



Government of Pakistan
PAKISTAN TELECOMMUNICATION AUTHORITY
www.pta.gov.pk

REQUEST FOR EXPRESSION OF INTEREST (EOI)

**PRE-QUALIFICATION OF
CONSULTANTS/CONSULTANCY FIRMS
FOR RESEARCH BASED PROJECTS**

Pakistan Telecommunication Authority (PTA), the CLIENT, invites Expression of Interest (EOI) for the pre-qualification of consultant firms /consultants/ market researchers, so that a list of interested telecom experts, with specialized Areas of Expertise (AoE) is readily available with Authority, for carrying out studies/ research projects/consultancies, as per PPRA Rules, as and when required by the Authority. The applicant must be on Active Taxpayers List of the Federal Board of Revenue.

Method of selection/evaluation criteria is as provided under Regulation-7 of the Procurement of Consultancy Services Regulations, 2010 of PPRA.

Expression of Interest documents, containing detailed terms and conditions, etc. are available at the office of the undersigned. Price of the EOI documents is Rs. 500/- (non-refundable and submitted in shape of pay order in favour of PTA). EOI documents can also be downloaded from (www.ppra.org.pk and www.pta.gov.pk) free of cost.

The EOI prepared in accordance with the instructions in the RFP document, must reach the Office of Director General (Strategy & Development), PTA HQs, F-5/1, Islamabad Pakistan, on or before **7th April, 2020** by **1500 Hours**. The expression will be opened on the same day at **1530 hours**. This advertisement is also available on PPRA website at www.ppra.org.pk

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"Say No to Drugs"

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REQUEST FOR PROPOSAL (RFP)

PRE-QUALIFICATION OF
CONSULTANTS/CONSULTANCY FIRMS
FOR RESEARCH BASED PROJECTS

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1. Introduction

- 1.1. Pakistan Telecommunication Authority (PTA) (hereinafter called the “CLIENT” which expression shall mean and include, unless the context otherwise requires, its successors in the office and assignees), a regulatory authority for the telecommunication sector in Pakistan was established as a corporate body under Section 3 of the Pakistan Telecommunication (Re-Organization) Act, 1996 (*herein after referred to as "the Act"*).
- 1.2. The strategic vision of CLIENT is “to create a fair regulatory regime to promote investment, encourage competition, protect consumer interest and ensure high quality Information and Communication Technology (*ICT*) services”.
- 1.3. Telecommunication Sector of Pakistan was deregulated pursuant to issuance of De-regulation Policy in 2003 and Mobile Cellular Policy in 2004. Liberalization and de-regulation of telecom sector has resulted in unprecedented growth in availability and use of telecom services in the country, thereby providing socio economic opportunities to the people of Pakistan. In order to continue the growth momentum in the telecom sector, to provide policy consistency and necessary regulatory changes, and building investor confidence, Government initiated the process for the review of telecom policy in 2014. After due deliberation with all the relevant stakeholders, Government of Pakistan issued the Telecommunication Policy 2015, which provides a comprehensive framework and roadmap of the regulatory environment for Pakistan’s telecom sector.
- 1.4. Pre-qualification of Consultant(s)/ Consultancy Firm(s) (*hereinafter referred to as "CONSULTANT"*) are sought by the CLIENT to make readily available with the CLIENT, a list of telecom experts, for carrying out studies / research projects, as per PPRA Rules, as and when required by the CLIENT.
- 1.5. Request for Proposal (RFP) is invited on the basis of the terms and conditions illustrated in this document, for which the applicant shall provide details along with the required proposals, proven technical / commercial / legal / financial / regulatory expertise in the expressed areas / fields.

2. Information for the CONSULTANT

- 2.1. The CONSULTANT(s) are invited to submit their Area of Expertise (AoE) to the Authority in the manner as prescribed in the RFP. The submitted proposal will be the basis for shortlisting / pre-qualification, to make readily available with the CLIENT, a list of interested telecom experts, with specialized Areas of Expertise (AoE), which shall be utilized for carrying out studies/ research projects, as per PPRA Rules, as and when required.
- 2.2. The CLIENT is not bound to accept any of the proposals submitted, on the basis of irrelevance to evaluation criteria.

3. Terms of References (ToRs)

3.1. Objectives

- a) The objective of pre-qualification of the Market Researchers/ Consultants (individual/ firms), is to make readily available with the Authority, a list of interested telecom experts, with specialized Areas of Expertise (AoE), for carrying out studies / research projects / consultancies, as and when required by the Authority.
- b) The AoE, shall include but not limited to the expertise in technical, commercial, financial, legal and regulatory aspects of telecommunication, insights into the sector, latest technological trends, and preferably global consulting experience to help create better regulatory environment in the light of the researches, in all verticals of the market.

3.2. Scope of Work (SoW)

- a) The CLIENT, as and when intending to conduct the consultancy shall also invite pre-qualified consultants, with relevant AoE for bidding. The approved EoI/ RFP/ RFQ / ToR shall be shared with them for bidding.
- b) The bids shall be evaluated and proceeded as per EoI/ RFP/ RFQ / ToR , in the light of PPRA rules.

3.3. Key Areas of Expertise

The CONSULTANT is expected to identify the key areas of expertise to the CLIENT from any of the following areas, for enlistment and accordingly for consideration and participation in relevant consultancies.

a) Telecom Technologies /Technical Expertise:

The rapid advances in telecommunications and constant evolution in the market leads the industry to continually adapt to changing circumstances in order to have a profound effect on the economy and society and to be in step with the international market trends.

Therefore, the expertise are sought on, technical advancements and technology innovations in telecommunications, in order to help CLIENT to regulate these dynamic markets. The economic analysis and expert advice, built on economic theory and a deep understanding of telecommunications technology innovations may help better understand the factors driving change and affecting the competitive environment. Furthermore, the expert advice on

following shall allow CLIENT to set goals and to implement the best strategies to meet the objectives.

i. **Technology Roadmap:**

An expert Technology Advisory and Roadmap development (standards adoption agenda, risk assessment, impact analysis, policy elaboration, etc.) for formation of the strategies of the market.

ii. **Telecom Licensing Strategy:**

- Telecommunications license specifications and development
- Preparation of Request for Proposal (RFPs) with supporting analysis
- Incorporation of audit and enforcement conditions

iii. **Spectrum Planning & Management:**

Spectrum is a valuable resource. In recent years, the increasing spread of devices which rely on spectrum has transformed lives and significantly increased demand.

Introducing competition to the communications industries calls for fundamentally reviewing policies and methods for the planning and allocation of radio frequency spectrum. Spectrum planning must allow for the introduction of parallel (competing) services instead of optimized functional use.

Therefore, expertise are desired to advice on Spectrum related issues, estimates of the value of spectrum in different uses and help regulator design auction strategies, and relative service quality assessment & monitoring.

iv. **Numbering plans and Allocation**

Every telephone number is an address used to identify an individual customer on a network. Like Spectrum, Numbering plans also requires careful management. When introducing competition to communications markets, numbering plans must be reviewed to allow for the allocation of sufficient numbers to competitors in every service category, avoiding shortage and guaranteeing objectivity in the allocation process. For specific types of numbers, individual allocation procedures can be designed, even including auctions. The Consultant may help in designing numbering plans and allocation methods. For example, numbering strategy for both short and long term to meet requirements for M2M / IoT services.

b) **Legal Expertise**

i. **Telecommunications Regulatory Frameworks & Regulation**

Government and regulatory policies need to provide the right incentives for efficient investments by all operators, using market forces where appropriate to achieve this, and protecting consumers' interests where relevant. Therefore, the consultant may have the relevant expertise and understanding of the objectives and interests of all parties in the regulatory system in order to advise on the key challenges and to identify a framework that balances the different objectives.

The consultant should have expertise and insight into broader regulatory situation builds on the underlying economic models. Expert advisory to ensure that access obligations be reasonable and proportionate, based on market analysis and assessment of the local competitive environment to provide insight on the specific markets under consideration.

ii. **Dispute Resolution:**

Disputes are part of modern commerce. Arbitration is increasingly being used to resolve disputes on regulatory decisions between regulator and companies.

The advice on the economic effects of the matter under dispute or quantify the impact of actions to help calculate damages claims. The consultant should have detailed understanding of market structure and thorough grasp of the economic principles to help us do this effectively and robustly.

c) **Commercial Expertise**

Consultant is required to have an in-depth understanding of the commercial and regulatory environment, necessary to appropriately value potential opportunities and develop suitable strategies related to pricing assessment, mergers and acquisitions. Furthermore, practical experience and deep understanding of commercial/economic matters of modern telecom industry including issues related to telecommunication services, commercial practices, market structures, and other operational matters of telecom industry are required, and also expert advice on:

- Understand the competitive, regulatory and commercial market dynamics.
- Assessing the structure and competitive dynamics in economic markets in the telecom and
- Identification of Significant Market Power players and the most appropriate remedies to impose in markets which lack effective competition.
- Development and implementation of Top Down, Bottom Up and Hybrid techno-economical models (BU-LRIC, TD LRIC, TD FDC, BU-LRIC+, SAC, etc.) for the definition of wholesale regulated charges such as DPLC, IPLC, colocation, IP bandwidth.
- Reviewing/auditing the regulatory cost accounts of operators. Definition of margin squeeze guidelines and methodologies for the Authority)

i. **Competition in Telecommunications:**

There is growing competition in many telecommunications markets and competition law is increasingly relied upon to tackle potential anti-competitive behavior.

Therefore, with expected increase in convergence, it is likely that competition law will become even more important.

To bring together competition policy expertise the expert should have a grip on telecommunications markets to assist us to assess and address the specific relevant issues like:-

- market definition and competition assessment
- merger analysis
- misuse of market power
- horizontal and vertical agreement

ii. **Benchmarking, Best Practice and Regulatory Impact Analysis:**

Producing international or inter-industry comparative data about regulatory measures and their impact in order to test the quality of regulation. Benchmark data to confirm an approach, assess its impact and justify additional investigations to explain the incomprehensible. To provide benchmark data, test the basis of comparison in benchmark studies and help explain its reasons.

d) **Financial / Accounting Expertise**

Understanding of financial concepts and accounting documents for developing a financial toolkit that can be used for budgeting and forecasting. Use of financial data and reports to analyze businesses, using appropriate financial KPIs and key ratios to evaluate, analyze, predict and compare performance of various telecom companies.

e) **Human Resource Management**

Expertise on strategic approaches to effectively address the HR related concerns and maximize employee performance to best meet Clients strategic objectives. Best management of the employee-benefits, employee recruitment, training and development, performance appraisal, and benefit systems. HR role and concerns on balancing of organizational practices as per governmental laws.

4. The Proposal

4.1. Language

The CONSULTANT is requested to submit proposals in English language and strictly follow the formats as given with this document.

4.2. Proposal Submission

- a) Proposal is required to be submitted in a manner as prescribed in Annexure I attached to the RFP.
- b) The Evaluation Committee constituted by the CLIENT may seek information / clarification from the applicant(s).
- c) The Proposal shall provide the following information using the attached Standard Forms/ Annexures:
 - i. A covering letter as attached at Annexure-I-A with supporting documents (original and three photocopies along with the soft copy);
 - ii. Updated CV(s) of the expert(s) and the authorized representative (where applicable) submitting the proposal (*please see* Annexure I-B).
 - iii. Identification of Specified Areas of Expertise (AoE) (Annexure I-C).
- d) The proposal shall be submitted in hard as well as in soft copy (on USB or CD).

4.3. Evaluation of Proposals

- a. The evaluation committee, appointed by the CLIENT will evaluate the Proposals based on the evaluation criteria as laid down in Regulation-7 of the Procurement of Consultancy Services Regulations, 2010 of PPRA and shortlisted consultants shall be intimated through the electronic mail.

Covering Letter

[Location, Date]

To:

Director General (Strategy & Development)
Pakistan Telecommunication Authority
PTA HQs, F-5/1, Islamabad, Pakistan

Sir,

I/We, the undersigned, offer to provide the consulting services of Individual / Firm on study projects, as and when required by PTA, related to our Area of Expertise (AoE).

I/We hereby submit my/our Proposal, which includes the key Area of Expertise and relevant details as per this RFP.

I/We understand, you are not bound to accept our Proposal. I/ We further understand that the consultancies shall be carried out in the light of PPRA Rules.

Yours,

Authorized Signature:_____

Name and Title of Signatory:_____

Name of Firm (if any):_____

Street Address:_____

Cell:_____

Tel:_____

Fax:_____

Email:_____

Nationality:_____

City& Country of Presence_____

CV(s) of Expert(s)

Format of Curriculum Vitae (CV) for Consultant

(It should be completed for each team member (where applicable))

1. Name of Consultant/Firm: _____

a. Name of expert Staff (if applicable): _____

2. Nationality: _____

3. Year of Birth: _____

4. Specific Experience

a. **Key Area(s) of Expertise (As per RFP):** _____

b. **Details of AoE & Relevant Tasks Completed:** _____

[Give an outline of experience and projects most relevant to AoE. Describe the outcome of responsibility/ project /assignments and give the client name, dates and locations. Use about one and half a page.]

General Experience: _____

[Give an outline of experience and projects related to Research work. Describe the outcome of responsibility/ project /assignments, dates and locations. Use about one and half a page.]

Education:

[Summarize college/university and other specialized education of individual/ staff members, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.] _____

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience, also give types of activities performed. Use about two pages.]

Languages:

[For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, consultancy assignments completed by me and my experience.

[Signature of Individual/ authorized representative of the firm]

Date (Day/Month/Year) _____

Full name of Individual/staff member: _____

Full name of authorized representative (if applicable): _____

Specific Area(s) of Expertise

The consultant may tick more than one areas identified below. The consultant may also suggest any other area under the scope of the RFP.

1. Telecom Strategies:

- Expert legal support
- Requirements analysis for various objectives for preparing Telecom Framework / Regulations
- Engaging with industry on different Issues
- Procurement design, implementation and evaluation
- Network sharing for efficient capital deployment
- Regulatory Impact Analysis
- Collaboration strategies for other domain regulators to achieve SDGs

2. Technology Innovations:

- Policy support for high-speed and gigabit broadband deployment
- International trends and Regulatory framework for Drones
- International trends and Regulatory framework for Autonomous Cars
- Cloud Computing
- Latest trends in Spectrum Sharing
- E-Commerce / Digital services
- Data monetization
- IoT market sizing
- IoT regulations/ Regulatory frameworks
- Open Cable Landing Stations
- Location based services (LBS)
- Test & Trial Licenses for new technologies
- Best practices in telecom regulatory frameworks (e.g., Unified Licensing)
- Latest trends for MVNO
- Neutral Hosting of Networks
- Small cell deployments
- Active network sharing
- Enterprise and IoT strategies to drive future revenue growth
- Policy for setting out recommendations for policy makers on use cases of IoTs.

- Analysis of fiber network and its costs, to support implementation of latest technologies.
- Feasibility study of sharing transport and utility network infrastructure for fixed and mobile telecoms network deployment
- Regulatory options to promote investment in 5G and IoT networks
- Key trends in Smart cities

3. Commercial Affairs

- Market & Competition Analysis
- Regulatory Accounting (Reviewing/auditing the regulatory cost accounts of operators)
- National Roaming
- Reference Interconnect Offers / Interconnection issues
- Benchmarking analysis
- International Regulatory reviews of different regulatory authorities and telecom markets on Cost Modelling.
- Margin and Price Squeeze
- Determination of cost based termination rates (FTR & MTR)
- Assessments / analysis of telecom markets (e.g. LL, LDI)
- Examination of anti-competitive practices in Telecom market
- Forecasting
- Digital payment strategies: Conceptualized the commercial and technical digital payment (e-commerce, m-payments, and digital currency) strategy for mobile operators.
- Market review
- Analyzing regulatory accounts
- Regulatory economic costing
- Analytics for legacy service margin improvement
- Network metrics / capex prioritization focused capex deployments based on quantitative metrics.

4. Spectrum Planning & Management:

- IOT bands for ITU region 3
- Digital dividend
- Radio spectrum management
- Radio spectrum auction support
- Demand stimulation strategy and planning

- Network migration strategy from 2G to 3G / 4G to free up spectrum for faster adoption of 5G and 2G shut down
- Vacation of C-band for 5G; migration strategy for satellites to Ku band
- Best practices in telecom license renewals
- Light touch licensing
- Spectrum harmonization and re-farming
- Study of ISM Band in 5.7 GHZ in light of best international practices for ensuring availability of entire band.
- Identification of any other band for ISM proliferation.
- Radar based frequency allocation for ITU region 3

5. Quality of Services:

- Network Benchmarking Practices
- Criteria for Fixed and Mobile Broadband QoS
- QoS for IoT and 5G

6. Budget/ Accounts / Finance:

- Actuarial valuator
- Governance specialist
- Tariff evaluator
- Financial reporting expert
- Accounting Standards expert
- Audit standards expert
- Internal Audit specialist
- Market study expert
- Feasibility specialist
- Competition specialist
- Competition effect valuator
- International call charging expert
- Numbering plan specialist
- Financial assurance specialist
- Sales tax specialist
- Income tax specialist
- Industry taxation specialist
- Specialist on telecom taxes and levies
- Cost-benefit analyst
- Value-for-money review and strategy development for future telecoms services.

7. Human Resource (HR):

- Automation of ACRS and other data
 - Min Qualification: Expert in Database and Programming
 - General Experience/ Expertise: Minimum 5 years of experience with proven/track record of development of similar products
 - Specialized Area of Expertise (may be multiple): Expert in Data base and Programming
 - Any other detail/ factor/ requirement / comment : N.A
- Review of Employee Service Regulations 2008
 - Min Qualification: PHD/MS/Master in HR or related field, LLM/LLB with expertise/Practice in employment Law
 - General Experience/ Expertise: Minimum 10 years of experience with proven/track record of delivery of similar nature projects
 - Specialized Area of Expertise (may be multiple): Employee service matters, employment law
 - Any other detail/ factor/ requirement / comment: Consultant be required to work on the service matters of PTA employees so he/she will need to have in depth understanding of how autonomous bodies personnel framework operates, he will must have some knowhow of Govt. practices i.e. Audit requirements etc.
- Training and Organizational Development
 - Min Qualification: : PHD/MS/Master in HR or related field
 - General Experience/ Expertise: Minimum 10 years of experience with proven/track record of development of similar products
 - Specialized Area of Expertise (may be multiple): Training and Organizational Development
 - Any other detail/ factor/ requirement / comment : Consultant will work on assessing the organizational development needs through learning need assessment which must include but not limited to Training of employees along with the improvements in performance appraisal system

8. Any Other Telecom Related Expertise: (please attach additional sheets, if needed)
