

United Nations Development Programme

Country: Egypt

Project Document

Supporting NTRA Phase II



UNDAF/CPD Outcome(s): Outcome 1.1 Government is operating with efficient and adequately resourced mechanisms of awareness creation, equitable targeting, delivering and monitoring of social protection services and access to adequate and affordable housing for children, young people, rural women, elderly and other vulnerable groups

Expected Project Output(s):

1. Policies, strategies and mechanisms related to the growth and sustainability of the Telecom Sector developed.
2. Capacity of NTRA in quality service delivery improved.
3. Organizational and institutional capacity of NTRA developed.
4. Telecom (Network) Security infrastructure enhanced.
5. Regulatory Authority Enforcement Programme developed.
6. NTRA's South-South, regional and international Cooperation strengthened.

Implementing partner:

National Telecommunication Regulatory Authority

Responsible parties:

Ministry of Communications and Information Technology (MCIT)

Brief Description

The National Telecommunications Regulatory Authority (NTRA) was established in accordance with the provision of Law No. 10, for the year 2003. The Telecommunications Regulation Law was created to regulate the telecommunication market and to enhance and deploy services in compliance with the latest technologies, with the most affordable prices to satisfy the end-user.

The main objectives of NTRA are to greatly enhance and increase accessibility to telecommunication services in Egypt among all levels of society, including young men and women, adults, and people living in rural areas. This project will serve as a mechanism to foster and improve the Egyptian telecom sector and to strengthen the correlation between the market cornerstones and bridge the existing digital divide.

Programme Period: 2013-2017
CPAP Programme Component: National ownership and capacity development are two of 5 key principles underpinning the 2013-2017 CPAP. These principles are mainstreamed throughout the six project outputs.
Project Title: Supporting NTRA Phase II
Atlas Award ID: 00082423
Start date: July 2014
End Date: December 2019
PAC Meeting Date: _____

2014 AWP budget:	\$2,000,000	_____
Total resources required	\$10,150,000	
Total allocated resources:	\$10,150,000	
• Regular		_____
• Other:		
o Government	\$10,000,000	
o UNDP	\$150,000	
Unfunded budget:		_____

Agreed

Name / Title

Signature / Date

Executing Agency

Eng. Hesham El Alaily
Executive President
National Telecommunication Regulatory Authority



21/7/2014

Government

H.E. Amb. Omar Abou Eish
Deputy Assistant Foreign Minister and Director of
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Ministry of Foreign Affairs



22/07/2014

UNDP

Mr. Ignacio Artaza
Country Director
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24/07/2014

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LIST OF ACRONYMS

NTRA	National Telecommunications Regulatory Authority
United Nations Development Program	United Nations Development Program
UNDAF	United Nations Development Action Framework
CPAP	Country Program Action Plan
CPD	Country Programme Document
US	Universal Service
ICTs	Information and Communication Technologies
ADSL	Asymmetric Digital Subscriber Line
ITU	International Telecommunication Union
WTO	World Trade Organization
MCIT	Egyptian Ministry of Communication and Information Technologies
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MDG	Millennium Development Goals
BB	Broadband
CIIP	Critical Information Infrastructure Protection
COP	Child online Protection
LAS	League of Arab States
AGCOM	Italy's Communications Authority
EMERG	Euro-Mediterranean Regulators Group
GSM	Global System for Mobile Communications
IGF	Internet Governance Forum

Situation Analysis

The digital divide has become a recognizable worldwide concern, particularly to developing countries like Egypt. In this connection, the National Telecom Regulatory Authority (NTRA) was established as per Telecommunications Regulation Law No. 10, for the year 2003 as a national competent authority to administer the telecommunication sector, secure its transparency, liberalize the market, guarantee fair competition, introduce Universal Service and protect user rights. Certainly, Egypt has a strong national infrastructure, as the government promotes awareness of ICTs potential among all levels of society, developing programs to highlight and communicate their uses and benefits throughout the country.

UNDP in Egypt has been supporting the NTRA since 2008 to improve universal access to telecommunication services. "Supporting NTRA Phase I" project ended in 2013; however the project will be extended until the year 2019 by implementing the "Supporting NTRA Phase II" project. UNDP assisted NTRA by providing technical assistance, facilitating knowledge exchange and allowing opportunities for international presence such as NTRA's participation in the Barcelona Mobile World Congress as well as other forums and events. There were some major achievements within Phase I of the project such as the NTRA contributed to the drafting of the national broadband strategy, participation in multilateral organizations, drafting of new consumer protection laws, improvement of contact center efficiency and quality of services, contributed to south-south cooperation by conducting trainings in Uganda and joining the dotAfrica steering committee as well as participating in regional and international conferences.

NTRA, as the sole telecom sector regulator in Egypt, has achieved many accomplishments since its establishment in 2003. The NTRA developed a licensing process for networks and services covering individual licenses and class licenses for all telecommunication applications. It has prepared the competition policy framework, prohibiting anti-competitive practices such as the misuse of a dominant position, cross-subsidization, refusal to supply essential facilities, vertical price squeezing, dumping, predatory pricing, misuse of information and restrictive agreements.

In the area of Wireless Institutes Certification, the NTRA has supervised institutes that run courses leading to internationally recognized telecommunications certification, such as GMDSS. In addition, NTRA has developed curricula and examination systems; monitoring the rules and technical progress of institutes; and therefore developing rules for issuing, canceling or modifying certificates.

On the economic aspect, the NTRA continues to ensure that telecom services tariffs are cost-oriented and to guarantee that services are reasonably priced. This happened through conducting research analysis and economic interpretation of current and newly introduced telecom services to ensure market liberalization and consumer welfare.

In the area of community outreach, The National Telecom Regulatory Authority successfully provided technical and financial support for promising graduation projects for the academic year 2013-2014 as part of the Research and Development sponsorship initiative.

These milestones demonstrate how the NTRA is an active player in the ICT sector, trying to build its capacity and reputation, while also becoming an independent and prudent arbiter among the different stakeholders such as the telecom industry, the state and the consumer. Moreover, the NTRA operates within the regional arena, which is embedded in a broader context of rapid global changes. UNDP aims to continue supporting the NTRA through Phase II of the project, as ICT and the telecommunication sector offers many opportunities for local economic development as well as strongly positioning Egypt as a center of technological excellence.

It is undeniable, that ICT has been a part of Egypt's national development strategy for the past decade, and the Government has been developing a framework to move the country into the information age, through promoting partnerships of public, private, civil society and multilateral stakeholders. Currently, the reform wave has stimulated the Egyptian government to speed up the deployment of services and enhance the current broadband infrastructure. The tremendous demand for more bandwidth coupled with consumers' appetite for video-content, news, and multi-media services have led the NTRA to introduce a new ICT strategy for broadband: the "eMisr National Broadband Plan".

Since 2002, national initiatives allowed manufacturers to provide PCs at affordable prices and with flexible payment terms to schools and households. In 2004 the government launched a Broadband Initiative which increased the number of broadband connections ten folds within four years and brought 24 Mbps ADSL2+ access to residential households. However, despite its successes, Egypt still lags behind international standards. Mobile and Internet penetration rates are relatively low in comparison with the rest of the world. By the end of 2014, the number of ADSL subscribers in Egypt will amount to 2.6 million subscribers and the number of mobile broadband subscribers will amount to 3.2 million subscribers.

Policy makers in Egypt consider broadband as the engine for development, especially after the recent political and social reform waves. This vision is in accordance with the increasing dependence of citizens' on broadband. On the other hand, challenges that face the Egyptian society on an economic level require adopting a strategy across different sectors that is mainly dependent on ICT. Many sectors of the society will require both sufficient broadband infrastructure and the appropriate applications, to implement national initiatives and projects, such as: e-education, e-health, e-government, e-civic engagement, ICT in business, ecommerce, and e-content.

eMisr is a National Broadband Plan that proposes different strategic directives to meet Egypt's broadband service needs. To develop eMisr, NTRA has conducted studies, consultations, workshops and meetings with relevant stakeholders. A joint study performed by NTRA and Qualcomm addressed consumers' affordability for broadband services in Egypt. Another study with Detecon built a model to forecast the broadband market growth and to investigate stimulation effects on the broadband market. World Bank, under a signed agreement with MCIT and NTRA, has undergone two studies; one to assess strategic options taken by international decision makers to allow for a proper broadband diffusion, and another to build a model assessing the viability of different broadband technologies and estimating the macroeconomic impact of broadband diffusion in Egypt.

The key strategic objectives of the eMisr Plan aim to: 1) Recognize Egypt as a frontrunner in digital communications, 2) Increase job opportunities, 3) Stimulate economic growth nationwide and foster social cohesion, 4) Harmonize with other sectors in the Government to improve the quality of life for all citizens, and 5) Avoid an increased digital divide within Egypt. In order to achieve these objectives, multi-dimensional targets need to be attained.

The first set of targets addresses availability and focuses on expanding the geographical coverage of the broadband infrastructure. This will allow citizens in coverage areas to subscribe to broadband services whenever needed. The second set of targets focuses on penetration and aims to increase the number of the broadband subscriber's base. This is vital to reach the required critical mass that will lead to a sustainable growth cycle. Critical to this is the need to

that focus on providing citizens in rural and non-economically viable areas with means to access broadband services. This aims at minimizing the digital divide within Egypt.

Targets		Short term	Long term
Availability	Fixed	75% of HH (2 Mbps)	90% of HH (25 Mbps)
	Mobile	98% of Population (3G)	90% of Population (4G)
Penetration	Fixed	(~22%) HH subs.	(~40%) HH subs.
	Mobile	(~10%) citizens subs.	(~15%) citizens subs.
Social		50% of Communities (25 Mbps)	100% of Communities (25 Mbps)
		50% of 3 rd Localities with at least one Public Access Point (25 Mbps)	Each 3 rd Locality with at least one Public Access Point (25 Mbps)

Analyzing the broadband ecosystem in Egypt, it is clear that many constraints, if not addressed properly, will prevent the sector from meeting those national targets.

These constraints can be divided into supply and demand constraints. Supply constraints have a direct effect that reduces the diffusion of broadband services. They include: 1) Limited effective competition in fixed broadband, 2) Service availability, 3) Illegal line sharing, and 4) Right-of-way and civil work.

Demand constraints similarly limit the penetration of broadband services. They include: 1) Service affordability and Customer Premises Equipment (CPE) penetration, 2) Illiteracy, 3) E-Literacy, and 4) Local content availability.

According to the eMisr National Broadband Plan, the projected short-term subscriber numbers for broadband services will surpass 12.5 million subscribers. Annual revenues from broadband services in Egypt are projected to amount to EGP 17.2 billion (USD 2.88 billion) in 2015. The estimated investment required over the 4 year forecast period - to achieve the set availability, penetration, and social targets - are projected to be in the range of EGP 14.4 billion - 23.6 billion (USD 2.40 billion - 3.95 billion).

It is worth mentioning though that these estimated figures represent the total investment needed by the sector, and will depend on the infrastructure deployment/leasing options. In addition to private sector investment, government stimulation may be needed to encourage investment in areas where deploying broadband services may not be economically viable. To encourage investment in such areas, it is assumed that government stimulation of up to 20% of the total needed investment would be required. On the other hand, and in order to stimulate the demand needed for a successful broadband diffusion, an investment in the range of EGP 2.1 billion (USD 350 million) will be needed, as per the Ministry of Communications and Information Technology, over four years.

This overall investment needed to develop the broadband market, is expected to have a positive impact on the Egyptian economy in terms of productivity (GDP) and job creation. This investment is

that by achieving short term targets alone, broadband will create 6,650 to 17,500 direct jobs on average per year, and will result in an incremental cumulative contribution to GDP of EGP 24.9 billion (USD 4.17 billion).

There is also a spillover effect on the employment in other sectors, but this depends on the political harmonization among other sectors in the country. The eMisr National Broadband Plan is a two staged plan to address the development of the broadband market in Egypt. Its first phase, "A Framework for Broadband Development", proposes a list of strategic options and recommendations to achieve set targets by addressing supply and demand constraints. As a second phase, a "Broadband Action Plan", is to follow in Q2 2012 and will be the execution arm of eMisr. It will detail, based on eMisr, a list of action items with timelines and responsibilities needed for the execution of the plan. This is expected to be done, through different task forces and in collaboration with all stakeholders of the Egyptian broadband industry. The plan is envisaged to create a robust national broadband ecosystem to meet Egypt's needs for 21st century.

Project Strategy

Through working with the NTRA, UNDP will be able to assist in the formulation of regulatory strategies that promote and seek to ensure equal access to various ICT based services, which in turn has spill-over effects in strengthening equal and equitable access to telecommunications services for the Egyptian populace. This will be in accordance with the national priority highlighted in the United Nations current Development Assistance Framework (UNDAF) 2013-2017 which that maintains that "Government is operating with efficient and adequately resourced mechanisms of awareness creation, equitable targeting, delivering and monitoring of social protection services and access to adequate and affordable housing for children, young people, rural women, elderly and other vulnerable groups."

This project is aligned to UNDP's commitment to serve as a knowledge broker to facilitate information exchange, innovations and good practices in the ICT for development field and provide technical assistance to the Ministries of IT and Communication and Administrative Development, to adopt and develop innovative initiatives. Coordinating efforts with the NTRA, a governmental institution, offers UNDP the opportunity to work with an implementing partner who is able to enact national regulatory reforms that will serve to further increase widespread access to diverse ICTs throughout Egypt. A particular focus area for UNDP is the use of ICT to increase access, learning, and equity to enhance capacity development opportunities for men, women, youth, and marginalized groups. Furthermore, high quality and affordable internet and mobile services will be made available and accessible by poor Egyptian women and men living in rural areas and isolated communities. Moreover, by enhancing the telecommunication market infrastructure and developing effective market regulations, this will boost the economy and as a result, positively impact national economic growth, especially in the ICT sector.

UNDP will directly assist the NTRA by advising on the top international consultants and trainings available for their capacity building and increased knowledge. Moreover, UNDP will facilitate relationships between NTRA and international countries for the exchange of know-how in certain areas related to the telecom sector, such as cybersecurity. Additionally, UNDP will provide NTRA with the necessarily support, trainings and know-how related to the development of an effective fully integrated communications strategy.

Project Results:

1. Policies, strategies and mechanisms related to the growth and sustainability of the telecom sector developed:

NTRA capabilities have been enhanced as a sole telecommunication competition authority in Egypt, supporting market entrance by imposing access obligations to incumbent operators and simplifying the licensing framework. NTRA aims to adopt new licensing frameworks, systems and competition policies to regulate the market to ensure fair competition between operators and no monopolization of the telecom sector. This will also protect Egyptian men and women's rights to access good quality public telecom services at an affordable price and will ensure broadened access to telecom services to underprivileged social groups. Through this output the project will conduct studies on the new technologies that regulate the ICT sector and will investigate ITU and WTO regulations in this field with the aim of approving the Unifying Licensing Framework.

2. Capacity of NTRA in quality service delivery improved:

Certain standards are set to maintain and develop the telecom sector, NTRA is seeking to retain and improve a regulatory environment that foster equal and affordable access to telecom services by all men and women living in Egypt. Meanwhile NTRA is keen to protect the rights of all telecom services consumers, women or men. Changes in policies, legislation and framework are implemented equally for all citizens. Under this output the project will improve the capacities of NTRA's Quality of Service division, develop the consumer protection procedures and enhance the awareness of user's rights.

3. Organizational and institutional Capacity of NTRA developed:

NTRA aims to make significant internal organization transformations so as to enhance its functional and implementation capacities in order for the organization to operate in the most efficient and effective way. NTRA will evaluate and analyse its current functional and operational capacities, and based on the results will implement the necessary organizational changes, in terms of staff capacity building and infrastructural improvements. NTRA will not discriminate between genders in terms of job, trainings and promotion opportunities. Fair opportunities will be made available for both men and women employees, based on the implementation of needs assessments and equal job qualification criteria. NTRA will base the staff trainings reports on gender-disaggregated data, with a target of 50 staff members trained per year with 35% women employees. In addition, NTRA will ensure 30% of the call centre trainees per year are women. In addition to this, NTRA will develop a fully integrated communication strategy in order to better reach the users and disseminate awareness messages on their rights and spread the achievements accomplished by NTRA.

4. Telecom (Network) Security Infrastructure enhanced:

The Internet, and therefore the telecommunications networks on which it relies on, is critical infrastructures for today's society. The more we as a society depend on those networks the

more fundamental we perceive any security threats to men, women and children. Telecommunications networks enable and link other critical infrastructures, so any potential vulnerabilities impact whole economic systems. Network security and critical infrastructure protection aspects must be at the centre of any IT and telecommunications policy debate to protect the rights of women, men and children. Therefore, in this output the project will set cybersecurity critical information infrastructures and protection policies. Furthermore, Smart Sustainable ICT platforms for e-Farming and e-Agriculture will be developed and a Child on line Protection Strategy will be developed under this output.

5. Regulatory Authority Enforcement Programme developed:

Due to persistent and rapid changes in the communications sector, it became necessary for national telecommunication regulatory authorities to have adequate legal authority and experience domestically to enforce their laws, rules and regulations on telecommunications. In this output the project will study the amendment of telecom dispute resolution procedures and will modify the Telecom Regulatory Framework to enhance the sector's regulatory infrastructure.

6. NTRA's South-South, regional and international cooperation strengthened:

Technology is now working much faster than human relations & connection, therefore we have to be driven forth to meet with this new revolution in technology and that can be only achieved through interaction, bilateral and multilateral agreements, close cooperation and conferences with other developing nations, facing the same contextual challenges. Under this output, the project will strengthen NTRA's regulatory structure and help export NTRA's experience to the African world, with a special focus on fostering the relation with Nile Base countries. Furthermore, in this output the project aims to strengthen the cooperation at the regional and international level. Therefore, the project will support the collaboration with the MENA Region countries, the European Union, North and South America and Far East. Finally, NTRA will provide opportunities for staff members to attend international study tours and conferences for knowledge exchange and a minimum of 35% has been allocated for women employees to participate.

Communication Strategy

NTRA recognizes the importance of communicating and engaging with the public to achieve the goals of the ICT sector in Egypt. It aims to adopt a strategy of maintaining a high profile and visibility for the benefit of UNDP, different partners, stakeholders, project managers, and the public. One of the components of this project is for NTRA to develop its first fully integrated communications strategy. NTRA's main objectives is to engage with Egyptian citizens by raising public awareness on telecom services, updates on the market, organized events and trainings, as per output 2 (Capacity of NTRA in quality service delivery improved). Furthermore, NTRA's mission is to develop an internal communications strategy within its organization, in order to develop its coordination and staff communication capacities, as referred to in output 3 (Organizational and institutional capacity of NTRA developed). UNDP will utilize its capacities and expertise to fully support NTRA in establishing a comprehensive and efficient communications strategy. UNDP will transfer its expertise and share know-how in the area of communications by providing NTRA with the necessary information required. as well as organizing trainings for NTRA staff on how to

develop a successful communications strategy. Furthermore, UNDP will support the visibility of this project by communicating the results and outcomes efficiently by utilizing its social media outlets, reporting mechanisms as well as its vast national and international network. Communication activities related to this project will be finalized two months following project signature and will be funded from the project budget (around 1.5 % of the project budget will be allocated to communication related activities).

Gender Mainstreaming Strategy

While the project does not include outputs that directly aim at women empowerment, the gender perspective is mainstreamed throughout the activities envisaged in this project by setting the environment for equal access to services in the telecommunication sector for both men and women, as well as warranting equal opportunities at the operational level. A gender mainstreaming strategy will be adopted in the planning, implementation, monitoring and evaluation of the project. Gender mainstreaming is the process of both assessing the implications and effects of communications related projects and policies on women and men, as well as formulating and implementing context-specific strategies that aim to better address the needs of women and men, improve their well-being, and facilitate their participation in the development process

At the project level, NTRA aims to enhance the regulatory environment of the telecommunication sector and to ensure high quality internet, broadband and mobile services for all Egyptians, as per outputs 1 (Policies, strategies and mechanisms related to the growth and sustainability of Telecom sector developed), 2 (Capacity of NTRA in quality service delivery improved),4 (Enhancing Telecom (Network) Security Infrastructure) and 6 (NTRA's South-South, regional and international cooperation strengthened). Through outputs 1 and 2, NTRA aims to enhance its capacities operationally and legally and to improve the environment in which telecom market businesses operate, in order to ensure fair competition, high quality services and affordable access to telecom services, hence equal opportunities for men and women living in Egypt in terms of using internet and mobile services. Furthermore, NTRA's main objective is to fairly and impartially regulate the telecommunication market, to protect all Egyptian men and women's right to access the internet and mobile services affordably. These goals will be reached, more specifically through output 2 by raising awareness among men and women with regards to customer rights in this specific market, as well as continuously contributing to legal changes within the telecom sector, in the framework of consumer protection. Additionally, NTRA aims to contribute to protect women, men and children's safety on the internet through output 4 (enhancing telecom security infrastructure). NTRA will implement a new cybersecurity infrastructure protection policy to guarantee citizen's safety online as well as develop child online protection mechanisms. By implementing this project, NTRA is setting the right environment to protect the rights of men and women to access mobile and internet services at fair prices, as well as safeguarding their privacy online and ensuring non-monopolization of the telecommunications sector in Egypt. Additionally, for output 6, NTRA aims to ensure a minimum of 35% of women staff members attend international study tours. Whereas, output 3 is mainly focused on the legislative reform of the Telecom sector, which may not necessarily reflect on men and women consumers.

At the organizational level, in accordance with output 3 "organizational and institutional capacity of NTRA developed", the NTRA ensures equal opportunities for both men and women working within the organization. Firstly, prior to the provision of capacity building training for staff members, a training needs assessment is conducted in order to find out the specific

are in need of skills development. This method of assessment allows for complete staff inclusion and non-discrimination in access to capacity building trainings. Secondly, while internally restructuring the organization, NTRA hires and promotes staff members based on their past experience, quality of work and achievements. Women and men employees are hired based on the same requirements and adequate qualifications, without discrimination against or the exclusion of either sex. Finally, NTRA project managers are commonly women, hence, allowing for equal prospects for women to hold higher positions within the organization. NTRA aims to take fair precautions in the organizational restructuring to ensure nonbiased opportunities for all employees.

Level	Gender Rating (output level)	Description of Gender Consideration(s):
Output 1	1	Although this output is more focused on the technical framework for market restructuring, this will allow for fair market competition and as a result, provision of affordable and good quality public telecom services for women and men.
Output 2	2	NTRA aims to protect the rights of all consumers by securing men and women's rights through enforcing legal changes, and raising awareness. NTRA aims to ensure equal and affordable accessibility to telecom services for all Egyptian citizens, women or men.
Output 3	3	<p>Within the organization, NTRA aims to enhance the capacities of its employees and provide fair opportunities for both genders. NTRA will utilize needs assessments approaches and will hire/promote employees, without prejudice towards one gender, based on the equal requirements and qualifications. Furthermore, women are capable of attaining and maintaining high positions within the organization.</p> <p>In terms of reporting, NTRA will provide gender-disaggregated data for number of employees attending trainings. NTRA has allocated a minimum of 35% of capacity building trainees for women, and 30% of call centre trainees for women.</p>
Output 4	1	NTRA aims to enhance the telecom (network) security infrastructure by executing cyber safety and child online protection to protect the rights of Egyptian

		men, women and children.
Output 5	0	
Output 6	1	This output is more focused on South-South cooperation developmental framework. However, NTRA aims to ensure that a minimum 35% of its women employees have the opportunity to attend international case study tours.

Results and Resources Framework

Intended Outcome as stated in the Country Programme Document (CPD) and Action Plan (CPAP): Outcome 1.1 Government is operating with efficient and adequately resourced mechanisms of awareness creation, equitable targeting, delivering and monitoring of social protection services and access to adequate and affordable housing for children, young people, rural women, elderly and other vulnerable groups

Outcome indicators as stated in the Country Programme Document/ Action Plan (CPD/CPAP) Results and Resources Framework, including baseline and targets:

Indicator: % increase in population with access to public telecom services (disaggregated by age, location (urban/rural) and with a focus on underprivileged social groups;

Baseline: 50% of population currently has access to public telecom services;

Target: 25% increase of population with access to telecom services.

Indicator: % of sampled population who are satisfied with quality of public telecom services (disaggregated by gender and location urban/rural);

Baseline: Not available, no survey previously conducted;

Target: 65%

Indicator: # of new operators/companies competing in telecom sector;

Baseline: 7 operators/companies competing in telecom sector;

Target: 5 new operators/companies competing in telecom sector.

Applicable Strategic Plan Focus Area: Poverty

Partnership Strategy: NTRA, MCIT, IT Companies, Mobile Operators.

Project title and ID (ATLAS Award ID): Supporting NTRA Phase II

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
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<p>Output 1 Policies, strategies and mechanisms related to the growth and sustainability of the Telecom Sector developed</p> <p>Indicator: Unified Licensing Framework finalized and approved (yes/no) Baseline: No Target: Yes</p> <p>Indicator: Monitoring Mechanism for telecommunication market available (yes/no) Baseline: No Target: Yes</p> <p>Indicator: Draft rules and regulations for OTT operators available Baseline: No Target: Yes</p> <p>Indicator: Secure data collection software installed (Yes/No) Baseline: No Target: Yes</p> <p>Indicator: New Interconnection Framework is developed and</p>	<p>1.1 Set the Unifying Licensing Framework</p> <p>1.1.1 Study new technologies which regulate the ICT sector 1.1.2 Attending conferences related to the new technologies and crimes 1.1.3 Investigating regulations of the ITU and WTO regarding the convention 1.1.4 Selection of advisory committee 1.1.5 Organizing meetings with operators to brainstorm the articles for the licensing framework 1.1.6 Drafting unified licence based on international standards and experience and gaining approval based on agreement of operators and Egyptian parliament</p> <p>1.2 Competition Principles</p> <p>1.2.1 Know how transfer for the market analysis procedures in the wholesale market segments 1.2.2 Competition policy for vertical integration relations 1.2.3 Analysis of merger & acquisition review 1.2.4 The interface between sector specific, competition and consumer policies & regulation</p>	<p>Licensing Division</p>	<p>\$1,545,000</p> <p>Travel</p> <p>Hospitality</p> <p>Contractual Services-Individ</p> <p>Contractual Services-companies</p> <p>Supplies</p> <p>Information Technology Equipment</p> <p>Reimbursement Costs</p> <p>Professional Services</p> <p>Facilities & Administration</p>
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<p>approved.</p> <p>Baseline: Current Interconnection Framework no longer meets the regulatory needs of the telecommunication market in Egypt.</p> <p>Target: Interconnection Framework developed.</p>	<p>1.3 Enhancing Numbering System</p> <p>1.3.1 Applying OTT regulations on OTT operators</p> <p>1.3.2 Finding Location for the Emergency numbers callers</p> <p>1.3.3 Number portability</p> <p>1.3.4 Participate in related events and activities</p>	<p><i>Number Division</i></p>	
<p>Indicator: Impact assessment for the national broadband plan available (yes/no)</p> <p>Baseline: No</p> <p>Target: Yes</p>	<p>1.4 Data Collection Procedures</p> <p>1.4.1 develop a secure software application to allow operators to submit electronically data on their activities, and to facilitate the monitoring and analysis of this data by NTRA, in compliance with data protection measures</p>	<p><i>Market Competition Division</i></p>	
<p>Indicator: <i>Number of partnerships established</i></p> <p>Baseline: Zero</p> <p>Target: 4</p> <p>Indicator: Measures to assign 4G and digital spectrum and spectrum pricing available (yes/No)</p> <p>Baseline: No</p> <p>Target: Yes</p> <p>Indicator: New framework of frequency resources and spectrum pricing mechanism available</p> <p>Baseline: Telecom Law no. 10/2003</p> <p>Target: New framework of frequency resources and spectrum pricing mechanism available.</p>	<p>1.5 New Regime of Interconnection</p> <p>1.5.1 Improve interconnection reform</p> <p>1.5.1.1 <i>Establish the new interconnection regime</i></p> <p>1.5.1.2 <i>Develop Compliance monitoring and enforcement</i></p> <p>1.5.2 Develop a cost model for interconnection</p> <p>1.6 Assist in the implementation of BB Egypt Plan – emisr</p> <p>1.6.1 measure the socioeconomic impact of Broadband plan projects on Egypt</p> <p>1.6.2 Identify the main KPI's to be measured in collaboration with beneficiary sectors</p> <p>1.6.3 Provide recommendations for further projects of the plan based on the outcome of the measurements</p> <p>1.6.4 Transfer of knowledge and provide necessary tools for similar future implementation</p> <p>1.6.5 Developing Public Private Partnership to promote ubiquitous broadband networks</p>	<p><i>Market Competition Division</i></p> <p><i>Broadband Committee</i></p>	

<p>Indicator: Draft Framework for US Policy available (yes/no) Baseline: No Target: Yes.</p>	<p>1.7 The improvement of the framework of frequency resources and spectrum pricing mechanism</p> <p>1.7.1 Assist to set the measures to assign and award the 4G and digital dividend spectrum to the current and future operators. 1.7.2 Assist to set the measures to enhance current spectrum pricing methodology in Egypt. 1.7.3 Assist to set the measures to re-farm the spectrum of the current operators in order to introduce new services 1.7.4 Attending international work study groups</p> <p>1.8 Set Guidelines / Criteria for selection of USO projects</p> <p>1.8.1. Review US Policy on Telecommunication market competition 1.8.2 Determine the mechanism between US & Broadband 1.8.3. Re-structure of Universal Service Plan & Universal Service Fund</p>	<p><i>Frequency Resource Division</i></p>	
<p>Output 2</p> <p>Capacity of NTRA in quality service delivery improved</p> <p>Indicator: Monitoring system on service quality established (yes/No) Baseline: No Target: Yes</p> <p>Indicator: New guidelines to secure consumer rights available Baseline: outdated guidelines available</p>	<p>2.1 Quality of Service</p> <p>2.1.1 Training to develop the technicalities of NTRA staff members working on QoS (Data & Voice) of mobile & fixed networks 2.1.2 Sharing experience on different subjects related to QoS of mobile and fixed networks with vendors, operators and other regulators from different countries 2.1.3 The development of the monitoring system for QoS monitoring</p>	<p><i>Operation Division</i></p>	<p>\$1,500,000</p> <p><i>Contractual Services- Individual</i></p> <p><i>Travel</i></p> <p><i>Contractual Services- Companies</i></p> <p><i>Supplies</i></p> <p><i>Hospitality</i></p>

<p>Target: Yes</p> <p>Indicator: Research report on smart irrigation system available (yes/No)</p> <p>Baseline: No</p> <p>Target: Yes</p> <p>Indicator: SAR Test System installed (yes/no)</p> <p>Baseline: no</p> <p>Target: Yes</p>	<p>2.2 Consumer protection</p> <p>2.2.1 Layout of legal changes to secure customer rights. NTRA assisted in their implementation.</p> <p>2.2.2 Improved Consumer/User Group Consultation procedures.</p> <p>2.2.3 Guidelines to enhance Consumer Protection.</p> <p>2.2.4 Participate in training sessions on consumer protection</p>	<p><i>Consumer Protection Department</i></p>	<p><i>Information Technology Equipment</i></p> <p><i>Reimbursement Costs</i></p> <p><i>Professional Services</i></p> <p><i>Facilities & Administration</i></p>
<p>2.3 Research & Development</p> <p>2.3.1 Consultation/assistance with regard to smart irrigation systems</p> <p>2.3.2 Consultation with regard to Intellectual Property: different models (especially when involving public authorities), process, and case studies from invention to market.</p> <p>2.3.3 Cases study to get experience</p>	<p><i>Research & Development Department</i></p>		

<p>Output 3</p> <p>Organizational and institutional capacity of NTRA developed</p> <p>Indicator: NTRA communication strategy finalized (yes/no) Baseline: no Target: yes</p> <p>Indicator: Recommendations report on NTRA organizational structure finalized (yes/no) Baseline: No Target: yes</p> <p>Indicator: Number of capacity building training courses conducted and attended by NTRA staff members Baseline: Zero Target: 50</p> <p>Indicator: Number of trainees</p>	<p>2.4 Type Approval</p> <p>2.4.1 Technical support for issuing the tender documents and the Purchasing of a SAR Test System.</p> <p>2.4.2 Technical support regarding International Telecommunications Equipment certification/authorization techniques as well as international standards updates</p>	<p><i>Operation Division</i></p>	<p>\$2,045,000</p> <p>Travel</p> <p>Hospitality</p> <p>Contractual Services-Individual</p> <p>Supplies</p> <p>Information Technology Equipment</p> <p>Reimbursement Costs</p> <p>Professional Services</p> <p>Facilities & Administration</p>
	<p>3.1.Communication Strategy</p> <p>3.1.1 Create an internal communication mechanism</p> <p>3.1.2 Develop a full integrated communication strategy.</p>		

<p>attended training courses (disaggregated by training theme and gender of participants)</p> <p>Baseline: 0</p> <p>Target: 50 staff members trained per year and 35% are women</p> <p>Indicator: Call centre system and software updated (yes/no)</p> <p>Baseline: current call centre system is outdated</p> <p>Target: Yes</p> <p>Indicator: % of call centre staff trained on new call centre system</p> <p>Baseline: 0</p> <p>Target: 70% of call centre staff members are trained (30% of which are women)</p> <p>Indicator: NTRA back-up plan available (yes/No)</p> <p>Baseline: No</p> <p>Target: Yes</p>	<p>3.2. Organization Restructure</p> <p>3.2.1. Evaluate and analyse the current organizational structure and its suitability to NTRA functions and operations</p> <p>3.2.2 Recommend changes to the current structure based on the evaluated functions and operations of NTRA</p> <p>3.2.3 Design a career path and recommend promotions criteria for all different jobs in the organization for both expert and managerial paths including a talent review process</p> <p>3.3 Capacity Building</p> <p>Calibre Development Plan/ Training</p> <p>3.3.2 Build an HR competency model and implement a pilot for the developed system</p> <p>3.3.3 Provide a market salary survey in accordance with the recommended organizational chart</p> <p>3.3.4 Develop yearly training plan for NTRA staff</p>	<p><i>Human Resources Division</i></p>	
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	<p>3.4 Modernization of Call Centre</p> <p>3.4.1 Update the call centre system and software</p> <p>3.4.2 Train the staff to use the new system</p>	<p><i>Consumer Protection Department</i></p>	
	<p>3.5 CERT Business Contingency Model</p> <p>3.5.1 Establishment of Fully equipped CERT lab.</p> <p>3.5.2 Full comprehensive back up plan.</p>	<p><i>CERT Division</i></p>	