the USF did not implement proactive strategies to ensure that Traffic reports were submitted in a timely manner. For example, of the 43 expected reports to be received from carriers for the period April 2012 to October 2015, only one carrier (Terminating Carrier 1) submitted all the required reports, while the other two carriers (Terminating Carrier 2 and Terminating Carrier 3) submitted 26 and 37 reports, respectively. USF management informed the audit team that they have been experiencing challenges obtaining the traffic reports on a monthly basis. In the absence of the traffic reports, USF estimated revenue based on the last three to five months levy collected. However, this method proved unreliable, as in the financial year 2013-14, USF had to adjust its revenue downward by \$60.5 million due to over estimation. Notwithstanding, we saw no evidence that USF took any action to ensure that the carriers complied with the established timeline for submission of the reports.

³, The established timeline for the submission of the carrier report is consistent with that for the payment of the levy, which according to Ministerial Order 2005, will be due and payable in accordance with the Carrier's monthly billing and payment cycles.

Receivables and delinquency has increased steadily over a three year period

2.4 USF records showed that amounts owed to the Fund from universal service levy have increased from \$81.7 million as at April 2012 to \$117.8 million as at March 2015. This represents a 44 per cent increase over the period (**Figure 3**). Nonetheless, during the same period, universal service levy collection increased by 48 per cent; with actual collections including both bad debt recoveries and amounts owed from previous years.

2.5 Further, the delinquency levels, which reflects amounts in excess of 120 days past the due date, stood at \$68.8 million at March 2015. The delinquency levels have been increasing steadily over the period April 2012 to March 2015, moving from \$24.8 million to \$68.8 million, an increase of 178.1 per cent over the period. This delinquency level of \$68.8 million as at March 2015 represents 58.4 per cent of the total amount owed to the USF from universal service levy.

Figure 3 Receivables from Universal Service levy, Apr-12 to Mar-15

Details	2014-15	2013-14	2012-13
Receivables (J\$): 1-30 days	22,900,000	3,000,000	9,375,000
31-60 days	6,500,000	11,515,000	21,576,000
61-90 days	10,290,482	18,325,000	14,865,890
91-120 days	9,260,000	14,800,001	11,097,750
121 days and over	68,842,055	37,140,070	24,752,000
Total Receivables	117,792,537	84,780,071	81,666,640
Universal Service Fees collections (J\$ m)	1,454,341,882	1,204,073,605	984,877,275
Total Receivables/Service Fees Collections (%)	8%	7%	8%

Source: USF records

2.6 USF management indicated that as at September 2015, they have collected \$52.5 million of the \$68.8 million delinquent amounts owed as at March 2015.

2.7 Our analysis shows that the USF failed to collect the delinquent amounts within the applicable financial year or within a reasonable time specified by the Financial Secretary, which constitutes a breach of Financial Management Regulations 2011. Section 42(2) of the Financial Management Regulations 2011 states, "Accounting officers and Principal Receivers of Revenue shall ensure that, all revenues due in a financial year is collected within that year and all arrears is collected within the time specified by the Financial Secretary." Failure to collect amounts on a timely basis might hinder the Fund's ability to meet its revenue targets.

2.8 USF needs to strengthen its management of delinquency/receivables accounts. We found that the USF did not implement a formal policy and procedure that would indicate when contact should be made with the delinquent carriers, and the actions that should be taken and by whom, when the carriers fail to settle the outstanding amounts after being contacted. USF management indicated that, in

practice, once delinquency is established, they would communicate with the affected carriers via telephone. If satisfactory progress is not attained through telephone discussion, the Board is required to take the appropriate action. However, the audit found it difficult to determine the nature and extent of any actions taken by USF via telephone in an effort to eliminate the delinquencies.

2.9 Section 14(6) (h) of the Telecommunication Act states, “Subject to subsection (7), the Office⁴ may recommend to the Minister that a license be suspended or revoked, as the case may be, if, on its own initiative or on representations made by any other person, the Office is satisfied that the licensee has (h) failed to make payments in a timely manner in connection with the universal service levy or in respect of the regulatory fee imposed pursuant to section.” Section 13(1)(f) of the Universal Service Order⁵ states, “where a determination is made by the Minister with respect to the recommendation of the Office for suspension or revocation of the Licence of the Carrier-in-default, as the case may be, he shall forthwith notify the carrier-in-default, the Office, UAFCL and all terminating carriers and transit carriers of his decision.” However, USF did not exercise its power under the Act to take corrective action.

2.10 As at March 2015, USF reported that there were eight delinquent carriers that owed the USF \$68.84 million (Appendix 2). We did not see any evidence that the Board of Directors initiated action to address these eight delinquencies. Instead, we noted that the Board has taken steps to address the delinquencies for three other carriers who became delinquent prior to June 2012 under the former Universal Access Fund Company Limited.

⁴ The Office means the Office of Utilities Regulation established under the Office of Utilities Regulation Act.

⁵ Reference is made to the Telecommunications (Universal Service Levy) (No. 2) Order, 2011.

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Part Three

Project Management

USF project overview

3.1 The objectives of the Fund is to support the implementation of the obligation to provide universal service, which are based on the following principles, as specified in Section 39(2) of the Telecommunications Act:

- a) to the extent technically feasible and economically reasonable, to promote access to single line voice telephone services throughout the Island to persons regardless of place of residence or work;
- b) to ensure that payphone services are reasonably accessible to customers on an equitable basis;
- c) to permit access to free calls to emergency services; and
- d) to the extent technically feasible, and insofar as the necessary resources are available, to –
 - i. promote internet access in educational institutions, public libraries and post offices throughout Jamaica;
 - ii. pursue strategies to increase access to high capacity networks and the dissemination of information and communications technology services in un-served and under-served areas of Jamaica;
 - iii. support information and communications technology programmes that specifically target vulnerable groups, including low-income households, the elderly, the youth and disabled persons;
 - iv. provide access points and multi-function tele-centres;
 - v. fund connectivity services and support the provision of infrastructure to educational institutions, public libraries and post offices throughout Jamaica to facilitate the use of information and communication technology; and
 - vi. provide internet access devices and applications for the training of students in the use of the internet and other information and communications technology services to support Government’s plan of creating an information and knowledge-based society.

3.2 The USF has been undertaking a number of projects over the years, in which the execution of projects is significant to the achievement of the Fund’s objectives. However, the Act requires that the recommended projects be submitted to the Minister. Section 38C(c) of the Telecommunications Act stipulates that the Board of Management is responsible for “recommending to the Minister such projects and programmes to be financed from the Fund, the purposes of which fall within section 39(2) and 42A.”

3.3 In its Corporate Plan 2015-18, the USF had identified the following project areas for consideration during the period: Schools/e-Learning (Tablets-in-School); Post Offices; Libraries; Island-Wide Broadband Network; Community Access Points (CAP)⁶; Tertiary Institutions (including open campuses); Judiciary; Security Forces; Health Services; Disabled Community; and Traffic Data Validation System.

Project selection and approval process

3.4 The USF project approval criteria require that, for a project to be considered, a proposal must be submitted along with the project funding application form. The project officer is also required to carry out site assessment of the location where the project will be implemented to determine suitability, viability of physical infrastructure, management structure; and produce a report on his/her assessment. The USF is expected to apply a weighting score to its assessment process, which requires a minimum of 80 per cent for the project to be considered for selection. Whilst USF's Board is required to submit recommended projects to the Minister in keeping with Section 38C(c) of the Act, the approval for the specific projects being proposed should be done by the Finance and Project Committee, based on its evaluation of the proposal documents along with the budget prepared by the USF.

Project monitoring and evaluation impacted by limited project reporting received by USF from beneficiaries

3.5 As part of the USF's project implementation and review procedure, project beneficiaries are required to provide periodic reports to the USF's Director of Projects outlining the progress in the execution of the projects. These reports form the basis for the drawdown of funds as the project progresses. The beneficiaries are also required to submit to USF, monthly post disbursement/implementation reports, which measure the effects of the project on the users by ascertaining the usage of the facility and its reach to the constituents.

3.6 We examined a total of 88 project files⁷ (69 CAP and 19 Special projects) for projects approved during the period April 2012 to March 2015 (**Figure 4**). USF's records showed total disbursements for the 88 projects amounting to J\$480.8 million, of which J\$205.8 million was disbursed for CAPs and J\$274.9 million being disbursed for special projects. However, the USF provided no evidence that they faithfully monitored the implementation of the projects to ensure that the stated objectives would be achieved and that the funds are used for the intended purpose. We found no evidence of beneficiaries' periodic progress reports being submitted to the USF for any of the CAP projects. Of the 19 special project files examined, beneficiaries' progress reports were seen for only five projects. The USF

⁶ A Community Access Point (CAP) is an internet service facility established in collaboration with organizations throughout Jamaica and funded by USF in furtherance of the Government's universal service obligation. CAPs enable members of the Jamaican communities to use the internet at minimal or no cost to them to facilitate research, bill payments, education, communication, business, marketing, and social networking.

⁷ In USF's records, projects are identified in the broad categories of CAP and Special projects. Special projects include the following: Libraries (JLS, NLJ); Security Forces (JCF); Disability Organizations; Postal Corporation; Women Organizations; Courts Services; Agricultural Societies and Tertiary Institutions (UWI, CMI, etc). There is also funding support for the E-Learning Programme.

management indicated that communications with the project implementers are primarily through telephone calls. This practice will deny the management of required details on which to make informed decisions.

Figure 4 Evidence of monitoring on project files examined

Details	CAP projects	Special projects	Total
Number of project files examined	69	19	88
No. of projects with beneficiaries' progress reports	Nil	5	5
No. of projects with post disbursement/ implementation reports	26	5	31
No. of projects with evidence of site visit after approval	62	2	64

Source: USF's records

3.7 The USF also provides funding for major projects under the E-Learning programme⁸. Of note, the USF disbursed \$143.0 million in financial year 2013-14, representing 23.2 per cent of total project disbursement. Disbursements to E-Learning's tablets-in-school project increased significantly in financial year 2014-15 to \$738.1 million, representing 75.6 per cent of total project disbursements (**Figure 5**). Given that the USF is providing funding support to the E-Learning programme, which represents a significant proportion of its resources, there should be a robust mechanism to monitor the programme to determine whether the objectives of the USF are met and that the funds are spent economically. However, we found no evidence of project beneficiaries' progress reports or USF monitoring of the projects under the E-Learning programme. In the absence of the requisite reports and proper monitoring of the programme, management may find it difficult to take timely actions on any issues that may arise.

Figure 5 E-Learning and Other Project Disbursements, 2012-13 to 2014-15

Year	TOTAL	2014 -15	2013-14	2012-13
Amount Disbursed Other Projects J\$	967,257,334	238,659,058	474,771,148	253,827,128
Amount Disbursed E-Learning Projects J\$	881,134,060	738,090,181	143,043,879	0
Total J\$	1,848,391,394	976,749,239	617,815,027	253,827,128

Source: USF's Records

Project officers' site visit reports are unstructured

3.8 USF does not have a standard procedure to capture information which should be included in their site visit to centres proposed to receive project funding. The USF practice requires project officers to carry out site visits and provide reports indicating whether or not the site infrastructures are suitable

⁸ The E-Learning Jamaica Company Limited is responsible for the e-Learning projects in schools, and to promote the integration and infusion of technology in the education system; the E-Learning projects are primarily funded by the USF.

to support the execution of the project before initial disbursements are made; however, this was not consistently executed. Of the 88 projects reviewed, we have seen hand-written notations on the project files for 62 of the 69 CAPs that we reviewed, and only two of the 19 Special projects, indicating that USF's project officers conducted site visits. However, we noted that the information captured in the notations is not standardized or sufficiently detailed. Although the notations summarized what the Project Officers observed from their site visits, they did not indicate what the standard requirements were. For example, we would expect the USF to implement a standardized form that would include, among other things, electrical and network infrastructure and physical environment that should be present at each proposed centre. In the absence of the standardized reporting requirements, it was difficult to determine whether all the necessary conditionality for disbursements were met, thus undermining the transparency of the disbursement process. Further, the effectiveness of the USF could be compromised if funds are invested in projects, which are not suitable for implementation.

3.9 Further, the audit carried out site visits in nine locations, and observed internet connectivity and physical environments that were adequately secured and ventilated. We also verified the existence of the items - for example, computers, desks, and photocopiers – that were supplied under these projects.

Appendices

Appendix 1 Budgeted vs. Actual Levy Collections, 2012-13 to 2014-15

MONTH	BUDGETED	INVOICED AMOUNT	ACTUAL COLLECTIONS
	2012-13	2012-13	2012-13
April	80,000,000.00	100,878,619.00	*****
May	70,000,000.00	68,483,814.00	*****
June	70,000,000.00	51,043,184.00	123,923,093.05
July	90,000,000.00	85,000,000.00	34,983,104.62
August	80,000,000.00	84,530,742.00	147,579,182.36
September	90,000,000.00	83,646,000.00	59,346,108.92
October	80,000,000.00	85,627,137.00	69,482,587.70
November	90,000,000.00	101,707,260.00	98,586,031.04
December	80,000,000.00	86,174,988.00	52,200,487.97
January	90,000,000.00	96,459,903.00	59,815,903.28
February	80,000,000.00	100,707,266.00	211,932,263.92
March	90,000,000.00	110,999,483.00	127,028,512.50
Total	990,000,000.00	1,055,258,396.00	984,877,275.36

***** Transition from UAFL to USF

MONTH	BUDGETED	INVOICED AMOUNT	ACTUAL COLLECTIONS
	2013-2014	2013-2014	2013-14
April	80,000,000.00	92,132,074.00	69,236,176.23
May	85,000,000.00	83,902,450.00	67,151,587.63
June	80,000,000.00	102,795,662.00	111,576,913.20
July	85,000,000.00	84,964,590.00	104,524,388.99
August	80,000,000.00	92,926,013.00	95,028,676.10
September	80,000,000.00	92,273,977.00	116,204,777.13
October	80,000,000.00	103,232,740.00	46,826,790.27
November	80,000,000.00	110,805,443.00	115,951,511.77
December	80,000,000.00	91,248,466.00	80,135,106.00
January	85,000,000.00	86,314,710.00	51,735,710.09
February	80,000,000.00	142,071,235.00	242,366,917.20
March	85,000,000.00	50,081,882.00	101,835,051.25
Total	980,000,000.00	1,132,749,242.00	1,202,573,605.86

MONTH	BUDGETED	INVOICED AMOUNT	ACTUAL COLLECTIONS
	2014-2015	2014 -2015	2014 -15
April	80,000,000	95,117,328.00	57,330,327.85
May	82,000,000.00	136,627,253.00	128,397,736.37
June	81,000,000.00	123,979,114.00	104,933,618.15
July	83,000,000.00	106,593,133.00	84,513,632.51
August	80,000,000.00	109,588,198.00	89,155,201.10
September	82,000,000.00	143,901,170.00	151,812,921.22
October	80,000,000.00	91,969,318.00	190,426,791.53
November	81,000,000.00	137,375,118.00	91,036,479.30
December	83,000,000.00	109,153,127.00	90,076,648.60
January	85,000,000.00	136,152,976.00	112,061,775.46
February	82,000,000.00	100,750,152.00	65,900,151.62
March	85,000,000.00	180,833,705.00	288,696,598.67
Total	984,000,000	1,472,040,592.00	1,454,341,882.38

Source: UCF Records

Appendix 2 Delinquencies as at March 31, 2015

NAME OF CARRIER	AMOUNT (J\$)	DUE DATE	# OF DAYS OVER DUE
Carrier 14	800,000.00	28/02/2014	396
	1,400,000.00	29/05/2014	306
Carrier 2	689,000.00	29/06/2013	640
	325,000.00	28/09/2013	550
Carrier 4	5,000,000.00	30/10/2013	549
	3,800,000.00	30/12/2013	456
	4,725,000.00	29/01/2014	426
	5,500,000.00	29/09/2014	183
	5,376,000.00	30/10/2014	153
	2,500,000.00	29/11/2014	122
Carrier 10	1,209,055.03	29/04/2013	701
Carrier 15	330,000.00	28/09/2014	184
	3,360,000.00	29/11/2014	122
Carrier 16	400,000.00	25/12/2013	461
Carrier 17	600,000.00	29/06/2014	275
Carrier 13	3,000,000.00	29/04/2014	336
	3,600,000.00	30/05/2014	305
	4,000,000.00	29/06/2014	275
	4,000,000.00	30/07/2014	244
	4,500,000.00	29/08/2014	214
	4,300,000.00	29/09/2014	183
	4,928,000.00	30/10/2014	152
	4,500,000.00	29/11/2014	122
TOTAL	68,842,055.03		

Source: USF Records