



Information for Development Program

Request for Expression of Interest

A Study, Online Toolkit and Training material on:

– Legal and Institutional Aspects of Regulation –

Country:	International
Notice/Contract Number:	1249
Publication Date:	April 27 th , 2005
Deadline:	May 16 th , 2005
Funding Agency:	<i>infoDev</i>
Implementing Organization:	<i>infoDev</i>
Eligibility of Bidders:	The consultants are expected to be a team of experts, consisting of personnel with knowledge and demonstrated experience in telecommunications, law and regulations. The consultants should have a minimum of 5-10 years of relevant experience and a proven record of expertise showing that they are qualified in the field of the assignment and have previous experience in similar studies.

Expression of Interest (EOI):

infoDev intends to finance the assignment described below under funding to be made available by *infoDev* Donors.

The overall objective of this activity is to develop a study, a tool-kit and training materials related to the Legal and Institutional Aspects of Regulation. Detailed description of the assignment is provided in the attached Terms of Reference.

The assignment is expected to be completed 28 weeks from the date of signing the contract agreement (i.e. approximately November/December 2005). The assignment is expected to require a level of effort of approx. eight person-months to be completed within the available lump-sum budget of US\$195,000 which includes all fees, travel and other expenses.



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infoDev now invites eligible consultants to indicate their interest in providing their services. Interested consultants must provide information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Consultants may associate to enhance their qualifications.

For this assignment we specifically request submission of a five page note outlining how the consultants would conduct this assignment if selected. The note should include the following: (a) an analytical framework and a process by which the research will be conducted; (b) a timeline that demonstrates the consultants ability to meet the deadlines as noted in the Terms of Reference below; (c) a brief narrative on resource allocation; and (d) brief summaries of key personnel to be involved in the work, particularly their experience that directly relates to needs of this study. In order to prepare the note, interested consultants should review the Terms of Reference, which is provided below.

We suggest that the EOI including the five page note and all additional documents, brochures etc. should not exceed 25 pages in length.

Electronic submission of the EOI, including the note, is preferred. The EOI can be submitted either as a Microsoft Word or PDF file. Please send your email submission to dpauschert@worldbank.org. (Please, cc. Mrs. Samia Melhem, smelhem@worldbank.org)

Selection will be based on the “Consultants Qualifications” (CQ) method (provision 3.7 and 3.8 of the Consultants Guidelines) in accordance with the procedures set out in the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers May 2004.

Interested consultants may obtain further information at the address below from 10:00am – 5:00pm US Eastern Standard Time.

Expressions of interest must be delivered to the address below **by May 16th, 2005.**

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TERMS OF REFERENCE
A Study, Online Toolkit and Training material on
Legal and Institutional Aspects of Regulation

I. BACKGROUND/OVERVIEW

This is a joint knowledge product of *infoDev* and the International Telecommunication Union (ITU).

infoDev is a program committed to the use of ICTs for development consisting of public bilateral and multilateral development organizations, working in close cooperation with partners from civil society and the private sector, and assisted by an expert secretariat housed at the World Bank's Global Information and Communication Technology Department (GICT). Its mission is to help developing countries and their international partners use information and communication technologies (ICTs) broadly and effectively, as tools of poverty reduction, sustainable economic growth, and empowerment of individuals and communities. Its work is rooted in the conviction that information and communication are indispensable elements of effective and responsive institutions, governments, markets and societies. One of the main pillars of *infoDev*'s new strategy (approved by all its donors in July 2004) is the ICT enabling environment. Within that theme, *infoDev* will be producing research and knowledge products to practically assist its partners and stakeholders in reforming the regulatory framework to allow private sector growth in the ICT arena. This entails adapting *infoDev*'s knowledge products to developing countries' needs in terms of policy advice and capacity building services. Web Site: <http://www.infodev.org>

ITU is a world-wide organization which brings governments and industry together to coordinate the establishment and operation of global ICT/telecommunication networks and services; it is responsible for standardization, coordination and development of international telecommunications including radio communications, as well as the harmonization of national policies. To fulfill its mission, ITU adopts international regulations and treaties governing all terrestrial and space uses of the frequency spectrum as well as the use of all satellite orbits which serve as a framework for national legislations; it develops standards to foster the interconnection of ICT/telecommunication systems on a world-wide scale regardless of the type of technology used; it also fosters the development of ICT/telecommunications in developing countries.

The Telecommunication Development Sector (ITU-D) is the development arm of the ITU, the main responsibility of which is to foster ICT/telecommunication development in developing countries through policy advice, provision of technical assistance, mobilization of resources and initiatives to extend access and bridge the digital divide.

Challenges to Regulators and Existing Approaches to Regulation

Most countries have established - or are in the process of establishing - regulatory authorities to implement competition-centered policies on ICT reform and ICT infrastructure development. The diffusion, structure and usage of an ICT infrastructure is influ-

enced by the substantive regulatory standards that are applied, by the way regulators incorporate market considerations into their decisions, and by the relations they establish with the government and the courts, as well as the regulated sector, consumers and the media. The ICT sector has undergone some dramatic changes within the last years, triggered by the development of new technologies and the convergence of technologies which is leading into to a convergence of markets and services. These developments affect the traditional way of regulation: How to deal with growing pressure to adopt converged licensing regimes and how to successfully unfold the potential of new technologies such as WI-FI and WIMAX that provide alternative network infrastructure and could bring both services and high-speed internet access to urban and rural areas are just two of the many questions that increasingly challenge regulators and existing approaches to regulation alike.

The ICT Regulatory Toolkit

As a tool to help regulators identify their individually relevant questions and to provide with answers and guidance, infoDev in cooperation with the ITU has decided to develop an ICT Regulatory Toolkit. The Toolkit is an update and expansion of *infoDev's* popular and influential Telecom Regulators' Handbook. The ICT Regulatory Toolkit will be a web-based tool, divided into several modules being authored in the 2005-2006 time frame. The Modules currently planned to be developed are on:

a) **Overview on Regulation**, b) **Radio Spectrum Management**, c) **Extending Services Beyond the Market**, d) **Licensing** (Recently completed), e) **Legal and Institutional Aspects of Regulation**, f) **New Technologies and Their Impact on Regulation** and g) **Interconnection, Price Regulation and Competition**. The latter three modules are currently being commissioned in parallel by infoDev.

Beyond the aforementioned modules, *infoDev* and ITU are already discussing the framework and content for additional modules, e.g. focusing on ICT related taxation issues etc. With this strategy and building up on its predecessor's success, the ICT Regulatory Toolkit will become a regularly updating and improving live tool, permanently updated to provide regulators, operators, policy makers, sector experts and the general public the latest on regulation strategies, best practices, and case studies.

The Module on Legal and Institutional Aspects of Regulation as one Part of the ICT Regulatory Toolkit

Market oriented regulatory reform in the ICT sector has been prevalent throughout the world over the past two decades. Today, regulatory reform is a wide spread phenomenon with countries around the globe enacting new ICT/telecom legislation and creating new regulatory bodies for their telecom sector as part of the global move towards liberalization of the ICT/telecommunications markets.

Recognizing the fundamental importance of an appropriate regulatory framework for improved access and connectivity to Information and Communications services, *infoDev*

proposes to launch a study on legal and institutional aspects of regulation to deepen the understanding on regulatory reform as a vector for stimulating economic productivity and growth and for bridging the digital divide. *infoDev*, therefore invites proponents to deliver the following:

- 1) *Study on Legal and Institutional Aspects of Regulation*. The purpose of the study is to develop an intellectual framework and innovative content in exploring the issues related New Technologies and Regulation Policies. The study does not aim to solely mirror the existing debate but to present truly innovative thinking and to raise new questions of immediate practical relevance for regulators world wide. The study aims to stimulate reflections on best-practice by undertaking a comparative examination on legal and institutional aspects of regulation. The content of the study needs to be formulated primarily and principally to meet the needs of newly established regulators and to policy makers in countries that have recently embarked in regulatory regimes applicable to ICT. The outlook of the study is both historical and forward-looking focusing on how the general legal and regulatory framework impacts regulatory reform and how countries are updating their legal and regulatory framework to respond to the convergence phenomenon. (For example, introduction of new technologies, such as VoIP, and the regulatory responses to them may render obsolete many of today's regulatory assumptions.) Convergence is leading governments to consider future legal and institutional changes. In particular, there is increasing demand from the industry to reorganize regulatory institutions in the light of convergence. The study is the pivotal product for developing the Toolkit and the related Training Material.

The findings will have immediate practical importance for regulators and are expected to have continued relevance for the next five years.

- 2) *Web-based electronic "Toolkit" on Legal and Institutional Aspects of Regulation*. The web-based toolkit is derived from the aforementioned study, but presents the content in a pre-defined methodology (see below). The purpose of the toolkit is not only to provide regulators access to the findings of the study but to offer value added by meaningfully hyper linking the content to all other (7) modules of the regulatory toolkit, thus offering a non-linear learning experience reflecting on all relevant aspects of regulation. The toolkit will also contain some original content that elaborates on issues presented in the study.
- 3) *Training Material*. The training material offers a summarized perspective on the relevant questions in a Microsoft Power Point presentation. The purpose of the training material is to enable *infoDev* staff to present the study findings to regulators.

Regulators in developing countries are usually not able to leverage the same amount of resources and skills than regulators in developed countries. Thus, in developing the

aforementioned study and the module, the consultants should emphasize to discuss tools of minimum complexity that require a minimum of resources and that are operational in the specific environment and circumstances in which most developing country regulators do have to function.

B. SCOPE OF WORK

First Deliverables Study on Legal and Institutional Aspects of Regulation

Regulation and regulatory reform do not exist in a legal vacuum. The general legal and regulatory framework affects to a large degree both the substantive rules for regulation and the institutional mechanisms that enforce and implement the rules. The study on legal and institutional aspects of regulation will focus on three main aspects that are interdependent and mutually reinforcing: (i) general legal context of telecom regulation. (ii) Institutional and organizational aspects of regulation and (iii) regulatory process.

I. The General Legal Context of Regulatory Reform

This part of the study will set out a framework for evaluating different legal approaches to the economic regulation of telecommunications/ICT. Looking mainly at the legal framework, the study will evaluate how different countries have approached telecommunications/ICT regulation looking a sector-specific approach to telecommunications regulation, general competition approach and the different variations between both ends of the spectrum.

Rather than providing a catalogue of legal aspects of regulation, the study will need to focus on 4 aspects:

1. Telecom legislation and regulatory reform across legal systems:

The study will reflect whether and how the difference in a country's legal system – looking mainly at common law versus civil law traditions- has an impact on telecom regulation. Examples of issues to be covered are scope and content of telecom legislation and what goes in primary legislation, secondary legislation, licenses; the effect of primary legal framework on “downstream regulatory instruments; and other regulatory instruments in different legal traditions.

2. Interaction between national, regional and multilateral legal frameworks:

Designing a legal framework for the economic regulation of the telecom sector is not only influenced by a country's legal tradition but also by an increasing set of regional and international legal obligations in the telecom sector. The study will reflect on the interaction between these different legal dimensions focusing on the WTO Basic Telecom Agreement in general and the Reference Paper on regulatory principles in particular and discuss how the RP has influenced the design of telecom laws and regulations in selected countries. The study will also look at regional frameworks both in developed and developing countries (EU, NAFTA.) and looks at a growing number of regional harmonization

efforts in the African and Asian contexts. Given the convergence of telecom, information and media services, concerns about the adequacy of the regional and multilateral frameworks will also be highlighted

3. Interaction between telecom legislation and other legislations that impact the telecom sector:

An effective legal and regulatory framework the telecom sector depends on a sound legal infrastructure of which telecom legislation is only one component. Examples of other legislation include competition law, licensing law, foreign direct investment laws, consumer protection laws, general administrative law, real property laws (ex., rights of ways), arbitration and dispute resolution, etc...In addition with the advent of convergence, laws governing other sectors like broadcast and media laws, intellectual property laws, content regulation and privacy laws are also starting to bear increasing importance on shaping the content of telecom legislation in different countries. The study will provide a snapshot of these different interactions and provide analysis on best practices and approaches. The study will give particular importance to recent examples of “converged” legislation, including case studies from in both developed and developing countries. The study should also identify future trends and explain different legislative and legal approaches to address convergence issues at two levels: (i) at the national level (NGN, VoIP, peer-to-peer services (e.g., Skype) affecting the sector; and (ii) propose ways of addressing transnational legal and regulatory aspects posed by these new technologies.

4. The interplay between telecom legislation and competition policy:

Many industrialized countries have employed antitrust rules and institutions to promote competition and to control market power across sectors. In addition, a growing number of countries have established infrastructure or sector-specific rules and institutions to promote competition and control market power in telecommunications. In this context, the relationship between the two sets of rules and institutions becomes an issue of growing importance. Based on concrete case studies, the study will highlight how countries have managed the jurisdictional division of power between competition authorities and regulatory institutions, is there a general tendency to replace sector specific regulation with general competition policy as the market matures, in a particular *ex ante* vs. *ex post* competition regulation? Is convergence playing any role in defining the interaction between both regimes? Are there special lessons to draw from recent decisions from developed countries experience that are relevant to developing countries?

II. Institutional and Organizational Aspects of Regulation

One of the most visible institutional changes in the telecom sector is the establishment of an independent regulator that is separate from interested parties in order to ensure fair competition in the marketplace. However, the responsibility and the degree of independence of the sector specific independent regulators vary across countries. The relationship between the Ministry, responsible for telecommunications policy making, and the sector

specific independent regulator can be influenced by a country's political and legal traditions and the degree of market development. Experience has shown that more effective regulation can result where there is a certain degree of structural independence allowing the regulator to implement its regulatory mandate without any political or industry intervention.

The pivotal question of this study is: what are the institutional and other factors that need to be taken into account to ensure effective and independent regulatory functions and decision-making. The study aims to stimulate reflection on best-practice regulation by undertaking a comparative examination of institutional and organizational aspects of regulation

The study will focus on the following elements:

1. Articulate an analytical framework defining the notion of effective regulators and providing the rationales for independent regulatory functions, decision-making and the key institutional factors affecting them. Develop a framework with detailed indicators for regulatory independence including a list of indicators based on a theoretical analysis and supplemented by specific country experience and case studies where failure to take into account these guidelines has compromised regulatory independence. The list of indicators will include issues related to implications of the funding mechanism on regulatory independence, cases of using the budget process to influence regulatory decisions. The study will also articulate proposals for independence enhancement approaches.

2. Overview of institutional design options: The study will provide an overview of different institutional designs for regulatory authorities including Functional vs. Sectoral options, single-sector vs. multi-sector regulatory authorities, Telecom vs. converged regulators with clear implication of the choice of the design option on staffing, internal administrations, checks and balances. The study will provide a case study on each institutional design option with an overview of advantages and disadvantages of each option looking at concerns over economies of scales, risks of industry capture, flexibility, coordination.... The study will compare organizational charts, staffing designs, and job descriptions from agencies across the globe

3. The basics for successfully managing a telecommunications Regulation Authority as an Organization. The study will provide:

(i) Overview of different approaches on legal status of regulatory authorities around the world and make a distinction between the authority as corporate body vs. administrative body, commission vs. single person. Also review "judicial" or "quasi-judicial" capacity of various legal and institutional arrangements.

(ii) Comparative analysis of administrative structures of the regulatory institutions including but not limited to the following: (a) Staffing process including selection, approval and removal of directors, commissioners and staff with a view of determining the implication of different staffing techniques on the effectiveness and independence of the regulatory entity; (b) Overview of legal status of the staff: (special status vs. public employee, civil servant); (c) Remuneration principles; (d) Ethics rules and how to deal with

possible conflict of interest; (h) outsourcing and the different types of advisors needed (Financial, Strategy and Regulation), and give information on choosing and hiring advisors, etc.

(iii) Overview of funding sources and budgeting process of regulatory agencies with a view of determining the possible implications of the different approaches on independence, efficiency and cost of regulation.

The information this part will offer will be based on concepts of general management and operations but will be highly selected and tailored to the organizational management of a regulatory authority.

4. Separation of power and relationship with other entities including policy makers (telecom ministry, Cabinet and Parliament), competition authority and other institutions.

5. Competencies and Mandates of regulators The scope of the mandate, functions, and powers of different legal and institutional arrangements, including judicial/quasijudicial and enforcement powers; and appellate review.

III. Regulatory Processes: Transparency, Accountability and Participation

The lack of a transparent, participatory and open regulatory process not only undermines even the most sophisticated design frameworks but also can negatively impact the effectiveness of regulatory framework for the sector. This part will provide an overview of best practices in process designs based on specific case studies to be determined in close collaboration with the *infodev* team.

Examples of issues to be covered in the study include:

1. Overview of decision making process with a focus on consultation framework: What minimum procedural safeguards are needed to ensure participatory process in decision making? The study will contain detailed information on, running a public hearing: Strategies and techniques, Information publication and commercial confidentiality and Managing media relations: press conferences...

2. Overview of enforcement and dispute resolution issues: An efficient dispute resolution mechanism is an important element for promoting growth in the sector and creating a favorable investment climate for prospective investors.

The study will (a) share best practices on enforcement approaches including through recourse to courts of law, appeals to other bodies, Employing alternative dispute resolution (ADR) techniques in the regulatory process, (b) tackle the issue of the possible impact of convergence on enforcement issues and possibilities of .Industry reporting, self regulation and c) study enforcement issues for disputes involving a foreign operator: Investment disputes, interconnection disputes and the role of international dispute settlement approaches.

3. Accountability of regulators and consumers' complaints: The study will provide an overview of the different approaches to ensure accountability of the regulators including Parliamentary oversight and judicial review? What are the procedures through which regulatory decisions can be overturned?: How does regulatory regime embody regimes for accountability to the public, how consumers' interests are presented in the process, what are the different mechanisms for handling consumer complaints? (Consumer bureaux, consumer courts...) Consumer protection regulation, complaint filing, and hearing procedures.

Second Deliverable – Merging the Study into a Web-Based Product (Telecom Regulatory Toolkit)

The aforementioned study, in addition to its own value as a knowledge resource, will also generate knowledge for and feed it into the development of the toolkit-module. However, the toolkit-module itself is considered an independent product to the extent that it will offer a number of features and additional content which is not covered by the study. The module will offer a) core documents, b) secondary documents and c) practice notes. Especially the latter two will be derived from and linked to the intellectual framework that is set by the study, but will clearly present additional material that is beyond the study's scope of work.

As described further in section three below, *infoDev* has already developed a standard format for modules of the ICT regulatory toolkit and the consultants will be expected to develop content according to this format. The consultants will use the standard model for the web-based toolkit already developed by *infoDev* (as exemplified in the existing licensing module – please see III. Resources). In preparing the web-based module, the consultants will work closely both with *infoDev* and the web-design firm commissioned by *infoDev* to develop the common information architecture, look & feel and functionalities of all toolkit modules.

To this end, the selected consultant will:

- Develop the web-based module based on the aforementioned study
- Develop logical content / theme linkages and references between the different modules and between the different parts within each module where appropriate.
- Use extensive developing country examples and case studies, while balancing the choice of country and regional examples to provide a global overview of ICT/telecom regulation best practices that reflects a range of country and regional perspectives.
- Communicate progress regularly with relevant *infoDev* staff and adapt the module according to input from *infoDev*, ITU and the WBG Steering Committee. An *infoDev* task manager with in-depth knowledge of the module's subject matter is assigned to ensure close cooperation with the selected consultant.

- Conduct several module review meetings with *infoDev*, taking into account comments, suggestions and feedback offered on form and substance during the review meetings.
- Present the findings of the study as a set of four different document formats for the online-telecom regulatory toolkit:
 - Core Document – Core documents are a revised and abridged version of the main module. It will provide a high level summary of the process and issues related to the policy aspects of regulation and will serve as the framework for the online content from which more detailed information will be hyperlinked.
 - “Secondary” Documents – Secondary Documents will open as separate pages on the web site, hyperlinked from the Core Document or other content. These Secondary Documents will contain more detailed discussion or examples of issues (in text and graphical format) than that contained in the Core Document. Some of the content will come from text boxes, tables and more detail-oriented sections of the Module in question.
 - Practice Notes – Practice Notes will also open as separate web pages. Practice notes are short Case Studies summarizing for the reader good practices and international experience. Practice Notes will provide summaries, context and practical advice regarding Reference Documents and other content. They will often be intermediary steps to reading Reference Documents. For example, in the licensing module, by clicking a link to a certain telecommunications licence, the reader may first be guided to a Practice Note that describes the licence, and that gives background, context and practical advice on its use.
- Reference Documents – Reference Documents will contain documents and other data selected by the consultants and WBG advisors as representative of good practices and precedents dealing with the module’s main theme.
- The selected consultant will be provided with detailed information on the methodology upon beginning the work. The types of documents will be hyperlinked to a database that provides precedents, practical examples and commentary on the practices and issues discussed. Final decisions about where such a database will be maintained, by whom, with what criteria to screen content for inclusion, how quality is maintained and related technical and quality control issues will be decided by *infoDev* in consultation with ITU and the WBG steering group.
- The selected Consultants will co-ordinate with *infoDev* in developing the module format, look and feel; and with *infoDev*’s web designers to produce the web-based product.
- *infoDev* will also oversee and manage relationships with various regulators providing intellectual input, reference documents and case studies related to the different modules of the toolkit.

The toolkit will also be published in CD-ROM and paper form, and it is expected that most of the material produced will be used for training and capacity building.

Third deliverable - Developing Training Materials and Review Workshops

In order to facilitate the dissemination of the results of the work, the consultant will provide a training module with detailed comments and explanations.

The training module will be integrated in a generic powerpoint presentation format to be used by *infoDev* and ITU staff to disseminate and organize full propagation of the study results.

The consultant will prepare draft versions of each component of the study for review and discussion. The assessment process will be organized through several review meetings. ITU may participate in such review meetings by virtual or video conference.

Composition of the Steering Committee and details in the organization of review meetings will be proposed to the Consultant at the beginning of the assignment

C. ORGANIZATION OF WORK

Resources

Generally, the selected consultants are expected to identify all resources (papers, books etc.) necessary for completion of the work. However, several *infoDev* and ITU products are specifically important as reference points for developing the final products and it is expected that the selected consultants will make use of the following to develop the content of the toolkit-module.

- The Telecommunications Regulations Handbook (2000). The original Handbook (Telecommunications Regulations Handbook) was published in 2000 and has since been translated to six languages and has been distributed by ITU and *infoDev*. It has become a world renowned, standard reference book for regulators and an indispensable training tool for their new personnel. It consisted in 6 chapters: (1) An overview of regulation, (2) licensing, (3) price regulation, (4) interconnection, (5) competition and (6) universal service. The Telecoms Regulation Handbook is one of *infoDev*'s most successful products, and was used in several capacity-building events. The deliverables defined in this EoI will have strong resemblance to the content, methodology and design of the handbook; however, they will offer new and updated content and explore more profoundly the impact of new technologies on regulation. Overall, the toolkit module will present a clear evolution from the Handbook.
- The Pilot Module on Licensing (Module 2.) of the ICT Regulatory Toolkit (2004). *infoDev* and ITU had commissioned the development of a pilot module on

licensing (previous Chapter 2 in original telecoms handbook) according to the methodology and objectives of the new ICT Regulatory Toolkit. This pilot module is to demonstrate the core functionality of the new ICT Regulatory Toolkit and consists of five sections describing the background, policy and legal context of telecommunications licensing, types of licensing and authorization regimes, and the practices and procedures used in various countries. The module includes boxes, figures and tables that illustrate licensing processes in various countries and regional groups, including a checklist of contents of typical licenses. The Licensing module is a complete revamp of the former Telecoms Handbook's Chapter two. Access will be provided to the selected firm.

- ITU Annual Regulatory Survey Database. The Regulatory Reform Unit of ITU conducts an annual regulatory survey of its membership. The survey poses questions dealing with a range of regulatory issues such as appeals processes and the state of competition in markets. Access to information on the database will be provided to the selected firm.
- Joint ITU World Bank Study on Dispute Resolution in the ICT/Telecommunications Sector: Current Practices and Future Directions http://www.itu.int/ITU-D/treg/publications/ITU_WB_Dispute_Res-E.
- [http://www.apectelwg.org:8080/admin/document/documents/RegulatoryOptionsandFrameworkReportFinal\[1\].doc](http://www.apectelwg.org:8080/admin/document/documents/RegulatoryOptionsandFrameworkReportFinal[1].doc)

Timing

The assignment is expected to be completed within 28 weeks of commencement. The assignment is expected to require a level of effort of approximately eight person-months to be completed within an available lump-sum budget of US\$ 195,000.00 which includes all fees, travel and expenses, etc. The project funds will be disbursed in 5 tranches. The release of each tranche will be further conditioned upon *infoDev* being satisfied with each of the deliverables before proceeding to the next.

Conduct of the Assignment

In undertaking this assignment, the consultants will work under the general direction of the task supervisor from *infoDev*. The consultants will take the lead and will be directly responsible for all tasks, while the task supervisor will be closely involved in reviewing reports and providing guidance as necessary. Final decisions will be made by *infoDev* in consultation with ITU and the WBG steering group.

Consultant qualifications

Consultants with a proven record in the following areas of knowledge will be considered:

- Expertise on the overall issues related to ICT/telecom regulation, law and economics.
- First class research capacity and ability to develop the Toolkit based on the content and methodology of the previous work done by *infoDev* and ITU.
- International experience in developing countries, particularly in the area of ICT/telecom reform.
- Reputation and expertise in the field amounting to 5-10 years of experience

Timeline and Deliverables

Tranche	Deliverable	Indicative Due Date
<ul style="list-style-type: none"> ▪ Tranche 1 (10%) ▪ (US\$19,500) 	The first tranche will be paid by <i>infoDev</i> to enable the consultant to start developing the Study	Mid of June 2005
<ul style="list-style-type: none"> ▪ Tranche 2 (20%) ▪ (US\$39,000) 	Workshop/Presentation: First Draft of The Study and a Toolkit blueprint as well as proposed, additional content materials for the toolkit.	Mid of July 2005
<ul style="list-style-type: none"> ▪ Tranche 3 (20%) ▪ (US\$39,000) 	Workshop/Presentation: Final draft of the study submitted to <i>infoDev</i> for review	End of August 2005
<ul style="list-style-type: none"> ▪ Tranche 4 (20%) ▪ (US\$39,000) 	Workshop/Presentation: Final Version of the study and the module of the toolkit to <i>infoDev</i> . Presentation of Draft Training/Presentation Material.	End of September 2005
-	Presentation of Study and Toolkit at WSIS. Integrate final comments on toolkit as derived from WSIS.	End of November 2005
<ul style="list-style-type: none"> ▪ Tranche 5 (30%) ▪ (US\$58,500) 	Presentation of Final Study, Toolkit and Training Material	End of December 2005

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Request for Expression of Interest

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