

Terms of Reference

Consultancy services to support the establishment of a functioning regulatory Market Observatory for the information and communication technology (ICT) sector.

A. Background

The National Communications Authority (NCA) is the regulatory body for the communications sector in Somalia. NCA was established through the Communications Law of 2017, and its mandate is to regulate the Communications sector, including telecommunications, Internet, broadcasting spectrum, and communications technology, eCommerce services. In addition, the NCA is responsible for facilitating the development of the ICT sector, enabling and ensuring fair and sustainable competition, carrier interconnection, transparency in implementing the Communication Law, protecting consumer interests and rights, and maintaining its role as an independent regulator.

The NCA plans to regularly conduct a comprehensive review of the telecom markets and publish market data by establishing an observatory of Somalia's Telecommunications Market. This observatory should provide the the NCA with the latest statistics and market developments, providing a reference point for market players, government policies and strategies, and other interested stakeholders. The regulatory market observatory should also be in line with ITU standards of ICT market analysis. In addition, it should enable review of the state of the industry, including the evolution of competition, innovation in new products, services, and technologies, and the industry's contribution to social and economic development in Somalia.

B. Objective

This assignment aims to assist the NCA in establishing a functioning market observatory, covering both the pre-requisite digital and analogue components required to do so, supporting the regulator in conducting a first round of market analysis, regulatory monitoring and market intelligence, and forecasting, which can be replicated by training staff, and evaluating the functioning of the observatory.

C. Scope of work

Under the supervision of NCA, the consultancy firm will support the following tasks and activities:

Task 1: Develop a regulatory market observatory for the Communications sector, based on best practice models.

1. Determine the specific goals, scope and the focus areas of the market observatory and clearly understand what is to be achieved, based on a rapid assessment of the market and benchmarking.
2. Identify the requisite resources the observatory will need (human, financial etc).
3. Identify the staff profiles needed to run the market observatory and training gaps.

Task 2: Develop a detailed plan for data collection and dissemination

1. Identify a list of key metrics to be collected, based on common industry benchmarks and indicators (e.g., based on ITU ICT indicators).
2. Identify the relevant primary and secondary data that need to be collected and their sources.
3. Develop a plan for filtering the data collected, analyzing the relevant data collected, including statistical analysis, data visualization, and other methods to identify trends, patterns, and insights as well as presentation of the processed information.
4. Develop a plan to disseminate the findings and insights from the observatory through reports, presentations, webinars, or other forms of communication.

Task 3: Develop the tools required by the Observatory

1. Assist in developing system requirements for the developments of the tools to continuously monitor developments in the telecom market and develop guidelines to update the observatory accordingly to ensure that it remains relevant and up to date.
2. Assist in the development of the database to store and manage the data collected, ensuring data integrity, and data accessibility.
3. Develop system requirements for the data collection, filtering, analysis, mining, and presentation systems/tools.

Task 4: Conduct initial market analysis on the current state of the telecom market, including market trends, competition analysis, and consumer behavior.

1. Gather data required for the observatory, including primary data collection from operators and stakeholder surveys and interviews, and secondary data from industry publications and market research firms.
2. Where data is not available or difficult to collect, provide alternative approaches to acquiring data with acceptable accuracy based on international frameworks and benchmarks.
3. Produce initial market forecasts and projections based on the latest data collected, advising.

Task 5: Training

1. Conduct at least one training for establishing and maintaining the observatory, including regular data collection, data analysis, and dissemination of information.

D. Qualifications: Firm and core team

The consultancy firm should have:

- At least five years of experience in conducting market analysis, regulatory monitoring, market intelligence, and forecasting in the ICT sector.
- Have completed at least one similar project linked to the establishment of a market observatory establishment.

- Have experience in the telecommunications sector and working with regulatory authorities.
- The firm should have an expert who is familiar with local Somali Context.

The consultancy firm is expected to provide to propose a core team, including Telecom industry analyst and any other staff deemed key to the successful completion of the assignment.

- 1. Team Leader:** The team leader should a managerial skills and project management skills, and has managed at least two successful projects. This individual should have skills also to manage stakeholders.

Duties:

- a) Project Planning and Execution:** Develop and implement a comprehensive project plan, defining project scope, objectives, deliverables, timelines, and resource requirements. Coordinate project activities, monitor progress, and ensure timely completion of project milestones
- b) Team Leadership and Management:** Provide strong leadership to the project team, assigning tasks, providing guidance and support, and fostering a collaborative and productive work environment. Set clear expectations, monitor team performance, and address any issues or conflicts that may arise.
- c) Stakeholder Engagement:** Engage with project stakeholders, including clients, partners, and internal teams, to establish effective communication channels and build strong relationships. Ensure stakeholders are informed of project progress, obtain their feedback, and address any concerns or requirements they may have.
- d) Resource Management:** Allocate and optimize project resources, including human resources, budget, and equipment, to ensure efficient utilization and adherence to project requirements. Monitor resource allocation, make adjustments as needed, and ensure effective resource planning and coordination.
- e) Project Monitoring and Reporting:** Establish effective monitoring mechanisms to track project progress, collect relevant data, and ensure adherence to project objectives and timelines. Prepare regular progress reports, highlighting key achievements, challenges, and recommendations for senior management and stakeholders.

Qualifications

- Postgraduate degree in a relevant field such as Management
- At least 5 years' experience in ICT industry

- 2. Telecom Industry Analyst:** This person would have a deep understanding of the telecommunications industry and be able to provide insights into trends, opportunities, and challenges in the market.

Duties:

- a. Researching and analyzing the telecom industry, including market trends, technology advancements, and competition.
- b. Developing forecasts and predictive models based on industry data to help the regulator make informed policies and regulations.
- c. Providing insights on industry trends, challenges, and opportunities to help Authority develop strategies and policies for market competition.
- d. Collaborating with other analysts and NCA management to share insights and develop a comprehensive understanding of the telecom industry.
- e. Presenting findings and recommendations to internal and external stakeholders, including senior management and clients.

Qualifications

- Postgraduate degree in a relevant field such as economics or telecommunications.
- At least 5 years experience in telecom market research, data analysis, or a related field.
- Knowledge of the telecommunications industry, including industry trends, technologies, and significant players.
- Analytical skills and experience with statistical analysis and modeling tools.

2. Data Analyst Expert: This expert would have expertise in statistical data analysis and predictive modeling and be able to work with large amounts of data to derive insights and create predictive models.

Duties

- a. **Data Collection:** Collect data from various sources such as online databases, surveys, customer data, social media platforms, and other sources to build a comprehensive view of the telecom market.
- b. **Data Cleaning and Pre-processing:** Conducting data cleaning and pre-processing operations to ensure data accuracy, completeness, and consistency. This may include handling missing data, outlier detection, and normalization of data.
- c. **Data Analysis and Modelling:** Analyzing data to identify trends, patterns, and insights and build predictive models to forecast market trends and customer behavior. This may involve statistical tools, machine learning algorithms, and other advanced data analysis techniques.
- d. **Data Visualization:** Creating visualizations such as charts, graphs, and dashboards to communicate insights and trends to stakeholders and decision-makers.
- e. **Reporting and Presenting:** Preparing reports and presentations to communicate findings and recommendations to stakeholders and management.

- f. Collaborating with cross-functional teams: Working closely with cross-functional teams such as business analysts, product managers, and engineers to identify business needs and develop solutions.
- g. Staying up-to-date with industry trends: Keeping up-to-date with industry trends and developments to ensure that the telecom observatory remains relevant and practical.

Qualifications

- Minimum 5 years of relevant work experience in data science, preferably in the telecom industry, is usually required. This may include experience with data analysis, machine learning, or predictive modeling.
- Knowledge of the telecom industry: have a strong understanding of the industry, its business models, and the underlying technologies. They should also be familiar with telecom-related datasets and have experience working with large datasets.
- A postgraduate degree in computer science, statistics, mathematics, or a related field is required.

3. Technology Expert: the expert monitors and analyzes technology trends and developments in the telecommunications industry.

Duties:

- a. Analyzing industry trends: the expert will analyze data and market trends to identify emerging opportunities and potential risks in the telecom industry. This could involve looking at customer preferences, market share, and pricing strategies.
- b. Advising stakeholders: You would provide expert advice and guidance to stakeholders.
- c. Contributing to reports: would contribute to reports and publications that summarize the latest trends and developments in the telecom industry. This could involve writing technical reports, white papers, and market analyses.
- d. Collaborating with other experts: You would collaborate with other experts, such as market analysts and network engineer.
- e. Recommending the tools and technology: the expert would recommend the right tools and technology based on the unique environment of Somalia.

Qualifications

- A postgraduate degree in telecommunications, computer science, electrical engineering, or a related field could be valuable.
- Minimum 5 years of experience in the telecommunications industry and technologies

E. Deliverables of the firm

The consultancy firm will be required to deliver the following outputs under the guidance of NCA:

1. Develop a comprehensive regulatory market observatory, including goals, scope, and required resources.

2. Create a detailed plan for data collection, filtering, analysis, and dissemination.
3. Assist in developing tools and system requirements for monitoring market developments and maintaining the observatory.
4. Conduct market analysis on telecom industry trends, competition, and consumer behavior, providing data-driven insights.
5. Conduct training sessions on establishing and maintaining the observatory, emphasizing data collection, analysis, and information dissemination.

Payment Schedule

Title	Indicative Timeline	Indicative Payment %
D1	Inception Report	20%
D2	Completion of deliverables	50%
D3	Upon validation of the deliverables	30%

Time Frame of the assignment:

Six months

F. Client's responsibilities

NCA shall provide the following to the best of their ability:

- Background data and literature considered relevant for accomplishing or informing the assignment and completing identified tasks at their immediate disposal.
- Access to key officials within the relevant Ministries/Agencies/department and other relevant official entities, as applicable.
- Facilitate cooperation from other organizations/entities whose activities and programs may be considered relevant to the assignment.

G. Contracting and reporting arrangements

- The Consultant will be contracted by NCA, who will manage sign-off of deliverables and release of payments. All deliverables should be submitted to the NCA Coordinator. Written deliverables should be submitted electronically in PDF and editable Word format, allowing for comments/edits to be made.
- A technical committee will be assigned to review each deliverable that will reserve one week to provide feedback/validate each deliverable. Upon request, the Consultant may also be required to present deliverables verbally [in person or virtually] to enable feedback and validation.
- The consultant is expected to work with NCA assigned focal point who will facilitate the work with the client.

H. Location

- Mogadishu, Somalia