* 1. **PERFORMANCE WORK STATEMENT**

***\*Note that this sample has been revised from the source document on the Government Point of Entry as necessary to align formatting and applicable FAR procedures.\****

* 1. **PROJECT TITLE:** U.S.-Africa Information and Communication Technology Standards Program
  2. **USTDA Activity No.:** 2019-11008A

## OVERVIEW:

USTDA seeks a contractor (Contractor) to provide program management service to support the U.S.-Africa Information and Communication Technology (“ICT”) Standards Program (“Technical Assistance” or “TA”). The TA shall consist of a base period of performance of eighteen (18) months with requirement of conducting four (4) technical workshops to be held in sub-Saharan Africa. The workshops shall each approximately two (2) days and include expected attendance by 30-50 participants from the host country(ies). Target participants may include, but are not limited to, host country public and private sector entities and other stakeholders and decision makers relevant to the TA topics. USTDA reserves the right to exercise two (2) option periods (of 18 months each) in addition to the base period for the delivery of four (4) workshops per option. If all options are exercised, a total of 12 workshops would be completed under the TA contract.

The TA is designed to share important commercial and industrial standards information and practices with government officials and industry in sub-Saharan African countries to ensure that decision makers who develop and implement standards, testing protocols and regulatory procedures for the ICT sector are informed of internationally accepted industry-led standards. The TA will seek to maximize cost-sharing by U.S. industry and strongly feature U.S. private sector technology, expertise, best practices and resources to carry out technical workshops in sub-Saharan Africa.

It is envisioned that the TA would serve as a forum where representatives from U.S. industry and the U.S. government engage with their counterparts in sub-Saharan Africa to:

* Facilitate technical cooperation in the area of standards development, technical regulation, and conformity assessment policies and procedures for the ICT sector;
* Support implementation of key ICT sector transactions and investments in Sub- Saharan Africa, including regional- and country-wide integration and interoperability, by promoting the adoption of standards;
* Inform Sub-Saharan African industry and public decision makers on technical standards topics and international best practices, and increase awareness of the important role that standards can play to ensure the quality, sustainability, and cost effectiveness of major infrastructure investments; and,
* Inform U.S. industry of the latest issues regarding standards and regulatory developments in Sub-Saharan Africa; encourage greater U.S. industry participation in ICT sector development in the region; and provide U.S. industry an opportunity to engage with decision makers on technical issues and potential commercial opportunities in the host country(ies).

The primary objective of the TA is to encourage countries in Sub-Saharan Africa to: 1) develop or adopt ICT sector standards and standards-making processes that are consistent with international trade practices; 2) promote an environment for private sector investment by improving end-user and investor confidence in the market; 3) allow for more competition in the ICT field and reduce the risk of lock-in to proprietary systems; 4) accelerate harmonization of regional policies and systems; and 5) reduce costs, waste, and environmental impact within the ICT sector.

## SCOPE OF WORK:

The Contractor is encouraged to exercise creativity and propose changes to this Performance Work Statement.

## Task Order Rate Chart Considerations

* + - 1. Fixed Price and Reimbursable Expenses:
         1. *Fixed Price Expenses*: The fixed price portion of the Task Order Rate Chart for the TA shall include: director labor for the Contractor, Technical Expert, and other subcontractors, if any; facilities, meals, marketing, materials, workshop handbooks, training materials, and any other direct expenses associated with the TA.
         2. *Reimbursable Expenses*: The reimbursable portion of the Task Order Rate Chart for the TA shall include: fully refundable economy class international airfare, lodging, location transportation, and meals and incidental expenses associated with the TA for the Contractor, Technical Expert, and other subcontractors, if any; refundable penalty fare economy class international airfare, lodging, local transportation, and meals and incidental expenses associated with up to two U.S. speakers per workshop. Defense Base Act and Medical Evacuation Insurance for all Contractor and subcontractor personnel participating in the overseas portion of this TA; Translation and interpretation services shall also be included under the reimbursable cost portion of the TA. The Contractor shall arrange for, supply, and be reimbursed directly for actual expenses associated with the reimbursable items portion of the Task Order Rate Chart for this TA.
      2. Technical Expert: The Contractor shall provide a technical expert for each workshop with specialization in relevant ICT sector standards (Technical Expert). The Technical Expert shall assist the Contractor in the development of the agenda for the TA activities; assist in the development of workshop handbooks and training materials; and lead at least one technical session during the workshop.
      3. Budget Narrative: Offers shall include a budget narrative in the proposal to explain the costs included and how they were derived.

The Contractor shall prepare a quotation with the following assumptions and requirements in mind:

## Contractor Responsibilities & Deliverables

**Task 1: Program Management and Develop TA Topics**

* + - 1. *Program Management*: The Contractor shall provide program management services to support the execution of the TA, including, but not limited to, organizing and coordinating with relevant subcontractors and stakeholders, monitoring and evaluating outcomes of the TA throughout its implementation, and submitting in a timely manner all deliverables and the Final Report to USTDA. The Contractor shall perform the following tasks in cooperation with USTDA. The Contractor shall provide USTDA timely updates on the status of the TA.
      2. *Outreach and Consultation to Develop Workshop Topics*: The Contractor shall consult with USTDA, U.S. industry, and other relevant U.S. and host country entities to develop topics for the workshops to be delivered during the TA. Other entities the Contractor shall consult include, but are not limited to, the U.S. Departments of Commerce and State; and U.S. companies and industry associations. The TA Contractor would also be expected to coordinate and gather information from industry associations such as Information Technology Industry Council (ITIC), Software and Information Industry Association, Telecommunications Industry Association, and others. In developing TA content, the Contractor shall give primary consideration to topics that are most relevant for supporting implementation of upcoming or ongoing ICT sector transactions, tenders and/or infrastructure investments in the host country(ies) where those tenders offer significant opportunities for the export of U.S. goods and services and where there are U.S. companies interested in pursuing them. Possible TA topic areas may include, but are not limited to the following:
* Cybersecurity
* Data protection
* Access and market liberalization
* E-Government
* Digitization
* Mobile banking regulations
* Standards harmonization

1. *Maximize U.S. Industry Participation and Input:* The Contractor shall actively solicit and promote U.S. industry and key stakeholder participation in the TA. The Contractor shall work with U.S. industry to prioritize and develop topics and specific TA offerings. The Contractor shall coordinate with U.S. companies, USTDA and other relevant entities to develop industry and sector specific materials that shall be used to familiarize host country participants with U.S industry-led international standards and approaches.
2. *Documentation of Objectives and Intended Outcomes*: The Contractor shall document the intended and/or expected goals presented by each stakeholder during the consultation process and development of TA topics. This stakeholder input will support the performance of Task 4 (Evaluation and Reporting) and help to determine the benchmark and outcomes associated with the workshops delivered under this TA.
3. *Coordination with U.S. Embassy in Host Country*: Where identified by USTDA, the Contractor shall maintain timely communication and work closely with the designated local U.S. Embassy points of contact when developing TA topics and carrying out the TA workshops/seminars in the host country(ies).
4. ***Work Plan Report***: No later than Month Six (6) of the TA base/option period, the Contractor shall provide to USTDA an electronic work plan (Work Plan Report) that includes recommendations on workshop topics and supporting justification based on the TA objectives for four (4) workshops/seminars to be delivered during the TA base/option period of performance. The Work Plan Report shall include proposed dates for when the Contractor intends to conduct each workshop under the TA period.
5. ***Workshop Pre-Action Report****:* At least two (2) months before finalizing plans and conducting each workshop the Contractor shall provide USTDA an electronic pre- event action report (Pre-Action Report) that summarizes all necessary background details regarding the proposed workshop, including, but not limited to, information on the event topic and logistics, target audience and recruitment plan, and justification including the scale and type of U.S. exports, U.S. industry involvement, and/or development impacts expected to result. The Contractor’s Pre-Action Report shall include a list of identified U.S. industry participants and their commercial interest in the workshop topic. USTDA shall review the Contractor’s Pre-Action Report to confirm that the proposed workshop subject meets USTDA’s mission and that it is in line with U.S. industry and host country priorities.

The Contractor’s Pre-Action Report shall provide information on the proposed workshop, including a summary of the workshop event, names and feedback from consulted stakeholders, and anticipated host country and U.S. industry participants. In advance of the workshop, the Contractor shall send updated electronic versions of the Pre-Action Report to keep USTDA informed of the workshop status. Information provided in the Pre-Action Report shall include, but not limited to:

* Event title;
* Host country;
* Workshop venue, date and duration;
* Summary of workshop topic, objectives and agenda;
* Names and qualifications of presenters;
* Target audience for event, including note of any key decision makers where relevant;
* Materials to be provided;
* Registration information, including deadline for registration; and
* Contact information for lead event organizer(s).

The Contractor’s Pre-Action Report shall also include a marketing flyer that summarizes the workshop details and objectives. The flyer shall be a standalone document that is suitable for sharing publically to inform stakeholders and recruit potential participants. The flyer shall include available event registration information and event coordinator contact information. The Contractor shall update and/or revise the flyer as needed prior to the workshop. The Contractor shall seek USTDA approval of all marketing materials before they are issued publically.

1. *Branding*: In carrying out the TA the Contractor shall properly acknowledge the role of USTDA to U.S. and host country participants. This may include representing USTDA sponsorship in all written communication with U.S. participants and clearly presenting USTDA’s mission, role, and branding throughout the program. All finalized materials for public shall be approved by USTDA in advance of the workshop.

*Task 1 Deliverable:*

No later than Month Six (6) of the TA period of performance the Contractor shall submit for USTDA approval an electronic Work Plan Report. At least two (2) months prior to finalizing plans and conducting each TA workshop the Contract shall submit for USTDA approval a workshop Pre-Action Report.

## Recruit TA Participants

1. *Workshop Recruitment:* In consultation with USTDA, the host country(ies) government entities, and U.S. and host country industry organizations, the Contractor shall develop a plan to recruit appropriate host country participants for each workshop (Recruitment Plan). The Contractor’s Recruitment Plan may be combined with the Pre-Action Report for each workshop or provided separately as decided by the Contractor. USTDA shall use information provided in the Recruitment Plan to inform USTDA’s due diligence review of proposed workshop participants, partner entities and sponsors. This task shall include, but is not limited to, the following elements:

* Identify target audience;
* Assess minimum education or expertise level for participation;
* Conduct initial screening of potential candidates;
* Review resumes or curriculum vitae of proposed participants;
* Determine potential candidates’ level of experience and background;
* Determine the appropriate number of participants for each workshop;
* Assess minimum level of proficiency in English language needed and identify need for translation services; and
* Develop a list of potential and/or confirmed participants.

1. *Marketing*: The Contractor shall actively market each seminar/workshop to the relevant host country(ies) entities in order to ensure each event is well-attended. The Contractor shall issue invitations or facilitate the issuance of invitations to individuals identified to participate in the TA. The Contractor shall coordinate with the designated U.S. Embassy points of contact and other partnering entities to promote the TA workshop activities.

As privacy issues continue to be high on the list of consumer concerns, USTDA requires the Contractor to use the following language on all promotional, marketing and registration materials:

*By registering for this event, your contact information will be provided to USTDA. USTDA, to the extent permitted by law, may make such information available to other interested persons upon request. In addition, you may receive requests for information related to your participation via telephone, mail, email, or fax from USTDA program evaluators and other USTDA representatives. Please refer to USTDA’s privacy policy at* [*www.ustda.gov*](http://www.ustda.gov/)

*[ ] Check here if you do not want to receive future communications from USTDA.*

Registration information shall be sent to USTDA for all participants regardless of whether or not they check this box during registration.

*Task 2 Deliverable:*

The Contractor shall develop a Recruitment Plan for each workshop at least (2) months prior to the event date (and may be included in Pre-Action Report as decided by the Contractor). The Contractor shall actively market each workshop to ensure that each event is well-attended. Following submission of the Recruitment Plan, the Contractor shall provide USTDA timely updates on proposed participants, partners and sponsors as required for USTDA due diligence review.

## Deliver Workshops and Training Sessions

1. *Duration*: The Contractor shall deliver a total of four (4) workshops over a period of eighteen (18) months (or less) under each base/option period. Each workshop is anticipated to be held for two days unless otherwise approved by USTDA.
2. *Workshop Format*: In addition to training workshops and one-on-one meetings to facilitate networking and coordination between host country participants and U.S. entities, other event formats may be utilized as appropriate with USTDA approval.
3. *Location and Timing*: To maximize participation by government and private sector entities from sub-Saharan Africa, the Contractor shall conduct all training in eligible sub-Saharan African countries unless otherwise agreed to by USTDA. The Contractor shall consult with U.S. and Host Country government entities and industry organizations to identify and provide for an appropriate training venue and timing for the TA workshops.
4. *Host Country Contribution*: Attendees shall cover their own travel costs, if any, for attending the workshops.
5. *Logistical Details*: In consultation with USTDA and other key stakeholders, the Contractor shall undertake all necessary logistical details including, but not limited to, assisting with lodging arrangements, selecting and coordinating arrangements for suitable workshop venues, managing registration procedures, and arranging interpretation/translation services and food/beverage services. The Contractor shall provide a minimum of two (2) meals per day and coffee/tea break settings. The Contractor shall utilize USTDA funds pursuant to all USTDA rules and requirements. In particular, the USTDA funds shall not be used for the purchase of alcohol.
6. *Presenters*: The Contractor shall identify and ensure the participation of speakers for the workshop who can discuss, present and contribute expertise and/or case study modules associated with each session topic. Speakers shall include: the Contractor’s Technical Expert and public and private sector representatives from the U.S. and sub-Saharan Africa, such as technical experts, policy experts, regulators, distribution company representatives, regional/municipal government entities, major public and private sector users of electricity services, financiers, and technology, equipment and service providers.

The Contractor shall recruit U.S. private sector speakers/trainers to participate in each TA workshop. To the extent possible, the Contractor shall not be responsible for costs associated with the U.S. private sector participation such as airfare and lodging costs; rather the Contractor shall encourage the participating U.S. firm/entity to bear responsibility for costs associated with participating in the program. However, the Contractor shall facilitate U.S. private sector participation by helping to coordinate travel logistics, prepare presentations and provide access

to presentation equipment during the TA workshops. The Contractor shall recruit additional public and private sector representatives from the United States and eligibility sub-Saharan African countries to speak at the workshops at no cost to USTDA.

In order to ensure participation by any key U.S. representatives, USTDA shall fund on a reimbursable basis fully refundable economy class international airfare, lodging, local transportation, and meals and incidental expenses associated with up to two (2) U.S. speakers for each TA workshop. Priority for USTDA-funded speaker travel shall be given to public sector or other non-profit sector representatives with expertise relevant to the TA workshops that may otherwise have limited resources to fund their own travel. Selection of speakers is subject to approval by USTDA.

1. *Preparation of Presentations*: The Contractor shall collect all presentations in advance of the TA workshops. The Contractor shall review all presentations and provided guidance to presenters on the presentations as necessary to ensure quality and consistency of the content to meet the TA workshop objectives.
2. *Workshop Materials*: The Contractor shall work with industry experts, stakeholders, presenters and other relevant entities to develop agendas and content/training materials for each workshop. The Contractor shall provide USTDA and designated U.S. government partners with an electronic draft copy of key workshop materials in advance of the workshop event to ensure they comply with U.S. policy, trade goals and quality requirements prior to distribution.
3. *Translation and Interpretation*: Where necessary to ensure clear understanding on the part of the host country(ies) participants regarding what will be involved in each workshop, key documents shall be translated into host country(ies) language(s) and provided during each workshop as necessary. All translation shall be undertaken by a professional technical translator familiar with the subject matter, and then reviewed and edited by bilingual technical experts to assure its accuracy. The Contractor shall provide simultaneous translation for each training seminar or activity as requested or needed by the participants.
4. *Coordination with U.S. Stakeholders*: The Contractor shall regularly update USTDA and other designated stakeholders on the progress of the training program via report submissions (Work Plan Report, Pre-Action Report, and After Action Report) as well as timely response to emails and calls regarding the TA status. These updates are intended to ensure that USTDA, U.S. government entities and other stakeholders are fully informed of the, TA activities, topics being addressed and outcomes.
5. *Cost Sharing and Sponsorship*: During development of a TA workshop itinerary, the Contractor shall ascertain the willingness and ability of U.S. entities (particularly groups benefiting from the TA) to participate in the TA workshops and share associated costs. This may include, but is not limited to, ground transportation, airfare, food, lodging, event materials, signage, entertainment and receptions where appropriate. U.S. industry cost sharing may also include sponsorship for host country public or private sector delegate participation in the TA workshops, including coverage of travel expenses necessary to facilitate attendance by key decision makers as identified by the sponsoring U.S. company. In addition to U.S. industry contribution, the Contractor may seek sponsorship or cost sharing from other TA stakeholders in the form of funding or in-kind contributions, such as facility use, equipment or other such materials necessary for implementing the TA. All cost sharing or sponsorship activities are subject to USTDA approval. The Contractor shall ensure that sponsorship and in-kind contributions for each workshop match or exceed USTDA’s funding contribution.

In addition to invited guests from USTDA eligible countries (Host Country Participants), the Contractor is advised that participation at and/or sponsorship of a USTDA event held overseas is limited to U.S. Individuals, U.S. Firms or U.S. Consultants, each as defined in USTDA’s Nationality Requirements. USTDA reserves the right to authorize the participation of individuals and firms from other eligible countries within the same geographic region (sub-Saharan Africa). The Contractor is advised that individuals or organizations that are excluded from doing business with the U.S. Government may not attend or sponsor USTDA events.

1. *Media Interest and Handling*: The Contractor shall notify USTDA Public Affairs of all media requests made of the Contractor or TA participants. In addition, the Contractor shall be diligent in keeping USTDA Public Affairs informed of all media activities related to the TA. Announcements which have any connection to USTDA shall be fully coordinated with the USTDA Contracting Officers Technical Representative (COTR) and in most cases, approved and distributed by USTDA.
2. *Photographs*: The Contractor shall deliver to USTDA photographs of each TA workshop event suitable for publication. The Contractor shall follow the photograph submission guidelines found in Annex III.
3. *Requests for Information and Follow-Up*: The Contractor shall assist the TA participants in all reasonable requests to obtain additional information related to the workshops and training topics. This may require follow-up mailings, emails and telephone communications subsequent to the conclusion of the TA workshops. During the course of the TA, the Contractor shall be available, via phone, email, or other correspondence, to answer any questions on any of the topics covered under this TA program.

*Task 3 Deliverables:*

The Contractor shall implement four (4) workshops in Sub-Saharan Africa no later than Month Fifteen (15) of the TA base/option period. The Contractor shall make all necessary logistical arrangements for the workshops and coordinate with stakeholders to identify and develop workshop topics, format, content and presenters. The Contractor shall maximize U.S. industry and stakeholder participation and sponsorship to the extent practicable and ensure that the level of sponsorship matches or exceeds USTDA funding for the workshop. The Contractor shall provide timely updates and respond to all reasonable requests for information regarding the TA.

## Evaluation and Interim Reporting

1. *Confidential Information*: It is the responsibility of the Contractor to clearly mark “Confidential” on the cover and in the header of all pages of confidential report items. USTDA will maintain the confidentiality of such information in accordance with the applicable law. Contractors shall take special care to highlight any information that is particularly sensitive.
2. *After Action Report Questionnaire*: The Contractor shall design a separate written questionnaire to be distributed to all U.S. company participants and one participant from each sub-Saharan African entity participating in each event arranged under this TA (After Action Report Questionnaire or AARQ). The purpose of the AARQ is to evaluate the results, outcomes and effectiveness of each event and gather feedback on how to improve future events. Information collected via the AARQ shall be incorporated in reports submitted to USTDA.

The Contractor shall use the information gathered during Task 1 (Program Management & Development of Technical Assistance Topics) in order to develop the AARQ. The AARQ should be tailored to obtain the maximum level of information required to determine whether the participants’ goals, objectives were met – as stated during the development phase of the topics as outlined in Task 1 – and what outcomes may be associated with the event. The Contractor shall specifically strive to determine the commercial impact of the program for the U.S. companies involved. Respondents shall include U.S. Government, host country government entities, and U.S. and host country private sector representatives who participated in the events/activities. Prior to distribution of the questionnaires to respondents, the Contractor shall contact USTDA’s Program Evaluations Department to discuss the evaluation strategy and provide a draft of each AARQ. USTDA Evaluations shall review the AARQ and strategy to ensure that it meets USTDA’s needs and advise the Contractor of any suggested revisions.

1. *Development Impact Assessment*: The Contractor shall identify and report on the most important benefits that the TA workshops and relevant projects/activities will provide to the host country(ies) (Development Impact Assessment). Items of primary interest to USTDA include: Infrastructure (including any positive environmental impacts); Human Capacity Building (including jobs and training); Technology Transfer and Productivity Improvements; and Market Oriented Reforms. Other host country economic development benefits such as financial revenue enhancements, increased good governance and others should also be mentioned where appropriate. The Contractor shall identify how the TA may result in the development impact, and explain how the impact can be measured when the USTDA TA is completed. These development impact factors are intended to provide the decision-makers and interested parties with a broader view of the TA’s potential effects on the Host Country. This assessment shall be included as a section of the Contractor’s AAR and TA Final Report. For more detail see the Guidance on USTDA Development Impact Measures in Annex I.

Primary Development Impact Assessment Measures:

* + Infrastructure
  + Technology Transfer and Productivity Improvement
  + Human Capacity Building
  + Market Oriented Reforms
  + Other

1. ***After Action Reports***: Forty-five (45) days following the conclusion of each TA workshop, the Contractor shall provide to USTDA a written initial report covering the event (After Action Report or AAR). The AAR shall give a full account of the workshop event, including but not limited to the following items:
2. Final workshop agenda;
3. Executive summary of the workshop;
4. Detailed summary of the workshop activity including workshop objectives; overview of the event, participants, and topics addressed; analysis of technical content featured and key takeaway messages or themes from each workshop session; and identification of notable outcomes;
5. Participant and stakeholder feedback;
6. Development Impact Assessment;
7. Narrative of the Contractor’s evaluation of whether the event achieved USTDA objectives and recommendations on how future events might be improved;
8. Public Market Report; and
9. Participants List.

The AAR for each workshop shall display information received from U.S. and foreign participants that is relevant for understanding whether the activity assisted the achievement of the TA objectives. These objectives may include: U.S. commercial benefits, host country development benefits, and policy or economic reform objectives as determined during Task 1 (Program Management and Develop TA Topics). This information shall be based on discussions, the AARQ and telephone or email surveys with the foreign and U.S. participants. For example, the U.S. participants should be asked to project their firm’s business potential in the host country(ies) over the next 1-3 years. In the case of policy objectives, foreign participants (and some U.S. participants) should be asked whether progress towards the desired objective was facilitated by the USTDA- funded activity. USTDA believes that this information is necessary to establish a “baseline” that will be helpful in guiding future follow-up evaluation work.

Feedback from the questionnaires and follow-up consultations will also be factored into on-going events to improve their effectiveness. The Contractor shall endeavor to obtain the maximum amount of information possible from the U.S. firms. The information shall be firm or entity specific (as in the case of a government entity, NGO, etc.) and presented individually for each entity. Contact information for the individual(s) providing the information shall be included.

Participants who failed to respond should be identified to assist future evaluation efforts. The Contractor shall provide the list of questions asked of each participant in the AAR.

The AAR shall contain a descriptive narrative as to whether the event achieved USTDA objectives and the Development Impact Assessment (Task 5) for the activity. In this narrative, the Contractor shall provide evaluation of any policy or regulatory changes or impacts in ICT sector that may occur in the near future in the host country(ies). The Contractor shall also identify the most productive prospective commercial relationships that were assisted by the USTDA event.

USTDA will add this narrative to the Agency’s internal database.

For the AAR, USTDA expects the following level of work: at least two attempts to collect information via the method chosen by the Contractor (two emails and/or phone calls). For U.S. participants who had a significant interaction with the Host Country participants (in the form of one-on-one meetings, site meetings, or related social events), USTDA requires the Contractor to make at least two telephone calls to participants who fail to respond to email. Firm-by-firm / delegate-by-delegate descriptions of feedback and results of the workshops shall be provided by the Contractor.

***Public Market Report*:** The Contractor’s AAR shall also include a public report of no more than ten pages (Public Market Report). The Public Market Report shall be designed as a standalone document suitable for distribution to U.S. companies and other stakeholders to provide an overview of the TA workshop, summary of topics, analysis, and/or key conclusions of workshop, as well as relevant market and/or standards information for the country(ies) and sector/subsector addressed by the TA workshop. The primary goal of the Public Market Report is to provide timely information to U.S. firms active in or considering commercial opportunities in the ICT sector market in sub-Saharan Africa. At the discretion of USTDA, the Public Market Report may be made available on USTDA’s website and may be the subject of USTDA alerts or be referenced in outreach USTDA conducts to industry. In keeping with the public nature of this document, the Contractor must include in the Public Market Report, as appropriate, a list of sources and citations for the information contained within.

*AAR Participants List:* The Contractor shall compile separate participants’ lists of

U.S. and foreign participants for each workshop event. For the lists of participants, whether foreign or U.S., the Contractor shall include the full name, title, city, state and country of residence, telephone number, e-mail address. The participant lists should provide an opportunity for participants to indicate their interest in receiving information about USTDA news and events. The Contractor shall deliver this information in both hard copy form (Final Report only) and on electronic media (CD-ROM or flash drive) in Microsoft Excel format as indicated below.

The format provided below shall be used for the participants’ lists in each After Action Report. In addition, when sending the AAR, an electronic version of the

U.S. participant list shall also be sent to [insert email here] in an Excel spreadsheet, using the format below. USTDA shall provide an Excel participant list template to the Contractor. Each listed category must have its own distinct field, separated into columns:

* 1. Firm/Organization
  2. Contact Person (First Name)
  3. Contact Person (Last Name)
  4. Contact Person (Title)
  5. City
  6. State
  7. Country
  8. Phone Number
  9. E-mail Address
  10. Date of Participation (mm/dd/yy)
  11. Site of Participation
  12. Interest in receiving information on USTDA news and events

For all non-U.S. participants, the Contractor shall also collect employment designations for inclusion in the After Action Report. (Example: 5 government representatives, 1 medical professional and 10 private business professionals for a total of 16 participants) Select the employment designations from the following list.

Agricultural Professionals Government Representatives

Important Political Figures Not Properly Classified Elsewhere International Organization Representatives

Labor Professionals Media/Communications Professionals Medical Professionals

Non-Governmental Organization Professionals Other

Private Business Professionals

Researchers/Faculty (affiliated with academic institutions) Researchers (non-academic)

Scientists/Technologists

University Administrators/Instructors University Graduate Students University Undergraduate Students Unknown

The Contractor shall inform participants that by registering for each event, their contact information will be provided to USTDA, to the extent permitted by law, may make such information available to other interested persons upon request. In addition, participants should be informed that they will likely receive requests for information via telephone, mail, or email from USTDA program evaluators, and other USTDA representatives. Contractors should also refer participants to USTDA’s privacy policy at [www.ustda.gov.](http://www.ustda.gov/)

The Contractor’s AAR shall be electronically submitted in draft to USTDA within forty-five (45) days after the conclusion of each workshop. The Contractor shall

incorporate USTDA’s comments as appropriate and shall resubmit the final AAR within fifteen (15) days of receiving USTDA’s comments.

Outline of After Action Report for TA Base/Option Period:

1. After Action Report
   * Final workshop agenda;
   * Executive summary of the workshop;
   * Detailed summary of the workshop activity including workshop objectives; overview of the event, participants, and topics addressed; analysis of technical content featured and key takeaway messages or themes from each workshop session; and identification of notable outcomes;
   * Participant and stakeholder feedback;
   * Development Impact Assessment;
   * Narrative of the Contractor’s evaluation of whether the event achieved USTDA objectives and recommendations on how future events might be improved;
2. Public Market Report
3. Participants
4. *Follow-up Consultation*: The Contractor shall conduct follow-up consultation with USTDA and brief them, and other workshop participants as needed, on the results of each workshop’s AAR and to solicit their feedback on ways to document the outcomes of and improve the effectiveness of the workshop program.

*Task 4 Deliverables:*

The Contractor shall maintain the confidentiality of all information in accordance with the applicable law and appropriately mark documents and deliverables that contain confidential information. The Contractor shall prepare and solicit U.S. and host country participant feedback on After Action Report Questionnaires and assess the potential development impacts that may result from the TA activities. The Contractor shall prepare and submit After Action Reports to USTDA no later than forty-five (45) days after the conclusion of each workshop.

## D.5.6: Evaluate Development Impacts of the TA

The Contractor shall analyze the key Host Country development impacts of the TA, including any potential effects in the area of infrastructure, human capacity building, technology transfer and productivity improvement and/or market- oriented reform. Other host country economic development benefits such as new standards being implemented, financial revenue enhancements, increased good governance and others should also be identified where appropriate. The Contractor shall identify how the proposed USTDA activity will result in the development impact, explain how the impact can be measured when the USTDA activity is completed and project is implemented. The Contractor shall identify and describe specific examples of impacts to the extent possible. These development impact factors are intended to provide the decision-makers and

interested parties with a broader view of the TA’s potential effects on the host country(ies). The assessment shall be included as a section of the After Action Reports and TA Final Report. Refer to Guidance on USTDA Development Impact Measures in Annex I.

*Task 5 Deliverables:*

The Contractor shall analyze and report on development impacts of the TA and include all findings in the After Action Reports and Final Report.

## Sustainability and Quality Enhancement Plan

In consultation with host country entities, the U.S. private sector, and USTDA, the Contractor shall develop a strategic plan with the aim of assessing the potential for financial sustainability of the TA activity following the conclusion of the USTDA-funded program. The Contractor shall consider membership and/or user fees, workshop and/or corporate sponsorships, and any other elements that would make the program self-sustaining. The Contractor shall provide a recommendation to USTDA on the best possible methods for self-sustainability.

The Contractor shall work with host country participants and U.S. private sector to identify “train the trainer” opportunities to establish sustainable, long-term training capacities among host country entities. Based on the experience and outcomes of completing four TA workshops (Task 3), the Contractor shall provide recommendations to USTDA on how subsequent TA activities can be designed or enhanced to better achieve the TA objectives identified.

*Task 6 Deliverables:*

The Contractor shall provide USTDA a sustainability and quality enhancement plan for the TA.

## Final Report

*Final Report*: Following conclusion of the fourth workshop during the base or option period, the Contractor shall prepare a final report (Final Report) that will be divided into two separately bound volumes: Volume 1 (Public) and 2 (Confidential). The Contractor shall submit to USTDA a final electronic copy (both Microsoft Office and PDF files) of the Final Report, including, but not limited to the following contents:

*Volume 1* of the Final Report (the “Public Version”) shall give a full report (exclusive of commercially sensitive information) of the USTDA-sponsored workshops and executive summary of the overall TA. Volume 1 shall include an Executive Summary that briefly summarizes the TA objectives and outcomes.

Volume 1 shall include overview of all four workshop events held during the base/option period (including total number of host country participants); copy of final event agendas, analysis of Development Impacts of the TA, a summary of evaluation results, discussion of policy or regulatory changes or impacts in ICT sector that may occur in the near future in sub-Saharan Africa, and identification of best prospects for U.S. commercial opportunities and challenges in the host country(ies) ICT sector, where appropriate. Volume 1 shall contain copies of all Public Market Reports and be suitable for public distribution by USTDA’s resource library.

*Volume 2* of the Final Report is a confidential document. It is the responsibility of the Contractor to clearly mark the annex with the word “Confidential” on the cover and in the header of all pages of the Report. Volume 2 shall give a full report of the USTDA-sponsored workshops and executive summary of the overall TA Program. The Executive Summary shall include overview of all four workshop events held during the base/option period (including total number of host country participants), analysis of Development Impacts of the TA, a summary of evaluation results, discussion of policy or regulatory changes or impacts in ICT sector that may occur in the near future in sub-Saharan Africa as a result of the TA, and identification of best prospects for U.S. commercial opportunity in the ICT sector, where appropriate. Volume 2 shall contain copies of all approved After Action Reports (inclusive of commercially sensitive information). In Volume 2, the Contractor shall clearly identify the most productive prospective commercial relationships that were assisted by the USTDA TA activity. To the extent possible, the Contractor shall endeavor to identify and describe specific examples of outcomes, measurable impacts,

relationships development and commercial opportunities supported by the TA. USTDA will add this narrative to the Agency’s internal project database for follow-on evaluation. The Contractor shall provide a narrative of the Contractor’s evaluation of whether the TA achieved USTDA objectives and recommendations on how future events might be improved.

The TA Final Report shall be submitted as an electronic draft to USTDA within 60 days after the conclusion of the fourth (final) workshop. The Contractor shall incorporate USTDA’s comments as appropriate and shall submit the Final Report within 15 days of receiving USTDA’s comments. The Contractor shall submit the finalized report electronic versions following USTDA approval of the draft.

Outline of Final Report Contents for TA Base/Option Period:

* + - 1. Volume 1 (Public Document)
         * Executive summary
         * Overview of four workshops and final event agendas
         * Summary of evaluation results and anticipated policy or regulatory changes
         * Development impact analysis
         * Summary of opportunities and challenges for U.S. industry
         * Public Mark Reports
      2. Volume 2 (Confidential Document)
         * Executive Summary
         * Overview of four workshops and final event agendas
         * Summary of evaluation results and anticipated policy or regulatory changes
         * Development impact analysis
         * Summary of opportunities and challenges for U.S. industry
         * Narrative of the Contractor’s evaluation of whether the TA achieved USTDA objectives and recommendations on how future events might be improved
         * Approved After Action Reports

*Final Report Submission Guidelines*: All written reports shall be delivered to USTDA and shall be well-organized and grammatically correct. The reports shall include on the cover: USTDA’s logo; attribution of USTDA as the funding source; USTDA’s mailing address; and USTDA’s mission statement as provided by the Agency. The Contractor may request a report specification guideline template from USTDA for reference.

The USTDA Country Manager will advise the Contractor regarding the status of the report (approved or requires revisions). Once USTDA approves the report, the Contractor may submit the final version of the report and the invoice.

The Contractor shall submit all approved report deliverables as electronic files 1) via email to the Contracting Officer’s Technical Representative, and 2) as an

electronic copy on approved electronic media (USB flash drive or CD-ROM) sent to the USTDA mailroom. If the submission contains multiple volumes, each volume shall be submitted as a distinct electronic file. If a Confidential volume is included, please identify as such in the file name.

All items shall be sent to:

U.S. Trade and Development Agency 1101 Wilson Boulevard, Suite 1000 Arlington, VA 22209

Outline of TA Deliverables for Base/Option Period:

1. Work Plan Report

(Electronic submission by the sixth month of the TA base/option period)

1. Workshop No. 1:
   * Pre-Action Report for Workshop No. 1

(Electronic submission two months prior to anticipated event date)

* + Recruitment Plan for Workshop No. 1

(Electronic submission two months prior to anticipated event date)

* + After Action Report for Workshop No. 1

(Electronic submission 45-days following conclusion of workshop)

1. Workshop No. 2:
   * Pre-Action Report for Workshop No. 2

(Electronic submission two months prior to anticipated event date)

* + Recruitment Plan for Workshop No. 2

(Electronic submission two months prior to anticipated event date)

* + After Action Report for Workshop No. 2

(Electronic submission 45-days following conclusion of workshop)

1. Workshop No. 3:
   * Pre-Action Report for Workshop No. 3

(Electronic submission two months prior to anticipated event date)

* + Recruitment Plan for Workshop No. 3

(Electronic submission two months prior to anticipated event date)

* + After Action Report for Workshop No. 3

(Electronic submission 45-days following conclusion of workshop)

1. Workshop No. 3:
   * Pre-Action Report for Workshop No. 4

(Electronic submission two months prior to anticipated event date)

* + Recruitment Plan for Workshop No. 4

(Electronic submission two months prior to anticipated event date)

* + After Action Report for Workshop No. 4

(Electronic submission 45-days following conclusion of workshop)

1. Final Report for TA base/option period

(Electronic submission 90-days following conclusion of final base/option period workshop)

## Other Program Requirements:

In order to best coordinate and facilitate this TA, the Contractor shall have substantial 1) expertise in area of standards and conformity assessment, 2) logistical/management experience, and 3) experience and/or ability to implement programs in sub-Saharan Africa.

1. Sector Experience:
   1. The Contractor shall have a thorough technical understanding of industry- led standards development, including but not limited to the history of its development in the U.S.
   2. The Contractor shall be familiar with U.S. industry, technologies and capabilities with regard to standards work and have experience working with the U.S. private sector.
2. Logistics Experience:
   1. The Contractor shall have experience in designing and implementing/managing training programs, workshops, seminars, conferences, coordinating site visits, orientation visits and other related activities.
   2. The Contractor shall have experience with logistical details including, but not limited to, assisting with lodging arrangements, managing registration procedures, arranging interpretation/translation services and food/beverage services.
   3. The Contractor shall have experience with preparing training materials and program reports.
3. Regional Experience:
   1. The Contractor is considered most effective if it has physical presence and/or logistical experience working in sub-Saharan Africa.

## Notes:

1. The Contractor is responsible for compliance with U.S. export licensing requirements, if applicable, in the performance of the Terms of Reference.
2. The Contractor shall be careful to ensure that the public version of the Final Report contains no security or confidential information.
3. USTDA shall have an irrevocable, worldwide, royalty-free, non-exclusive right to (i) use the complete version of the Final Report, and (ii) use and distribute the public version of the Final Report, that are developed under these Terms of Reference.

**Annex I**



U.S. TRADE AND DEVELOPMENT AGENCY

DEVELOPMENT IMPACT GUIDE

# INTRODUCTION:

Development Impact Measures are designed to help quantify the impact of USTDA’s support for infrastructure development in emerging economies. This information is essential to USTDA’s ability to set clear goals and measure the results of its programs, relative to the Agency’s core objective of promoting United States private sector participation in development projects around the globe. Understanding the local impacts of USTDA’s program supports the Agency’s ability to design projects with a higher likelihood of implementation and a higher likelihood of U.S. export generation, thus supporting the Agency’s mission.

# SELECTING DEVELOPMENT IMPACTS DURING INITIAL PROJECT DEFINITION:

Development Impact Measures should be viable, realistic and quantifiable. During the initial stages of project definition, USTDA will work closely with potential project sponsors to select relevant Development Impact Indicators from the attached list (pg. 3). At least one realistic and quantifiable Development Impact Measure shall be selected for each USTDA activity. Only the most directly applicable indicators that can realistically be linked to the project should be selected. USTDA and the prospective project sponsor shall determine how the information will be measured and collected once a project moves to implementation. The indicators and anticipated outcomes will be included in the Terms of Reference, along with clear guidance to the contractor performing the USTDA activity on how the information should be collected. USTDA will work in close consultation with the proposed project sponsor to select relevant indicators, establish baseline data, and determine how the anticipated outcomes will be measured. Here are some examples:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Sector*** | ***Category*** | ***Indicator*** | ***Description*** | ***Anticipated Outcome*** |
| *Example: Energy and Power* | *Infrastructure Development and Efficiency Gains* | *New renewable energy capacity* | *If implemented, this project will deliver 50MW of grid-tied geothermal energy in Turkey.* | *50 MW* |
| *Example: Telecommunications* | *Infrastructure Development and Efficiency Gains* | *Improved Digital Communication Access* | *Implementation of the fiber optic cable network will expand internet access to approximately*  *two million people in XYZ areas.* | *2 million people* |

Note: USTDA and the prospective project sponsor shall take stock of any existing baseline data and ensure that all anticipated outcomes account for this baseline and measure the net change. For example, if the project is an expansion of an existing power plant, the anticipated outcome should only include the additional power added through the expansion.

# ANALYSIS DURING PERFORMANCE OF USTDA ACTIVITY:

During the course of the USTDA funded activity, the activity contractor shall update the indicators chosen and anticipated measurable outcomes, based on the recommendations resulting from the technical analysis completed. The activity contractor shall incorporate the baseline analysis and adjust the findings, as needed, to explain how the proposed activity will directly impact development in the host country. The contractor shall work closely with the project sponsor as well as USTDA personnel while completing the activity to ensure that the final report clearly displays the anticipated outcomes that will be achieved when the project is implemented. These updates are used in future evaluation efforts to monitor progress and expected timeframes of when the development impact will be realized.

# EVALUATION OF PROJECT IMPLEMENTATION AND IMPACTS:

As USTDA’s funding for the project planning assistance draws to a close, the Agency’s Program Monitoring and Evaluation Office begins the process of evaluating the success of the project by comparing the actual results of project implementation to the initial benchmarks set during project development (i.e., potential vs. realized results). For each grant activity, the Agency conducts a Project Implementation Assessment, followed by an Initial Impact Analysis when the final report is accepted by USTDA. Both of these assessments rely on the updates and feedback from the project sponsor and activity contractor to document the status of project implementation and expected future developments. From there, each activity is evaluated annually for several years to measure the progress made towards implementation and the impacts and results achieved. The information collected throughout the project evaluation process directly supports the Agency’s ability to identify the most effective ways to leverage its funding, inform its decision-making processes, and maintain accountability and transparency with all partners.



**Instructions**

## Select 2-3 indicators per activity. Country Managers are encouraged to work with the Project Sponsor to select indicators on a

**sectoral basis. Indicators from the “All” sector may be used across different sectors; however, please be careful to ensure that the impact is a primary focus of the activity, not a tertiary/indirect benefit. Typically, no more than two indicators from the “All” sector should be utilized for any given activity.**

**Agribusiness**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Agribusiness | Infrastructure Development and Efficiency Gains | Agricultural Supply Chains Improved | Improvements made to agricultural systems as a result of project implementation. | Tons per year |

**Energy and Power**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Energy and Power | Infrastructure Development and Efficiency Gains | Improved Power Delivery and Continuity of Service | Efficiency gains and reductions in losses as a result of project implementation, including energy conserved and/or reductions in power losses throughout grid. Data may also be collected on the reductions in number and duration of outages, or other available indicators, on a project-by-project basis. | MWh/year |
| Energy and Power | Infrastructure Development and  Efficiency Gains | New Energy Capacity | New energy generated (new installed capacity and new energy provided). | MW |
| Energy and Power | Infrastructure Development and Efficiency Gains | New Renewable Energy Capacity | New renewable energy generated (new installed capacity and new energy provided). | MW |
| Energy and Power | Infrastructure  Development and Efficiency Gains | Increased Access to Electricity | Number of people provided access to power through  new or expanded generation or improved transmission or distribution systems. | Number of households |

**Health**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Health | Infrastructure Development and Efficiency Gains | Improved Access to Modern Healthcare | Number of people who will have access to modern healthcare systems including equipment (CAT-Scan, Ultra-sound, etc.) and IT systems (Electronic Medical Records, network systems, etc.). | Number of individuals |

**Manufacturing/Petrochemicals**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Manufacturing/ Petrochemicals | Infrastructure Development and  Efficiency Gains | Diversification of Commodities | Project implementation creates commodity diversification, leading to greater economic stability. | Number of new commodities |

**Natural Resource Development and Mining**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Natural Resource Development and Mining | Infrastructure Development and Efficiency Gains | Improved Oil Transportation or Storage | New oil transportation and/or storage (whether pipelines, rail or marine depot) on an annual basis. | Million barrels of oil equivalent per year |
| Natural Resource Development and Mining | Infrastructure Development and Efficiency Gains | Increased Oil and Gas Production | Increased annual oil and gas production. | Million barrels of oil equivalent per year |
| Natural Resource Development and Mining | Infrastructure Development and Efficiency Gains | Increased Refining Capacity | Increase in annual production capacity of refined products. | Million barrels of oil per year |
| Natural Resource Development and Mining | Infrastructure Development and Efficiency Gains | Improved Gas Transportation or Storage | New gas transportation and/or storage (whether pipelines, LNG facility or rail or marine depot) on an annual basis. | Millions of Cubic Meters per year |

**Telecommunications**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Telecommunications | Infrastructure Development and Efficiency Gains | Improved Digital Communication Access | Number of people affected by expansion in telecommunications infrastructure to both metropolitan and rural areas including Broadband, Wireless, Voice, and Data (particularly of note if reaching populations without prior access to internet,  telephone, etc.). | Number of individuals |
| Telecommunications | Infrastructure Development and Efficiency Gains | Improved Data Management and Security | Capacity added, security/redundancy gained or reliability improved through implementation of data centers, cloud computing systems, or other storage  infrastructure. | Y/N |
| Telecommunications | Promoting Safety and Security | Improved Forecasting or Emergency Response  Capabilities | Implementation of communication systems to improve emergency response or forecasting abilities, such as warning systems, real-time monitoring and prediction software/systems, or better coordination and  management of recovery systems. | Y/N |

**Transportation**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Transportation | Infrastructure Development and Efficiency Gains | Improved Aircraft Fleet | Additional aircraft added to a fleet including both airplanes and helicopters improving GA personnel travel, cargo transportation, as well as search and rescue capacity. | Number of planes |
| Transportation | Infrastructure Development and  Efficiency Gains | Improved Locomotive Fleet | Additional locomotives added to a fleet to improve general transportation infrastructure impacting both  personnel and cargo movements. | Number of locomotives |
| Transportation | Promoting Safety and Security | Improved Safety and Emergency Response Fleet | Additional safety or emergency vehicles, such as firetrucks, added to a fleet to improve emergency response capabilities. | Number of vehicles |
| Transportation | Infrastructure Development and  Efficiency Gains | Expanded Airport Facilities | Passenger capacity increased through implementation of new airport infrastructure or expansion. | Number of individuals |
| Transportation | Infrastructure Development and  Efficiency Gains | Improved Surface Transportation | Number of individuals benefiting from the implementation of new intelligent transportation  systems, passenger rail, or smart city systems. | Number of individuals |
| Transportation | Infrastructure Development and Efficiency Gains | Freight Capacity Enhanced | Total increase or improvement in freight storage, handling, or carrying capacity for transportation facilities. | Metric tons per year |
| Transportation | Infrastructure Development and Efficiency Gains | Improved Mobility through Transportation Infrastructure | Physical improvements, equipment additions, or technology advancements that improve the flow of traffic and increase efficiency (including airport, ship, vehicle and other types of traffic). | Increase in movements (number of transport vehicles)  per year |

**Water and Environment**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| Water and Environment | Promoting Environmental Benefit | Improved Water Quality | Improved or expanded clean water production through the installation of new production technology,  wastewater or sludge treatment systems, or monitoring and control technology. | M3/Day |

**All**

**When selecting an indicator from the “All” sector, please be careful to ensure that the impact is a primary focus of the activity, not a tertiary/indirect benefit. Typically, no more than two indicators from the “All” sector should be utilized for any given activity.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Category** | **Indicator** | **Definition** | **Measure** |
| All | Infrastructure Development and Efficiency Gains | Economic Impact (only applicable to feasibility studies) | Total economic benefit (in dollars) generated through project implementation. This indicator should only be used for Feasibility Studies on projects with quantifiable economic benefits for the local community. Rather than conducting a separate analysis, activities that use this indicator should utilize the findings of the Economic  Analysis task in the TOR. | $ value |
| All | Human Capacity Building | Human Capacity Development (only applicable to training activities) | Training and human capacity development delivered to host country stakeholders over the course of a USTDA activity. This indicator should only be applied to activities with a specific focus on training and capacity  development as primary goals. | Number of individuals |
| All | Promoting Effective Markets and Governance | Improved Investment Climate (only applicable to activities designed to promote investment) | Implementation of USTDA recommendations led to direct investment in host economy (including companies opening or expanding offices/operations), or the establishment of public-private partnerships or formal agreements that open market investment (e.g., IPP frameworks). This indicator should only be applied to project preparation activities with a specific focus on promoting investment or designing investment  frameworks. | $ amount of foreign direct investment generated |
| All | Promoting Effective Markets and  Governance | Adoption of Laws or Regulations that Support  Effective Governance | Adoption of specific laws or regulations that promote effective governance of a sector or market. | Y/N |
| All | Promoting Effective Markets and Governance | Supporting International Best Practices | USTDA engagement led to the adoption of internationally recognized best practices that support positive environmental or social gains, efficiency, transparency, or competition. This indicator should only be applied to activities with an explicit focus on  promoting international best practices. | Y/N |
| All | Promoting Safety and Security | Improved Safety and/or Security | Improved human or environmental safety and/or security resulting from project implementation. This indicator should only be applied to activities with an  explicit focus on promoting safety and/or security. | Y/N |
| All | Promoting Environmental Benefit | GHG Emissions Reduced or Avoided | Amount of GHG pollution reduced or avoided by implementation of new technology, environmental controls, etc. One option that may assist with calculation is the Clean Energy Emission Reduction  (CLEER) Tool, found at: [www.cleertool.org.](http://www.cleertool.org/) | Metric tons per year of CO2 equivalent |
| All | Promoting Environmental Benefit | Air Pollutants Reduced or Avoided | Amount of non-GHG air pollutants, such as SOX and NOX, reduced or avoided by implementation of new technology, environmental controls, etc. | Metric tons per year |

**EXAMPLES:**

|  |  |  |
| --- | --- | --- |
| Wind/Solar   * Feasibility Study * New Renewable Energy Capacity * Increased Access to Electricity * GHG Emissions Reduced or Avoided | Freight   * Rail Corridor Feasibility Study * Freight Capacity Enhanced * Economic Impact | Emergency Operations Center   * Technical Assistance * Improved Forecasting or Emergency Response Capabilities * Improved Safety and/or Security * Improved Data Management and Security |
| Telecommunications   * Investment Framework Technical Assistance * Improved Digital Communication Access * Improved Investment Climate | Airport   * Operations Pilot Program * Expanded Airport Facilities * Improved Mobility through Transportation Infrastructure * Supporting International Best Practices | Electricity   * Transmission Standards Training Program * Improved Power Delivery and Continuity of Service * Supporting Regulation and Standards for Effective Governance * Human Capacity Development |
| Power Sector   * Environmental Safety RTM * Air Pollutants Reduced or Avoided * Supporting International Best * Practices | Investment/Transaction   * Advisory Services * Improved Investment Climate * Supporting International Best * Practices | ITS   * Technical Workshop * Improved Surface Transportation * Improved Mobility through * Transportation Infrastructure |

**Annex II**

**Content of Interim and Final Reports**

The purpose of the Interim (“After Action Reports”) and Final Report is to document how USTDA’s funding was used, what participants gained as a result of participating in the USTDA-sponsored event, and how their participation in the event helped to achieve their goals. Simply stated, Reports help document the commercial goals, policy objectives, or developmental impacts of USTDA-funded events.

The purpose and goal of this activity is described in the above background materials. The Contractor shall also discuss activity goals in detail with the USTDA Contractor Official Representative (COR) and USTDA Program Evaluation Office to ensure the success of the activity and meet subsequent reporting requirements.

All Reports are reviewed and approved by the COR and the USTDA Program Evaluation Office. Once approved, the Interim Report is publically available in the USTDA library while the Confidential Annex (Volume 2) is limited to USTDA internal use. Both Interim and Final Reports are used by USTDA to track - often five years after the activity occurred - the impact and results of an activity.

The information contained in the Reports is invaluable to USTDA’s Program Evaluation Office. The Reports help define the evaluation strategy and enable evaluators to ask targeted questions to obtain information from participants, long after the activity occurred. Reports are the only frame of reference for USTDA’s Program Evaluation Office; therefore, the Reports shall describe what happened during the USTDA-funded activity, what was expected to occur as a result of the activity, and what actually occurred as a result of the activity. Expected and realized results may include U.S. commercial relationships formed during the activity, U.S. exports, policy outcomes, developmental results, or other positive impacts. The Contractor should distinguish between expected outcomes and actual outcomes, and delineate whether the USTDA-funded activity had an impact on the expected or realized results.

The Contractor should avoid highlighting the good intentions of an activity or providing opinion statements by USTDA or Contractors in the Reports. Although it is useful to know whether the event was enjoyed by participants, it does not indicate whether the event helped to accomplish the participants’ goals (what did the event cause or impact?). Documenting whether the event was a success and what information was provided to participants provides context for the reader; however, when gathering and reporting information to USTDA, the Contractor shall focus on well-defined results and specific outcomes. Reported outcomes can include opinions and/or statements provided by activity participants but should be specific in terms of the cause-and-effect relationship between the USTDA-funded activity and the subsequent outcome. Examples of questions that may elicit responses about outcomes include:

1. What did you gain out of participating and how did you use the information provided?
2. What role did the activity play in introducing companies/participants to each other? Were you familiar with the company and able to take a step forward in your working relationship or was this the first time you met?
3. Did the information acquired during the activity change or inform the way your organization works?
4. What is the potential for commercial contracts to be signed?
5. What is the potential for future progress? Please explain your answer about how the activity assisted you with your goals?
6. How did participating in the event change your business development, daily work, knowledge, etc.?

Outcomes and results can be gathered through a variety of mechanisms including standard inquiries, personal phone communications, in-person interviews, or a combination of these. The Contractor is encouraged to use a consistent method to obtain information about the impact of a USTDA-funded activity. The method chosen should strive to establish a baseline or starting point of information so that progress and impacts can be measured over a period of time. The method chosen should be tailored to the specific goals of the activity and should be discussed with the COR and USTDA’s Program Evaluation Office.

## Explaining Outcomes Realized or Expected in the Future

The Contractor shall endeavor to obtain the maximum amount of information from all participants. The information obtained shall be summarized and demonstrate whether and/or how the activity has continued to impact the participant, even though the activity is complete.

For example, it is useful to know that a participant enjoyed the event and obtained information they were seeking; however, for evaluation purposes it is important to know how the participant benefitted from the event and how the information they obtained was used. Did the event help create new relationships with U.S. companies, impact the

delegates’ decision making, or change the way a delegate’s organization works? Did the

U.S. company decide to open an office in the country of delegation, due to the opportunities that were identified during the USTDA-sponsored event? The benefits could be U.S. commercial benefits, host country development benefits, or policy and/or economic reforms. The benefits could also be any combination of the aforementioned or something else as identified during discussions with the COR and USTDA Program Evaluation Office.

## Collecting Information

The Contractor shall collect information from all participants by holding discussions, debriefings, interviews, distributing questionnaires/inquiries or any combination of these.

The Contractor may use any method they choose to collect comprehensive information from the participants; however, the Contractor must be able to document the methodology chosen and the level of effort undertaken (as described above under the Immediate Report Confidential Annex requirements). The Contractor shall contact the USTDA Program Evaluation Office to discuss any change or new methodological approach.

The questions posed to participants shall be structured to obtain information that demonstrates the impact/outcomes of the USTDA-funded activity and whether the intended goal, as stated in the Task Order, was realized. The questions/information should not be limited to whether the activity was useful, but should identify whether the activity resulted in or impacted a participant’s goals. Please see Annex VI for sample questions.

In the case where commercial goals have been realized (U.S. exports/sales) or are likely to occur, the Contractor shall obtain and provide detailed information including the names and contact information of all parties involved, the contract value, specifics of what was/will be sold, the duration of the contractual relationship and approximate U.S. content value. The Contractor shall notify the Program Evaluation Office in advance of attempting to collect this information in order to maximize the effort.

If there are no outcomes yet realized, the Contractor shall make best attempts to establish the “baseline” that will be useful in guiding future USTDA evaluation efforts. For example, U.S. companies could be asked to project their firm’s business potential in the Host Country over the next 1-3 years. In the case of policy objectives, foreign participants (and some U.S. participants) could be asked whether progress towards the desired objective was facilitated by the USTDA-funded activity.

**Annex III**

**Photographs**

Upon submission Interim and Final Report, the Contractor shall provide photographs of each workshop event, suitable for publication to USTDA. Photographs will be submitted to USTDA along with hardcopies of the Interim and Final Report. Please remember to disengage the date and time stamps before taking the photographs. CD ROMs or flash drives shall be clearly labeled with the name and date(s) of the event and the USTDA activity number. They shall also include the Contractor’s name and contact information for any questions about the photographs.

The Contractor shall identify key photographs and provide descriptive/identifying information associated with them. In selecting which photographs are important, the Contractor shall consider those that best represent the event. The descriptive/identifying information shall be provided in a separate Word file that contains the photograph file name, followed by the descriptive/identifying information. In identifying persons in photographs, the Contractor shall include the names, affiliations and titles.

Photographs taken during the workshop should be high resolution shots, whenever possible, and shall include both posed and interactive pictures. If site visits or plant tours are

included as part of the delegates’ itinerary, the Contractor shall seek photographs of delegates interacting with each other, with U.S. experts, and participating in equipment, and/or technology demonstrations, as well as photographs with or without people that show typical technology or equipment seen during the visit. In particular, USTDA is also interested in photographs without people that show typical technology or equipment in the covered sector.

As a standard, USTDA requires that all digital images be taken with resolution, no less than 300 pixels per inch (dpi), so that they can be used in USTDA’s printed materials. Preferred sizes are 3 X 5 (900 x 1500 pixels) or 4x 6 (1200 x 1800 pixels) or larger. For optimal results, please adjust digital camera settings to the best quality resolution. These photographs shall be sent to the attention of the USTDA Public Affairs Specialist.

Copies of the Interim Report and the Final Report shall include relevant photographs taken during the program.