

# **Universal Access and Service Fund**



## **Manual of Operating Procedures**

**Revised September 2021**

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## Table of Abbreviations

<b>BOCRA</b>	Botswana Communications Regulatory Authority
<b>CRA Act</b>	Communications Regulatory Authority Act No. 19 of 2012
<b>EOI</b>	Expression of Interest
<b>ITA</b>	Invitation to Apply
<b>ITT</b>	Invitation to Tender
<b>ITU</b>	International Telecommunication Union
<b>MoA</b>	Memorandum of Agreement
<b>MTC</b>	Ministry of Transport and Communications
<b>RFP</b>	Request for Proposal
<b>RFQ</b>	Request for Quotations
<b>UA</b>	Universal Access
<b>US</b>	Universal Service
<b>UAS</b>	Universal Access and Service
<b>UASF</b>	Universal Access and Service Fund Trust

## **1. INTRODUCTION**

- 1.1. The Communications Regulatory Authority Act No. 19 of 2012 (CRA Act) mandates the Botswana Communications Regulatory Authority (BOCRA or the Authority) to promote and ensure universal access to communication services in Botswana. The communications sector comprises Telecommunications, Internet, Broadcasting, Postal, ICT and related services.
- 1.2. In order to fulfil this mandate, BOCRA established the Universal Access and Service Fund Trust (UASF or the Fund) in April 2014 through a Notarial Deed of Trust. The Fund is overseen by an independent Board of Trustees (UASF Board) and administratively managed by BOCRA as its Secretariat.
- 1.3. The purpose of the UASF is to implement universal access and service programs in the communications sector. The programs are geared towards promoting social and economic development with emphasis on unserved, underserved and disadvantaged communities. UASF programs also promote development of facilities of national interest and economic value.
- 1.4. The UASF is an institutional and funding instrument designed to achieve universal access through the use of levies collected from identified communications service providers. The Fund, on a periodic basis develops strategic plans which guide the development and implementation of specific projects in line with the levels of need for communications services. The strategic plans are guided by general national policies and plans, as well as specific communications sector policies.
- 1.5. This UASF Manual of Operating Procedures (the Manual) is a document which guides the UASF Board, UASF Secretariat and different stakeholders on how the Fund will be managed and administered.
- 1.6. The Manual will be reviewed from time to time taking into account changes in legislation, emerging trends in the market and best practices for the attainment of universal access and service.

## **2. OBJECTIVES OF THE UASF**

2.1. The UASF has broad objectives that include to:

- (a) Ensure that citizens and all individuals have access to a set of basic and essential communications services throughout the country, at affordable costs.
- (b) Promote delivery of communication services to population groups and areas that are beyond the reach of service providers without distorting the market; and
- (c) Promote development of individuals and communities through enabling them to leverage on opportunities and benefits brought by communication services.

2.2. The specific objectives and activities of the Fund include to:

- (a) Ensure the availability and use of communications systems and services throughout Botswana, with more focus on un-served, underserved areas and disadvantaged communities in order to promote social and economic development;
- (b) Ensure the availability and use of communications systems and services in areas of national interest;
- (c) Ensure and incentivise communications service providers to roll-out communication networks and services in areas that are deemed less profitable or uneconomical;
- (d) Ensure the development and use of local content and applications;
- (e) Conduct or support research/assessments to inform implementation of UAS programs and initiatives;
- (f) Monitor on an on-going basis, areas supported by the Fund make appropriate interventions where necessary and conduct impact evaluation exercises for such areas;
- (g) Publicise key aspects of the UAS programs and initiatives, such as aims, targets, strategies, costs, successes and challenges in a transparent manner; and
- (h) Raise and administer funds necessary to cover costs of running the business of the Fund.

### **3. KEY PRINCIPLES OF THE UASF**

#### **3.1. Market Efficiency and Targeted Interventions**

- 3.1.1. The UASF strategies are implemented within a multiple-player and competitive market place, in accordance with the broader policy objectives of the Government of Botswana. The Government is committed to fostering fair competition, sector expansion and removal of any regulatory or other barriers to achieve an efficient overall market.
- 3.1.2. Targeted interventions and financial aid from the UASF will only be used to provide support in areas where the market forces alone cannot provide the desired services. The Fund will develop market-oriented programs and subsidise projects, while guarding against market distortions.

#### **3.2. Subsidies and Grants**

- 3.2.1. Funds will be used in the form of subsidies or grants, to provide incentives for delivery of communication services to rural and/or high cost areas and low-income population groups. Funding will also be considered for user groups with special needs and capacity building efforts.
- 3.2.2. Targeted financial intervention is required beyond normal regulatory measures and incentives to provide services to these population groups and areas where the market alone would have not reached.
- 3.2.3. Smart subsidies will be employed to encourage cost minimisation and growth of the market. Smart subsidies cover a part of the required capital for the project and leverage additional service provider investment. The ultimate objective of giving a smart subsidy is to make a project commercially viable, whereas without the subsidy service providers may be reluctant to invest.

#### **3.3. Public Tendering and Selective Tendering**

- 3.3.1. Transparent and competitive tendering processes will be followed to select service providers to receive funds and provide defined services. Depending on the type of services required, the Fund will use public tendering or selective tendering approaches as defined in the UASF Procurement Procedures.
- 3.3.2. The scope of work expected under any of the types of tendering should be defined in the Invitation to Apply (ITA) or Request for Proposal (RFP) documents.

#### **3.4. Open Access**

- 3.4.1. While competitive tendering will be used, especially for major network deployment and broadband Internet connectivity, this shall not lead to exclusivity for the winning service provider. Any service provider that receives funds from the UASF for a particular network deployment, shall be required

to provide open access to its infrastructure according to existing commercial terms within the industry.

### **3.5. True Access Gap**

- 3.5.1. The true access gap comprises areas that are not commercially viable even in instances where initial smart subsidies are provided. These areas would need ongoing financial support in the form of operating subsidies. The UASF will carefully decide on the type of assistance to be provided for the “true access gap” considering that these projects would require ongoing subsidies.

### **3.6. Socio-Economic Impact**

- 3.6.1. The UASF aims to design and implement projects with a high socio-economic impact and value. This includes considerations on the number of people that can be impacted, quality and the lasting effects of such impact. The UASF may, from time to time, assess and evaluate the impact of projects or initiatives it has implemented to determine their true value to the beneficiaries. The findings of such assessments are to be reported to relevant stakeholders.

### **3.7. Technology Neutral**

- 3.7.1. Effective, efficient and appropriate technologies are to be implemented for universal access and service. By ensuring a technology neutral approach in the competitive tendering process, the UASF will allow applicants / bidders to choose the most cost-effective and appropriate technology to provide communications services.

### **3.8. Transparency and Stakeholder Consultation**

- 3.8.1. The UASF will operate in an open and transparent manner by:
- (a) inviting stakeholders to make input to its strategic plans and connectivity programmes;
  - (b) publishing, as a minimum, annual reports that provide details of collected and disbursed funds, status and performance of projects, including achievements and challenges encountered;
  - (c) ensuring adherence to procurement processes that promote competitiveness and transparency; and
  - (d) distributing the funds of the UASF in an open, fair and transparent manner.

### **3.9. Sustainability**

- 3.9.1. Where it is not commercially viable or projects cannot be implemented by the industry, the UASF is to consider and ensure long-term sustainability of projects through collaborative consultation with the stakeholders.



3.9.2. The Fund will consider entering into Memorandum of Agreement (MoA) or other relevant binding arrangements with Ministries benefiting from universal access and service programmes/projects, to ensure continuation of such programmes/projects by Government at the lapse of subsidy/grant contracts.

3.10. **Citizen & Youth Empowerment**

3.10.1. The UASF will support the Government's efforts of maximising job creation and citizen empowerment, through increasing citizen and youth participation in the implementation of its initiatives. The UASF undertakes to promote employment of youth and women in the provision of communication services.

#### 4. GOVERNANCE, MANAGEMENT & ADMINISTRATION

##### 4.1. Legal Personality

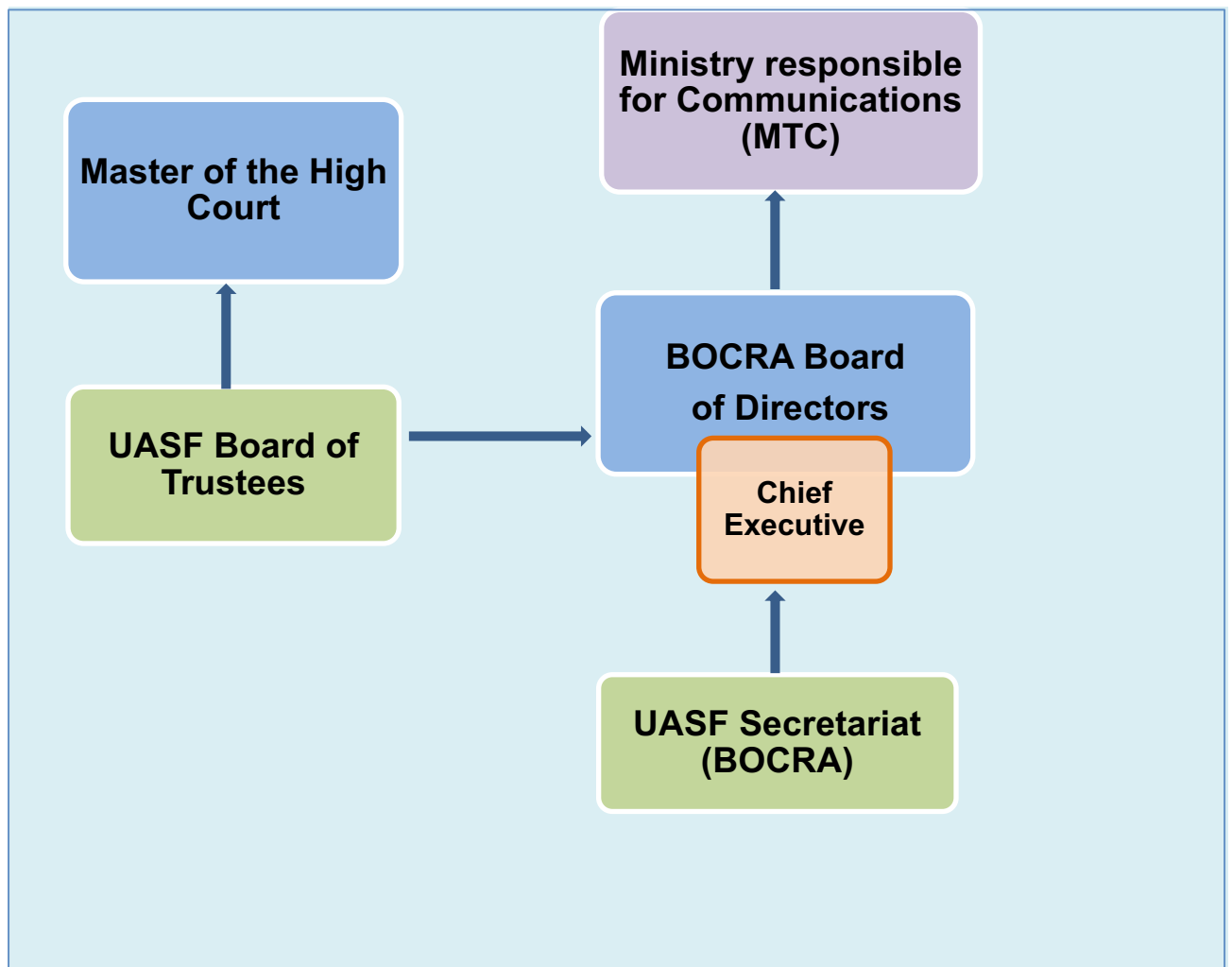
4.1.1. The UASF is a trust registered in terms of the Trust Property Control Act of 2018.

##### 4.2. General Role and Functions

4.2.1. The UASF shall develop and implement strategies, programs and projects that further the universal access and service objectives.

4.2.2. At a time interval the UASF deems appropriate, a high-level strategy shall be developed that sets out the specific programs and provides directions for the individual projects to be designed and executed.

4.2.3. The structure and relationships of the UASF are shown in the figure below.



**Figure 1: Structure and Relationships of the UASF**

### **4.3. Relations of the UASF Institutional Structure**

- 4.3.1. As the regulator, BOCRA is responsible for ensuring universal access and service to communication services as provisioned by the CRA Act 2012. The UASF has been created as an institutional and financing instrument to fund and implement UASF programs and projects. The BOCRA Board appoints the UASF Trustees in consultation with the Minister responsible for Communications. However, in accordance with the Trust Property Control Act of 2018, such Trustees take up their roles and act as such only if authorised by the Master of the High Court. The BOCRA Board reports to the Ministry for Communications on universal access and service.
- 4.3.2. The relationship between the UASF Board and BOCRA Board is of mutual co-operation and interdependence. The UASF Board has been given specific duties and powers as outlined in the Deed of Trust.

### **4.4. UASF Board of Trustees**

- 4.4.1. The Fund is administered through an independent Board of Trustees. The function of the UASF Board of Trustees is to develop UASF Strategy and programmes, supervise, monitor their implementation and activities. The Board of Trustees are also mandated to monitor the Fund's financial activities in a transparent manner.

#### **4.4.2. UASF Board of Trustees Membership**

- 4.4.2.1 In accordance with the reviewed UASF Deed of Trust, 2021, a seven (7) member UASF Board of Trustees including its Chairman, shall be appointed by the BOCRA Board in consultation with the Minister responsible for Communications and shall comprise of the following:
- (a) One representative from the Ministry responsible for Communications;
  - (b) The Chief Executive of BOCRA;
  - (c) One representative from the BOCRA Board;
  - (d) One independent expert of the telecommunications and Internet sector without affiliation to any operator;
  - (e) One independent expert of the broadcasting sector without affiliation to any operator;
  - (f) One representative of the postal sector without affiliation to any operator; and
  - (g) One independent member of the public chosen from individuals who have demonstrated leadership, knowledge and capability in their fields of expertise necessary for the purposes of the Trust, such as financial management, investment programs, project management, consumer issues/knowledge, legal knowledge or such other selection and eligibility criteria as may be agreed upon by the Authority.

4.4.2.2 Trustees shall appoint amongst themselves the Vice-Chairperson of the Board.

4.4.2.3 The UASF Board shall establish and regulate its own conduct and may delegate such of its powers to committees it deems appropriate.

4.4.2.4 A Trustee may assume office and act in such capacity only if duly authorised by the Master of the High Court, in terms of the Trust Property Control Act of 2018. Similarly, a Trustee may be removed from office by the Master or the High Court for various reasons, including failing to act in the interest of the trust or its beneficiaries.

#### **4.4.3. Conflict of Interest**

4.4.3.1 Trustees shall at all times act with care, diligence and skill reasonably expected of a person who manages affairs of another, making sure to disclose in writing any potential conflict of interest, in any company or entity contracted or benefiting from the UASF.

4.4.3.2 A Trustee is not entitled to vote on any decision in a matter where he/she has a conflict of interest and shall recuse himself/herself from that portion of the meeting concerning the matter in question.

4.4.3.3 A Trustee shall not exercise his powers for his own benefit, directly or indirectly, nor shall he make profit from his trusteeship.

#### **4.4.4. Remuneration, Fees and Expenses**

4.4.4.1 The Trustees shall not receive any remuneration or reward for the performance of their duties, but may receive any monies and compensated for expenses as may be necessary for the performance of the business of the UASF, including, without limiting the generality of the foregoing, sitting allowances, travelling allowances and subsistence allowances in accordance with government rates as published from time to time.

#### **4.4.5. Responsibilities and Authority of the UASF Board of Trustees**

4.4.5.1 The UASF Board of Trustees shall have authority to approve all strategic and financial matters relating to the Fund.

4.4.5.2 Without limiting the extent of the Board's powers necessary to fulfil the objectives of the UASF, the Board's primary responsibilities shall include:

- (a) Development of UASF Strategic Plan and its programs in accordance with the Government's policy on communications and related strategies;
- (b) Approval of annual operating budgets;
- (c) Approval of any consulting and outsourcing contracts as per the limits authorisation contained in the UASF Procurement Procedures;
- (d) Approval of all decisions in regards to awarding contracts and subsidies for UAS projects as per the limits authorisation contained in the UASF Procurement Procedures;

- (e) Maintaining the integrity of the UASF's financial activities in accordance with BOCRA's financial regulations and procedures. In case these financial regulations and procedures are not appropriate and fitting for some financial aspects of the UASF, additional specific regulations and procedures shall be developed;
- (f) Monitor and provide guidance on management of UASF projects and initiatives acting on the advise of the UASF Secretariat as may be necessary to ensure compliance with contractual obligations, licence conditions and service agreements;
- (g) Appoint a Manager to assist with the administrative running of the UASF.
- (h) Ensure an annual independent audit of UASF activities is carried out and completed within six (6) months after the end of each financial year or as may be extended;
- (i) Review and approve the Fund's Annual Report of activities including the audited financials, within six (6) months after the financial year-end, and ensure its subsequent publication.

#### **4.4.6. Meetings, Quorum and Decisions of the Board of Trustees**

- 4.4.6.1 The Board of Trustees shall have four (4) ordinary meetings in a year.
- 4.4.6.2 All UASF Board of Trustees meetings shall require a quorum of at least four (4) members and decisions shall require a simple majority of voting members present. In the case of a tie, the Chairman shall have veto powers over the decision to be taken.

#### **4.4.7. Standing or Ad-hoc Committees**

- 4.4.7.1 The UASF Board of Trustees may establish Standing or Ad-Hoc committees to assist in the exercising of its functions. These committees can include persons other than the UASF Board of Trustees Members who are deemed able to assist the UASF Board of Trustees to carry out its functions.

#### **4.5. Role of BOCRA in the Affairs of the UASF**

- 4.5.1. BOCRA has the power to issue general or specific policy directions, directives and guidelines relating to the management of the Fund.
- 4.5.2. BOCRA shall serve as the Secretariat of the Fund to assist with the administrative functions.
- 4.5.3. BOCRA shall collect the levy imposed on selected licensees for universal service purposes on behalf of the UASF.
- 4.5.4. BOCRA shall avail its premises and human resources to carry out operations of the UASF.
- 4.5.5. BOCRA shall act as a liaison between the UASF and government to ensure support of the UASF projects, initiatives and programs.

- 4.5.6. BOCRA shall research, manage, and monitor UASF data and projects.
- 4.5.7. Furthermore, BOCRA shall interface with the industry along with communities targeted by the UASF Program.

#### **4.6. UASF Secretariat Duties**

The Secretariat will:-

- 4.6.1.1 Assist the Board of Trustees with development and execution of the UASF high-level strategy, projects and programs;
- 4.6.1.2 Ensure effective communications and information flow with the UASF Board;
- 4.6.1.3 Assist the UASF Board of Trustees to make any required changes to the UASF Program and develop the next phase program.
- 4.6.1.4 Develop and maintain annual plans and budget requirements, in accordance with the approved programs;
- 4.6.1.5 Prepare and monitor the Fund's operating budget;
- 4.6.1.6 Report to the UASF Board of Trustees and other bodies such as the Ministry of Communications, on areas that include financial management and project update.
- 4.6.1.7 Furnish such information as may be necessary to and work with all service provides of the UASF, including but not limited to auditors and legal counsel.

## **5. SOURCES OF FINANCE AND FINANCIAL MANAGEMENT**

### **5.1. UASF Financial Sources**

5.1.1. The funds will be sourced mainly from the following:

- (a) Levy charged on identified communications service providers in accordance with Section 5(1) (c) of the Communications Regulatory Authority Act;
- (b) Government contributions as may be appropriated for purposes of universal service;
- (c) Grants, donations and other contributions received for universal access and service projects from sources as may be approved by the Trustees;
- (d) Any surplus income of BOCRA in accordance with Section 29 (3) of the Communications Regulatory Authority Act; and such other fees or funds as may be imposed or raised for purposes of the UASF.

### **5.2. Financial Management**

#### **5.2.1. Separation of UASF Funds from BOCRA Funds**

5.2.1.1 UASF funds shall be separated from the finances of BOCRA, and transparently maintained and operated as such. The UASF shall have its own bank accounts with reputable banks. It will also have its own separate insurance policies.

#### **5.2.2. Allowable Payments and Expenses**

5.2.2.1 Administrative and operational expenses shall be with the approval of the UASF Board as per the limits contained in the Procurement Procedures. All payments and expenses shall be based on the Fund's approved Annual Operating Budget. The finances, including all payments, withdrawals or other financial transactions relating to the UASF, shall satisfy requisite BOCRA Financial Regulations.

#### **5.2.3. Auditing, Quarterly and Annual Reports**

5.2.3.1 Independent auditors shall audit the UASF annually and the report shall be presented to the UASF Board of Trustees.

5.2.3.2 The UASF Secretariat shall present to the Board of Trustees, Management Accounts and activities of the Fund.

5.2.3.3 The UASF Secretariat shall prepare an Annual Report of all the Fund's main activities and financial performance. It shall cover progress on the UASF Strategy, update of programs and project implementation, including achievements made and challenges encountered. Once approved by the UASF Board of Trustees, the Annual Report shall be made public.

**5.3. Distribution of Funds**

- 5.3.1. Funds will be distributed in accordance with the UASF Operational Plan as guided by the Strategic Plan approved by the UASF Board of Trustees.
- 5.3.2. There is a general criteria to be followed in determining the distribution of funds:
  - (a) The socio-economic impact of proposed programs and projects. The key principle of the UASF is to create maximum socio-economic impact with its programs. This implies that there is a strong demand for these particular communication services among areas which are currently underserved;
  - (b) The readiness of any sub-sector in terms of market and regulatory reforms as per the key principle of market efficiency and targeted interventions.
  - (c) The input of the UASF stakeholders which includes the main contributors to the UASF according to the principle of transparency, stakeholder consultation and fairness.
  - (d) Strategic and policy direction of the Government regarding universal access and service of communication services.



## 6. PROGRAM DEVELOPMENT

### 6.1. General

- 6.1.1 This section sets out the general methodology to identify and develop programs for UASF financing in each of the communications sub-sectors.
- 6.1.2 A high-level strategy shall be developed at intervals defined by the Board. The strategy shall set out the specific programs to be financed over a defined period.
- 6.1.3 In order to identify and develop a program in each sector, the following needs to be determined:
- a. The current status of universal access and service; and
  - b. What is considered to be a basic and essential service.
- 6.1.4 In line with the national policies the UASF will on a periodic basis review its strategic plan to keep pace with the fast-changing communications sector.

### 6.2 Determining the Current Status of UAS

- 6.2.1 In order to determine the current status of universal access and service, the UASF shall conduct an analysis that examines the following aspects:
- 6.2.1.1 **Availability** – what type and level of service is available for users? Do all areas in the country receive the same service without geographical discrimination?
  - 6.2.1.2 **Accessibility** – can all people in Botswana access or reach the services in a non-discriminatory manner at all places?
  - 6.2.1.3 **Affordability** – can all people afford usage of the basic and essential services allowing them to derive socio-economic benefits?
  - 6.2.1.4 **Awareness and ability** – are people aware of the existing benefits of communications services and applications? Do people have the knowledge, skills and capacity to use the communications services such as a computer?
- 6.2.2 The results of the situational analysis above will most likely be quantifiable in terms of population penetration e.g. 90% of the population has radio services available and can access the service and afford the end-user device; or 40% of households have broadband Internet services. Based on these results, realistic and feasible targets can be developed.

- 6.2.3 The next step in the situational analysis is to consult with the industry about their expansion plans and their view of how far the market will be able to close identified gaps in UAS service provision. This is to include both an analysis of the supply side – such as infrastructure and end-user devices, the demand side such as capacity building and relevant content.
- 6.2.4 Another important part of the situational analysis is to assess the status of sector reform and regulatory environment. The UASF can only be an effective tool in a well-regulated and competitive market. If major reform steps are outstanding, it is advisable to wait for their implementation as they are likely to improve service delivery significantly. The UASF should consult with the respective key industry players to determine regulatory improvements that can improve UAS significantly.

### 6.3 Defining US and UA and Determining Essential Services and Feasible Targets

- 6.3.1 In order to set realistic and feasible targets, the difference between Universal Service and Universal Access has to be clearly defined: The UASF has adopted the following definitions, which have been recognised internationally and are used under the International Telecommunication Union (ITU).
- 6.3.2 **Universal Service (US):** A situation when every individual or household can have **service**, using it privately, either at home or increasingly carried with the individual through wireless devices.
- 6.3.3 Once the market penetration of a communications service reaches a high level in society and has demonstrated social and economic value, then that service has become essential to every household and every individual.
- 6.3.4 **Universal Access (UA):** A situation where everyone can **access** the service somewhere at a public place, also called public, community or shared access.
- 6.3.5 If a communication service is important for social inclusion and economic participation, but technical difficulties and high costs preclude service providers from being able to provide service coverage, it is feasible to create service points at which public access is available.
- 6.3.6 Based on a current status, specific targets should be either UA targets or US targets. As a rule of thumb, if availability, access and affordability of a specific communications service is below 50% population penetration, a universal service target is not yet realistic and feasible.

A program targeting the availability of the service at a public place should then be considered as a Universal Access target.

- 6.3.7 If a certain service is above 75% of household penetration, then a Universal Service target is desirable. If a service is between 50 to 75% of population penetration a dual approach might be suitable, such as furthering public access while at the same time increasing measures that allow the service to be available at the household level.
- 6.3.8 Another key element to determine whether a service should be included in the UA and US definition is both the demand for that service and its socio-economic benefits. The UASF will commission studies from time to time to determine demand and socio-economic impact and benefits especially in cases where there is little information available either nationally or internationally.

#### **6.4 Developing the UAS program**

- 6.4.1 Having used the general methodology above, the UASF would be in a position to state for the next period of its Strategic Plans:
  - 6.4.1.1 What communication services are to be considered basic and essential for the entire population based on demand and socio-economic benefits;
  - 6.4.1.2 Whether Universal Access should be the target for a particular service, or Universal Service, or both, based on current penetration rates; and
  - 6.4.1.3 Combining experiences from its previous projects, lessons from other countries and input from industry and other key stakeholders with the results of the analysis described above, the UASF is to develop programs for the next cycles.

## **7 TENDERING PROCEDURES AND SELECTION**

### **7.1 General**

7.1.1 The selection measures to distribute subsidies and achieve universal access and service will follow process and procedures outlined in the UASF Procurement Procedures. These may include amongst others, the use of the following:

7.1.1.1 Invitation to Tender (ITT) for competitive tenders among service providers for subsidies to deliver services in targeted communities;

7.1.1.2 Request for Proposals (RFP), Request for Quotations (RFQ), and Expression of Interest (EOI) for smaller or pilot projects.

7.1.2 The UASF procurement processes or procedures are subject to change as may be necessitated by the UASF Secretariat or the Board of Trustees.

### **7.2 Unsolicited Proposals**

7.2.1 Based on the key principle of fairness and transparency, the UASF will not fund unsolicited proposals directly. Where the UASF considers the proposed idea to be valuable, it shall adhere to the Procurement Procedures to allow other potential players an equal chance to compete.

## **8 DISBURSEMENT OF FUNDS AND MONITORING OF PROJECTS**

### **8.1 General**

8.1.1 The UASF and successful bidders shall enter into project contracts that stipulate all terms and conditions to be observed by both parties.

8.1.2 All fund disbursements shall be made in tranches and may include down payments for commencement of projects. Subsequent payments shall be made upon certified completion of the different stages of the projects or services. Funds disbursement schedules shall always be spelled out in the project contracts.

### **8.2 Inspection of Projects prior to Disbursement of Funds**

8.2.1 The UASF Secretariat will ensure that the conditions stipulated in the contracts, including technical compliance during the roll-out periods are met before any payments are made after the initial down-payment.

8.2.2 The UASF may appoint a member of the Secretariat or an outside expert to carry out technical inspections, which will include determination as to whether;

8.2.2.1 Each of the implementation milestones identified in the subsidy disbursement schedule have been met;

8.2.2.2 Any of the required services meet the availability and quality specifications of the service agreement;

8.2.2.3 The overall network or infrastructure meets specifications;

8.2.2.4 Force Majeure event exists in accordance with the Contract; and

8.2.2.5 Any relevance and justifiable technical amendments are necessary and employing such amendments.

### **8.3 Project Monitoring**

8.3.1 The UASF shall require periodic reports from contractors, showing project status or progress in order to keep record of achievements against project plans. Monitoring of the performance of ongoing and completed projects will also include physical site visits and tests against deliverables or expectations of the contracts.

### **8.4 Ongoing Service Quality**

8.4.1 All UASF funded projects should attain quality of service expected from similar services in the communications market provided outside of funding. The projects should meet Quality of Service (QoS) parameters set out by BOCRA and any other relevant organisations.

## **8.5 Economic Impact Analysis of UAS Initiatives**

- 8.5.1 On a periodic basis, the UASF Secretariat will conduct economic and social impact analysis of initiatives and programs implemented to measure the benefits they bring to communities, individuals and different entities.
- 8.5.2 The analysis will provide an indication on whether the set objectives have been realised and recommend improvements for future projects.

-