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ANNUAL REPORT - FY 2012/2013

UNIVERSAL SERVICE/UNIVERSAL ACCESS FUND (USAF) PERFORMANCE EVALUATION

October 1, 2013

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AFR/SD/EGEA	Office of Sustainable Development, Economic Growth, Environment and Agriculture Division
AOR	Agreement Representative (USAID)
AUSAFA	African Universal Service and Access Fund Association
CCN	Cooperating Country Citizen
COR	Contract Officer Representative
CTO	Commonwealth Telecommunication Organization
dTS	Development & Training Services, Inc.
FY	Fiscal Year
GBI	Global Broadband Innovation Program
ICT	Information and Communications Technologies
ITU	International Telecommunications Union
LOE	Level of Effort
PMT	Project Management Team (dTS)
SOW	Statement of Work
SSA	Sub-Saharan Africa
TCP/IP	Telecommunications Communications Protocol / Internet Protocol
Telecom	Telecommunications
TOD	Task Order Director (dTS)
TOR	Terms of Reference
UAF	Universal Access Fund
USAF	Universal Service Access Funds
USAID	United States Agency for International Development
USF	Universal Service Fund

ANNUAL REPORT USAID FY 2012/2013 (INCLUDING FINAL QUARTER OF THE FISCAL YEAR)

GENERAL SUMMARY

This Annual Report has been prepared to satisfy the USAID contract reporting requirements for the USAF Evaluation project. Because of a one-year time extension to the project being evaluated, the level of activities and originally envisioned activities during Phase I were modified to address the extended project situation. As a result, the single required Phase I deliverable – the Phase II Work Plan – was delayed until dTS was to restart evaluation activities (whereas during the interim period, dTS monitored USAF progress/activities on a passive basis). The Phase II Draft Work Plan was provided to USAID earlier, and completion of the work plan currently awaits a decision by USAID on the dTS request for LOE allocation modifications (within the original budget dollar amount). dTS also requested permission from the USAID COR to combine the final project Quarterly Report for FY 2012/13 into this Annual Report, and while awaiting a decision on that request, has prepared this report on a combined annual/quarterly basis. In addition to describing the evaluation project, this report presents a review of the Year One activities and the planned activities for Phase II. Included in the Annex is the Draft Phase II Work Plan, which will be provided in more detail subsequent to USAID’s notification to dTS regarding the LOE modification request.

PROJECT OVERVIEW

INTRODUCTION

The intent of this Task Order contract is to perform evaluation services related to an important USAID-funded project designed to increase the effective use of telecommunications universal service funds in sub-Saharan Africa. It is an innovative project with high visibility within and beyond USAID, and could have significant impact on the availability of affordable access to telecommunications services for the poor. Further, it may be adapted to other regions. The project, entitled Telecommunications Universal Service Fund/Universal Access Fund (USFs/UAFs) Project (referred to below as USAF Project or simply Project) is being implemented by Integra and is funded by USAID/AFR/SD/EGEA. For purposes of this evaluation, it is to be considered one project although it has been funded through two mechanisms, both providing funding to Integra.

OBJECTIVES & DESIRED RESULTS

This evaluation has three objectives:

Objectives 1 and 2: dTS shall design and implement an approach to (1) Measure the impact of the USAF Project via a performance evaluation and (2) Measure cost effectiveness of approaches used to achieve the impact of the Project. The USAF Project’s objectives are stated as follows in the task order to Integra:

“To improve the practices and increase the actual use of current and future telecommunications universal service and access funds in sub-Saharan Africa (SSA) to accelerate the extension of affordable and sustainable access to telecommunications services (including broadband Internet services where permissible) to those not yet served, tapping innovative technical and business approaches and adapting as appropriate best practices and lessons learned from Africa and elsewhere.”

Impact: Based on this, the impacts to be evaluated can be summarized as follows:

1. Increase in the actual use of telecommunications universal service and access funds in SSA and, by doing so,
2. Accelerate the extension of affordable and sustainable access to telecom services (including broadband Internet services where permissible) to those not yet served.

The SOW for the evaluation does not request a full impact evaluation with the requisite rigorously defined counterfactual, but a performance evaluation focusing on impact – did the project meet its objectives? Have expected results been achieved? dTS is not expected to focus on questions related to how well the project was managed, how it was perceived, and how well inputs were used.

The challenges of attribution of results and achieving results within the project time period are recognized by USAID, and dTS is expected to propose and carry out an approach that addresses these challenges to the extent possible.

Cost Effectiveness: The USAF Project has a wide variety of options to achieve this impact, some resource intensive (e.g., technical assistance provided by experts directly to one universal service fund) and some far less so (e.g., conducting a workshop for several funds together; involving the staff of one or more funds in assistance provided to a specific fund; preparing toolkits for several funds to use). The second objective of this contract is to evaluate which approaches are most cost effective; to identify key considerations when selecting approaches; and to provide some assessment of the relative effectiveness of approaches to meeting Project objectives.

dTS is to recommend an approach to this component that balances these concerns and contributes significantly to understanding the value of different approaches.

Objective 3—Making Results Accessible and Useful: The third objective for this contract is to develop a variety of summary documents, presentations or other approaches to communication to make the results of this evaluation accessible and useful to USAID teams, other donors and to universal service funds themselves. This objective will also require developing and executing an outreach plan. Due to budgetary constraints, the original dTS technical proposal was modified (and accepted by USAID) to reduce the LOE and expected deliverables for this objective.

BACKGROUND

Access to telecommunications services can increase the impact of development activities across all sectors, including education, health, agriculture, government and the private sector. There is a proven link between access to mobile phone services in Africa and economic growth. Because of this, almost all USAID and other donor development projects in SSA use telecommunications-enabled tools and services to increase their impact. Unfortunately, the requisite telecom services are often not accessible in a significant portion of the geographic areas where such donor projects focus, including rural and non-rural areas where the poor and ultra-poor reside. A primary reason for this uneven coverage is that these are areas where telecom service providers are less likely to be able to provide services on a viable commercial basis. Extending the needed infrastructure out to these areas and supporting on-going operations does not make financial sense, given relatively low potential customer revenue.

Given the importance of access to telecommunications services for development purposes, many countries have established telecommunications Universal Service Funds or Universal Access Funds (USFs/UAFs) to provide services to these underserved areas. Based on legislation and regulations, countries establish funds that collect a small percentage of revenue from licensed telecom services providers. The funds are then distributed using a variety of approaches (often a reverse tender process) to provide needed subsidies to telecom services in target areas. Countries vary in the percentage of

revenue collected, approaches to managing the funds, permissible uses of the funds, and a variety of other factors related to USAFs.

Globally, the track record of USAF funds varies considerably, with most countries falling far short of achieving the full potential benefits of such funds. To realize these benefits, there are several prerequisites. Countries must:

1. Pass legislation and establish the regulations needed to create a USAF.
2. Establish a fund with an entity to operate it.
3. Collect funds and keep their identity separate from general government funds.
4. Disburse funds for their intended public purpose.

USAFs in South America probably have the longest track record; have been studied the most, and offer experience that can be helpful to funds elsewhere. Recently, the ITU (International Telecommunications Union) commissioned a study of the status of USAFs in SSA, yielding some stark findings showing that these funds fall far short of their potential. Forty-five countries responded to the survey. Of these, 25 have laws calling for USAFs; of these, only 15 have actually collected funds and even fewer – eight – have actually disbursed any funds. Even worse, on average, these latter funds have only managed to disburse 13 percent of the monies collected.

As elsewhere, USAFs in SSA are trying to design and operate to achieve maximum benefit. Current challenges include:

1. Moving from legislation to action – the steps needed to establish an entity to manage the fund;
2. Actually collecting funds;
3. Managing the funds prudently, reflecting good business practices;
4. Disbursing the funds in accordance with policy and legislative guidelines, reflecting (and adapting as needed) best practices elsewhere; and
5. Monitoring and evaluating impact and adapting practices based on lessons learned directly and by other funds.

Africa's USAFs have specific opportunities that have the potential for helping them address these challenges. First, they can learn from funds with long track records. Second, in late 2008 the USAFs formed an association, the African Universal Service and Access Fund Association (AUSAFA), to provide support and help via collaboration between countries. The Commonwealth Telecommunication Organization (CTO) serves as the Association's secretariat. Third, several funds in Africa, including those in Senegal, Uganda, Mauritius, South Africa and Ghana, are already operational in differing degrees, and may serve as examples to other African funds more recently formed or just now becoming operational. Fourth, the ITU has funded two phases of analytical work regarding USAFs in SSA and considers this an important topic.

USAFs in SSA have some unique challenges. The region has the highest priced access to the Internet because of the general reliance on satellites for access to international gateways and between countries. This has begun to change recently with the arrival of several undersea cables and a variety of investments in terrestrial fiber networks by private investors, governments and multi-lateral organizations. Also, cell phone network providers which have expanded dramatically in recent years, are moving to using Internet Protocol (TCP/IP) for their core infrastructure, and are also upgrading their networks to support Internet access.

As originally envisioned, this Task Order was to provide USAID with important performance information regarding the efficacy of a project to provide technical assistance to USAFs in (an estimated) 3 to 6 countries in Sub-Saharan Africa over an (anticipated) 3 to 5 year period. It was also intended to

provide insights for the USAID Global Broadband Innovation (GBI) Program which is working to improve the use of universal service funds on a global basis. Ultimately, Integra narrowed the intended targets for direct technical assistance initially to four countries (Kenya, Tanzania, Ghana, and Nigeria). Subsequently, Integra made a further decision to place Tanzania assistance on an indefinite “hold” status, since there has been no movement in the country to hire the human resources necessary to support USAF activities. Integra is currently considering alternative uses for the LOE that would have been used for Tanzania.

METHODOLOGY

dTS was to conduct its work in two phases. The first phase was the work needed to design the approach to conducting the work described above. This design work required dTS to meet with the USAF Project team to understand the project’s approach, types of and accessibility of data to conduct these evaluation services, and ways to collect required data – both quantitative and non-quantitative. The USAF Project team had been directed by USAID to be cooperative, and has been since the start of the evaluation.

dTS may also use other means it deems useful to conduct this design work. Phase I, as originally envisioned, was not to last more than 90 calendar days. At the conclusion of Phase I, dTS was to propose an approach to conducting and completing the work described above, including a description of data that can reasonably be collected by the USAF Project and other data that will be collected, including type, source, and approach to collection, quality control measures and other pertinent characteristics. It was also to propose the elements of the multi-pronged approach prescribed above, including the range of documents and communications approaches proposed and outlines of each.

At the conclusion of Phase I, the USAID SOW envisioned that dTS would prepare a detailed work plan for Phase II - to be approved by the COR before conducting Phase II. Integra has requested and received a one-year extension of the USAF project, and dTS requested and received approval from USAID for a one-year extension of the evaluation project. dTS went into a monitoring mode from July 2012 through June 2013, waiting for enough of a critical mass of Integra’s contributions to begin a more active evaluation process.

dTS delayed the startup of activities until August 2013, and on August 16, 2013, sent a preliminary draft Phase II work plan to the USAID COR. dTS also recommended modifications in the LOE personnel structure for the project, as one of the ICT experts was unable to rejoin the project due to other commitments. In a USAID/dTS conference call on September 04, 2013, dTS learned that USAID would not be considering the LOE modifications until after September, the end of its fiscal year. It was agreed that dTS would continue working on necessary activities with the previously approved LOE, and that a refined Phase II work plan would be prepared and submitted after USAID’s formal decision regarding LOE amendments. Any changes to methodology from the original dTS proposal would be contained in the Phase II work plan, subject to approval by USAID.

FISCAL YEAR 2012/2013 – YEAR ONE

YEAR ONE PROJECT ACTIVITIES

Initial activities performed by dTS included:

- The kick-off meeting with the USAID COR, Judith Payne and other USAID representatives
- Obtaining and reviewing project material from both USAID and Integra
- Initial meeting with Integra, during which Integra promised full cooperation with dTS

- Preparation and submission of Draft Phase I work plan to USAID

In September 2012, dTS was advised that Integra and USAID were discussing the need to extend the USAF Project for an additional year. USAID’s design of the evaluation project envisioned the evaluation time line terminating six months after the end of the USAF project in order to allow for the potential results of Integra’s assistance to be realized. In order to maintain the same time line relationship between the USAF Project and the evaluation, dTS decided that it should seek a one-year extension for completion of the evaluation. On June 28, 2012, the current evaluation USAID COR, Patricia Flanagan, and dTS held a conference call during which it was agreed that dTS would formally request a time extension, based upon any extension granted by USAID to Integra. In August 2012, Integra received USAID approval for a one-year extension, so that the new termination date for the USAF Project was September 30, 2013. As had been informally agreed with USAID, dTS went into a “holding” status starting in July 2012, and on September 09, 2012 submitted the formal request to USAID for a one-year extension of the evaluation project. USAID approved the dTS extension on December 19, 2012 with a new termination date of March 31, 2014.

The agreement with USAID entailed dTS remaining in a monitoring mode from July 2012 until such time as it appeared to dTS that it would be advisable to move forward with the active evaluation activities. During the monitoring period, dTS had monthly telephone conversations with Bob Otto, President of Integra, usually subsequent to Integra’s submission of its monthly activity report to USAID. dTS prepared monthly and quarterly reports, which for the most part conveyed a synopsis of Integra’s activities and any follow-up thoughts or comments dTS decided were needed. dTS minimized the amount of LOE used during the monitoring period in order to retain maximum LOE for the active evaluation period (the time extension to the evaluation project time period did not increase the original budget LOE).

YEAR ONE KEY MEETINGS

1. Kick-off meeting – USAID and dTS in March 14, 2012. Meeting held at USAID and attended by:
USAID – Judith Payne, Joe Duncan
dTS – Malcolm Young, Oleksandr Rohozynsky, Martin Morell, Kent Edwards
2. Meeting with Integra in April 2012. Meeting held at Integra, and attended by:
Integra: Bob Otto, Eric White, and two others.
dTS: Martin Morell and Kent Edwards
3. Conference call – USAID COR and dTS on June 28, 2012
4. Conference call – USAID COR and dTS on September 04, 2013

YEAR ONE DELIVERABLES

The single deliverable required by the TOR for Phase I was a Phase II work plan, which would provide in detail the methodology, activities and time lines for completion of the evaluation. With USAID’s agreement, dTS delayed development of the Phase II work plan until reactivation of the project.

GOING FORWARD – PHASE II PLANS

At the time of this report preparation, five months remain to complete the USAF evaluation, which will require dTS to complete all activities on an expedited basis. While some components of the Phase II

work plan are still under development, the following paragraphs describe in general terms dTS's plan for Phase II.

DEVELOP PHASE II DRAFT WORK PLAN AND BUDGET FOR PHASE II; REVIEW AND APPROVAL BY USAID OF PHASE II IMPLEMENTATION PLAN AND BUDGET.

I. REVIEW ALL INTEGRA STATUS REPORTS AND RELATED INFORMATION RECEIVED TO DETERMINE:

- a. Adequacy of involved SSA stakeholders' coordinates information – for potential dTS follow-up
- b. Pinpoint specific follow-up needs and items that were noted during monitoring period
- c. Needed additional review/research to determine USAF status/progress in SSA countries other than Integra's core countries.

2. PREPARE FINAL INFORMATION REQUEST TO INTEGRA

Based upon results of I, above, prepare and send to Integra a final request for support information. This request could include asking for additional names/coordinates of SSA individuals in the four core countries or those who participated in in-person events or the on-line webinars. The request could also include any further questions about Integra's activities, deliverables, issues, etc., that dTS finds it needs to analyze.

3. DETERMINE PROCESSES AND POTENTIAL FOR DTS TO MAINTAIN AWARENESS OF CONTINUED INTEGRA (GBI) INVOLVEMENT IN KENYA, NIGERIA, GHANA AND TANZANIA

Integra has been very cooperative in providing a copy of the monthly status report to USAID and in-depth verbal briefings to the dTS TOD. It is not clear at this time whether or not Integra will want or be able to (within its budget constraints) continue to allocate monthly time to brief dTS. We are aware that Integra will continue to provide assistance to the regulator in Kenya, and will also likely be involved in Nigeria via an infrastructure project with potential ICT components. At a minimum, dTS plans to request that Integra continue to include it on the distribution list for the monthly status updates to USAID. If that is not possible, dTS will request that the appropriate USAID AOR provide the reports. Determining this process is an important item in moving forward on evaluating the impact of the USAF project activities, since dTS will need to maintain awareness of the state of USAF affairs in the countries mentioned.

4. EVALUATION DESIGN DOCUMENT

The USAID Contract, Item F.2.2, requires dTS to prepare an "Evaluation Design Document." This document was to be submitted at the conclusion of Phase I, and would detail the proposed approach to conducting the evaluation services, reflecting the best practices related to evaluation design documents. This deliverable component is under preparation, and will be submitted to the USAID COR shortly after USAID approval of the modified LOE request.

5. OPERATIONAL MEASUREMENT OF IMPACT

This activity requires the development of the means to measure the impact of the USAF project in SSA. As was recognized by USAID in designing the evaluation project requirements, it is anticipated that the impact of the project's activities may be realized over a time frame extending beyond the

evaluation period. That means that some amount of the measurements will necessarily be “directional” in nature, i.e., dTS will assess whether or not the assistance received in a given country has set in motion or significantly contributed to a trend that appears to be moving the country further toward an effective USAF regime. Such measurements, by definition, will not likely be quantifiable. As a part of the evaluation, dTS will also need to assess the progress of USAF in SSA countries where Integra did not directly provide assistance. In those countries, both quantifiable and non-quantifiable measurements will be developed. For example, to the extent that dTS determines that a given country has implemented specific USAF projects, it may be able to assess the number of additional people having access to telecommunications/ICT.

dTS will develop measures to assess the effectiveness and cost efficiencies of Integra’s technical assistance in the Core Countries. Of necessity, the specifics of such measures will be contingent upon the individual activities and work plans to be implemented in each country by Integra. As a starting base line, the status of the USAF in each country will be described, including any unique features or status designations in a given country. The countries selected by Integra for technical assistance are at different stages of USAF development, such that it is anticipated that measures of effectiveness will vary among the countries. For any measurements in countries other than the Core Countries, dTS will develop measures that rely on survey results and information obtainable via desk research.

6. RESEARCH ADDITIONAL USAF MATERIAL

Since annual increases in teledensity do not necessarily indicate any material improvement in universal access in a country, such statistics are not reliable indicators of USAF improvements. Nonetheless, dTS will need to assess the changes in such statistics over the several years of the project in order to gauge the overall progress being made in SSA. dTS will seek to obtain appropriate additional material on USAF status, plans and progress in the Core Countries. With regard to other countries in SSA, dTS will use existing material provided by the ITU, Integra and other documentary and analytic sources. A specific step in this process will be the determination of whether or not ITU has completed any further assessments of universal access status in SSA, and, if so, obtaining such analysis. Contact will also need to be made to the Commonwealth Telecommunications Organization (CTO) to find out its current perspective on the status of universal access and fund administration in SSA, given CTO’s role as secretariat to the AUSAFA organization.

Finally, dTS will determine which non-core SSA countries it will need to investigate in more depth as counterpoints to the core countries. A preliminary view is that dTS will seek further information where a country appears to have made some degree of progress on USAF administration and activities. This activity is a precedent to deciding which non-core SSA countries may be suitable for in-country follow-up visits.

7. REPRESENTATION OF USAF PROGRESS/PLANS IN CORE COUNTRIES

When dTS initially included preparation of a logic model for the USAF project in its proposal, it was believed that Integra’s approach to improving USAFs in the SSA countries would have more common elements than has been the case. During Phase I, dTS modified this work activity to reflect Integra’s approach in each of the Core Countries, although any common aspects will be highlighted. Integra’s approach to improving USAF performance has relied heavily on direct technical assistance by David Townsend (and others) in each country, so that dTS will prepare a foundation view for each country which expands upon the nine phases of USAF development articulated by Townsend. To the extent that any representations are ultimately prepared for other

countries, dTS will use the same starting point (a modified version of Townsend's nine phases), since the essential components of a successful USAF program are contained therein.

Although Tanzania was dropped as a core country due to its lack of progress in staffing the USAF function, dTS will evaluate the situation in that country as between the "core" countries and other SSA countries. That is, we will give Tanzania a significant amount of attention, including a country visit.

8. COUNTRY QUESTIONNAIRES/SURVEYS

dTS will review Integra's work plans for Kenya, Ghana and Nigeria and the monthly status reports in order to develop a set of questions for inclusion in a survey of key individuals in each country. Key individuals will have been identified or confirmed in work activities 2 and 3, above. Since almost all of Integra's Task Order 1 work in the countries (except for a report in Ghana) has now been completed, all of the core country surveys will be planned for simultaneous distribution. Given the differences in technical assistance rendered by Integra in the three countries, the survey questions will vary among countries. dTS will, to the extent possible, seek to use the same set of questions across the three countries in order to assess any common levels of USAF development or issues.

Survey development for conference and webinar participants will require review of the content of each. In the case of the webinars, dTS believes that they are available online, so that in-depth review should be possible. For the conferences, dTS will need to rely on agendas and segment descriptions it can obtain.

9. KEY INFORMANT INTERVIEW GUIDELINES – CORE COUNTRIES

Since dTS will be visiting only two of the three countries during Phase II, it will be necessary to remotely assess results in the remaining country, which likely will mean electronic correspondence and telephone calls. This is an area that may need reconsideration by dTS and USAID, since the core group of countries was reduced to three, it may be cost effective to realign the project budget to allow for visits to each of the core countries. Key personnel will be identified for interviewing, either in-person or via remote means, and interview guidelines will be prepared to guide the interviews. Interview guidelines will need to be framed around the measurement metrics prepared in work activity 5, subject to any updating of such metrics as may be seen as needed at the time.

10. NON-CORE SSA COUNTRY ASSESSMENTS

From among the countries included in the ITU universal service assessment, dTS will analyze as many as practical. This will involve identifying the key organization(s) and personnel responsible for any USAF programs in each country. dTS will either assess such countries via surveys or telephone interviews, or a combination of the two. Survey questions and interview guidelines will need to be prepared, and metrics for evaluating the results will be necessary. As mentioned previously, Tanzania will be one of these countries, and will likely receive more attention than other non-core countries, given its initial inclusion in the core group.

11. COST EFFECTIVENESS MEASUREMENTS

The approach to the cost-effectiveness evaluation is to make use of all of the data collected through the impact evaluation, but it will require several additional data collection and analytic activities. dTS will analytically relate the impacts identified through the impact evaluation to data on the resource costs of the services delivered by the USAF Project. A critical step will be to identify and categorize

the types of technical assistance offered in each core country and for other venues (webinars, regional meetings, etc.). This will be done on the basis of the reviews of USAF Project documents and discussions with INTEGRA and USAID personnel. Using our conversations with the key informants during Phase I and the “monitoring period,” we will identify the following: (i) what assistance was delivered to whom and when; (ii) what was the context of the delivery; (iii) what were the country USAF resources required (e.g., number of staff person-days, travel expenses); and (iv) what were the respondents assessments of the benefits derived.

We recognize that our analyses will have to deal with the challenges associated with combining cash and in-kind amounts, and with varying country measures and contexts. We also assume that that it will be necessary to develop appropriate units of each type of assistance that we can ultimately associate with dollar costs in the final cost-effectiveness calculations while at the same time controlling for differences in the USAF stage of development and country contextual factors. The information collected will be used to define the cost effectiveness measures, which will be presented in a memo to the AOR to initiate dialog and receive feedback on the methodology to be used. We anticipate the cost data will be a combination of dollar amounts (travel, facilities rental, communications) and resource units such as person days required.

12. COUNTRY VISITS & REPORTING

dTS will visit at least two of the core countries which received technical assistance from Integra during the USAF Project. Given the potential lack of significant quantifiable progress in these countries (in terms of additional teledensity and/or access to ICT), dTS recommends that visits to all four of the original core countries to assess the impact on institutional and fund capacity would be advisable. This consideration recognizes that any expansion of the planned travel expenses would need to take place within the current overall project budget, and is subject to approval by USAID. It is anticipated that the TOD would perform the country visits, likely doing Ghana and Nigeria first, to be followed by Tanzania and Kenya. The visits would be planned taking the physical proximities into account in order to minimize travel expenses and time. Mr. Edwards would be assisted in-country by one of the four CCN individuals already accounted for in the budget in order to minimize time spent in arranging meetings, transportation, etc.

The purpose of the country visits will be to verify and expand on impact data obtained through the electronic surveys, interviews and document reviews – and to explore in greater depth the linkage between USAF Project activities and identified impacts. The visits will include key informant interviews with: (i) personnel at the country’s USAF, (ii) government regulators and policy-makers, (iii) other institutions and organizations that might be able to supply relevant input for the evaluation. To the extent that any specific USAF projects have been identified by the USAF Project as resulting from the technical assistance provided, we will want to fully examine such project “on the ground.” The in-country visits will be accomplished by our Telecom/ICT experts potentially assisted by a local administrative/research aide.

Prior to any country visits, dTS will provide the AOR with details and proposed timing of the planned visits in order to obtain USAID approval for the travel. Subsequent to the conclusion of the visits, dTS will provide written trip reports to the AOR, detailing the specific activities completed, persons interviewed, and preliminary findings regarding USAF impacts.

13. TECHNICAL/FINANCIAL MANAGEMENT & REPORTING

dTS will regularly update the AOR about project status or any issues that may arise. Quarterly Progress Reports will be submitted referencing the Work Plan, issues and challenges faced, and

recommended approaches to address them. dTS will also include activities planned for the following quarter. Quarterly Financial Reports (containing awarded, expended, and accrued costs) will also be submitted. A Final Report providing quantitative representation of accomplishments and suggestions to approaches will be submitted, followed by the Final Financial Report. The Draft Final Report will be submitted to USAID 30 days prior to the project completion date to allow sufficient time for USAID review/comments and to complete any needed revisions.

The first Annual Report for the evaluation project will be due on 30 September 2013. Whereas the USAID Contract specifies that the “year ending Quarterly Financial Report will constitute the Annual Financial Report,” such provision is not mentioned regarding the year ending Quarterly Progress Report. dTS proposes that the year ending Quarterly Progress Report be combined with the Annual Progress Report. All other reporting considerations will be delivered as directed by the Contract.

ANNEX ONE: Phase II Work Plan Implementation

ITEM	SCHEDULE	RESPONSIBILITY
WORK PLAN REVIEW & COMPLETION		
PRELIMINARY ACTIVITIES		
Final information request to Integra	Nov 25	Team Leader & PMT
Establish ongoing relationship with Integra	Nov 25	Team Leader & PMT
Prepare evaluation design document	Nov 25	Team Leader & PMT
Develop operational impact measurements	Nov 25	Team Leader & PMT
Research additional USAF material	Nov 25	Team Leader & PMT
FOUNDATION VIEW – CORE COUNTRIES		
Kenya	Nov 25	Team Leader & PMT
Ghana	Nov 25	Team Leader & PMT
Nigeria	Nov 25	Team Leader & PMT
Tanzania	Nov 25	Team Leader & PMT
ELECTRONIC SURVEYS		
Conference Attendees		
Dar es Salaam	Dec 6	Team Leader & PMT
Zanzibar	Dec 6	Team Leader & PMT
Webinars	Dec 6	Team Leader & PMT
NON-CORE COUNTRY ASSESSMENTS		
Surveys	Jan 14	Evaluation Specialist & PMT
Telephone interviews	Jan 14	Evaluation Specialist & PMT
Assessment	Jan 14	Evaluation Specialist & PMT
CORE COUNTRY SURVEYS/INTERVIEWS		
Key personnel identification	Nov 29	Team Leader & PMT
Surveys	Nov 29	Team Leader & PMT
Interview guidelines	Nov 29	Team Leader & PMT
Telephone interviews	Nov 29	Team Leader & PMT
Assessment	Nov 29	Team Leader & PMT
COST EFFECTIVENESS MEASUREMENTS		
Develop metrics	Nov – Dec 13	Evaluation Specialist & PMT
Analysis of country information	Nov 13	Evaluation Specialist & PMT
Cost effectiveness assessment	Dec 13	Evaluation Specialist & PMT
CORE COUNTRY VISITS		
Nigeria & Ghana	8 Dec 13 – 22 Dec 13	Team Leader
Tanzania & Kenya	13 Jan 14 – 26 Jan 14	Team Leader
Country reports preparation	11 Dec 13 – 26 Jan 14	Team Leader & PMT
Reports to USAID	31 Jan 14	Team Leader & PMT

SCHEDULED REPORTING		
Quarterly Reports – Progress & Financial		
Jul-Sep 2013*	31 October 2013	Team Leader & PMT
Oct-Dec 2013	31 January 2014	Team Leader & PMT
Jan-Mar 2014	31 March 2014	Team Leader & PMT
Annual Report – 2012/2013	30 September 2013	Team Leader & PMT
EVALUATION PROJECT FINAL REPORT		
Draft to USAID	1 March 2014	Team Leader & PMT
Final Report	31 March 2014	Team Leader & PMT

* dTS requested permission from USAID to combine the final FY 2012/13 Quarterly Report into the Annual Report