



EASTERN CARIBBEAN TELECOMMUNICATIONS AUTHORITY

REQUESTS FOR PROPOSALS

Title of the RFP: ECTEL's Strategic Plan

Date of the RFP: 24th June, 2024

Closing Date for RFP: 31st July, 2024

RFP Number: 2024/RF/001

Address RFP response for the attention of: Managing Director

Address: Eastern Caribbean Telecommunications Authority, Level 5, Baywalk,
P.O. Box BW395, Gros Islet, LC01 601, Saint Lucia

Telephone: 1 (758) 458 1701

Email Address: procurement@ectel.int

Requests for Proposals for the Development of a Strategic Plan for: Eastern Caribbean Telecommunications Authority (ECTEL) Headquartered in Saint Lucia

BACKGROUND

The Eastern Caribbean Telecommunications Authority ('ECTEL') is an international organisation, established by Treaty ('Treaty') signed in St. George's, Grenada on 4th May, 2000 and amended by Protocol Amendment on 5th December, 2019, by the Governments of five (5) Eastern Caribbean Contracting States, namely; the Commonwealth of Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines. It serves as an independent regulatory body for the purpose of regulating electronic communications in the Contracting States. The Treaty has been incorporated into domestic law in each of the Contracting States, either being embedded in the Telecommunications Act or as a stand-alone Eastern Caribbean Telecommunications Authority Act (in the case of Grenada, St. Kitts and Nevis and Saint Lucia). There are several pieces of accompanying Regulations and legislative instruments, for the regulation of the electronic communications sector in each Contracting State.

Article 18(5) of the Treaty states that, "*The privileges and immunities granted to ECTEL at the headquarters of ECTEL shall be the same as granted to diplomatic missions at the headquarters of ECTEL and in the Contracting States under the Vienna Convention on Diplomatic Relations of 18th April 1961...*" and accordingly, ECTEL as an organisation, together with its staff, enjoy the same status, including the same privileges and immunities in Saint Lucia, as are normally accorded to embassies or diplomatic missions of foreign jurisdictions in Saint Lucia and the Contracting States.

The primary purposes of ECTEL as outlined in Article 5 of the Treaty, are, inter alia, to promote market liberalisation, a universal service, fair pricing, fair competition practices, the introduction of advanced electronic communications technologies, and an increased range of services in the Contracting States.

In accordance with its mandate under the Treaty, ECTEL works to harmonise electronic communications regulations across the Contracting States, through the promotion of the adoption of rules, processes, standards and policies that have the object of enhancing the quality, accessibility and diversity of electronic communications services, available throughout the Eastern Caribbean region.

As a consequence, ECTEL is charged with the responsibility to collaborate with and provide strategic advice to a National Telecommunications Regulatory Commission ('NTRC') based in each Contracting State, in accordance with Article 4 of the Treaty. Each NTRC is established by a Telecommunications Act enacted in each Contracting State, and working together with ECTEL, is charged with the responsibility to regulate all aspects of telecommunications sector of each Contracting State.

ECTEL is made up of three (3) components - A Council of Ministers, Board of Directors and a regional Directorate:

1. COUNCIL OF MINISTERS

The Council of Ministers ('Council') consists of the Minister with responsibility for electronic communications in each Contracting State. The Director General of the Organisation of Eastern Caribbean States ('OECS') Commission is an ex officio member.

The functions of the Council as outlined in Article 7 of the Treaty are to, inter alia, promote the effective implementation of ECTEL's Treaty; approve forms and procedures for the application for an individual licence; and give directives to the Board on matters arising out of the Treaty, including the generation and disbursement of revenue.

2. BOARD OF DIRECTORS

The Board of Directors ('Board') consists of one (1) member or an alternate from each Contracting State and are appointed for a term of one (1) year. ECTEL's Managing Director serves as an ex officio member of the Board.

The functions of the Board as outlined in Article 8 of the Treaty are, inter alia, to ensure the effective implementation of ECTEL's policies in accordance with the directives from the Council; and to establish rules and procedures, consistent with the Treaty, for the management and operation of ECTEL.

3. THE DIRECTORATE

In accordance with Article 9 of the Treaty the Directorate is established as the secretariat of ECTEL. ECTEL's operations are guided by six (6) departments including; the Office of the Managing Director, the Department of Economics and Finance, the Legal Affairs Department, the Technical Services Department, the Accounts Department and the Human Resources Department.

BUDGETING AND FINANCE

ECTEL's operations are funded by revenues collected (ECTEL Fund) in accordance with the Treaty, including spectrum funds paid by licensed operators pursuant to frequency authorizations, based on fees prescribed in the Telecommunications Acts of the Contracting States, and any other revenues as Council may provide.

The Managing Director is responsible for the preparation of ECTEL's budget and work-plan on an annual basis, which must be approved by the Council and Board. The Managing Director is responsible for the efficient use and management of ECTEL's funds, once approved.

Funding for each NTRC is provided for out of the spectrum funds allocated to ECTEL under the Treaty.

SCOPE OF WORK

The objective of the consultancy is to develop a detailed five (5) year Strategic Plan with supporting implementation guidelines and sequencing of activities for ECTEL. In this regard the consultant will: -

1. Review the mission and vision statements as well as the core values of ECTEL.
2. Undertake a stakeholder analysis.
3. Undertake a situational analysis of operations to date. (S.W.O.T. and P.E.S.T.L.E. etc.)
4. Through a consultative process and application of appropriate tools analysis, identify focus areas and develop strategic objectives and key results areas for the same.
5. Identify and analyze the factors impacting ECTEL's operations and its ability to deliver its core functions.
6. Identify the core functions of ECTEL, comparing and contrasting them with the functions of other similar regulatory authorities in the region.
7. Identify whether ECTEL is successfully fulfilling its function.
8. Analyze emerging opportunities and threats, with particular attention to ECTEL's relationship to the NTRCs; challenges for sustainable funding of ECTEL and the NTRCs; as well as international trends in regulation which may have long-term impacts on electronic communications regulation in Contracting States.
9. Develop an implementation plan, together with a framework for that plan, containing timelines, resources required and projected costs of implementation.
10. Determine whether the objectives of any previous strategic plan were fulfilled.
11. Determine whether the current arrangements for funding of ECTEL and the NTRCs are adequate and provide recommendations to address and strengthen ECTEL's budgeting and finance, having regard to its role and its functions and responsibilities to the Contracting States.

METHODOLOGY

The consultant will be required to: -

1. Undertake an analysis of available policies, documentation and structure of ECTEL, paying particular attention to the work of the various teams within the organization, having regard to their core responsibilities, their current allocation of resources, their structure, and the overall functions that ECTEL is required to discharge as well as the adequacy of funding to discharge the same.
2. Conduct interviews and/ or consultations with key stakeholders.

3. Use available documentation, information gathered during field visits, virtual meetings, literature review and experience of other regulatory authorities to prepare a 5-year Strategic Plan and Implementation Plan for ECTEL.

DELIVERABLES

1. An inception report three (3) weeks after commencement.
2. Report on the process including stakeholder consultations and workshops.
3. A draft strategic plan for review and comment prior to finalization.
4. A final three/five-year strategic plan including a results and resources framework.

THE STRATEGIC PLAN SHOULD INCLUDE THE FOLLOWING:

1. Clear statement of the core functions/mandate of ECTEL.
2. Vision and mission statements for ECTEL.
3. An agreed set of core values and or guiding principles for ECTEL.
4. Goals and objectives.
5. Clarification of the planning context – institutional, operational and administrative settings.
6. A strategic analysis comprising:
 - (i) A P.E.S.T.L.E assessment of factors of relevance (Political, Economic, Social, Technological, Legal and Environmental issues and trends) that affect ECTEL in a major way;
 - (ii) Identification of stakeholders and their expectations of ECTEL;
 - (iii) A SWOT analysis – (Strengths, Weaknesses, Opportunities, Threats) assessment.
7. Identification of areas of focus for action – Key Result Areas.
8. An Action Plan Framework outlining the strategies to achieve the goals along with key performance indicators, timing and responsibilities.
9. Resource requirements, including proposals on expected travel requirements and a stakeholder engagement plan for the counties in question.
10. An assessment and mitigation of risks related to the achievement of strategic objectives.

INSTITUTIONAL ARRANGEMENTS

The Consultant will report directly to the Managing Director, or anyone designated by the Managing Director. ECTEL shall provide all relevant background information such as quarterly and Annual Reports, estimates and all other documents necessary for the effective completion of the plan.

DURATION

The duration of this consultancy shall be for six (6) months with a start date in early July 2024.

QUALIFICATIONS AND EXPERIENCE

The ideal candidate for this assignment is a consultant with at least:

- (i) 5 years' experience in strategic planning and implementation; or
- (ii) 10 years leadership experience in project management; or
- (iii) 10 years' service in a senior leadership role in an international organization or the public service.
- (iv) Knowledge of the electronic communications or technology sector and regulation would be an asset.

Firms with resources possessing such expertise or experience are also encouraged to apply.

NON-DISCLOSURE

The Contractor, its employees and subcontractors agree that, except as directed by ECTEL, it will not at any time during or after the term of this project, disclose any confidential information obtained or provided as part of the consultancy. Reciprocally, ECTEL agrees that it will not convey any confidential information obtained about the Contractor to another party.

CONFIDENTIALITY

The parties (Contractor and ECTEL) agree to hold each other's Proprietary or Confidential Information in strict confidence. "Proprietary or Confidential Information" shall include, but is not limited to, written or oral contracts, trade secrets, know-how, business methods, business, policies, memoranda, reports, records, computer retained information, notes, or financial information.

Proprietary or Confidential Information shall not include any information which:

- (i) Is or becomes generally known to the public by any means other than a breach of the obligations of the receiving party;
- (ii) Was previously known to the receiving party or rightly received by the receiving party from a third party;
- (iii) Is independently developed by the receiving party;
- (iv) Is subject to disclosure under court order or other lawful process.

The parties will agree not to make each other's Proprietary or Confidential Information available in any form to any third party or to use each other's Proprietary or Confidential Information for any purpose other than as specified. Each party's proprietary or confidential information shall remain the sole and exclusive property of that party. The parties agree that in the event of use or disclosure by the other party other than as specifically provided for, the non-disclosing party may be entitled to equitable relief.

SUBMISSION of RFP GUIDELINES

In no case shall verbal communication supersede written communications.

Requests for Proposals ("RFP") must be in written form and clearly marked "**Requests for Proposals on ECTEL's Strategic Plan**". Submissions can be delivered in person, by mail or by email and addressed to the Managing Director, ECTEL, Level 5, Baywalk, P.O. Box BW395, Gros Islet, LC01 601, Saint Lucia email: procurement@ectel.int.

Applicants must submit three (3) unbound copies of the proposal. Each Applicant is responsible for labelling the exterior of the sealed envelope containing the RFP with the proposal name, due date, time, and your firm's name. All email submissions must be submitted in PDF format and locked by a password in adobe acrobat. Applicants are required to email the password at the time the tenders are to be opened.

Submissions must contain a completed vendor response form and the curriculum vitae(s) of the consultant providing the service.

Submissions of RFPs must be received by **ECTEL by 4:30 p.m. on Wednesday 31st July, 2024**. No substantive or material changes or corrections to material will be allowed after the submission deadline.

Please direct any inquiries on this RFP to Mr. David Cox – Managing Director of ECTEL at procurement@ectel.int.

EVALUATION CRITERIA

All proposals will be evaluated systematically, based on the following key criteria:

1. Professional Quality;

2. Three (3) client references and description of services provided;
3. Timeline and ability to complete project within a reasonable timeframe;
4. Competitive Price – Please note that ECTEL is not obligated to accept the lowest price offered;
5. Competencies of project staff; and
6. Compliance with all specifications outlines in the RFP.

SHORT-LIST SELECTION

Contractors who have demonstrated their capacity to meet our needs will be contacted via email to be notified of their selection to move forward in the RFP process. Contractors who have not been selected, will not be contacted.

ESTIMATED BUDGET AND RESOURCES REQUIRED

All Contractors must provide a breakdown of costs related to their Consulting Services.

Contractors must agree to keep the quoted pricing in their proposals for a minimum of ninety (90) days after proposal submission.



VENDOR RESPONSE FORM

TO: Managing Director

RFP Number: xxxx

FROM:

SUBJECT: Requests for Proposals for the Development of a Strategic Plan for the Eastern Caribbean Telecommunications Authority (ECTEL)

COMPANY INFORMATION

Name of Individual or Company:	
Company Contact:	
Address:	
Telephone Number:	
Fax Number:	
E-Mail Address:	
Website:	

I/We declare that I/We meet the qualifications for eligibility to receive the request for proposals relating to the provision of the service outlined in this REOI.

Signature.....

Date:.....

Name and Title:.....