



Request for Proposals (RFP)

Universal Access and Services Policy with an Emphasis on the Accessibility to High Speed Broadband Services

**Issued by
Telecommunications Regulatory Authority
Kingdom of Bahrain
in cooperation with
H.E. the Minister Responsible for the Telecommunications Sector**

16th April 2009

Deadline for submitting proposals is: 14 May 2009, 4pm (GMT+3)

Table of content

1	Introduction and the Context	3
2	Objective	5
3	Requirements	8
4	Background	10
5	Deliverables, Expected Timeline and Project Management	10
6	Instructions for Respondents.....	12
7	Invoicing	16
8	Evaluation Process and Outcome	16
	Annex A: CV Template.....	18
	Annex B: Resource Allocation Plan Template.....	21
	Annex C: Bidder's General Information.....	23
	Annex D: Bidder's Checklist	25

1 Introduction and the Context

1. Since 2002 the telecommunications market in the Kingdom of Bahrain has undergone a significant transformation in accordance with the Government policy to stimulate the national economy. In October 2002, the Legislative Decree No 48 of 2002 promulgated the Telecommunications Law¹ that enabled liberalization of the telecommunications sector and the formation of the Telecommunications Regulatory Authority (“TRA”). Further the 1st National Telecommunications Plan² was published in July 2003 and subsequently was updated with the 2nd National Telecommunications Plan³ in February 2008.
2. An important document, guiding the long-term socio-economic development of Bahrain, including the telecommunications sector, is the Economic Vision 2030 for Bahrain⁴. In the field of telecommunications the Vision aims to ensure that telecommunications are readily accessible and competitively priced and thereby contribute to providing a stable base for businesses.
3. The Telecommunications Law entrusts the functions related to telecommunications policy to the Minister responsible for Telecommunications Sector (“the Minister”). These include:
 - a. Supervising the implementation of the National Telecommunications Plan;
 - b. Following up the implementation of the policy relating to universal services, proposing any amendments in connection therewith and submitting them to the Council of Ministers for approval;
 - c. Promoting investment in the telecommunications sector in the Kingdom and creating a competitive environment among licensed operators, so as to enable subscribers and users to have access to state of the art telecommunications services at the most suitable prices;
 - d. Proposing drafts of laws pertaining to the telecommunications sector in coordination with TRA;
 - e. Working to remove obstructions to the telecommunications sector in coordination and cooperation with TRA and the concerned authorities, and in such a way as to assist TRA in carrying out its responsibilities.
4. The regulatory functions in the telecommunications sector are vested in TRA. It is an independent body and has a direct responsibility to ensure effective liberalization of the telecommunications market, promote effective and fair competition among licensed operators and protect the interests of subscribers and users of telecommunications services. Section 64 of the Telecommunications Law sets out the main functions of TRA with regard to universal services. Most of the mandates of the 2nd National Telecommunications Plan are also addressed to TRA.
5. Among other things, the 2nd National Telecommunications Plan:

¹http://www.tra.org.bh/en/pdf/Telecom_Law_final.pdf

²<http://www.tra.org.bh/en/pdf/National%20Plan%20v4%20Formatted.pdf>

³<http://www.tra.org.bh/en/pdf/TheSecondNationalTelecommunicationPlanEnglishFinal.pdf>

⁴[http://www.bahrainedb.com/uploadedFiles/BahrainEDB/Media_Center/Economic%20Vision%202030%20\(English\).pdf](http://www.bahrainedb.com/uploadedFiles/BahrainEDB/Media_Center/Economic%20Vision%202030%20(English).pdf)

- a. Has declared the objective of the Government of the Kingdom of Bahrain to further develop an integrated and innovative telecommunications environment enabling businesses to establish, invest and thrive, and make Bahrain the natural choice for the location of international businesses operating in the Gulf. At the same time, the Government aims to establish the environment where consumers and businesses could reap the benefits of the development of telecommunications technologies, both in terms of the services they consume and the capabilities they need to realise their personal and business potential. In order to achieve this telecommunications services need to become increasingly available and internationally more competitive in terms of the range of services offered as well as prices.
 - b. Requires TRA as well as other authorities to enhance the use of the Internet and broadband amongst all users at internationally competitive prices. This request is supported by the recognition that many sectors of the economy will only fulfil their full potential if they have access to high speed and reliable Internet connectivity at prices that are internationally competitive.
 - c. Requires TRA to ensure that there is a full rebalancing of tariffs of fixed telephony. TRA is pursuing this mandate as a separate activity.
 - d. Recognizes the need to protect a low income user. Where charges are increased to cover costs, it may be that certain sectors of the community cannot afford to pay for basic telecommunications services and do not benefit from the general decrease in prices for telecommunications services. The Government considers that the availability of telecommunications services to the low income users should be tackled under the general social assistance without hindering the development of competition in the telecommunications sector. These possible developments should in any case be taken into account in the context of telecommunications policy, in particular when considering measures able to tackle the needs for telecommunications services in a more comprehensive and integrated manner. An example of such a measure is providing access to multiservice networks via broadband.
 - e. Mandates TRA to balance the interests of different current and potential consumer groups, business, residential, present and future, high income and low income. TRA is also requested to regularly review the provision of services in order to check the development of the market and the effectiveness of its regulations in achieving sustainable competitive services, meeting the needs of the different consumer groups.
 - f. Supports the availability of diverse, high capacity and low cost international connectivity. Via the Plan the Government has requested TRA to monitor and review the market developments in this field and undertake necessary actions (including submitting relevant suggestions to the Government) in order to remedy identified market failures, hindering development of international connectivity.
6. The Minister and TRA believe that the primary tool to achieve the objectives of the 2nd National Telecommunications Plan, as supported by the Economic Vision 2030 for Bahrain, is establishment of effective and fair competition in the telecommunications sector. TRA has established and is now in the process of enhancing the regulatory framework to support the achievement of the objectives set out in the Plan and Vision⁵.

⁵See, for example, the results of the Strategic and Retail Market Review (<http://www.tra.org.bh/en/consultations.asp#Strategic>).

The Minister and TRA acknowledge the potential need for additional supportive measures to assist market forces to achieve the public policy objectives.

7. It is against this background that the Minister and TRA have decided to evaluate the need to establish a specific framework for ensuring that all the residents and businesses of Bahrain have affordable access to the telecommunications services they need to realize their potential and, if there is such a need, to define such a framework and its implementation.

2 Objective

8. **The objective of this RFP is to assist the Minister and TRA in adopting the most appropriate policy, based on international best practice, in order to ensure that residents and businesses of the Kingdom in Bahrain, have affordable access to the telecommunications services they need** (with an emphasis on the availability and affordability of competitive high speed broadband services). This policy shall support and not substitute the effective operation of market forces, facilitated by the pro-competitive framework established by the Telecommunications Law and TRA.
9. The following specific tasks in support of the objective are envisaged:
 - 1) Prepare a **Study on the appropriate policy to achieve universal availability and affordability of the telecommunications services, needed by residents and businesses in Bahrain, with an emphasis on accessibility and affordability of high speed broadband services**. The Study shall as a minimum cover:
 - a. **Analysis of the existing and future situation in Bahrain**, which shall include (but not necessarily be limited to) evaluation of:
 - i. Needs for telecommunications services by residents and businesses in the specific context of Bahrain as well as likely future evolution of these needs. The expectations of future evolution of the needs shall take into account the Economic Vision 2030 for Bahrain as well as other policy objectives. The future demand should not be based on purely commercial needs, but also take into account social and public needs. The assessment shall take a view that it is important to ensure that availability (or lack of it) of telecommunications services does not become a hindrance to the socio-economic development of Bahrain, but rather facilitates and catalyses such development. The Minister's office and TRA expect that the needs analysis will be based on such sources of information as the Consultant's industry knowledge, international practice and inputs from the stakeholders. It is not expected that a market survey will be needed. However the responding consultants are free to suggest such a survey as a separate item (clearly separated both in the technical and in the financial proposals);
 - ii. Interplay (now and in the future) between the telecommunications sector and other sectors, important for future socio-economic development of Bahrain, including education, health, finance and payments, commerce in general, and government services. Such evaluation shall take into account the importance to ensure that adequate telecommunications services are available to enable and facilitate development of general socio-economy of Bahrain;
 - iii. Current situation in Bahrain with regard to affordability and availability of telecommunications services, needed by residents

- and businesses (taking into account future evolution of such needs), together with analysis of the likely future trends. This shall include gap-analysis of existing affordability and availability of the needed telecommunications services;
- iv. Extent to which existing and/or planned pro-competitive regulatory instruments may not be sufficient to address affordability and availability gaps, if such gaps are identified;
 - v. Options for possible further development of the telecommunications policy and regulatory framework (such as establishment/promotion of the national provider-neutral access and/or structural or functional separation of the incumbent operator) in addressing the defined gaps in affordability and availability.

The analysis should in particular consider (but not be limited to):

- i. Need and availability of affordable access to high speed broadband services;
- ii. Affordability of basic public telephone services, in particular in the context of rebalancing of tariffs of fixed telephony.

The analysis shall also identify potential methods to establish whether needed telecommunications services are affordable. Estimates of the affordability level, calculated using such methods, shall also be provided. The Minister's office and TRA expect that the completion of this task will not include an in-depth econometric analysis, but will rather be based on the less sophisticated methods that still allow sufficient estimation of the affordability level.

- b. **Identification of areas that may require additional support** via a framework for universal access and services, if any. This identification should also provide analysis on where and on what conditions such additional public support would be considered justified. The areas should be defined with sufficient clarity, precision and detail so as there would be possible to establish clear methodology and actions to address them. This identification should in particular consider (but not necessarily be limited to) the following areas:

- i. Availability of affordable and competitive high speed broadband services;
- ii. Long-term affordability of basic public telephone services.

Where possible, the Consultant shall clearly separate areas of support related to (a) affordability of telecommunications services to low income users specifically from (b) general increase of affordability and availability of the services needed by the residents and businesses of the Kingdom of Bahrain. Further tasks listed below shall take this separation into account by relating specific proposals to one of the categories of support, where possible.

- c. **Identification and assessment of options/methods to provide the additional support** for the areas identified. Description of the options/methods should be based on the real situation in Bahrain and be clear, precise and detailed so that specific actions to be taken and required resources could be derived from them. These proposals should in particular evaluate (but not necessarily be limited to):

- i. Feasibility, appropriateness and effectiveness of demand side subsidies (such as vouchers, specific demand based reimbursement to operators);
 - ii. Impact of possible methods of indirect support (such as education and skill-building, providing the schools and other educational institutions with necessary equipment and services, e-services, e-commerce policy, small and medium enterprise support policy, social policy, aggregated procurement of access to governmental authorities etc.) to availability and affordability of the needed telecommunications services. This shall also include evaluation of feasibility and appropriateness of such measures;
 - iii. Feasibility, appropriateness and effectiveness of methods, where aggregated use is promoted (such as public internet access points);
 - iv. Feasibility, appropriateness and effectiveness of the supply side support methods (including subsidies, public-private partnership arrangements, concession-like arrangements, direct public intervention and/or deployment/operation of infrastructure etc.). The proposals should include a clear description of the means to achieve that supply side subsidies would not distort the establishment and operation of fair and effective competition.
 - d. **Estimate of the potential funding requirement to achieve the necessary level of support together with suggested sources of funding.** Different targets of funding should be prioritised. The Minister's office and TRA envisage that one of the sources for support could be proceeds from licence auctions.
 - e. **Assessment of the institutional and legal framework in Bahrain with regard to the feasibility to implement the proposed policy for universal access and services,** identification of the gaps thereof and proposals with regard to the ways to improve such a framework. The policy proposals, however, shall aim to fit in the existing institutional and legal framework of Bahrain. Nevertheless improvements of such framework shall also be suggested where appropriate.
 - f. **Proposed implementation/action plan to achieve the goals of the proposed policy for universal access and services.** The actions included may be categorised as short-term, medium-term and long-term. The actions included in the plan should take into account the local environment in Bahrain and shall be sufficiently precise, clear and implementable.
- 2) Draft a **Policy Statement** (for public consultation) of the Minister and TRA **on the appropriate policy to achieve universal accessibility and affordability of the telecommunications services, needed by residents and businesses in Bahrain.** This Statement will contain the recommended policies and actions, supported by the summary of arguments, taken from the Study.
- 3) Draft the **National Broadband Strategy for Bahrain.** This strategy shall encapsulate strategy proposals related to the development of high speed broadband services and infrastructure, including international connectivity, in the Kingdom of Bahrain, based on the Study described above.

- 4) Prepare a **Report on the public consultation on the Policy Statement and the National Broadband Strategy** as well as the **final text of the Statement and the Strategy**.
- 5) Conduct a public workshop and a presentation (see “Deliverables” section below).

3 Requirements

10. In implementing this consultancy project the Consultant will have to take into account and fully reflect the following:
 - 1) Objectives of the socio-economic development of the Kingdom of Bahrain in general and the telecommunications sector in particular as defined in the Economic Vision 2030 for Bahrain and the 2nd National Telecommunications Plan as well as other relevant documents.
 - 2) Expectations of stakeholders in Bahrain. As part of the project, the Consultant will be required to obtain input (via face-to-face interviews, and, if required, a written questionnaire) from the relevant stakeholders. They will at least include the Economic Development Board, the office of the Minister, TRA, the Consumer Advisory Group, the Business User Advisory Group, the Bahrain Internet Society, main licensees, other relevant government authorities (for the purposes of face-to-face meetings the number of them should be 7-10). The final list of stakeholders will be mutually agreed between the Consultant and the TRA Project manager. The insights from the meetings with the stakeholders will have to be reflected in the Study. TRA will facilitate arrangements for meetings with the agreed local stakeholders.
 - 3) The state of the market development in Bahrain (see “Background” section for more information). The Consultant may need to complement the information, already possessed by TRA, by the additional information and analysis required to successfully complete the project.
 - 4) Relevant legal and regulatory environment in the Kingdom of Bahrain, in particular the Telecommunications Law and the measures adopted by TRA (see “Background” section for more information). TRA will provide support to the Consultant of its own in-house lawyers and the local law firm with regard to issues related to the law of Bahrain. However, in any case, the Consultant will itself be responsible for compliance of its proposals with the legal and regulatory framework of the Kingdom of Bahrain and therefore needs to ensure that it has an appropriate expertise.
 - 5) Best international practice. The Consultant shall include in the Study examples from other jurisdictions and/or mini case studies to support the analysis and proposals.
 - 6) Technological and market trends related to telecommunications services, in particular convergence, and possible need to adapt the institutional and legal environment (e.g., by establishing the converged regulator for the information and communications technology industries and/or adapting the laws etc.) to take these into account.
 - 7) The requirement that any support provided via the universal access and services framework shall not hinder the operation of fair and effective competition, but rather facilitate and catalyse it. The support shall not substitute, but only complement market forces where needed.

- 8) Importance of the high speed broadband services to the further development of Bahrain.
 - 9) The specific objective of the Government of the Kingdom and TRA to support the availability of diverse, high capacity and low cost international connectivity. TRA will provide information to the Consultant on existing and planned (to the best knowledge of TRA) means of international connectivity available to the Kingdom.
 - 10) A process of rebalancing of tariffs of fixed telephony. The rebalancing process itself is a separate parallel activity of TRA. This process also may include establishing the low-user payment schemes. TRA will provide the information on this process to the Consultant. Both TRA and the Consultant shall aim to ensure consistency of the processes of the rebalancing of tariffs and establishing the universal access and services framework.
 - 11) TRA's specific policies to achieve development of state-of-the-art telecommunications networks and services in certain areas, in particular new property developments⁶.
 - 12) Importance of all the elements relevant for successful increase of penetration and use of telecommunications services (in particular broadband), including access to telecommunications services, end-user equipment, accessible services/content, end-user skills etc., and formulate proposals accordingly.
 - 13) The need for the universal access and services framework to generate sustainable results – i.e., the outcomes that would not depend on the long-term support from public funds, but would survive independently after the end of the initial (supported) stage. The Minister and TRA understand that this approach may need some exceptions, but would like to implement this principle to the extent possible.
11. The documents produced by the Consultant will have to:
- 1) Be of the high-standard of English, clear, easily readable, self-contained and concise (at the same time all the relevant issues should be covered in sufficient detail);
 - 2) Include sufficient justification to all the proposals as well as sources of information for all the data;
 - 3) Adhere to the style used by TRA for similar documents (TRA will be able to provide some examples of them), be final and proper for publishing on the Minister's and TRA's behalf without additional reformatting or other technical editorial actions needed on the part of TRA or the Minister's office. The documents prepared shall comply with all the procedural requirements followed by TRA⁷.
12. The proposals formulated should aim to concentrate on the issues that the Minister and TRA can implement within their existing powers. However, where in order for the policy to be complete and effective, actions by other authorities of the Kingdom of Bahrain are needed, the Consultant shall also include proposals with regard to these actions for the Minister and/or TRA to recommend these to the competent authorities. Proposals, where appropriate, shall also include suggestions for development of the institutional framework.

⁶ See <http://www.tra.org.bh/en/marketInfrastructure.asp>.

⁷ E.g. the process for public consultations is governed by the TRA's Consultation Process Regulation, available at [http://www.tra.org.bh/en/pdf/Consultation_Process_ERU_RN_001_v1.0\[1\].PDF.pdf](http://www.tra.org.bh/en/pdf/Consultation_Process_ERU_RN_001_v1.0[1].PDF.pdf).

13. The Consultant will have to produce two versions of the Study and, if necessary, other documents: (1) a more detailed version for the internal use of the Minister's office and TRA; and (2) a public version, which shall also exclude all confidential information.
14. The Study (including the draft Study) shall be accompanied by the presentation, enabling easy understanding of the material. The Consultant will also have to prepare presentations for a Public Workshop and a Public Presentation (see "Deliverables" section below).

4 Background

15. In order to gain a better understanding of the current Bahrain policy, legal, regulatory and market environment the Consultant should refer to the following⁸:
- The information sources referred to in the sections above;
 - TRA's website generally⁹;
 - Legal instruments adopted by TRA¹⁰;
 - TRA's Market Indicator Reports¹¹;
 - TRA's Market Surveys¹²;
 - Telecommunications Price Benchmark for Arab countries¹³;
 - Work Plan of TRA (in order to get understanding of other parallel activities undertaken by TRA)¹⁴.

5 Deliverables, Expected Timeline and Project Management

16. Deliverables and expected timeline:

Item	Date
Deadline for submission of tenders	14 May 2009 4pm (GMT +3)
Appointment of a Consultant	30 May 2009

⁸ The sources of information listed shall not be considered to provide the final and complete background information required to successfully accomplish the project. The Consultant may need to complement this information by its own research.

⁹ <http://www.tra.org.bh>

¹⁰ <http://www.tra.org.bh/en/legal.asp>

¹¹ <http://www.tra.org.bh/en/marketReport.asp>

¹² <http://www.tra.org.bh/en/marketSurveys.asp>

¹³ <http://www.tra.org.bh/en/PriceBenchmarking.asp>

¹⁴ http://www.tra.org.bh/en/pdf/TRA_work_plan_Final_2007-2009.pdf

Kick-off meeting	14 June 2009
Draft Study prepared	30 August 2009
Draft Study presented to the Minister's Office and TRA (meeting)	30 September 2009
Study (both public and internal versions), Draft Policy Statement and Draft National Broadband Strategy completed for public consultation	14 October 2009
Public Workshop on the Study	14 October 2009
Final Report on consultation, the Final Policy Statement and the Final National Broadband Strategy	14 December 2009
Public Presentation of the Final Policy Statement and the Final National Broadband Strategy as well as the resulting actions	14 December 2009
Project completed	14 December 2009

17. The deliverables shall meet the requirements defined above in "Requirements" Section. The Consultant shall produce the required deliverables to the satisfaction of the TRA Project manager. The deliverables will be considered completed once they are finally approved as such by the TRA Project manager.
18. The Consultant may propose additional activities and deliverables. Any additional activities and deliverables proposed:
 - Should be clearly defined within the Bidder's Technical Offer and identified separately within the Bidder's Financial Offer;
 - Will, subject to the agreement of TRA (in consultation with the Minister's office), be added as deliverables to the contract.

Project Management

19. A Project manager with overall responsibility and authority for this project will be nominated by TRA. The successful Bidder (Consultant) will coordinate all efforts, and communications, with the TRA Project manager.
20. The Consultant will also appoint a project coordinator/manager to be a liaison between the Consultant and the TRA Project manager for all issues, related to the organisation of the project.
21. The selected Consultant will commence the project with a kick-off meeting with TRA and, if required, the representatives of the Minister's office and/or other stakeholders. At this meeting the Consultant will be expected to introduce and agree with the TRA Project manager the proposed organisation and methodology of the project and a proposed work plan (timetable). The initial input of TRA, the Minister's office and other stakeholders will be obtained during this meeting.

22. The work plan will have to be presented to the TRA Project manager in the MS Project format.
23. The work plan (timetable) of the Consultant will have to accommodate sufficient time for TRA and the Minister's office to comment on the documents produced by the Consultant. The Consultant will be strongly encouraged to agree the concept of the documents (preferable via the face-to-face meetings with the staff of TRA and, if required, the Minister's office) before proceeding to produce the full final documents.
24. The meetings/interviews with stakeholders will have to be documented by the Consultant and minutes for these meetings will have to be presented to the TRA Project manager (unless agreed otherwise by the Consultant and TRA). The TRA Project manager may also ask to provide other documentation supporting the documents produced by the Consultant.
25. The Draft Study, prepared for review of the Minister's office and TRA, shall include alternative policy proposals together with their comparative assessment with regard to their potential to meet policy objectives related to universal access and services. These alternatives will be discussed with the Minister's office and TRA to reach the final suggestions to be included in the final Study.
26. The selected Consultant may also be requested to undertake related additional tasks as agreed to be necessary by TRA (in consultation with the Minister's office) and the selected Consultant. Additional tasks shall require authorisation from TRA (in consultation with the Minister's office) prior to initiation.
27. The selected Consultant will co-operate fully with TRA, the Minister's office and other parties, as identified by TRA, in terms of planning, information exchange, documentation, meetings, communications or other related activities that the TRA Project manager considers necessary in order to fulfil the contract and the requirements of this RFP.
28. Any information provided to the public in relation to the project under this RFP will need to be approved by the TRA Project manager.

6 Instructions for Respondents

General

29. General information about TRA may be found on the TRA's web site at www.tra.org.bh
30. Responses to this RFP should address all of the requirements and deliverables set out in this RFP. Responses shall provide a breakdown of the tasks involved for the completion of this project.
31. Responding consultants are requested to provide a summary of their relevant capabilities and past experiences in related issues as per Annex C: Bidders General Information.
32. Responding consultants shall provide CVs and contact details of all staff involved in the project. The CVs should be as per the CV format in Annex A: CV Template. Changes to any of the proposed staff members shall only be permissible with the consent of TRA. Any staff members replaced must be replaced by alternative staff members with at least equal standing to the original staff member.

33. Consultants may sub-contract elements of the work but shall assume contractual responsibilities for all work and co-ordination of any third parties. Any such sub-contracting must be clearly identified in the proposal.
34. Responding consultants must declare in their proposals that they have conducted all relevant conflict of interest checks and that to the best of their knowledge they face no conflict of interest in accepting the engagement if selected.
35. The selected Consultant will be required to enter into a formal contract with TRA, the terms of which will be supplied.
36. Until any such contract(s) have been executed, this RFP and any responses to it shall not in any way bind TRA or the Minister.
37. Firms that submit a proposal in response to this RFP are solely responsible for meeting any and all costs incurred in preparing their proposal. No costs incurred by any consultant (successful or otherwise) in preparing and submitting a proposal shall be reimbursable by TRA or the Minister.
38. Responding consultants may include supporting documents and attachments as Annexes to the proposal.
39. Proposals should be straightforward, succinct and demonstrate the capacity of the Consultant to address the practical requirements of this work.
40. TRA may issue any clarification to all participants as an addendum to the RFP. Such an addendum will be published on the TRA's website and become part of the RFP documents.

Expected profile of and the requirements to the Consultant

41. The successful Bidder (and the specific staff members proposed to be assigned to this task) is expected to:
 - Have a thorough knowledge of the theoretical and empirical issues involved in establishing the frameworks for universal access/services, promoting broadband development, international connectivity and other relevant fields;
 - Have significant experience in the field of universal access/services, promoting the development of broadband and/or other similar fields;
 - Have a good knowledge of the telecommunications sector.
42. Responding consultants are expected to include non-confidential samples of work on similar projects (e.g. consultation documents, reports, responses to a consultation document, etc).
43. The bidder, submitting the response to this RFP, shall satisfy the following criteria (pre-qualification requirements) and provide evidence thereof (including names of the clients and summaries of the projects):
 - 1) The bidder has undertaken at least 3 projects related to universal access/services or promotion of broadband;
 - 2) The bidder has at least 5 years of experience in consulting in the field of telecommunications policy and regulation;

- 3) The lead staff member, assigned to this project, has at least 10 years of experience in the field of telecommunications policy and regulation.
44. Proposals not meeting the pre-qualification requirements will not be evaluated and the associated financial proposals will be returned to the respective bidders.

Format and number of proposals

45. Bidders must submit 2 separate proposals:
- A technical proposal which **must only** be submitted in soft format (by email or on CD or DVD). All files shall be compatible with Microsoft Office 2007 suite.
 - A financial proposal in **HARD FORMAT** only in a separate sealed envelope.
46. The technical proposal should be submitted to (submission via e-mail only is considered sufficient):

Mr. Mohammed Nasser
 Telecommunications Regulatory Authority (TRA)
 Taib Tower, 7th Floor
 Diplomatic Area
 P.O. Box 10353
 Manama,
 Kingdom of Bahrain
e-mail: consultancy@tra.org.bh

47. **The technical proposal must reach TRA by the closing date of this RFP.**
48. The technical proposal shall detail how the responding Consultant proposes to manage and complete this project.
49. The structure and content of the technical proposal will, at a minimum, include:

Structure and content of the technical proposal	
1	Covering letter from an authorised signing officer including a declaration that the Consultant satisfies the prequalification requirements
2	Executive overview (maximum 1 page)
3	An explanation of the understanding of the project, the issues involved and the deliverables
4	Proposed work plan by task for the overall project including: <ul style="list-style-type: none"> ▪ working method, including the split of work between the Kingdom of Bahrain and the Consultant home country, and project management; ▪ the main tasks and sub-tasks to be completed with associated timeframe and dates; ▪ deliverables to be submitted with associated completion dates; ▪ critical path
5	The Consultant may suggest additional activities and deliverables to those set out in the RFP, which are required to deliver this project (these activities and deliverables

	should be clearly identified as such)
6	Man-days resource allocation plan by tasks and individuals assigned (Annex B of the RFP)
7	Company overview, its qualifications and experience (Annex C of the RFP)
9	Table of summary CVs and full CV's in the format set out in the relevant Annex of this RFP (Annex A of the RFP)
10	Samples of work on similar projects (e.g. consultation documents, reports, responses to a consultation document etc.) and recommendations from clients for similar projects should be included if available

50. The fixed price financial bid document must be submitted to TRA in a hard copy only in a separate sealed envelope. The separate envelope will be clearly marked "Financial bid in response to RFP – Universal Access and Services Policy [INSERT NAME OF BIDDER]". **The financial bid document must reach TRA within 7 days of the closing date of this RFP¹⁵.**
51. Bidders shall ensure they complete and include in their technical proposal the Bidder's checklist of Annex D.
52. A tabulated format should be provided to show all costs in United States Dollars (US\$) in a form that can easily be reviewed and compared with other respondents' proposals. The structure and content for the financial bid shall include as a minimum, for each deliverable, task and proposed sub-task:
- The proposed team member to complete the task;
 - An estimate of the number of man days per team member required to complete each task;
 - An overall fee for each phase/activity/deliverable;
 - A daily fee rate per team member, based on a daily rate inclusive of all the expenses, except for flight tickets to Bahrain and accommodation (hotel) in Bahrain. The flight tickets to Bahrain and accommodation (hotel) in Bahrain will be arranged (or reimbursed) by TRA according to the schedule of visits, included in the agreed Consultant's work plan.
53. The financial proposal separately from the technical proposal should be delivered to (delivery can be made to either the street address or the P.O. Box):

Mr. Mohammed Nasser
 Telecommunications Regulatory Authority
 Taib Tower, 7th Floor
 Diplomatic Area
 P.O.Box 10353
 Manama
 Kingdom of Bahrain

¹⁵ This RFP is issued according to the rules of the Tender Board of the Kingdom of Bahrain, which allows TRA to issue a public tender of an amount not exceeding BD 100,000 (US \$ 264,900)

RFP Closing Date

54. The closing date for receipt of proposals is set out in the front page of this RFP.
55. All proposals should be valid for acceptance for a period of at least 60 calendar days from the deadline for submitting responses.

Response Submission and Query Handling

56. It is the responsibility of the respondents to ensure that their responses to the RFP have reached TRA within the required timeframe.
57. Any queries regarding this RFP should be addressed to:

Mr. Mohammed Nasser
 Telecommunications Regulatory Authority (TRA)
 Taib Tower, 7th Floor
 Diplomatic Area
 P.O. Box 10353
 Manama
 Kingdom of Bahrain
e-mail: consultancy@tra.org.bh
 Fax: +973 1753 2125

7 Invoicing

58. Invoicing shall be made using the following invoicing profile:

Description	% of fixed price financial bid
Kick-off meeting	10%
Study, the draft Policy Statement and the draft Strategy completed for public consultation, Public Workshop on the Study conducted	50%
Project completed	40%

8 Evaluation Process and Outcome

59. TRA (in cooperation with the Minister's office) will only evaluate proposals that meet the pre-qualification requirements (paragraph 43).
60. TRA (in cooperation with the Minister's office) will evaluate the proposals according to the criteria detailed below, producing a score of 100%:
- 30% - Understanding of the task required in relation to this RFP;
 - 50% - Quality of the technical approach outlined in the proposal including the skills and experience of the personnel allocated to the project by the responding Consultant;

- 20% - Realistic project plan, division of tasks and allocation of time and personnel.
61. Proposals scoring less than 50% for any individual criterion will be eliminated from the process.
 62. Proposals scoring less than 70% overall after the evaluation process will be eliminated from the process.
 63. The contract will be awarded to the responding Consultant who submits the proposal offering the best value for money. This will be decided by dividing the technical score by the total price of the proposal.
 64. TRA reserves the right, at its sole discretion, to accept any proposal it chooses in full or part, negotiate with any responding Consultant, and accept any alternative proposals. Neither TRA nor the Minister is bound to accept any proposal or appoint a Consultant.

Annex A: CV Template

CURRICULUM VITAE

1. **Proposed Role in Project:**
2. **Family Name:**
3. **First Names:**
4. **Date of Birth:**
5. **Nationality:**
6. **Civil Status:**
7. **Education:**

Institution (Date from – Date to)	Degree(s) or Diploma obtained:

8. **Language Skills:** Indicate competence on a scale of 1 to 5 (1–excellent; 5–basic)

Language	Reading	Speaking	Writing

9. **Membership of professional bodies:**
10. **Other skills:** (e.g. Computer literacy, etc.)
11. **Present position:**
12. **Years with current firm:**
13. **Key qualifications:** (Relevant to the project)
14. **Project experience:**

Country	Role	Date from – Date to	Project description / achievements

15. **Professional Experience:**

Request for Proposals - Universal Access and Services Policy

16.

Date from – Date to	Company	Location	Position	Description

17. **Other relevant information** (e.g. Publications)

Annex B: Resource Allocation Plan Template

TASKS/DELIVERABLES	(Project team member 1)	(Project team member 2)	(Project team member 3)	...	(Project team member x)
Deliverable 1: Task Task Task					
<i>Deliverable 1 sub total</i>					
Deliverable 2: Task Task Task					
<i>Deliverable 2 sub total</i>					
Project Totals					

Annex C: Bidder's General Information

Bidder's Contact Details

1. The following information, in this format, is required for each proposal submitted:
 - a) Name, address, email, telephone, and fax number of a Bidder;
 - b) Contact person dealing with the proposal;
 - c) Description of role, or element of contract, to be fulfilled by any member of this project;
 - d) Identification of party who will carry overall responsibility for the contract (in case of consortiums);
 - e) Confirmation of acceptance by the Bidder and any third parties of the terms and conditions of this RFP;
 - f) Confirmation of acceptance by the respondent and any third parties regarding overall responsibility for successful delivery.

Bidder's Profile

2. The following information, in this format, is required by each Bidder (and a member of the bidding consortium) when submitting its proposal:
 - a) Length of time in existence;
 - b) Number of employees;
 - c) Brief description of the company's principal areas of activity;
 - d) Projects completed relevant to the RFP;
 - e) Any additional information in support of this proposal.

Annex D: Bidder's Checklist

Bidder's Checklist

Please make sure that all items are marked completed before submitting the bid to TRA.

No	Item	Completed (Yes / No)
1	Does the Bidder satisfy the pre-qualification requirements and has the supporting evidence been provided in the Technical Proposal (mark Yes/No for each one of the criteria): - The Bidder has undertaken at least 3 projects related to universal access/services or promotion of broadband; - The Bidder has at least 5 years of experience of consulting in the field of telecommunications policy and regulation; - The lead staff member, assigned to this project, has at least 10 years of experience in the field of telecommunications policy and regulation.	
2	Bidder's check list completed and signed by an authorised person	
3	Does the proposal include a declaration from the bidder indicating that it has conducted all relevant conflict of interest checks and that to the best of its knowledge it faces no conflict of interest in accepting the engagement if selected?	
4	Has the technical proposal addressed all the elements outlined in the table "Structure and content of the technical proposal"?	
5	If third parties are involved, have the following been provided:	
5.1	Identification of specific tasks that a specific 3 rd party will perform	
5.2	Relevant explanation of the 3 rd party's capabilities	
5.3	CV's of all involved personnel from the 3 rd parties in the format required	
6	If there are any supporting documents, have they been attached in the Annexes?	
7	Has a resource allocation plan been attached to the overall project plan?	
8	Has the Financial Proposal addressed the following:	
8.1	All costs shown clearly in US Dollars	
8.2	A tabulated format showing the tasks and also showing the following details per task:	
8.2.1	The proposed team member to complete the task	
8.2.2	An estimate of the number of man days per team member required to complete the task.	
8.2.3	An overall fee for each phase/activity/deliverable	
8.2.4	A daily fee rate per team member, based on a daily rate inclusive of all the expenses, except for flight tickets to Bahrain and accommodation (hotel) in Bahrain.	
9	Has the proposal been arranged in 2 separate submissions as below:	
9.1	Technical Response (to be sent in soft (electronic) format)	
9.2	Financial Response (in an envelope to be sent as a hard copy)	

Request for Proposals - Universal Access and Services Policy

10	Was the proposal delivered before the deadline set in this RFP to: Mr. Mohammed Nasser Telecommunications Regulatory Authority (TRA) Taib Tower, 7th Floor, Diplomatic Area P.O.Box 10353 Manama - Kingdom of Bahrain email: consultancy@tra.org.bh	
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