

PRESIDENCE DE LA REPUBLIQUE

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TRAVAIL -LIBERTE –PATRIE

REQUEST FOR INFORMATION

Technical Assistance Consultant for the ICT Project

August 5th, 2019

Country: Togo	Funding Agency: Millennium Challenge Corporation
City/Locality: Lomé	Buyer: Cellule/MCA-Togo
Project Name: ICT Project	

The Government of Togo (GoT) has established a coordination unit attached to the Presidency known as “la Cellule de Coordination de l’éligibilité du Togo au Millennium Challenge Account” (the Cellule), to develop its threshold program proposal and manage preparatory studies until a newly-formed Government of Togo entity that will oversee implementation of the threshold program (MCA-Togo) is established. There will be a transition between the Cellule and MCA-Togo during the contract period. For this reason, this document refers to the representative of the Government of Togo as “Cellule/MCA-Togo.”

The Cellule/MCA-Togo intends to issue a **Request for Proposal (RFP)** to engage a **Technical Assistance (TA)** Consultant to undertake an ICT Project under the terms of its Threshold Agreement with the **Millennium Challenge Corporation (MCC)**. The Cellule/MCA-Togo shall be the primary legal and contractual point of contact for the TA Consultant, and all official task assignments, reports, deliverables, invoices, and other business matters shall be authorized and approved via the Cellule/MCA-Togo. The Cellule/MCA-Togo will coordinate its activities with MCC and will engage its own advisors to help oversee the work of the Consultants and the project as a whole.

The purpose of this **Request for Information (RFI)** is to obtain feedback, comments, and questions from interested prospective TA Consultants on the scope of services and requirements for the subject project **Terms of Reference (TOR)**, to assist the Cellule/MCA-Togo to finalize the TOR before releasing the RFP.

The Cellule/MCA-Togo is seeking responses to the questions identified in this RFI, and any related input or questions. The Cellule/MCA-Togo is not yet seeking technical or financial proposals from interested bidders. Response to this RFI is voluntary. Responders are free to address any or all the questions, as well as to provide additional information they consider relevant to this RFI. The Cellule/MCA-Togo will not pay for any information provided in response to this RFI. Additionally, the issuance of this RFI does not commit the Cellule/MCA-Togo to pay any costs associated with preparing responses.

1. Background

The United States of America, acting through the Millennium Challenge Corporation, and the Government of Togo have entered into a Threshold Program Agreement dated February 14, 2019 to assist Togo to become eligible for an MCC Compact by supporting the implementation of critical institutional and policy reforms that address binding constraints to economic growth (the “Threshold Program”) in the amount not to exceed Thirty Five Million United States Dollars (US\$35,000,000) (“MCC Funding”).

The program consists of the following two Projects:

1. Land reform to accelerate Agricultural Productivity Project (LRAP Project)
2. Increased competition for the benefit of consumers, independent regulation, and expanded access in the ICT sector project (ICT Project)

The Togo Threshold Grant Agreement can be accessed [here](#).

The focus of this RFI is the ICT Project. The Cellule/MCA-Togo intends to issue an RFP to engage a TA Consultant to conduct the ICT Project, according to the TOR. The following sections provide a brief summary of the Project Objectives and Scope of Services, Indicative Tasks, and Project Organization and Management contained in the TOR. See the attached full draft TOR for details, and please refer to that document when responding to this RFI.

2. Summary Project Objectives and Scope of Services

Under the ICT Project, the MCC Threshold Program covers funding for the hiring of a Technical Assistance Consultant to provide technical support to the Cellule/MCA-Togo in pursuit of the following objectives:

- 1. Strengthen an Effective and Independent Regulator.** Goals include: (1) assist with the building and training of the newly restructured regulatory agencies (ARCEP and ANSR), (2) help set up and train the Board of Directors in charge of overseeing the Regulator, and (3) help build sustainability into the ICT regulatory system in Togo.
- 2. Establish and Implement the Universal Service Fund.** The project aims to support the operationalization of the USF in Togo, under management of the regulator, to help reduce costs and promote investment in infrastructure, services, facilities, and equipment in unserved and underserved areas of the country. The project will support ARCEP and the USF administration in developing internal plans, procedures, and pilot projects.
- 3. Increase Competition in the Marketplace.** The project aims to support bringing new private sector entities and investment into the Togolese telecommunications market, with fair and equal opportunities to compete. Based on pro-competitive regulatory practices, focused market research and outreach, and specific new licensing initiatives, the goal will be to enable open competitive entry throughout the market wherever feasible.
- 4. Support for ICT Utilization Policies.** The project will support development of a national digital utilization policy and strategy, whose goals will be to design activities that will drive greater overall ICT usage in Togo. The target impacts include: (1) increased skills and use of ICT among Togolese citizens, particularly women, youth, rural citizens, and other disadvantaged groups; (2) increased digital literacy and ICT awareness throughout the society; and (3) expanding development of domestic software applications, services (including mobile financial services and banking), content of value to all Togolese citizens and businesses.

3. Indicative Tasks

The Consultant will be responsible to deliver a wide range of tasks, expertise, resources, and capacity building assistance over the course of the engagement. The structure, approach, and requirements for these activities are described in Section 3. In brief, the Consultant's ~~will~~ role will involve, but not be limited to, the following activities:

Part A: Institutional Evaluation, Situation Assessment, and Options Analysis:

- A series of preliminary research, analysis, and planning studies, to establish a broad and updated understanding of conditions in the Togo ICT sector, evaluate prospects for further development, and recommend priority actions and tasks to be implemented under the project going forward. These studies will include the following (see further detail in section 3.1 and Annex 1):
 1. ICT Sector Supply
 2. ICT Sector Demand

3. ICT Market Competition
 4. Regulatory Strategic and Operational Planning
 5. Universal Service / Access Gap Study
 6. Stakeholder Engagement and Communications Plan
 7. Project Logic and Indicators Report
- The Consultant will organize study teams, consisting of short-term expert consultants with the necessary skill sets to conduct each study. The Cellule/MCA-Togo will approve the short-term experts who will be proposed by the Consultant.
 - These teams will work inter alia with the officials and staff of the Implementing Entities to collect data, conduct analysis, and prepare recommendations and plans. Under the ICT Project, the Implementing Entities will be primarily ARCEP, and with respect to specific issues the Ministry of Post, Digital Economy, and Technological Innovation (MPENIT).
 - The studies will be completed during the first 6-to-9 months of the contract. The results will form the basis for subsequent project activities, to be mandated over the course of further project implementation.

Part B: Permanent Field Presence:

- The Consultant is expected to assign two full-time advisor experts to work directly with ARCEP as the principal Implementing Entity throughout the course of the assignment. These advisors will bring knowledge and experience of the full range of regulatory issues and related project objectives, and will assist with the day-to-day functions, decisions, planning, and operations of the regulator, as needed. Specific tasks will be determined through regular meetings, assignments, and plans, coordinated with the management of the regulator, and overall Threshold Program project management.
- The Permanent Field Staff will have primary responsibility for training and capacity building support to the Implementing Entities, including development of training programs, coordination of outside training, and peer visits, etc.
- The Cellule/MCA-Togo will approve the proposed experts.

Part C: Flexible Technical Assistance:

- Ongoing Technical Assistance across multiple priority focus areas, to be determined and authorized on a flexible basis throughout the course of the project.
- In general, tasks will be linked to the core project Objectives, and will include activities in the following areas:
 - Regulatory Functions and Initiatives
 - Universal Service Fund Planning and Implementation
 - Market Expansion, Competitive Investment
 - Support for ICT Utilization Policies
- The Consultant will provide roster of available experts to undertake project activities in these areas on a short-term, periodic basis, depending on the scope and timing of FTA task assignments (see section 4 for further detail on Staffing). Specific tasks will be defined by the project leadership of MCA-Togo, in consultation with the Implementing Entities and the Consultant, and based on the findings and recommendations of the initial studies and plans.
- Part C Flexible Technical Assistance will run concurrently with, and be coordinated under, the Part B Permanent Technical Assistance. The Team Leader and Deputy Team Leader will manage and oversee all FTA task team experts.

4. Project Structure and Management

The Technical Assistance will be delivered in three distinct **Parts**, across two time periods: a **Base Period** and an **Optional Period**, each of approximately 24 months in duration. Consultants’ bids, and contract performance and payments, will be based on a combination of **fixed price** elements for pre-determined deliverables and levels of effort, and flexible elements, for which the Consultant will bid **fixed rates** for the relevant technical experts, whose specific tasks and levels of effort will be determined on a periodic basis during the course of the project. The following table summarizes this structure, and the subsections that follow describe in more detail the scope of each portion of the overall Assignment.

Part	Base	Option
Part A: Institutional Evaluation, Situation Assessment, and Options Analysis	Fixed Price Quotation	N/A
Part B: Project Management / Permanent Field Staff (TL/DTL)	Fixed Price Quotation	Fixed Price Quotation
Part C: Short Term Assistance	Fixed Rate Quotation	Fixed Rate Quotation

4.1 Base Period

Part A: Institutional Evaluation, Situation Assessment, and Options Analysis

Part A consists of activities that will launch the engagement, at the outset of the Base Period, and which will establish the foundation for all subsequent project tasks. The aim of the work under Part A is to gain a full understanding of conditions in the market, and develop the foundation for priority activities under the subsequent stages of work.

Part A will commence on Contract award. The Consultant will conduct all work in close coordination with Implementing Entity senior management in the conduct of all studies and development of plans, which will form the basis for continuing Technical Assistance under the project.

Part B: Project Management / Permanent Field Staff (TL/DTL)

This component of the contract involves placement of a full-time, on-site core team of experts in Togo, for the duration of the contract, who will serve as the Consultant’s primary project managers, liaisons, and interface with the client organizations. Specifically, the Consultant shall provide two persons, a Team Leader and Deputy Team Leader (TL/DTL), who will be present in Togo throughout the period of performance. These experts will be the main points of contact for the Cellule/MCA-Togo and Implementing Entities, and shall oversee and coordinate all aspects of the technical assistance.

The Permanent Field Staff under Part B will be deployed concurrent with the launch of the Part A studies. Note that the two proposed experts may also participate materially in the conduct of those studies, according to the Consultant’s proposed resource allocations. Part B will last for approximately 15-18 months during the Base Period, and will be provided at a fixed price.

Part C: Flexible Technical Assistance Tasks

Part C of the engagement involves delivery of a broad range of Flexible Technical Assistance tasks and deliverables, whose specific scope and requirements will be determined on a periodic basis throughout the course of the assignment. The Consultant will make available a team of local and international experts, who will be brought in to conduct each task as needed, according to their area of expertise. The scope, timing, and level of effort for each Flexible Technical Assistance task assignment will be decided by the

Cellule/MCA-Togo, typically on a quarterly basis, in consultation with the Implementing Entities and the Consultant itself. This work will run in parallel to the Part B Permanent Technical Assistance, and will generally be coordinated by the permanent field experts (who may also contribute materially to some of the tasks).

The Tenderer shall demonstrate flexibility in provision of experts to deliver the preliminary list of tasks and deliverables. The aim is to undertake as many of the tasks and deliverables as possible during the Base Period. The estimated level of effort required to undertake the range of Part C tasks is detailed in section 4 below.

4.2 Option Period

During the Option Period, the client anticipates that the work under Part B and Part C of the project will continue. After evaluation by the Cellule/MCA-Togo and MCC of the work done during the Base Period, a decision on proceeding with the Option Period will be made at least 6 months before the conclusion of the Base Period.

5. Feedback Requested

The Cellule/MCA-Togo is specifically interested in feedback and comments on the following topics and questions:

1. Is the structure of the engagement (three phases, Base and Option Period, role of Cellule/MCA-Togo and Implementing Entities) clear? What questions or confusion do you have regarding the structure? What aspects could be better defined or improved? Are there elements that might present particular challenges in organizing the consultant's proposal and project plan?
2. Is the proposed Project Management approach (Phase B: permanent field presence of Team Leader/Deputy Team Leader) reasonable and achievable? What risks or difficulties might this approach present, and how might they be addressed?
3. How difficult (or easy) will it be for the consultant to recruit the necessary experts, including project managers, study teams, and short term subject matter experts given that the experts shall be fluent in French as well in English? Which roles or functions might be most challenging?
4. Are the Phase 1 study/report requirements clear? Are the time frames for these studies (6-9 months) realistic? Do you have any other concerns or comments regarding these preliminary studies?
5. Please comment on the substance of the project objectives, tasks, and activities: Which are more or less important, challenging? Which policy/regulatory issues should be priorities? What areas of TA will be most productive?
6. Please indicate any other areas where you have questions on the scope and structure of the TOR, the requirements for consultant proposals, project management, and/or other key issues (not including budget-related questions).

6. Response Submission Guidelines

Responses to this RFI will not give any advantage to any firm or organization in this or any subsequent procurements. It will also not lead to an organizational conflict of interest. Responses will be strictly confidential.

The Cellule/MCA-Togo may contact any of the responders to clarify the information provided and may use any or all information received in the final development of its TOR and formulation of the budget for this assignment.

To expedite this process, please limit your response to five (5) pages if possible. Responses to this RFI must be in English.

Please send responses and request for clarification of this RFI, in English, via email to recruitmcatogo@gmail.com (copy: keitan@mcc.gov and mdoumbial@gmail.com) no later than **September, 2nd 2019**.

Please be guided accordingly,

Mr. Stanislas Baba

Principal Representative of the Cellule de Coordination de l'éligibilité du Togo au Millennium Challenge Account