EASTERN CARIBBEAN TELECOMMUNICATIONS AUTHORITY (ECTEL)

REQUEST FOR PROPOSALS

Title of the RFP:	Development of the Budget Policy for the ECTEL Regulatory System
Date of the RFP:	23rd October, 2026
Closing Date for RFP:	31st December, 2026
RFP Number:	2026/RF/04
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 1701/2
Email Address:	procurement@ectel.int

EASTERN CARIBBEAN TELECOMMUNICATIONS AUTHORITY

REQUEST FOR PROPOSALS

Title of Consulting Services: Development of the Budget Policy for the ECTEL Regulatory System

23rd October, 2026

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Section 1. Letter of Invitation

23rd October, 2026

Eastern Caribbean Telecommunications Authority
P. O. Box BW395
Rodney Bay, Gros Islet
LC01 601, Saint Lucia

Dear Consultant,

1. The Eastern Caribbean Telecommunications Authority (ECTEL) invites proposals to provide the following consulting services: **Development of the Budget Policy for the ECTEL Regulatory System.**

2. Proposals must be submitted to The Managing Director of ECTEL at the address below by *4:30 p.m. Saint Lucia time* on **31st December, 2026.**

3. A Consultant will be selected based on the quality of the proposal and procedures described in this RFP.

5. The RFP includes the following documents:
   Section 1 - Letter of Invitation
   Section 2 - Instructions to Consultants
   Section 3 - Technical Proposal - Standard Forms
   Section 4 - Financial Proposal - Standard Forms
   Section 5 - Terms of Reference

6. Please inform the Managing Director of ECTEL by standard electronic means at the address below, upon receipt:

   (a) that you received the Letter of Invitation; and
   (b) whether you will submit a proposal.

Address
Managing Director
Eastern Caribbean Telecommunications Authority
Rodney Bay, Gros Islet
LC01 601, Saint Lucia

Tel: 1 758-458-1701/1702
Email : procurement@ectel.int
Website: www.ectel.int

Yours sincerely,

David A. Cox
Managing Director

Section 2. Instructions to Consultants

1. Introduction

1.1 ECTEL will select a consultant (the Consultant) from those who respond to the Letter of Invitation.

1.2 The Consultants are invited to submit a Simplified Technical Proposal and a Financial Proposal for the consulting services. The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Consultant.

1.3 Consultants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation.

ECTEL is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultants.

Conflict of Interest

1.4 ECTEL requires that Consultants provide professional, objective, and impartial advice and at all times hold ECTEL's interests paramount, strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.

1.4.1 Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of ECTEL, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

Only one Proposal

1.5 Invited Consultants may only submit one proposal. If a Consultant submits or participates in more than one proposal, such proposals shall be disqualified. However, this does not limit the participation of the same Sub-Consultant, including individual experts, to more than one proposal.

Proposal Validity

1.6 Consultants' Proposals must remain valid for **sixty (60) days** after the submission date. During this period, Consultants shall maintain the availability of Professional staff nominated in the Proposal. ECTEL will make its best effort to complete negotiations within this period. Should the need arise however, ECTEL may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall

confirm that they maintain the availability of the Professional staff nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants could submit new staff in replacement, who would be considered in the final evaluation for contract award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals.

2. Clarification and Amendment of RFP Documents

2.1 Consultants may request a clarification of any of the RFP documents up to **five (5) days** before the proposal submission date. Any request for clarification must be addressed to the Managing Director and be sent by email to procurement@ectel.int. ECTEL will respond by electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Consultants and will post the response to its website www.ectel.int. Should ECTEL deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under para. 2.2.

2.2 At any time before the submission of Proposals, ECTEL may amend the RFP by issuing an addendum in writing by standard electronic means. The addendum shall be published on ECTEL's website. To give Consultants reasonable time in which to take an amendment into account in their Proposals ECTEL may, if the amendment is substantial, extend the deadline for the submission of Proposals.

3. Preparation of Proposals

3.1 The Proposals (see para. 1.2), as well as all related correspondence exchanged by the Consultants and ECTEL, shall be written in the English language.

3.2 In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.

Technical Proposal Format and Content

3.3 Consultants are required to submit a Simplified Technical Proposal. The Simplified Technical Proposal shall provide the brief description of the approach, methodology and work plan for performing the assignment and the CV of the proposed staff who will undertake the assignment. The Technical proposal shall be submitted using the attached forms (Section 3)

3.4 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non-responsive.

Financial Proposals

3.5 The Financial Proposal shall be prepared using the attached Standard Forms (Section 4). It shall list all costs associated with the assignment, including (a) remuneration for staff and (b) reimbursable expenses. If appropriate, these costs should be broken down by activity and, if appropriate, into foreign and local expenditures. All activities in the Technical Proposal shall be assumed to be included in the final prices for the Financial Proposal.

Taxes

3.6 The Consultant may be subject to local taxes (such as: value added or sales tax, social charges or income taxes on non-resident Foreign Personnel, duties, fees, levies) on amounts payable by ECTEL under the Contract.

3.7 Consultants must express the price of their services in **United States Dollars.**

4. Submission, Receipt, and Opening of Proposals

4.1 The original proposal (Technical Proposal and Financial Proposal) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultants themselves. The person who signed the proposal must initial such corrections. Submission letters for both Technical and Financial Proposals should respectively be in the format of TECH-1 of Section 3, and FIN-1 of Section 4.

4.2 An authorized representative of the Consultants shall initial all pages of the original Technical and Financial Proposals.

4.3 The Technical Proposal shall be prepared in PDF format. The document should be clearly marked as "TECHNICAL PROPOSAL" and include the name of the Consultant and assignment title.

Prepare your Financial Proposal in a separate PDF document. This document should be clearly marked as "FINANCIAL PROPOSAL" and include the name of the Consultant as well as the assignment title.

The Financial Proposal must also have a warning “DO NOT OPEN WITH THE TECHINCAL PROPOSAL”.

4.4 Submit the Technical Proposal and Financial Proposal as separate emails. The subject line for the email containing the Technical Proposal should read: “TECHNICAL PROPOSAL – [Consultant’s Name] – [Assignment Title].” The subject line for the email containing the Financial Proposal should read: “FINANCIAL PROPOSAL – [Consultant’s Name] –

[Assignment Title] – DO NOT OPEN WITH THE TECHINCAL PROPOSAL".

4.5 Failure to submit the proposals in the required format may result in the rejection of your submission. The Proposals must be received by ECTEL no later than **31st December, 2026 at *4:30 pm AST* at the** following email address: procurement@ectel.int.

Any proposal received by ECTEL after the deadline for submission shall be returned unopened.

The Consultant may withdraw its proposal any time after the proposal's submission provided that signed written notice of the withdrawal is received by ECTEL prior to the closing date.

No proposal may be modified after the closing date for submission of proposals, unless ECTEL has issued an amendment to the RFP.

5. Proposal Evaluation

5.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultants **should not contact** ECTEL on any matter related to its Proposal. Any effort by Consultants to influence ECTEL in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultants' Proposal.

Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

5.2 The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub criteria, and point system specified below. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score of **seventy (70) points**.

Criteria, sub-criteria, and point system for the evaluation of Full Technical Proposals are:

		Points
(i)	Specific experience of the Consultants relevant to the assignment:	**45**
(ii)	Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:	

	a) Technical approach and methodology	30
	b) Work plan	15
	Total points for criterion(ii):	**45**
(iii)	Experience working in small states or in the Caribbean	**10**
	Grand Total:	**100**

Opening and Evaluation of Financial Proposals

5.3 After the technical evaluation is completed, ECTEL shall inform the Consultants who have submitted proposals, of the technical scores obtained by their Technical Proposals, and shall notify those Consultants whose Proposals did not meet the minimum qualifying mark or were considered non responsive to the RFP and TOR, that their Financial Proposals will be returned unopened after completing the selection process.

5.4 The Financial Proposal of all the Consultants who met the minimum qualifying mark will be inspected to confirm that they have remained sealed and unopened.

5.5 The Financial Proposals of all Consultants whose proposals remained unopened shall be opened and the total price of all proposals recorded. The Evaluation Committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures the formers will prevail.

5.6 The Consultant with the lowest Financial Proposal will be invited for negotiations.

6. Negotiations

6.1 Negotiations will be held on a date to be agreed to by ECTEL and the selected Consultant. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in ECTEL proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract.

Technical negotiations

6.2 Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the Consultant to improve the Terms of Reference. ECTEL and the Consultants will finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as "Description of Services". Special attention will be paid to clearly defining the inputs and facilities required from ECTEL to ensure satisfactory implementation of the assignment. ECTEL shall prepare minutes of negotiations which will be signed by ECTEL and the Consultant.

Financial negotiations

If applicable, it is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the local tax amount to be paid by the Consultant under the Contract. The financial negotiations will include a clarification

(if any) of the firm's tax liability in Saint. Lucia, and the manner in which it will be reflected in the Contract; and will reflect the agreed technical modifications in the cost of the services.

Availability of Professional staff/experts 6.4 Having selected the Consultant on the basis of, among other things, an evaluation of proposed Professional staff, ECTEL expects to negotiate a Contract on the basis of the Professional staff named in the Proposal. Before contract negotiations, ECTEL will require assurances that the Professional staff will be actually available. ECTEL will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and be submitted by the Consultant within the period of time specified in the letter of invitation to negotiate.

Conclusion of the negotiations 6.5 Negotiations will conclude with a review of the draft Contract. To complete negotiations ECTEL and the Consultant will initial the agreed Contract. If negotiations fail, ECTEL will invite the Consultant with the next lowest Financial Proposal to negotiate a Contract.

7. Award of Contract 7.1 After completing negotiations ECTEL shall award the Contract to the selected Consultant and promptly notify all Consultants who have submitted proposals.

8. Confidentiality 8.1 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Consultant of confidential information related to the process may result in the rejection of its Proposal.

Section 3. Simplified Technical Proposal - Standard Form

TECH-1 Technical Proposal Submission Form

TECH-2 Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client

TECH-3 Description of the Approach, Methodology and Work Plan for Performing the Assignment

TECH-6 Curriculum Vitae (CV) for Proposed Professional Staff

TECH-8 Work Schedule

FORM TECH-1 TECHNICAL PROPOSAL SUBMISSION FORM

[*Location, Date*]

To: ***Managing Director***
Eastern Caribbean Telecommunications Authority (ECTEL)
P. O. Box BW395
Rodney Bay
Gros Islet
LC01 601
Saint Lucia

Dear Sir,

We, the undersigned, offer to provide the consulting services for *Development of the Budget Policy for the ECTEL Regulatory System* in accordance with your Request for Proposal dated **[, 2026]** and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than [***Insert Date***.]

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____
Name and Title of Signatory: _____
Name of Firm: _____
Address: _____

FORM TECH-2 COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE AND ON COUNTERPART STAFF AND FACILITIES TO BE PROVIDED BY THE CLIENT

A - On the Terms of Reference

[*Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.*]

B - On Counterpart Staff and Facilities

[*Comment here on counterpart staff and facilities to be provided by the Client according to Terms of Reference including: administrative support, office space, local transportation, equipment, data, etc.*]

FORM TECH-3 DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

[*Technical approach, methodology and work plan are key components of the Technical Proposal. It is suggested that you present your Technical Proposal (maximum of 5 pages, inclusive of charts and diagrams) divided into the following chapters:*

a) Technical Approach and Methodology,
b) Work Plan.

a) Technical Approach and Methodology. Explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output.

b) Work Plan. Propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-5

.

FORM TECH-4 CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

1. **Name of Staff** [*Insert full name*]: _____

4. **Date of Birth**: _____ **Nationality**: _____

5. **Education** [*Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment*]: _____

_____

6. **Membership of Professional Associations**: _____

_____

7. **Other Training** [*Indicate significant training since degrees under 5 - Education were obtained*]: ____

_____

8. **Countries of Work Experience**: [*List countries where staff has worked in the last ten years*]:

_____

9. **Languages** [*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]: _____

_____

10. **Employment Record** [*Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]:

12. Work Undertaken that Best Illustrates Capability to Handle the Assignment

[*Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.*]

Name of assignment or project: _____

Year: _____

Location: _____

Client: _____

Main project features: _____

Positions held: _____

Activities performed: _____

13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

_____ Date: _____

[Signature of staff member or authorized representative of the staff] *Day/Month/Year*

Full name of authorized representative: _____

FORM TECH-5 WORK SCHEDULE

N°	Activity[1]	Weeks[2]												
		1	2	3	4	5	6	7	8	9	10	11	12	n
1														
2														
3														
4														
5														
n														

1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals.

2 Duration of activities can be indicated in the form of a bar chart.

Section 4. Financial Proposal - Standard Forms

[*Comments in brackets* [ ] *provide guidance to the shortlisted Consultants for the preparation of their Financial Proposals; they should not appear on the Financial Proposals to be submitted.*]

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

FIN-1 Financial Proposal Submission Form

FIN-2 Breakdown of Costs

FORM FIN-1 FINANCIAL PROPOSAL SUBMISSION FORM

[*Location, Date*]

To: ***Eastern Caribbean Telecommunications Authority (ECTEL)***
P.O Box 1886,
Castries, St. Lucia

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *Development of the Budget Policy for the ECTEL Regulatory System* in accordance with your Request for Proposal dated **[, 2026]**
and our Technical Proposal. Our attached Financial Proposal is for the sum of [*Insert amount(s) in words and figures*[1]]. This amount is exclusive of the local taxes, which shall be identified during negotiations and shall be added to the above amount.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

No Commissions and gratuities have been or to are to be paid by us to agents relating to this Proposal and Contract execution.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____
Name and Title of Signatory: _____
Name of Firm: _____
Address: _____

1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.

FORM FIN-2 Breakdown OF COSTS

Item	Quantity	Unit	Unit Cost	Total
Remuneration				
Reimbursable Expenses				
Total costs of Financial Proposal				

Currency of Financial Proposal should be clearly stated.

Section 5. Terms of Reference

Requests for Proposals for the Development of a Budget Policy for the Eastern Caribbean Telecommunications Authority ('ECTEL') Headquartered in Saint Lucia

1. BACKGROUND

The Eastern Caribbean Telecommunications Authority ('ECTEL') is an international organization, established by Treaty ('Treaty') signed in St. George's, Grenada on 4th May, 2000 and amended by Protocol Amendment on 5th December, 2029, 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:

a. 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.

b. BOARD OF DIRECTORS

The Board of Directors ('Board') consists of one (1) member and/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.

c. 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.

2. BUDGETING AND FINANCE

Article 9 of the Treaty requires the Managing Director to prepare ECTEL's budget and work-plan on an annual basis, which must be approved by the Council and Board. Section 32 of ECTEL's Financial and Policies Procedures Manual also requires the preparation of a Consolidated Revenue and Expenditure Budget on an annual basis for submission to the Board and Council for the next fiscal year commencing 1st October. The Managing Director is responsible for the efficient use and management of ECTEL's funds, once approved.

3. DEVELOPMENT OF THE ANNUAL ECTEL/NTRC CONSOLIDATED BUDGET

ECTEL and the NTRCs are intended to collaborate in the development of the annual Consolidated Revenue and Expenditure Budget. In 2025, ECTEL produced its first Budget Call Circular which aimed to establish a framework that ensured a consistent and transparent approach to budget planning by ECTEL and the NTRCs and facilitate effective resource allocation. The circular allowed ECTEL to adopt a unified approach for assessing and making recommendations to the Board and Council on the

budgetary requests. It was intended to standardize the request for allocations and provide transparent data on a range of matters impacting preparation and development of the consolidated budget, including projected revenues over several years, as well as collections and annual requests by NTRCs in prior years.

The Budget Circular proposed the adoption of budget ceilings in light of projected revenues and multi-year planning by ECTEL and the NTRCs, to promote cost containment necessitated by the inability of the system to generate additional revenues through increased spectrum fees and declining rates of annual spectrum revenue collections over the past few years. While the Directorate has proposed several initiatives to address declining revenues in the long-term, it is necessary to develop a transparent, predictable, and structured process to: (a) enable equitable distribution of resources on an annual basis; (b) promote wider acceptance by NTRCs of budgetary annual allocations/subventions; and (c) contain growth in budgetary requests, to ensure the sustainability of spectrum revenues, and the regulatory framework, more broadly, over the long-term. This requires a budgeting policy mechanism which ensures that the financial resources to support regulation of the electronic communications sector are well and strategically managed between ECTEL and the NTRCs, constituting six (6) separate institutions, such that the growth in the cost of regulation does not become a burden on the public through higher prices, excessive costs to licensees through regular increases in spectrum fees, or amount to regulatory expropriation.

ECTEL is now seeking specific expertise to assist it with development of a budget policy which outlines a framework for allocation of resources consistent with the strategic goal and priorities of the Directorate.

4. SCOPE OF SERVICES

The objective of the consultancy is to develop a clear and actionable Budget Policy, that enables ECTEL and the NTRCs to set the fiscal priorities, objectives and strategies for developing and managing the ECTEL and NTRC budgets and assist in the allocation of resources consistent with ECTEL's strategic goals and fiscal objectives. In this regard the consultant will:

1. Diagnostic Review of the Existing Budget Framework

The consultant should:

- Review the existing ECTEL/NTRC budget preparation, approval, execution, monitoring and reporting processes.
- Review relevant provisions of the Treaty, Financial Policies and Procedures Manual, Budget Call Circular, existing policies, procedures and other governing instruments.
- Map the current budget process, including responsibilities, decision points, approval authorities and timelines.
- Identify gaps, inconsistencies, duplication, weaknesses and areas of uncertainty in the existing arrangements.

- Assess the extent to which budget processes and practices differ among the five NTRCs and ECTEL.
- Identify existing principles, controls and accountability mechanisms governing budget preparation and execution.

2. Historical Financial Analysis and Financial Sustainability

The consultant should:

- Undertake a ten-year analysis of consolidated budgets, approved allocations and actual expenditure.
- Analyse trends in ECTEL and NTRC recurrent and capital expenditure.
- Analyse spectrum revenues, collections and other relevant funding sources.
- Assess historical budget variances, surpluses, deficits and carry-forwards.
- Examine the relationship between revenue/collections and growth in expenditure and NTRC subventions.
- Identify the principal financial and fiscal risks facing the ECTEL regulatory system.
- Prepare medium-term financial projections and appropriate scenarios to assess sustainability.
- Recommend appropriate principles or parameters for managing expenditure growth within available resources.

3. Medium-Term Budget Framework and Alignment with Strategic Priorities

The Consultant should develop and recommend a medium-term budget framework that establishes a clear linkage between ECTEL's strategic priorities, annual work plans and the allocation of financial resources across ECTEL and the NTRCs.

The Consultant should:

- assess the extent to which the existing annual budgeting process is linked to ECTEL's Strategic Plan, annual work plans and approved institutional priorities;
- recommend a framework for translating ECTEL's strategic objectives and priorities into medium-term and annual expenditure requirements;
- develop an appropriate three-to-five-year medium-term budget framework incorporating projected revenues, recurrent expenditure, capital expenditure, NTRC subventions and other significant financial commitments;

- establish a process for determining the medium-term resource envelope available to ECTEL and the NTRCs, taking account of projected spectrum revenues, collections, reserves and other relevant sources of funding;
- recommend a methodology for establishing indicative multi-year expenditure ceilings for ECTEL and the NTRCs within the projected resource envelope;
- develop criteria for prioritising programmes, projects and activities where available resources are insufficient to finance all proposed activities;
- establish mechanisms for ensuring that annual budgets and work plans are consistent with the Strategic Plan and approved medium-term priorities;
- recommend arrangements for integrating new strategic initiatives, capital projects and significant recurrent expenditure commitments into the medium-term budget framework, including assessment of their future recurrent-cost implications;
- establish mechanisms for reviewing and updating the medium-term budget framework annually on a rolling basis to reflect changes in revenues, expenditure requirements, strategic priorities and operating circumstances;
- recommend appropriate performance measures for assessing whether budget allocations and expenditure are contributing to achievement of ECTEL's strategic objectives; and
- establish appropriate linkages between strategic planning, work planning, budgeting, performance monitoring and reporting.

4. Budget Preparation and Resource Allocation Framework

This should be one of the central workstreams.

The consultant should develop and recommend:

- a standard annual budget cycle;
- a budget-call process and timetable;
- guidelines for preparing ECTEL and NTRC budget submissions;
- appropriate mechanisms for establishing annual or multi-year budget ceilings;
- transparent criteria for reviewing and prioritising budget requests;
- a framework/methodology for allocating available financial resources between ECTEL and the NTRCs;
- criteria for assessing requests for increases in recurrent expenditure;

- criteria for requests involving new staff positions;
- criteria for routine capital expenditure;
- criteria for extraordinary capital expenditure;
- appropriate treatment of work-plan items extending across financial years; and
- arrangements for supplementary or special budgets.

The allocation framework should expressly consider the factors identified in the existing TOR, including revenues, collections, expenditure requirements, market circumstances, strategic priorities and equity between institutions.

5. Governance and Institutional Arrangements

The consultant should:

- Clearly define the respective roles and responsibilities of ECTEL, the NTRCs, Managing Director, Board, ARFC and Council in budget preparation, approval, execution and monitoring.
- Recommend the composition, mandate and operating arrangements of an ECTEL/NTRC Budget Committee.
- Develop a proposed TOR for that Committee.
- Recommend appropriate decision-making and escalation arrangements.
- Develop a mechanism for resolving disagreements between ECTEL and individual NTRCs concerning budget requests and allocations.
- Consider whether independent technical or financial input should form part of the budget process and, if so, recommend the appropriate arrangements.
- Ensure that proposed arrangements appropriately recognise the institutional/legal status of ECTEL and the NTRCs.

6. Budget Execution, Monitoring, Reporting and Accountability

The consultant should develop and recommend:

- standards for budget execution;
- periodic budget-to-actual reporting;
- variance analysis and corrective-action requirements;

- reporting between NTRCs and ECTEL;
- disclosure requirements relating to revenues and expenditure;
- appropriate financial and internal controls;
- mechanisms for monitoring implementation of approved work plans;
- accountability arrangements for significant budget variances;
- mechanisms linking future budgetary support to appropriate financial reporting and accountability; and
- appropriate performance indicators for monitoring implementation of the Budget Policy.

7. Special Budgetary and Financial Matters

The consultant should develop recommendations concerning:

- treatment and calculation of budgetary surpluses;
- treatment of budgetary deficits;
- carry-forward of approved but incomplete activities;
- supplementary and special budgets;
- establishment and operation of a reserve fund;
- appropriate level and methodology for determining reserves;
- cash-float/working-capital requirements;
- contingency requirements;
- extraordinary operational or legal expenditure; and
- any necessary amendments to existing Treaty provisions, policies or procedures.

8. Implementation and Institutionalisation

Finally, the consultant is required to:

- identify amendments required to existing financial policies and procedures;
- develop supporting SOPs, guidelines, forms and templates;
- prepare an implementation roadmap;
- identify institutional, human-resource and systems requirements;

- prepare a training and capacity-building plan;
- recommend transitional arrangements;
- establish arrangements for periodic review of the Budget Policy; and
- recommend mechanisms for monitoring compliance with the policy.

5. METHODOLOGY

It is proposed that the methodology be phase-based, so that Management can assess whether bidders genuinely understand the assignment.

Phase 1 — Inception and Planning

The consultant should:

- conduct an inception meeting;
- confirm understanding of the assignment;
- prepare a detailed work plan and timetable;
- prepare a stakeholder-engagement plan;
- submit a comprehensive information/data request;
- identify anticipated constraints and data gaps; and
- establish the analytical framework.

Phase 2 — Diagnostic and Institutional Review

Undertake:

- document review;
- legal/policy review;
- review of existing procedures;
- interviews with ECTEL and NTRCs;
- mapping of the existing budget process;
- governance and responsibility mapping;
- internal-control review; and

- gap analysis.

Phase 3 — Financial Analysis and Sustainability Assessment

Undertake:

- ten-year historical financial analysis;
- budget-to-actual analysis;
- revenue and collection analysis;
- expenditure trend analysis;
- subvention analysis;
- analysis of surpluses/deficits;
- identification of financial risks;
- 3–5 year projections; and
- sensitivity/scenario analysis.

Phase 4 — Strategic Alignment and Medium-Term Budget Framework

Undertake:

- review of ECTEL's Strategic Plan, annual work plans and related planning instruments;
- assessment of the extent to which current resource allocations and annual budgets reflect approved strategic priorities;
- development of a three-to-five-year medium-term resource framework linking projected revenues, expenditure requirements and indicative ceilings to strategic priorities;
- determination of the medium-term resource envelope available to ECTEL and the NTRCs, including assumptions relating to spectrum revenues, collections, reserves and other relevant funding sources;
- assessment of the affordability and future recurrent-cost implications of existing and planned strategic initiatives and capital projects;
- development of a strategic resource-allocation matrix linking strategic priorities, programmes and activities to multi-year costs, annual allocations, funding sources and expected results/performance indicators;

- establishment of a rolling annual process for reviewing and updating the medium-term budget framework to reflect changes in strategic priorities, revenues, expenditure requirements and operating circumstances; and
- establishment of clear linkages between strategic planning, work planning, budgeting, performance monitoring and reporting.

The medium-term framework should demonstrate how ECTEL's Strategic Plan is translated into affordable annual work plans and budgets, and should provide the basis for preparation of the annual ECTEL/NTRC Consolidated Budget.

Phase 5 — Benchmarking and Stakeholder Consultation

Undertake:

- structured consultations with ECTEL;
- consultations with each NTRC;
- consultations with ARFC and other relevant governance bodies;
- targeted benchmarking against appropriate regulatory/public financial management organisations; and
- identification of areas of stakeholder agreement and disagreement.

Phase 6 — Development and Evaluation of Policy Options

This is important and is missing from the present methodology.

For major policy questions, the consultant should develop alternatives and evaluate their:

- financial implications;
- equity implications;
- governance implications;
- advantages/disadvantages;
- implementation requirements; and
- legal/policy implications.

This should cover particularly:

- Allocation methodology, budget ceilings, expenditure-growth rules, treatment of collections,

surpluses/deficits, reserves, supplementary budgets and dispute resolution.

- The options analysis should also address the structure and operation of the Medium-Term Budget Framework, including the planning horizon, rolling annual update process, determination of the resource envelope, indicative multi-year expenditure ceilings, prioritisation where resources are constrained, treatment of new strategic initiatives, and the relationship between the Strategic Plan, annual work plans and annual budgets.

Phase 7 — Drafting and Validation

The consultant should:

- prepare the draft Budget Policy;
- prepare accompanying SOPs, processes and templates;
- present the draft to stakeholders;
- facilitate a validation workshop;
- document comments and areas of disagreement;
- maintain a comments/disposition matrix; and
- revise the policy accordingly.

Phase 8 — Finalisation and Implementation Planning

The consultant should:

- finalise the Budget Policy;
- finalise procedures and templates;
- prepare an implementation roadmap;
- identify required policy/manual amendments;
- prepare the training/capacity-building plan; and
- finalise and transfer the Medium-Term Budget Framework, financial model and supporting tools to ECTEL in editable format, with assumptions and updating instructions clearly documented.

6. DELIVERABLES

Table 1

Deliverable	Principal Contents
1. Inception Report	Confirmed methodology, detailed work plan, stakeholder plan, data requirements, issues/risks and timetable
2. Diagnostic, Strategic Alignment and Financial Sustainability Report	Existing-process assessment, governance review, strategic-plan/budget alignment assessment, 10-year financial analysis, revenue/expenditure trends, risks, medium-term projections, benchmarking and key findings
3. Policy Options and Recommendations Paper	Options for the Medium-Term Budget Framework, allocation, ceilings, expenditure growth, recurrent/capital requests, revenue/collections, surpluses/deficits, reserves, supplementary budgets, governance and dispute resolution
4. Medium-Term Budget Framework and Financial Model	Rolling 3–5 year framework linking strategic priorities and work plans to projected revenues, expenditure commitments, indicative allocations/ceilings, reserves, fiscal space and performance indicators, supported by an editable financial model
5. Draft Budget Policy and Procedures Package	Draft Budget Policy, SOPs, budget cycle/process maps, proposed Budget Committee TOR, forms/templates, reporting framework and proposed amendments to existing procedures
6. Validation and Implementation Report	Results of stakeholder validation, comments/disposition matrix, implementation roadmap, institutional requirements and training/capacity-building plan
7. Final Budget Policy Package	Final policy, final SOPs/templates, final Medium-Term Budget Framework and financial model/tools, implementation roadmap and final recommendations

Deliverable and Acceptance Schedule

The consultancy shall be undertaken over a period of six (6) months. The Consultant shall submit the following deliverables in accordance with the schedule below. Each deliverable shall be subject to review and written acceptance by ECTEL before being considered complete.

Table 2

No.	Deliverable	Indicative Due Date	ECTEL Review Period	Consultant Revision Period	Acceptance/Approval
1	Inception Report	Within 15 working days of commencement	5 working days	5 working days	Managing Director or designated Project Lead
2	Diagnostic, Strategic Alignment and Financial Sustainability Report	By end of Week 9	10 working days	7 working days	Managing Director, following review by designated ECTEL team
3	Policy Options and Recommendations Paper	By end of Week 13	10 working days	7 working days	Managing Director following consultation with relevant governance/stakeholder bodies
4	Medium-Term Budget Framework and Financial Model	By end of Week 16	10 working days	7 working days	Managing Director, following review by designated ECTEL team and confirmation of key strategic and financial assumptions
5	Draft Budget Policy and Procedures Package	By end of Week 20	15 working days	10 working days	Managing Director following stakeholder review and consultation
6	Validation and Implementation Report	By end of Week 23	7 working days	5 working days	Managing Director or designated Project Lead
7	Final Budget Policy Package	By end of Week 26	10 working days	5 working days, if required	Managing Director, subject to the applicable ECTEL governance approval process

1. Inception Report

The Inception Report shall establish the agreed basis for execution of the consultancy and shall include, at minimum:

- the Consultant's confirmed understanding of the assignment;
- detailed methodology and analytical framework;
- detailed work plan and timetable;
- stakeholder consultation and engagement plan;
- comprehensive data and information requirements;
- proposed approach to the ten-year financial analysis and medium-term financial projections;
- identification of initial data gaps, constraints and risks; and
- any proposed refinements to the scope or sequencing of the assignment.

Acceptance criterion: ECTEL shall be satisfied that the proposed methodology, work plan, analytical approach, stakeholder engagement arrangements and timetable provide a credible basis for completion of all requirements of the Terms of Reference.

2. Diagnostic, Strategic Alignment and Financial Sustainability Report

The report shall include, at minimum:

- assessment and mapping of the existing ECTEL/NTRC budget process;
- assessment of relevant institutional, governance, policy and procedural arrangements;
- identification of weaknesses, gaps, inconsistencies and areas requiring harmonisation;
- ten-year analysis of budgets, actual expenditure, revenues, collections, allocations and other relevant financial indicators;
- analysis of recurrent and capital expenditure trends;
- analysis of historical surpluses, deficits and carry-forwards;
- assessment of the relationship between expenditure growth, spectrum revenues and collections;
- medium-term financial projections and appropriate scenario/sensitivity analysis;
- assessment of the alignment between ECTEL's Strategic Plan, annual work plans and existing budgets;
- assessment of the effectiveness of the current strategic planning and budgeting interface;
- a proposed medium-term resource envelope and baseline three-to-five-year revenue and expenditure outlook;
- identification of significant future expenditure commitments and assessment of the affordability of existing and planned strategic initiatives;
- identification of key financial and institutional risks;
- relevant comparative benchmarking; and
- preliminary findings from stakeholder consultations.

Acceptance criterion: The report shall provide a sufficiently robust evidence base to support development and evaluation of alternative policy options and shall clearly demonstrate the relationship between strategic priorities, projected resources, expenditure commitments and medium-term financial sustainability.

3. Policy Options and Recommendations Paper

The Consultant shall present clearly defined options and recommendations for the major policy decisions required to develop the Budget Policy, including, where applicable:

- resource-allocation methodology;
- structure and operation of the Medium-Term Budget Framework, including the appropriate three-to-five-year planning horizon and rolling annual update process;
- methodology for determining the medium-term resource envelope and indicative multi-year expenditure ceilings;
- mechanisms for aligning the Strategic Plan, annual work plans and annual budgets, including prioritisation where resources are constrained;
- treatment of new strategic initiatives, capital projects and significant recurrent commitments within the medium-term framework;
- budget ceilings;
- recurrent expenditure and requests for additional staffing;
- routine and extraordinary capital expenditure;
- expenditure-growth parameters;
- relationship between spectrum revenues, collections and allocations;
- treatment of surpluses and deficits;
- carry-forwards;
- supplementary and special budgets;
- reserves, cash float and contingencies;
- governance and decision-making arrangements;
- ECTEL/NTRC Budget Committee arrangements;
- budget monitoring, reporting and accountability; and
- dispute-resolution mechanisms.

For significant policy choices, the Consultant shall identify the advantages, disadvantages, financial implications, governance implications and implementation requirements of the available options and provide a reasoned recommendation.

Acceptance criterion: ECTEL shall be satisfied that the principal policy choices have been adequately analysed and that there is a sufficiently clear policy direction to proceed to preparation of the Draft Budget Policy.

Decision Gate: The Consultant shall not proceed to finalisation of the Draft Budget Policy until ECTEL has provided direction on the principal policy options.

4. Medium-Term Budget Framework and Financial Model

The Consultant shall submit a rolling three-to-five-year Medium-Term Budget Framework and supporting financial model that translates ECTEL's strategic priorities into an affordable multi-year resource plan. The deliverable shall include, at minimum:

- projected spectrum revenues, collections and other relevant sources of funding;
- projected recurrent and capital expenditure and NTRC subventions;
- the medium-term resource envelope and indicative expenditure ceilings for ECTEL and the NTRCs;
- identified fiscal space, reserves and significant financial commitments;
- a strategic resource-allocation matrix linking strategic priorities, programmes and activities to multi-year costs, annual allocations, funding sources and expected results/performance indicators;
- scenario and sensitivity analysis showing the effect of material changes in revenues, collections and expenditure requirements;
- a rolling annual update methodology, including assumptions, data requirements and responsibilities; and
- an editable financial model, with assumptions clearly identified and practical instructions for annual updating by ECTEL.

Acceptance criterion: ECTEL shall be satisfied that the Medium-Term Budget Framework provides a practical and internally consistent basis for translating strategic priorities into affordable annual budgets and for determining indicative multi-year resource allocations within the projected financial capacity of the ECTEL Regulatory System.

5. Draft Budget Policy and Procedures Package

The Consultant shall submit a complete draft package comprising, at minimum:

- Draft Budget Policy;
- proposed budget governance framework;

- annual budget cycle and timetable;
- proposed resource-allocation framework;
- integration of the approved Medium-Term Budget Framework into the annual budget cycle, including rules for strategic prioritisation, rolling updates and indicative multi-year expenditure ceilings;
- procedures/SOPs for budget preparation, review, approval, execution, monitoring and reporting;
- procedures for recurrent, capital, supplementary and extraordinary budget requests;
- procedures for surpluses, deficits and carry-forwards;
- proposed reserve and contingency arrangements;
- ECTEL/NTRC Budget Committee Terms of Reference;
- budget process maps;
- standard forms, templates and reporting formats;
- proposed amendments to existing financial policies and procedures; and
- associated financial models or analytical tools.

Acceptance criterion: The draft package shall comprehensively address the approved policy directions and the requirements of the Terms of Reference and shall be sufficiently complete to permit meaningful stakeholder validation.

6. Validation and Implementation Report

Following consultation on the Draft Budget Policy, the Consultant shall submit:

- summary of stakeholder consultations and validation activities;
- record of material issues raised;
- comments/disposition matrix showing how comments have been addressed;
- identification of unresolved issues requiring ECTEL determination;
- recommended implementation approach;
- implementation roadmap;
- institutional and resource requirements;
- required changes to existing policies, procedures, systems and governance arrangements;
- training and capacity-building requirements; and

- proposed arrangements for monitoring implementation and periodically reviewing the Budget Policy.

Acceptance criterion: ECTEL shall be satisfied that material stakeholder comments have been appropriately considered and that the proposed implementation arrangements are practical and sufficiently detailed.

7. Final Budget Policy Package

The Consultant shall submit a consolidated final package comprising:

- Final Budget Policy;
- final Procedures/SOP Manual;
- final process maps;
- final budget forms, templates and reporting formats;
- final ECTEL/NTRC Budget Committee Terms of Reference;
- final implementation roadmap;
- training and capacity-building plan;
- final Medium-Term Budget Framework, financial model and supporting analytical tools, including documented assumptions and instructions for annual updating;
- schedule of recommended amendments to existing policies, procedures and other governing instruments; and
- an executive summary identifying the principal policy decisions, implementation priorities and matters requiring consideration by ECTEL's governance bodies.

All models, templates and supporting tools shall be provided to ECTEL in editable electronic format.

Acceptance criterion: The final package shall satisfactorily incorporate agreed amendments arising from ECTEL's review and stakeholder validation and shall provide ECTEL and the NTRCs with a complete and implementable framework that links strategic planning and the Medium-Term Budget Framework to annual budget preparation, allocation, execution, monitoring, reporting and review.

7. REVIEW AND ACCEPTANCE ARRANGEMENTS

1. ECTEL shall provide the Consultant with consolidated written comments on each deliverable within the review periods specified above.

2. The Consultant shall revise and resubmit each deliverable within the applicable revision period.
3. A deliverable shall not be considered complete solely by virtue of its submission. Completion shall occur upon written acceptance by ECTEL that the deliverable materially complies with the Terms of Reference and satisfactorily addresses comments provided during the review process.
4. Where a deliverable contains material deficiencies or does not adequately address the Terms of Reference, ECTEL may require further revision without treating such revision as an additional service.
5. Acceptance of an interim deliverable shall not prevent ECTEL from requiring consequential amendments to that deliverable where necessary to ensure consistency with subsequently agreed policy decisions.
6. ECTEL shall endeavour to provide consolidated comments so as to avoid multiple and conflicting instructions from different stakeholders.
7. The Consultant shall maintain a comments and disposition matrix for all substantive comments received on the Draft Budget Policy and related documents.
8. Any material change to an agreed policy direction, scope, methodology or deliverable shall be documented and agreed between ECTEL and the Consultant in accordance with the applicable contractual arrangements.

Table 3: Indicative Six-Month Sequence

Timeline	**Deliverables**
Weeks 1–3	Inception and mobilisation
Weeks 3–9	Diagnostic, strategic alignment review, stakeholder engagement and financial analysis
Weeks 9–13	Policy options development and consideration
Weeks 13–16	Development of Medium-Term Budget Framework and financial model
Weeks 16–20	Drafting of Budget Policy and Procedures Package
Weeks 20–23	Stakeholder validation and implementation planning
Weeks 23–26	Finalisation and submission of Final Budget Policy Package

8. QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT

ECTEL is seeking a suitably qualified individual consultant or consulting firm/team with demonstrated expertise in public financial management, budget policy, medium-term budgeting, financial analysis and institutional governance.

Where a consulting firm or team is proposed, the combined qualifications and experience of the proposed team shall demonstrate all of the competencies required for the assignment. The Lead Consultant shall retain overall responsibility for the quality, coordination and timely delivery of the consultancy.

1. Academic and Professional Qualifications

The Lead Consultant should possess:

- a postgraduate degree in finance, accounting, economics, public financial management, public administration, business administration or another closely related discipline; and
- a recognised professional qualification in accounting, finance or a related field would be an advantage.

Equivalent combinations of relevant academic qualifications and substantial demonstrated professional experience may be considered.

2. General Professional Experience

The Lead Consultant should have at least ten (10) years of progressively responsible professional experience in one or more of the following areas:

- public financial management;
- institutional or corporate budgeting;
- financial management;
- budget policy development or reform;
- medium-term expenditure or budget frameworks;
- financial planning and forecasting; or
- institutional financial governance.

3. Specific Relevant Experience

The Consultant should demonstrate substantial experience in assignments involving several of the following:

- development or review of budget policies, budget frameworks or financial-management policies;
- design or implementation of medium-term expenditure or budget frameworks;
- linking strategic plans, annual work plans and budgets;
- development of multi-year financial projections and scenario or sensitivity analysis;
- assessment of fiscal or financial sustainability;
- development of budget ceilings, expenditure parameters or resource-allocation methodologies;
- review of recurrent and capital expenditure arrangements;
- development of approaches for addressing budgetary surpluses, deficits, reserves, supplementary budgets and carry-forwards;
- institutional and governance analysis, including clarification of roles, responsibilities, decision rights and accountability arrangements;
- development of financial reporting, monitoring and internal-control arrangements;
- preparation of policies, procedures, standard operating procedures, process maps, templates and implementation frameworks; and
- stakeholder consultation and facilitation involving multiple institutions or agencies.

The Consultant should demonstrate successful completion of at least three (3) assignments within the previous ten (10) years that are comparable in nature, scope or complexity to this consultancy.

For each comparable assignment, the Consultant should provide information on the client, nature and scope of the assignment, period of engagement, role performed and principal outputs delivered.

4. Medium-Term Budgeting and Strategic Alignment

Given the importance of establishing a clear relationship between ECTEL's strategic priorities and the allocation of financial resources, the Consultant should demonstrate practical experience in:

- preparing three-to-five-year financial or budget frameworks;
- translating strategic objectives and work programmes into medium-term and annual resource requirements;
- determining medium-term resource envelopes and indicative expenditure ceilings;

- prioritising programmes and activities within constrained financial resources;
- assessing the future recurrent-cost implications of new initiatives and capital expenditure;
- integrating financial planning with institutional performance monitoring; and
- developing rolling budget frameworks capable of annual review and update.

5. Financial Analysis and Modelling

The Consultant should demonstrate competence in:

- historical financial and budget analysis;
- budget-to-actual and variance analysis;
- revenue and expenditure forecasting;
- financial modelling;
- scenario and sensitivity analysis;
- assessment of financial risks; and
- preparation of medium-term financial projections.

The Consultant shall be required to provide all financial models and associated analytical tools developed under the consultancy in editable electronic format, together with sufficient documentation to allow ECTEL staff to maintain and update them.

6. Institutional and Stakeholder Experience

The Consultant should possess demonstrated experience working with senior management, boards, committees, public authorities or other governance bodies and should be capable of facilitating discussions on potentially sensitive resource-allocation and institutional matters.

Experience working across multiple autonomous institutions, jurisdictions or stakeholder groups would be highly desirable.

7. Regional and Sector Experience

Experience in any of the following would be considered an advantage:

- Caribbean or other small-state environments;
- regional or multi-jurisdictional organisations;

- public-sector or statutory institutions;
- independent regulatory authorities;
- utilities or infrastructure sectors; and
- electronic communications or technology regulation.

Knowledge of the electronic communications sector is desirable but shall not be a mandatory requirement.

8. Consulting Firms and Teams

Consulting firms or teams may propose a combination of specialists to satisfy the requirements of the assignment.

Where a team is proposed, the team should collectively demonstrate expertise in the following areas:

- public financial management and budget policy;
- medium-term budgeting and strategic resource planning;
- financial modelling and financial sustainability analysis;
- governance and institutional arrangements; and
- policy, procedure and implementation design.

These competencies need not be represented by separate individuals. A suitably qualified expert may fulfil more than one role, provided that the Consultant demonstrates adequate capacity to undertake all elements of the assignment.

The proposal shall clearly identify the Lead Consultant and the role, qualifications, experience and expected level of effort of each proposed team member.

9. Core Competencies

The Consultant should also demonstrate:

- strong analytical and problem-solving skills;
- ability to translate complex financial and institutional issues into practical policy recommendations;
- excellent written and oral communication skills;
- demonstrated ability to prepare high-quality policy and technical reports;
- strong stakeholder-engagement and facilitation skills; and
- ability to work effectively with senior officials and governance bodies.