

ASIAN DEVELOPMENT BANK

TAR: REG 35063

TECHNICAL ASSISTANCE
(Financed from the Japan Special Fund)

FOR THE

GREATER MEKONG SUBREGION TELECOMMUNICATIONS SECTOR

POLICY FORMULATION AND CAPACITY BUILDING

November 2001

ABBREVIATIONS

ADB	-	Asian Development Bank
GMS	-	Greater Mekong Subregion
IA	-	implementing agency
ICT	-	information and communications technology
STCF	-	Subregional Telecommunications Forum
TA	-	regional technical assistance

NOTE

In this report, "\$" refers to US dollars

I. INTRODUCTION

1. In May 2000, the Asian Development Bank (ADB) approved a small-scale technical assistance (TA)¹ to conduct a feasibility study for the Establishment of Backbone Telecommunications Networks Project-Phase I (Phase-I Backbone Project). In December 2000, a steering committee meeting comprising representatives from Greater Mekong Subregion (GMS) countries and ADB discussed the draft report of the feasibility study. The committee concluded that a well-designed and firm sector policy that provides a clear timetable for liberalizing the telecommunications market and establishing an independent regulatory body, is a precondition for expected benefits from the Phase-I Backbone Project to accrue to the consumer. Accordingly, the participants agreed that the telecommunications sector policy study, which would assist Cambodia, Lao People's Republic and Viet Nam in establishing their sector policy, should precede the Phase-I Backbone Project. During the Fifth Meeting of the Subregional Telecommunications Forum (STCF) held on 21-22 February 2001 in Bangkok, Thailand, the ADB Mission discussed with country representatives the basic concept of the telecommunications sector policy study, and formulated this TA. The Regional TA Screening Committee endorsed the TA on 24 August, 2001.² The TA framework is attached as Appendix 1.

II. BACKGROUND AND RATIONALE

2. Since the six GMS countries began the GMS Program to promote economic cooperation in 1992, substantial progress has been made in the telecommunications sector: (i) completion of the Telecommunications Sector Study; (ii) establishment of the STCF, which will serve as an advisory forum to develop and foster cooperation between the GMS countries; (iii) agreement on priority telecommunications projects and TA in the sector; (iv) completion of the East Loop Feasibility Study; (v) revision of priority telecommunications projects; and (vi) completion of the feasibility study for the Phase-I Backbone Project.

3. The Telecommunications Sector Study, completed in 1995, envisioned a modern, high-capacity network based on optical fiber transmission systems, configured in a ring topology, and employing synchronous digital hierarchy technology and standards.³ Thirteen transmission links grouped into three loops (East Loop, West Loop, and North Loop) and an interconnection were identified for implementation. The East Loop Project was given the highest priority. In 1997, ADB approved TA⁴ to assess the feasibility of the East Loop Project.

4. The final report for the feasibility study was presented at the Fourth STCF held in Vientiane in November 1999; the participants agreed to revise the STCF work plan, established on the basis of the loop concept, to speed up the building of backbone transmission lines in the GMS region and maximize the development impact of telecommunications networks. The original 13 projects were regrouped into two phased projects, the Establishment of Backbone Telecommunications Networks Project-Phase I and Phase II, taking into account the recommendation of the East Loop feasibility study and recent developments made on a national level in the GMS countries.

¹ TA 5915-REG: *GMS Establishment of Backbone Telecommunications Networks Project-Phase I*, for \$150,000, approved on 17 May 2000.

² The TA first appeared in *ADB Business Opportunities* on 20 February 2001.

³ SDH is a digital transmission standard that supports voice, video, and data communications; it is designed for migration to higher data rates as would be required to expand existing services and add new ones.

⁴ TA 5738-REG: *East Loop Telecommunications Project in the GMS*, for \$820,000, approved on 28 May 1997.

5. During the Fourth STCF, the causal relationship between telecommunications sector development and economic growth in the GMS countries was reaffirmed. Telecommunications should be seen as a strategic factor of production central to the development process and poverty reduction because of its role as a vehicle for trade in other service sectors. Telecommunications costs that are continuously falling owing to technological advance, provide developing countries with an opportunity to leapfrog stages of network development. Telecommunications and information systems are thus considered a necessary asset for economic growth of developing countries.

6. Despite this large potential of telecommunications for economic growth, provision of access to telecommunications and information systems in the GMS region barely kept abreast of a desired level of growth. At the Fourth STCF, the participants had an in-depth discussion about how to spur the growth of the penetration of telecommunications. Participants agreed that insufficient provision of access in the GMS region could be attributed to lack of a firm national telecommunications sector policy, lack of competition in the telecommunications market, and lack of transparent regulation in the telecommunications sector. The participants also agreed that the top priority should then be given to correction of this policy failure in order to promote the growth of penetration in the GMS region. The same effort is being made by World Trade Organization member countries by signing the basic telecommunications agreement for progressive opening of the basic telecommunications market to competitive entry and increased foreign investment.

7. In consequence, the Fourth STCF decided to adopt the following telecommunications sector regulatory principles as a benchmark for the regulatory reforms for the GMS countries: (i) maintaining appropriate measures to prevent anticompetition practices; (ii) providing for nondiscriminatory and cost-oriented interconnection; (iii) applying universal service obligation in a competitively neutral, nondiscriminatory, and transparent manner; (iv) making licensing criteria publicly available; (v) establishing a separate regulatory body; and (vi) allocating scarce resources in an objective, timely, transparent, and nondiscriminatory manner.

8. Meanwhile, the convergence of computer and communications technology, which took place in the 1990s, reinforced the importance of a pro-competition telecommunications sector policy in place. Rapid advancement of information and communications technology (ICT) led to the dramatic expansion of the Internet and the World Wide Web (WWW), and the rapid deployment of wireless networks. While the telephone needed almost 75 years to reach 50 million users, the World Wide Web only 4 years to reach the same number.⁵ Literally the networking revolution is taking place. With the emergence of the Internet, the economic effects of communications networking become far greater. Now telecommunications are no longer a luxury to developing countries. The impact on economic growth and poverty reduction becomes enormous in developing countries. ICT (i) enables an economy to reduce costs and increase market coverage, facilitating the achievement of economies of scale and scope; (ii) allows the poor to access markets, to receive education, and to learn new skills; (iii) gives the poor a voice that enables them to use their knowledge and strengths to escape poverty traps; and (iv) provides rural populations with access to information such as crop prices, the weather, and new farming techniques that can be translated into improved income. In short, ICT poses a great opportunity for developing countries to leapfrog stages of economic development.

⁵ Pyramid Research. 1999. *Will the Internet Close the Gap?* Report prepared for InfoDev, World Bank. Washington DC.

9. However, developing countries also face a threat. The digital divide between developed and developing countries is so huge that many sceptics warn of the danger of continuing digital divergence between them. Bridging the digital divide looms as a daunting task for developing countries not to be excluded from the digital revolution. The significant barrier to expanding connectivity in many developing countries is again a result of policy failure, lack of competition in the telecommunications market, and lack of appropriate regulation. Many studies have shown that countries with a highly liberalized telecommunications network have costs of Internet access several times lower than those with a completely closed market. Countries with more open telecommunications sectors also have more host sites, lower monthly Internet charges, a greater number of service providers, and higher rates of Internet penetration. With a poorly designed telecommunications policy in place, developing countries will hardly be able to bridge the digital divide and easily end up falling into a vicious cycle of digital divergence. With this gloomy picture on the horizon, developing countries have no time to waste and should not delay telecommunications sector reform through which a firm national telecommunications sector policy will be established that supports fair competition in the telecommunications market with appropriate regulation.

10. Despite the resolution of the Fourth STCF on reform of the telecommunications sector with the application of the agreed regulatory principles, progress to date is no more than modest. The approach was piecemeal, failing to comprehend the dynamics of introducing a sector reform program in the GMS countries. The owner of the reform program was not properly motivated, and more seriously, was incapable of designing and implementing a sector reform program. Telecommunications sector reform would not succeed unless launched in a comprehensive manner with a strong conviction of a national champion. With this view in mind, country representatives agreed, during the Steering Committee Meeting for TA 5915 (footnote 1) held in December 2000, that the telecommunications sector policy study, already proposed as part of the Phase-I Backbone Project, should be conducted with top priority prior to the physical investment project. The result of the study, comprehensive telecommunications sector policy guidelines and a country-specific telecommunications sector reform program, will comprise the policy dialogue to formulate the Phase-I Backbone Project.

III. THE TECHNICAL ASSISTANCE

A. Objective

11. The TA's objective is to assist the governments of Cambodia, Lao People's Democratic Republic, and Viet Nam (the TA countries), which will participate in the Phase-I Backbone Project, in preparing a telecommunications sector policy, telecommunications act, and telecommunications sector reform program.

B. Scope

12. The TA comprises four parts. Part I is to prepare comprehensive telecommunications sector policy guidelines for the TA countries to harmonize telecommunications sector policy in the subregion as a strategy to develop telecommunications infrastructure and services. The policy guidelines will cover four subjects: (i) policy objectives applicable in the TA countries in the light of promoting the development of telecommunications systems and services in accordance with recognized international standards, practices, and public demand on a subregional level; (ii) establishment in each country of an autonomous and independent regulatory authority and its mandate and mission, functions, organizational structure, composition, relation to government, and funding of its operation; (iii) restructuring the

telecommunications industry including corporatization and privatization of government telecommunications operators; and (iv) prioritization of the regulatory agenda such as universal access, tariffs, interconnection, frequency spectrum, numbering plan, licensing, and standards enforcement.

13. Part II is to prepare comprehensive telecommunications sector legislative guidelines for the TA countries to formulate principal legislation for implementing telecommunications sector policy. Along with the guidelines, model telecommunications acts will be prepared for each TA country to support the telecommunications sector reform program developed by the TA.

14. Part III is to develop a country-specific telecommunications sector reform program that will spell out (i) the sequence of industry restructuring together with a time-bound action plan in consideration of the World Trade Organization agreement on trade in basic telecommunications services; and (ii) the process of establishing an autonomous regulatory authority with a timetable. Along with this sector reform program, a public awareness campaign program will be prepared targeting employees of related government ministries and government telecommunications operator, as well as the general public.

15. Part IV is to prepare short, medium, and long-term human resource development plans to upgrade technical, operational, managerial, and planning capacity of human resources in the telecommunications ministry, the regulatory authority, and the government telecommunications service operator. During TA implementation, workshops will be held to train personnel of the telecommunications ministry, regulatory authority, and government service operator in the TA countries about sector policy issues including regulatory principles, restructuring of the telecommunications industry, and telecommunications legislation. The workshops will be organized in consultation with the International Telecommunication Union in Bangkok, which will provide technical assistance.

C. Cost Estimates and Financing Plan

16. The estimated total cost of the TA is \$750,000 equivalent, of which the foreign exchange component is \$630,000 and the local currency component \$120,000 equivalent (detailed estimates are in Appendix 2). ADB will finance \$700,000 equivalent on a grant basis from the Japan Special Fund, funded by the Government of Japan to cover \$630,000 of the foreign exchange cost and \$70,000 equivalent of the local currency cost. The governments of the TA countries will provide a total of \$50,000 equivalent in kind for office space, secretarial services, counterpart staff, office supplies, local communications, and local transportation.

D. Implementation Arrangements

17. ADB will be the Executing Agency for the TA. Each TA country will appoint an Implementing Agency (IA) to coordinate day-to-day TA implementation. Each IA will appoint a TA manager who will act as a focal point for TA implementation. The TA will be guided by a steering committee to be formed prior to the commencement of work. The steering committee will be comprised of high-level representatives appointed by each TA country and ADB. The steering committee meeting, cochaired by one of the government representatives and ADB, will review consultant's reports, reconcile the different views of the IAs and ADB, provide feedback to the consultants, and guide the direction of TA implementation. The consultants will attend the steering committee meetings with broad responsibility for liaison and coordination among committee members. The steering committee meetings will be convened at TA inception and completion. Each member can call a meeting on a need basis.

18. The TA will be carried out by international and domestic consultants to be recruited by ADB in accordance with its *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. Seventeen person-months of international consulting services will be required with expertise in (i) telecommunications sector reform, (ii) regulatory policy in the telecommunications sector, and (iii) telecommunications legislation; 24 person-months of domestic consulting services will be required for (i) a telecommunications economist, and (ii) a legal specialist from each of the three TA countries. Outline terms of reference for the consultants are in Appendix 3.

19. The international consultants are expected to make one country their main base and make periodic trips to each of the other countries as work demands. The IA of the base country will provide necessary office facilities, including office furnishings suitable for up to three international consultants and two domestic consultants. In the other countries, the IA will provide temporary office accommodation. Each IA will assign a team of counterpart staff to work with the consultants on the day-to-day conduct of the study when working in that country. Consulting services are expected to commence on February 2002 and be completed on 31 July 2002.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance, on a grant basis, in an amount not exceeding the equivalent of \$700,000 for the purpose of the Greater Mekong Subregion Telecommunications Sector Policy Formulation and Capacity Building, and hereby reports such action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/ Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Goal</p> <p>Expansion of penetration of telecommunications (telecoms) and information technology services</p>	<p>Telecoms sector investment as projected in country telecoms sector development plan</p> <p>Growth of teledensity as stipulated in country telecoms sector development plan</p>	<p>Compilation of country statistics</p> <p>Compilation of country statistics</p>	<p>Lack of fiscal resources</p> <p>Successful mobilization of private sector investment</p> <p>Successful integration of rural/remote areas into telecoms network</p>
<p>Purpose</p> <p>Establishing a pro-competition telecoms sector policy</p>	<p>Establish an independent regulatory body</p> <p>Restructure telecoms market</p> <p>Enact telecoms laws that support the above policies</p>	<p>Asian Development Bank (ADB) missions to assess implementation of sector reform program</p>	<p>Strong resistance from telecoms ministry and government telecoms operators</p> <p>Politicizing of reform agenda</p>
<p>Outputs</p> <p>Sector policy guidelines</p> <p>Legislative guidelines including model acts</p> <p>Sector reform program including public awareness campaign</p> <p>Human resources development program including arrangement</p>	<p>Within 6 months after the commencement of the technical assistance (TA)</p> <p>Workshops in 4th and 6th month after TA commencement</p>	<p>ADB missions to assess the TA progress</p>	<p>Provision of support by governments as stipulated in the TA Agreement</p> <p>Political influence for selection of workshop and study tour participants</p>
<p>Activities</p> <p>Consultation with government on sector reform program and possible ADB support program</p> <p>Consultation with government telecoms operators and other private service providers on market restructuring</p> <p>Consultation with employees in telecoms ministry and government telecoms operators on market restructuring and employee retrenchment and redeployment plan</p> <p>Public awareness campaign</p>	<p>Monthly consultation meeting with concerned ministries</p> <p>Bimonthly consultation meeting with government telecoms operator and private operators</p> <p>Bimonthly consultation meeting with representatives of telecoms ministry and government telecoms operator</p> <p>Public hearings held at least twice</p>	<p>Progress report from the consultants</p> <p>ADB missions</p>	<p>All-out opposition from telecoms ministry and government telecoms operator toward market restructuring</p> <p>Difficulty maintaining dialogue with employees due to lack of fiscal resources to address the issue of employee retrenchment and redeployment</p>

(Reference in text: page 1, para. 1)

Inputs			
International consultants Domestic consultants Financing for workshops Financing for counterpart staff, office space, secretarial services, etc.	17 person-months 24 person-months \$50,000 \$50,000	Supervision of ADB missions	Difficulty to recruit qualified consultants Lack of enthusiasm for cooperation by telecoms ministry

**COST ESTIMATE AND FINANCING PLAN
(\$)**

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing^a			
1. Consultants			
a. Remuneration			
i. International Consultants	374,000	0	374,000
ii. Domestic Consultants		60,000	60,000
b. Per Diem			
i. International Consultants	51,000	0	51,000
c. Travel			
i. International Consultants	30,000	0	30,000
2. Workshops	50,000	0	50,000
3. Steering Committee Meeting	25,000	0	25,000
4. Communications, Reports, and Documents	10,000	0	10,000
5. Contingencies	90,000	10,000	100,000
Subtotal (A)	630,000	70,000	700,000
B. Government Financing			
1 Counterpart Staff and Secretarial Service	0	10,000	10,000
2 Office Supplies	0	5,000	5,000
3 Furnished Office Space	0	15,000	15,000
4 Local Transportation and Communications	0	15,000	15,000
5 Contingencies	0	5,000	5,000
Subtotal (B)	0	50,000	50,000
Total	630,000	120,000	750,000

^a Funded from the Japan Special Fund.

Source: Staff estimates

(Reference in text: page 4, para. 16)

OUTLINE TERMS OF REFERENCE

A. International Consultants

1. Review of the Current Telecommunications Sector and Industry Structure

1. The consultant will
 - (i) analyze current and any proposed new laws governing the sector, regulatory statutes, and practices;
 - (ii) analyze the current industry structure;
 - (iii) identify all major entities involved in the sector (public as well as private) on all levels;
 - (iv) identify the role, relationships, authority, functions, and responsibilities of these entities;
 - (v) analyze the organizational structure of public entities;
 - (vi) identify strengths and weaknesses of the given industry structure, and assess the appropriateness of any proposed new industry structure as well as proposed new organizational structures of major telecommunications entities;
 - (vii) analyze the situation as to separation of postal, telecommunications, and broadcasting services; and
 - (viii) analyze the current status as well as planning for the restructuring of the sector (separation of policymaking, sector regulation, network operations/service provision, and ownership in the telecommunications sector).

2. Telecommunications Sector Policy Guidelines

2. The consultant will prepare comprehensive telecommunications sector policy guidelines as a product of the following tasks. The policy guidelines will be used with necessary adjustments to prepare a country-specific telecommunications sector policy in the TA countries.

a. Policy Objectives

3. The consultant will establish the telecommunications policy objectives applicable to the TA countries to promote the development of telecommunications systems and services in accordance with recognized international standards, practices, and public demand on a subregional level.

b. Regulatory Authority

4. The consultant will
 - (i) identify the options for an autonomous, independent, and efficient regulatory authority to oversee telecommunications sector development, and analyse the effects of the various regulatory scenarios;
 - (ii) suggest division of responsibilities between government as a policymaker and the regulatory authority as a regulator, and demarcate the realms of policymaking and the realms of regulation for telecommunications sector issues such as tariff setting, interconnection approval, licensing, or allocation of scarce resources;

(Reference in text: page 5, para. 18)

- (iii) identify and recommend the mandate and mission, functions, institutional and organizational structure, composition, and relation to government and sector entities of the regulatory authority;
- (iv) suggest financial measures to fund the regulatory authority taking into account the autonomy and independence that the authority should have from government and the private sector;
- (v) develop a transparent decision-making process for the regulatory authority to encourage wide diffusion of proposed rulings through public consultations, and the mechanism and procedures to appeal against the decisions of the regulatory authority;
- (vi) develop measures for enforcing the rulings of the regulatory authority including conferring judicial powers of enforcement of its decisions;
- (vii) develop policies and institutional arrangements for human resource development that will enable human resources to be nurtured along the learning curve for technical, operational, managerial, and planning aspect of sector regulation;

c. Telecommunications Industry Structure

5. Activities include

- (i) develop the sequence and the pace of restructuring of the telecommunications industry that will be applied country by country depending on the circumstances of individual countries taking into account the following generally adopted steps:
 - (a) incorporating the dominant government telecommunication operator,
 - (b) liberalizing value-added and other nonbasic services,
 - (c) sale of minority shares in the state-owned telecommunications enterprise with exclusivity in fixed voice services for a limited period of time,
 - (d) sale of majority shares,
 - (e) removal of exclusivity and opening all services to competition, and
 - (f) sale of all shares retaining only a golden share;
- (ii) identify modes of corporatization and privatization of the government telecommunications operator taking into account country-specific circumstances such as need for market expansion and diversification, capital, foreign exchange, and managerial and technical skills;
- (iii) assess the capacity of the telecommunications industry to face competitive challenges, estimate a transition period required for the existing institutions (e.g., newly established regulators) and operators to adjust to new market conditions, and suggest a period of exclusivity that will be conferred on a strategic partner, if invited;
- (iv) develop strategies to maximize the benefits of strategic alliance such as limiting the period of exclusivity, ensuring transfer of managerial and technological skills, or binding the strategic partner to achieve policy objectives including telecommunications service penetration, infrastructure modernization and extension, technical improvement of the network, and universal service and universal access;

- (v) assess the impact of corporatization and privatization of the government telecommunications operator on its employees, and identify measures to foster employee commitment and morale in the wake of possible redeployment and retrenchment;

d. Regulatory Principles

6. Activities include

- (i) analyze the following regulatory principles and determine the priorities for the regulatory agenda setting:
 - (a) universal service and universal access,
 - (b) tariffs,
 - (c) interconnection,
 - (d) frequency spectrum,
 - (e) numbering plan,
 - (f) licensing, and
 - (g) standards enforcement.
- (ii) identify approaches for financing universal service obligations, and assess the option of establishing a universal service fund;
- (iii) identify options for an effective tariff regulation system including tariff regulation schemes and tariff rebalancing taking into account having affordable tariffs, assuring investors of a reasonable return on investment, achieving cost reduction, and eliminating cross-subsidization;
- (iv) suggest the level and structure of interconnection tariffs applicable to the Greater Mekong Subregion (GMS) that will achieve efficient use of scarce network resources, end-user prices reflecting underlying costs, and efficiency improvement of incumbent operators;
- (v) identify the modes of allocation of frequency spectrum and licensing and suggest a transparent procedure for allocating frequency spectrum along with licensing applicable to the technical assistance (TA) countries – Cambodia, Lao People’s Democratic Republic, and Viet Nam;
- (vi) suggest a uniform numbering scheme applicable to the TA countries that will reduce the complexity associated with interfacing and interconnection between the TA countries; and
- (vii) suggest subregional standards governing the provision of telecommunications services over the GMS region.

3. Telecommunications Legislative Guidelines

7. The consultant will

- (i) prepare telecommunications legislative guidelines, and provide a menu of clauses for principal telecommunication legislation accommodating different degrees of liberalization and different types of regulatory bodies; and
- (ii) prepare a model telecommunications act for the restructuring of the management of the telecommunications sector, including liberalization and the establishment of a regulatory framework that will be applicable in

a reformed market with an autonomous and independent regulatory authority; and

4. County-Specific Reform Program

8. The consultant will develop a country-specific telecommunications sector reform program that will spell out the sequence of industry restructuring together with a time-bound action plan taking into account the World Trade Organization (WTO) agreement on trade in basic telecommunication services, and the process of establishment of an autonomous regulatory authority with a time table. Activities include

- (i) consolidate the result of the tasks in paras. 2-6 country by country in the form of a sector reform program with the emphasis on restructuring the telecommunications industry and establishing an autonomous regulatory authority;
- (ii) consult with concerned governments about the time frame for the implementation of the reform program, and recommend a sector reform time table applicable to each country; and
- (iii) prepare a public awareness campaign program for the sector reform targeting the general public and employees of the telecommunications ministry and the government telecommunications operator.

5. Human Resource Development

9. The consultant will

- (i) assess the capacity of personnel in the telecommunications ministry; the regulator, if already established; and the government telecommunications service operator in each country;
- (ii) develop a short-, medium-, and long-term human resource development plan including financing options to upgrade their technical, operational, managerial, and planning skills; and
- (iii) organize workshops in consultation with the International Telecommunication Union in Bangkok to train personnel of telecoms ministry, regulatory authority, and government service provider in TA countries about sector policy issues.

B. Domestic Consultants

1. Telecoms Economist (six person-months for each TA country)

10. Activities include

- (i) assist the international consultant in understanding the current telecommunications sector and industry structure in each TA country including current telecommunications laws, telecommunications sector entities, telecommunications market structure, regulatory regime, or restructuring plan;
- (ii) assist the international consultants in establishing a telecommunications sector policy framework by undertaking necessary research or surveys as instructed by the international consultants;

- (iii) assist the international consultants in identifying the different options for a regulatory framework including organization, functions, relation to the Government and telecommunication sector entities, regulatory body financing mechanism, and staff development needs;
- (iv) assist the international consultants in analyzing the telecommunications market, identifying impediments for promoting competition, and formulating the steps required for telecommunications sector reform;
- (v) assist the international consultants in preparing the human resource development plan; and
- (vi) assist the international consultants in preparing various reports as instructed by them.

2. Legal Specialist (six person-months for each TA country)

- (i) assist the international consultants in reviewing the existing acts and statutes governing the telecommunications sector;
- (ii) assist the international consultant in analyzing the telecommunications sector from a legal viewpoint;
- (iii) assist the international consultants in preparing telecoms sector legislative guidelines and drafting model telecoms acts; and
- (iv) assist the international consultants in preparing various reports as instructed by them.

C. Reporting Requirements

11. The consultant will prepare and submit the following reports:

- (i) an inception report, to be submitted one month after commencement of the consulting work, detailing the work plan and outlining any changes in overall direction as agreed to with the parties concerned;
- (ii) a monthly progress report, to be submitted every month after the submission of the inception report, summarizing the works done during the preceding month;
- (iii) a draft final report, to be submitted one month prior to the terminal date of the contract; and
- (iv) a final report, incorporating inputs from the parties concerned, to be submitted within one month after the comments have been transmitted.