

## The work of the TRA Units

This section aims to give more insight into how the TRA carries out its functions by highlighting the main activities of each Unit within the Authority during the period of this report. For many issues some or all of the Units will contribute to ensure the Authority uses its own expertise to consider the matter from different perspectives as well as taking account of any external views submitted during a consultation.

### Market Operations Unit (MOU)

The MOU issues licenses and deals with all the technical aspects of telecommunications. These are key areas in creating a fair and competitive environment.

The main activities of the Unit were:

- Providing guidance on licenses and the licensing process to potential licensees
- Overseeing the licensing process and monitoring most aspects of license compliance - the second mobile license and class licenses in particular
- Consulting on and implementing the new National Numbering Plan, including managing the plan through the Numbering Conventions and allocating of blocks of numbers to operators
- Preparing and maintaining the National Frequency Plan on use of spectrum for telecommunications
- Consulting on various issues including interconnection, quality of service and carrier pre-selection.

### Legal Affairs Unit (LAU)

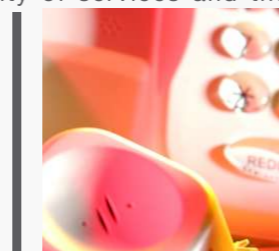
The LAU is the expert unit tasked with ensuring the TRA carries out its duties and exercises its powers reasonably, in a non-discriminatory and transparent way, in compliance with the law. It makes sure the TRA applies the Telecommunications Law correctly and that licensees fully comply.

The main activities of the Unit were:

- Monitoring and enforcing license compliance and taking prompt action on potential breaches where necessary. The LAU has worked particularly closely with Batelco to ensure it does not abuse its dominant position.
- Resolving interconnection issues which arose from the launch of MTC Vodafone Bahrain in December 2003.
- Dealing with complaints from licensees and others concerning potential breaches of the Telecommunications Law.
- Advising the TRA on the legal aspects of license applications and the drafting of telecommunications licenses. The LAU also provided legal advice and clarification to licensees on a range of issues.

### Communications and Consumer Affairs Unit

The TRA has an explicit responsibility for protecting consumers - business and residential. The Unit focuses on the availability, provision and quality of services and the



*The Authority shall have the power to make such regulations, orders and determinations as may be necessary for the implementation of the provisions of this Law. SECTION (3) (c, 1)*

protection of personal particulars and privacy issues. The Unit works closely with operators in the interests of consumers. The TRA's policy of openness and transparency makes the communications function a vital one. The Authority needs to communicate effectively with not only consumers but also operators, other stakeholders, commentators, and the global telecommunications community.

The main activities of the Unit were:

- Ensuring all issues relating to consumers were fully discussed in consultations during the period.
- Setting up processes to deal effectively with consumer complaints and queries.
- Raising awareness of telecommunications matters among consumers and providing them with the information and advice they need to understand the issues, their rights and get the best services for their needs. This included establishing consumer advisory groups for the main issues that directly affect consumers.
- Setting up a website and opening other channels of communication - such as an effective dialogue with key audiences via the press.
- Agreeing and implementing a dual language policy.
- Deciding how inputs and outcomes for issues would be communicated. This includes the consultation process.

### Economic Regulation Unit (ERU)

The aim of the ERU is to secure value for money and a wide range of services, principally through encouraging market development underpinned by economically sound principles and vigorous, sustainable competition.

The main activities of the Unit were:

- Analysing and advising on the economic and financial aspects of key regulatory issues including interconnection when MTC

Vodafone Bahrain entered the market, tariff control, universal service and accounting separation.

- Developing appropriate consultations, orders and determinations on issues including monitoring prices of services to consumers, wholesale interconnection charges, and evaluating the operating costs of major operators such as Batelco.
- Determining the TRA license fee structure - among the most reasonable in the world.
- Providing financial analysis of the applications for the second mobile license. This included examining business plans, and profit and loss accounts as well as assessing potential revenue, cost and profitability. Funding arrangements were also closely scrutinised.
- Leading on consultations and subsequent determinations on key economic regulatory issues (see Economic Regulation section).

### Finance, Administration and Human Resources (FAH) Unit

The FAH is responsible for the internal processes of the Authority - the human resources and financial aspects of its operation.

The main activities of the Unit were:

- Setting up an efficient but flexible administration function to support fully the processes and activities of the whole Authority.
- Recruiting key staff, including the Directors of the main units and the General Director. The aim of TRA's recruitment policy is to ensure the Authority has access to the professional expertise it needs to be effective.
- Starting a programme of training and development to ensure TRA staff are encouraged to improve their performance and skills and to reach their potential.
- Monitoring the TRA's expenditure and maintaining the accounts.