

The Hashemite Kingdom of Jordan
TELECOMMUNICATIONS REGULATORY COMMISSION (TRC)



Tender No. /2024

Procurement of

**Preparing the strategic plan for
the Telecommunications Regulatory COMMISSION
(TRC)**

The deadline for submission of Bids is Hrs. of / /2024

The deadline for purchasing the Tender documents is Hrs. of / /2024

Deadline for clarifications by the Bidder should be specified

Table of Contents

1. Background:	3
2. Project Scope and Objectives:.....	3
3. Project Phases:	4
3.1 Inception Phase :.....	4
3.1.1 Deliverables:	5
3.2 Strategic Plan Development Phase:	5
3.2.1 Deliverables:	6
3.3 Stakeholder engagement Phase:	7
3.3.1 Deliverables:	7
4 Approval of Deliverables	7
5 Expertise and team composition.....	8
6 Preparation of the Proposal:	8
7 Location and Timing of the assignment:	10
8 Technical Evaluation.....	10
9 Financial Evaluation.....	11
10 Compliance Matrix Submission.....	12
11 Applicable Law	12

1. Background:

The Telecommunications Regulatory Commission (TRC) regulates the Telecommunications, Information Technology and Postal Sectors in Jordan.

TRC was established by means of the Telecommunications Law No. (13) Of 1995 and its amendment as an independent jurisdictional body tasked with Regulating the Telecommunications and Information Technology Sectors. According to the Telecommunications Law, the TRC has the responsibility (To **regulate** telecommunications and information technology services in Jordan by the established general policy to ensure the provision of high-quality telecommunication and information technology sectors);

The TRC is also responsible for regulating the postal sector in Jordan and monitoring all postal service providers and their compliance with the provision of the postal services Law No. (34) of 2007.

2. Project Scope and Objectives:

In response to recent updates in national initiatives and goals, Local postal and ICT market developments, customers' needs and international trends, TRC aim to Develop a comprehensive strategic plan covering the period)2025-2028) that enables it to achieve TRC's goals and enhance its role in regulating and developing the telecommunications, Information Technology and postal sector.

Generally, the scope of this project is to:

- Assess the status quo of TRC's current strategic plan and the level of achievements
- conduct a comprehensive scanning for internal and external environment

- Develop a comprehensive Strategic plan containing an implementation (operational) plan to reach the level of internal directorates accompanied by a risk management plan.
- Develop KPIs to assess the achievement of strategic and operational goals.
- Develop and propose a governance mechanism to achieve the targeted plans.

3. Project Phases:

3.1 Inception Phase :

During this phase, The Bidder shall:

1. conduct a comprehensive internal and external environmental scanning considering the following :
 - All national directives, strategies and royal visions related to the telecommunications, information technology, and postal sectors. Such as "Economic Modernization Vision 2030 (EMV), Public administration modernization roadmap, political modernization system, General government policy for telecommunications and information technologies and postal sectors.
 - All sector-specific policies and strategies adopted by the Ministry of Digital Economy and Entrepreneurship (MODEE), such as artificial intelligence strategy, cloud computing strategy, e-participation....etc
 - Link the TRC roles with Sustainable Development, SDGs and international Telecommunications Union goals.
2. Define the main challenges and market trends in the ICT and Postal sector that would affect the work of TRC and require a regulatory response; these

challenges and trends cover the following areas: customers and service providers' needs, digital economy needs, network security and cybersecurity, sustainability and future technologies.

3. Conduct a benchmark study regarding strategic initiatives and plans with the region's top (5) countries.
4. Define the main stakeholders and prepare a stakeholder map.

3.1.1 Deliverables:

- **Inception Report:**

The report shall cover the outputs of inception phase requirements, the concluded PESTEL and SWOT analysis and define TRC's role in The Vision of Economic modernization, the Road Map for Modernizing the public sector and new national trends.

3.2 Strategic Plan Development Phase:

To develop TRC's strategic plan, the Bidder will work in close liaison with the TRC Planning and Corporate Development Directorate and establish the following:

- Meet with primary stakeholders to understand their needs and challenges.
- Develop the vision, purpose, and future state the TRC seeks to achieve in ICT and the postal sector.
- Revise the current values and develop a methodology for measuring and following up on TRC's adherence to them.
- Develop the TRC ecosystem by Analyzing the internal and external environment.

- Defining strategic goals and operational objectives
- Develop an aligning mechanism for the strategic goals to national and sectoral objectives and sustainable development.
- Develop the implementation plan by Identify the activities and projects necessary to achieve the goals, achievements timelines and the necessary resources (human, financial, and technological resources)
- Develop a risk management plan derived from the strategic plan covering risk identification and analysis, determining types of risks, measuring impact and probability, and methods of response and dealing with these risks.
- Develop strategic and operational performance indicators linked to strategic goals and operational objectives.
- Developing mechanisms for periodic evaluation and making the necessary amendments to the plan.

3.2.1 Deliverables:

Accompanied with new Ecosystem The Bidder shall deliver the following in Arabic and English.

- **Draft Strategic Plan.**
- **Draft Implementation plan.**
- **Draft Risk Management Plan.**
- **Draft List of strategic and operational performance indicators (KPIs) and their definitions, calculation, and forecasting methodologies.**

3.3 Stakeholder engagement Phase:

After submitting the deliverables for phase 2, TRC will communicate with stakeholders to get their feedback. Accordingly, the bidders shall analyze all their comments and prepare the final documents.

3.3.1 Deliverables:

- **All Final documents - all phase 2 deliverables- in Arabic and English language.**

4 Approval of Deliverables

Following the proper receipt of each deliverable, TRC will have 30 calendar days in which TRC may:

- Approve the deliverable in writing, with or without comments or reservations;
or
- Reject the deliverable and provide the Bidder with a written notification that TRC rejects the deliverable. The grounds for such rejection will be set out in TRC's notification.

Where TRC requests a replacement deliverable because the one previously submitted has been rejected, the replacement deliverable shall be submitted within 14 calendar days. The replacement deliverable will likewise be subject to the above approval provisions. Due dates for the following deliverables will not be affected by the delivery of the replacement deliverable, and all of the following deliverables have to be submitted as planned

5 Expertise and team composition

The Bidder should have experience conducting similar projects for entities in the ICT and postal sectors; accordingly, the Bidder shall provide reference letters (at least two letters) proving conducting similar projects during the last five years.

The Bidder should provide a team led by a Senior Expert with at least 15 years of experience in strategic planning. The team consists of experts with a strong background in technical and economic ICT and postal sectors who should have done similar assignments and projects.

6 Preparation of the Proposal:

- A bidder proposal shall have the following two (2) components in one envelop which should include a soft copy and two hard copies (Original and Copy):
 - a. Technical Proposal.
 - b. Financial Proposal.

The bidders are expected to examine in detail the documents constituting these Terms of Reference (TOR). Material deficiencies in providing the information requested may result in the rejection of a proposal.

- All Proposals must be delivered by hand to TRC (Procurement & Supplies Management Section) at the following address and during office hours (8:30 AM to 3:30 PM) from Sunday to Thursday:

Bayader Wadi Al Seer District, Deir Ghbar Area, Extension of Alshaheed
Mohamad Al Zoghoul Street. Building No (13), Telephone:
(962 6) 5501120 ext. (2750).

6.2 Technical Proposal:

When preparing the Technical Proposal, Bidder must give particular attention to the following:

- a. All Supporting Documents must be included.
- b. The Technical Proposal should include a project staffing plan including roles and responsibilities, duration and relevant experience to the assigned tasks (all detailed resumes should be attached and included in an Appendix).
- c. The Technical Proposal shall provide the following information:
 - A brief description of Bidder for strategy and an outline of recent experience on assignments of a similar environment.
 - A description of the approach, methodology and work plan for performing the assignment. The work plan should be consistent with the work schedule.
 - A description of previous engagements with similar projects and customer contact details.
 - A time schedule showing the time proposed to undertake that the activities indicated in the work plan.
 - A detailed description of the proposed methodology.

6.2 Financial Proposal:

- The Financial Proposal shall include all costs associated with the assignment. If appropriate, these costs should be broken down by activity.

Activities and items in the technical proposal that are not priced shall be assumed to be included in the prices of other activities or items.

- Bidder shall express the price of their services in Jordanian Dinars (JD) and shall include all fees and taxes.
- The Financial Proposal shall be valid for 90 days. During this period, the Bidder is expected to keep the professional staff available for the assignment.
- Any hidden costs in the bidder offer are not acceptable.
- The Payment will be fully paid to the bidder after signing the purchase order with TRC and before starting the implementation of Project; on the other hand, the bidder shall provide a Bank Guarantee bond with same amount paid by TRC, this Bank Guarantee bond will be given back to the bidder at the end of the successful full implementation and acceptance of the project

7 Location and Timing of the assignment:

- Location of the assignment: Telecommunications Regulatory Commission (TRC) Amman. Jordan.
- The entire project should be completed with TRC within a period of (6) months from the date of signing the purchase order.

8 Technical Evaluation

The Bidder should possess the requisite experience, resources and capabilities to provide the services necessary to meet the requirements as

described in this TOR. The Bid must be complete in all respects and should cover the entire scope of work as stipulated in this document. Parties not meeting the Eligibility Criteria will not be considered for further evaluation.

- A proposal shall be rejected at this stage if it does not respond to important aspects of the TOR or if it fails to achieve the minimum technical qualifying score, which is 70 points.
- The technical proposals of Bidders shall be evaluated based on the following criteria:

	Technical Evaluation	Expected Response	Points
1	Proposal on Scope of Work	Proposal Document	20%
2	Project Team	CV.s and supporting documents	50%
3	Similar Projects and References	Document detailing customer references.	30%
	Total		100

- Technical Proposal shall not be considered for evaluation in any of the following cases:
 - a. Late submission, i.e., after the set deadline.
 - b. Failure to submit any of the technical requirements and provisions provided under the Instruction to Bidder and Terms of Reference.
 - c. Failure to Provide the Documentary evidence and/or the supporting files.

9 Financial Evaluation

- The Financial Proposal of the Bidder who passed the qualifying score shall be opened; the lowest Financial Proposal shall be awarded the contract.

- The price shall remain fixed during the contract period. There shall be no increase in price for any reason whatsoever. Therefore, no request for any escalation of the price shall be entertained.
- The winning Bidder shall conduct, deliver and implement what is mentioned in the Scope of Work section.

10 Compliance Matrix Submission

The bidder(s) is requested to provide A clause-by-clause statement of compliance matrix showing their proposed solution(s) compliance and/or non-compliance to each item specifications, requirements, and conditions. Failure to submit the requested compliance matrix will result in discarding the bidder proposal from evaluation.

11 Applicable Law

The bidder and the contract shall be governed by interpreted in accordance with the laws and Legislations of the Hashemite kingdom of Jordan and in the Jordanian related courts only. The bidder by participating in this tender process and providing related Offers acknowledge his/ their acceptance of these conditions