



هيئة تنظيم الاتصالات
Telecommunications Regulatory Authority
مملكة البحرين - Kingdom of Bahrain

Three Year Work Plan of the Telecommunications Regulatory Authority of the Kingdom of Bahrain (2013 – 2015)

06 June, 2013

GDO/0613/048

INTRODUCTION AND BACKGROUND

1. This document is the three year work plan of the Telecommunications Regulatory Authority of the Kingdom of Bahrain (“the Authority”) for 2013-2015.
2. In setting out the work plan for the three year period covering 2013 – 2015, the Authority has reviewed and taken into consideration:
 - Responses to the consultation on the draft work plan, performed from 14 March to 15 April 2013. The results of the consultation are summarised in a separate Consultation Report published by TRA.
 - progress against the 2010 – 2012 draft work plan;
 - the market trends in the telecommunications sector as well as expected future developments¹;
 - the Kingdom of Bahrain’s 2030 economic vision and Government’s Action Plan for 2010 -2014;
 - the Second National Telecommunications Plan²;
 - the Third National Telecommunications Plan³;
 - The Authority’s Vision, Mission and Values, which have been revised and agreed by the Authority’s Board to more accurately reflect and articulate the vision the Authority holds for the future.

¹ <http://www.tra.org.bh/EN/pdf/2012TelecommunicationsmarketsindicatorsvFforpublic.pdf>

² <http://www.tra.org.bh/EN/pdf/TheSecondNationalTelecommunicationsPlanEnglish.pdf>

³ <http://www.tra.org.bh/EN/pdf/ThirdNationalTelecommunicationsPlanEnglish.pdf>

TRA Vision

*A communications environment that enriches the social and commercial fabric of the Kingdom of Bahrain using the Authority's **FOCUSED** Strategy framework*

TRA Mission

*To foster a competition led market for the provision of innovative communications services, available to all, which: **encourages** sustainable, economically efficient investment; **respects** the interests of consumers; **fosters** ecologically friendly initiatives; and **supports** the social and commercial welfare of the Kingdom of Bahrain.*

*To continue to build as an exemplar regulator within the region through thought leadership and to be the employer of choice by: **investing** in our people to develop a professional, passionate team; maintain **transparency** and **fairness** in operations; and **adhere to quality assurance**."*

TRA Values

- Inspiring:** *Our imagination, clarity of thought and clear leadership stimulates innovative thinking that meets the needs of tomorrow.*
- Commitment:** *Our drive and determination to achieve excellence, our discipline in the execution of our duties, our focus on the development of our team, and our sense of responsibility instil passion for the development of the Kingdom of Bahrain.*
- Respect:** *Our respect for each other is ensured by listening, collaborating and having consideration for each other, the public and licensees we work for, the environment and future generations.*
- Balance:** *Our evidence based approach to decision making and our adaptability ensure that we remain proportionate, consistent, fair and just*
- Transparency:** *Our open and inclusive approach to regulation ensures that we are held responsible and our actions and decisions are understood.*

3. The Authority's **FOCUSED** strategy framework consists of seven strategic objectives as detailed below:

- **Foster Competition**
initiatives and effective regulation that foster the continued growth and development of the telecommunication sector by way of effective and fair competition
- **Optimised Technologies**
initiatives that encourage the adoption, deployment and optimization of the latest technologies that support the growth of the market and deliver higher quality of services to consumers.
- **Consumer Empowerment**
initiatives that provide knowledge and tools to empower the consumers and enrich their experience of the Telecommunication services and to allow them to make well informed decisions
- **Ubiquitous Broadband**
initiatives undertaken to ensure that broadband services of high quality and competitive prices are available to all local stakeholders
- **Security and Cyber Safety**
initiatives that support a safe and secure telecommunications infrastructure to deliver highly reliable Electronic Communication Services.
- **Efficient Regulator**
initiatives that adapt, enhance and update the framework, processes and tools used by the Authority in the implementation of its' duties
- **Dynamic and Effective Regulatory Framework**
initiatives undertaken to adapt regulation over time with the aim of continuously reviewing, updating and improving the telecommunication regulatory framework and maintaining proportionate focus where necessary

4. The Authority will internally develop an implementation plan for tasks included in the plan. The work plan does not include routine tasks or those of an internal nature.

5. The work plan will be reviewed at the end of each year and updated to reflect achievements as well as market changes.

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Foster Competition																
1	F	Review of Viva's Reference Offer	Review and approve Viva RIO (non-price), following the Authority's final Dominance Designation for termination services on Viva's mobile network (16 May 2013)	<ul style="list-style-type: none"> Viva RIO is in place Support downstream competition between operators for the benefits of consumers 												
2	F	Annual Market statistics & indicators reports	Report covering a wide range of telecommunications indicators and statistics	<ul style="list-style-type: none"> Enable monitoring of the sector and analysis of impact of regulatory actions Input into decisions and actions Provide timely information to operators & other stakeholders 												
3	F	Annual Review of BTC's RO price	To review and set the charges of BTC's wholesale regulated products The Authority will seek to introduce a multi-year price control for certain charges in 2013 with a view to provide more visibility to the market regarding the evolution of charges and limit the regulatory burden	<ul style="list-style-type: none"> The charges for regulated access and interconnection services are fair, reasonable and non-discriminatory Support the promotion of competition and the protection of consumers Glide-path for certain charges 												
4	F	Annual Review of the price terms of dominant mobile operators' RIO	To review and set the charge for mobile termination services of regulated operators (at present Batelco and Zain as well as Viva, subject to confirmation of the draft Dominance Determination applicable to Viva's mobile termination services) The Authority will seek to introduce a multi-year price control for certain charges in 2013 and to synchronize the review and setting of charges with a view to provide more visibility to the market regarding the evolution of charges and limit the regulatory burden	<ul style="list-style-type: none"> The charges of regulated services are fair, reasonable and non-discriminatory Support the promotion of competition and the protection of consumers Glide-path for certain charges 												

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5	F	Bottom-up cost models	Develop engineering based cost models of the fixed core, fixed access and mobile networks	<ul style="list-style-type: none"> Alternative source of costing info is in place, enabling the setting of regulated charges based on efficient cost where appropriate Increased access-based competition providing benefits to consumers 												
6	F	Bottom-up cost models (Potential Update)	Update of the engineering based cost models of the fixed core, fixed access and mobile networks	<ul style="list-style-type: none"> Alternative source of costing info is in place enabling the setting of regulated charges based on efficient cost where appropriate Increased access-based competition providing benefits to consumers 												
7	F	Quarterly statistics reports	Quarterly update of key indicators (subscribers' numbers for fixed, mob and broadband) Report covering the main indicators to be published quarterly	<ul style="list-style-type: none"> Enable monitoring of the sector and analysis of impact of regulatory actions Input into decisions and actions Provide timely information to operators & other stakeholders 												
8	F	Review of BTC's RO - non-price	This activity covers a number of aspects including: (a) the changes required as a result of the FLAG arbitration; (b) terms and conditions (including processes and SLAs with penalties) for regulated access products (e.g. for bitstream, CAT/LLCO, duct access); and (c) General schedules of the RO	<ul style="list-style-type: none"> Fit for purpose regulated wholesale services in place resulting in more vibrant wholesale markets enabling greater competition and consumers' benefits 												
9	F	Review of the SLAs applicable to the WLA service	Review the performance of the WLA & retail services provisioning and fault resolution processes and, if needed, set more stringent SLA	<ul style="list-style-type: none"> Ensure that OLOs can compete on a level playing field against Batelco retail in the leased line services market Ensure that consumers that rely on business connectivity services can avail of sound SLAs 												
10	F	Zain RO	Review and implement Zain RO for mobile termination services	<ul style="list-style-type: none"> Zain's RIO is in place Support downstream competition between operators for the benefit of consumers 												

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
11	F	Regulation on type approval of terminal equipment	Develop and implement regulations to stimulate the growth and development of a market in Bahrain for the supply of telecommunications equipment that is streamlined and clear, with the support of all relevant stakeholders	<ul style="list-style-type: none"> Robust market for supply of terminal equipment Support the development of competition and associated benefits for consumers Streamline the current importation processes (customs clearance) 													
12	F	Working Group for implementing Prime Minister's Edict No. (5) of 2012 related to the deployment of radio communications networks and stations (masts and towers)	Establish a working group comprising all relevant governmental stakeholders responsible for implementing the Regulation concerning the deployment of radio-communications networks and stations issued by the PME No. (5) of 2012. The aim of the working group is to resolve all issues preventing the implementation of the regulation.	<ul style="list-style-type: none"> Effective municipal approval system for masts and towers. Grant municipal approval to all currently unpermitted masts and towers. 													
Optimised Technologies																	
13	O	Establishment of Domain Name Registration Office (DNRO)	Establish an office under the Authority to manage the .bh domain space.	<ul style="list-style-type: none"> Logical office under the Authority, managing the .bh and .البحرين Registries Multiple Registrars available for registration 													
14	O	Launch (البحرين) IDN Registry	Launch the (البحرين) IDN and ensure its availability for registration.	<ul style="list-style-type: none"> (البحرين) IDN available for registration. 													
15	O	Extend Joint Working among wireless licensed operators	Encourage joint work among wireless licensed operators with the aim of increasing the sharing of masts and towers	<ul style="list-style-type: none"> Improve the ratio of shared sites from the current 4% to a target between 15-20% 													

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
16	O	National mast database system	Introduce mast database system for assisting operators in increasing site sharing	<ul style="list-style-type: none"> GIS and mast database system accessible by the telecommunications industry and relevant stakeholders. 												
17	O	Guidelines for In-Building Telecommunication Facilities	Produce a technical document for guidance on the best provisioning for passive infrastructure within buildings to ensure end to end efficient telecommunications networks.	<ul style="list-style-type: none"> Finalised and published Guidelines for In-building Telecommunication Facilities that is useful to developers and consumers. 												
Consumer Empowerment																
18	C	Annual Arab price benchmarking report	Benchmarking of telecommunications services prices amongst Arab countries and with OECD countries	<ul style="list-style-type: none"> Facilitate tracking of the performance of the sector relative to other countries & over time Input into decisions and actions Provision of timely info to operators and other stakeholders 												
19	C	Annual Consumer and Business survey	Survey of ICT access and use for residential and business users	<ul style="list-style-type: none"> Enable better understanding of ICT access and usage. Enable monitoring of the sector and analysis of impact of regulatory actions. Input into decisions and actions Provision of timely info to operators and other stakeholders (including ITU/UN requests for information) 												
20	C	Ensuring compliance with ICNIRP requirements and measurement of ambient RF levels	Endeavour to ensure that licensed stations comply with national limits and recognised international safety criteria with respect to ambient RF levels. The results of the measurement campaign shall be published along with quarterly reports.	<ul style="list-style-type: none"> Increased awareness, and ensure compliance, with international standards 												

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
21	C	Establish TRA/Consumer Protection Annual Review Panel	A panel to interview licensed operators, the Authority and consumers in order to provide recommendations on what needed to enhance consumer protection	<ul style="list-style-type: none"> Published recommendations report on regulatory measures 													
22	C	Consumer Awareness Campaigns	Launch a nationwide awareness/ educational campaign to increase the awareness of telecommunications users about consumer issues of interest.	<ul style="list-style-type: none"> Public awareness advertising (TV, radio, print, outdoor, online and social media) 													
23	C	Online Tariff Comparator	Provide consumers with a tool to compare the prices of the telecommunications services provided in Bahrain	<ul style="list-style-type: none"> Online tariff comparator tool that enables informed decision making by consumers. 													
24	C	Review of the Consumer Protection Guidelines	Review of the Consumer Protection Guidelines	<ul style="list-style-type: none"> Updated Consumer Protection Guidelines 													
Ubiquitous Broadband																	
25	U	NBN / NTP	Advise to the Government on the implementation of 3rd NTP (NBN part). To assist in the development and/or implementation of the regulatory framework for access to FTTH To advise on the development of the NBN	<ul style="list-style-type: none"> Ensure robust feedback and advice is provided Any separation plan that could be decided by the Government supports the promotion of competition, the interest of end-users in a cost effective way Regulatory framework for NGA which promotes competition and protects investment incentives 													
26	U	LTE License Award Process	Assign public telecommunications spectrum which is suitable for mobile and mobile broadband systems (LTE)	<ul style="list-style-type: none"> The award of public telecommunications spectrum to successful participants in the award process New innovative high speed broadband services are offered 													

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
27	C	Internet Ecosystem Study	Extract specific information related to the Bahrain Internet Ecosystem to generate snapshot and historical reports and provide a view of the evolution of peering agreements, which reflects the evolution of contractual agreements between market players in Bahrain as well as analyze specific incidents and provide impact assessment	<ul style="list-style-type: none"> Published report that increase consumer and business awareness of the internet ecosystem 													
Security and Cyber Safety																	
28	S	DNSSEC Upgrade .bh registry	Implement DNSSEC in order to secure domain name transactions.	<ul style="list-style-type: none"> Secured domain name resolution transactions. 													
29	S	Online Safety Tutorial	Implement an online tutorial that provides education to all consumers regarding online safety and how to protect against them	<ul style="list-style-type: none"> Increased public awareness of online risks and threats as well as the means to counter and protect against them 													
30	S	State of the Nation Review	Comprehensive study identifying risks of using the internet for adults and children	<ul style="list-style-type: none"> Comprehensive analysis of internet safety issues Recommendations to ensure safety of children and adults on the internet 													
Efficient Regulator																	
31	E	Implementation of spectrum monitoring system	Implementation of a solution that provides effective monitoring and management of spectrum usage. This system should also assist in identifying sources of interference	<ul style="list-style-type: none"> Automated spectrum monitoring and management system 													
32	E	Unified Licensing Analysis	Analysis of existing licenses with the aim of harmonization of license conditions within each individual type of license.	<ul style="list-style-type: none"> Harmonisation of license terms within each type of license 													
33	E	E-Licensing	Implement a solution that allows fixed link applications to be submitted and processes online. The solution shall also be integrated with other modules (e.g. billing/invoicing) and approval stakeholders (e.g. DWLF&M)	<ul style="list-style-type: none"> Accurate web-based database and services that automates the Fixed Link application licensing process 													

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
34	E	Spectrum Guidelines	Documentation and publication of all spectrum usage aspects in line with the concerned articles of the Telecommunication Law, as well as consolidating all TRA-DWLF&M activities	<ul style="list-style-type: none"> Published Spectrum Guidelines Increased awareness of the importance and impact of efficient spectrum use 												
35	E	Schedule of Fees Review	Review the current schedule of fees and recommend possible amendments	<ul style="list-style-type: none"> Revised TRA Schedule of Fees 												
36	E	Number portability Regulation and Specifications Amendment Consultation	Consult with sector stakeholders on how to enhance the NP system and how best to address areas of concern	<ul style="list-style-type: none"> Finalised and published consultation report Proposal on areas of amendment and change in the NP system 												
37	E	Launch Number Management System (NMS)	Launch an online system that allows operators to submit number range allocation and deallocation requests online.	<ul style="list-style-type: none"> Operators submit their allocation and deallocation requests online Operators able to monitor their numbering invoices online 												
38	E	Update the National Numbering Plan	Update the National Numbering Plan to clarify ambiguities and address developments in the sector.	<ul style="list-style-type: none"> Updated National Numbering Plan 												
39	E	Quality of Service Regulation Review	Improve and revise the QoS Regulation in order to achieve the Regulation objectives as well as provide greater clarity on measurement requirements for all areas of the sector.	<ul style="list-style-type: none"> Simplified and improved QoS measurements Provide information to consumers. 												
40	E	Interface with Municipality One Stop Shop "MOSS"	Coordinate and agree with the Municipal One Stop Shop ("MOSS") on the best possible method of interfacing the telecommunication industry with the MOSS.	<ul style="list-style-type: none"> An interfacing system with MOSS that provides Building Permits with the Authority's comments and consent to ensure that buildings are wired in line with the telecommunication industry standards and requirement. 												
41	E	Frequency License Review	Ensure that all licences are aligned to the fullest extent possible	<ul style="list-style-type: none"> Harmonized license terms & conditions 												

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
42	E	Dispute Resolution Guidelines	There is a need for published Dispute Resolution Guidelines for operators to follow in the event of filing a dispute against any other operator. This should provide transparency and avoid accusations of bias.	<ul style="list-style-type: none"> Finalised and published Dispute Resolution Guidelines 												
43	E	Fining Guidelines	Develop and publish guidelines for the level of fines that may be imposed on Licensed Operators, following public consultation.	<ul style="list-style-type: none"> Finalised and published Fining Guidelines 												
Dynamic and Effective Regulatory Framework																
44	D	Access Regulation Review	To review the Access Regulation to take into account market developments	<ul style="list-style-type: none"> Ensure that Regulation remains fit for purpose & requirements are appropriate and proportionate 												
45	D	Accounting Separation Regulation review	To review the Accounting Separation Regulation to take into account recent market developments	<ul style="list-style-type: none"> Ensure that Regulation remains fit for purpose & requirements are appropriate and proportionate 												
46	D	Retail Tariff Notification Regulation Review	To review the RTN regulation and make necessary improvements	<ul style="list-style-type: none"> RTN Regulation is improved and better support the development of the sector 												
47	D	Review of Wholesale Inbound Services Regulation	To review the Wholesale inbound Services Regulation to take into account market developments and make necessary adjustments	<ul style="list-style-type: none"> Ensure that Regulation remains fit for purpose & requirements are appropriate and proportionate 												
48	D	Mobile Quality of Service Audit	Prepare an annual report that reviews and audits the quality of service achieved by mobile providers. This information shall be provided to stakeholders to assist in monitoring, planning and development of the industry.	<ul style="list-style-type: none"> Increase consumer awareness and improve overall level of mobile service 												

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
49	D	Annual Review of BTC's APM and regulatory accounts	Review and analyse the proposed changes to the APM and the regulatory accounts - Define improvements as appropriate Work on the implementation of the fairly present audit standard	<ul style="list-style-type: none"> Ensure that costing frameworks of operators are robust, in line with regulatory objectives and support effective regulation (e.g. cost based charging, ex-post investigations) 												
50	D	Review of Telecommunication Regulatory Framework	Review of all elements of the telecommunication regulatory framework in order to propose and, where necessary, implement revisions and updates.	<ul style="list-style-type: none"> Updated regulatory framework fostering law that reflects the evolution of the sector 												
51	D	GCC Roaming Regulation II	Review the situation in respect of data services roaming in the GCC & define appropriate regulatory treatment in line with the GCC Council requirements	<ul style="list-style-type: none"> Better prices for Bahraini consumers when roaming abroad 												
52	D	Annual Review of Zain's APM and regulatory accounts	Review and analyse the proposed changes to the APM and the regulatory accounts - Define improvements as appropriate	<ul style="list-style-type: none"> Ensure that costing frameworks of operators are robust, in line with regulatory objectives and support effective regulation (e.g. cost based charging, ex-post investigations) 												
53	D	Cost of capital review	Review the cost of capital applicable to regulated charges	<ul style="list-style-type: none"> Ensure that regulated prices reflect the cost of capital of operators Provide adequate incentives for investors and efficient investment in telecommunications networks and services 												
54	D	Freephone origination from mobile	To review the approach to the regulation of the supply of wholesale freephone call origination services from mobile	<ul style="list-style-type: none"> Ensure that the regulation of freephone call origination is reviewed and adapted 												
55	D	Market review: broadband	To review the market for broadband services to determine whether any operator has dominance/SMP in these markets, and to adjust regulatory obligations accordingly	<ul style="list-style-type: none"> Ensure that the final determination (and scope of regulatory framework at both retail and wholesale levels) adequately takes account of competitive developments in Bahrain broadband market 												

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
56	D	Market review: domestic leased lines	To review the market for leased line services to determine whether any operator has dominance/SMP in these markets, and to adjust regulatory obligations accordingly	<ul style="list-style-type: none"> Ensure that the final determination (and scope of regulatory framework at both retail and wholesale levels) adequately takes account of competitive developments in Bahrain market 													
57	D	Market review: international	Review of the state of competition in wholesale international markets	<ul style="list-style-type: none"> Ensure that the scope of regulation is appropriate Support the development of competition and associated benefits for consumers in terms of choice and prices 													
58	D	Market review: mobile termination	To review the market in which Viva's mobile termination services are provided	<ul style="list-style-type: none"> Ensure that the scope of regulation is appropriate Support the development of competition and associated benefits for consumers in terms of choice and prices 													
59	D	Market review: other services	To review the other markets (e.g. fixed access, domestic calls, fixed international calls to Z1 & Z3) in which Batelco is still SMP/dominant	<ul style="list-style-type: none"> Ensure that the final determination (and scope of regulatory framework at both retail and wholesale levels) adequately takes account of competitive developments 													
60	D	Retail tariff analysis	Review and analyse retail tariff submitted by SMP operator (at present Batelco) against the RTN Regulation & Law	<ul style="list-style-type: none"> Ensure that regulated retail tariffs comply with the Regulation and are consistent with the promotion of competition and the protection of end-users Competitive services available 													
61	D	Broadband monitoring platform and reporting	Prepare an quarterly report that reviews and audits the quality of service achieved by broadband providers. This information shall be provided to stakeholders to assist in monitoring, planning and development of the industry.	<ul style="list-style-type: none"> Increase consumer awareness and allow informed choice 													

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
62	D	WiMax network coverage compliance	Evaluate the percentage of the Kingdom's geographical coverage for each WiMAX operator and ensure compliance with relevant regulations	<ul style="list-style-type: none"> Compliance with WiMax license conditions 													
63	D	Host Global Symposium for Regulators 2014 (GSR)	Plan and host GSR in the Kingdom of Bahrain in 2014	<ul style="list-style-type: none"> Successful GSR 14 with excellent attendance and recognition 													
64	D	Sector workshops and meetings	Host external workshops to disseminate information to the sector regarding the Authority's local, regional and international participation and initiatives.	<ul style="list-style-type: none"> Greater participation, involvement and support of the sector in the Authority's initiatives and Bahrain's increasing role in the international arena 													
65	D	Actively Participate in all GCC & Arab Region telecommunications forums	Represent and promote Bahrain's position and interests as well as fostering effective cooperation on a regional level.	<ul style="list-style-type: none"> Establish a GCC Regulatory Group Restructure the GCC Committee with mandates for each sub-committee Disseminate relevant information, decisions and outcomes to all stakeholders. Protect operator and consumer interests 													
66	D	Actively participate in all sectors and for a of the ITU, including World Conferences and Summits	Represent and promote Bahrain's position and interests in coordination and alignment with the Arab regional position. This will also include communicating forums results, information and decision to relevant stakeholders.	<ul style="list-style-type: none"> Increased participation and involvement in international forums. Increased alignment between international, regional and local policies Disseminate relevant information, decisions and outcomes to all stakeholders. 													
67	D	Actively participate in the global Internet governance community (ICANN, IGF, RIRs, etc)	Represent and promote Bahrain's position and interests in coordination and alignment with the Arab regional position. This will also include communicating forums results, information and decision to relevant stakeholders.	<ul style="list-style-type: none"> Increased participation and involvement in international forums. Increased alignment between international, regional and local policies Disseminate relevant information, decisions and outcomes to all 													

No.	Obj	Activity - Project	Description	Expected outcomes	2013				2014				2015				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
				stakeholders.													
68	D	Actively participate in national telecommunications committees and meetings (NSMC, RCC, etc)	Represent the regulatory perspective as well as promote competition and consumer protection principles in the relevant committees and forums.	<ul style="list-style-type: none"> Continued fostering of competition and consumer protection principles Disseminate relevant information, decisions and outcomes to all stakeholders. 													