

BOTSWANA COMMUNICATIONS REGULATORY AUTHORITY



CLARIFICATION DOCUMENT 1

INVITATION TO TENDER

FOR

**THE PROVISION OF CONSULTANCY SERVICES FOR THE
REVIEW OF SPECTRUM PRICING POLICY FOR BOTSWANA**

REFERENCE NO: BOCRA/PT/003/2026.27

15 September 2026

**BOTSWANA COMMUNICATIONS REGULATORY AUTHORITY
PRIVATE BAG 00495
GABORONE
PLOT 50671, INDEPENDENCE AVENUE, GABORONE**

Below are Clarifications to Questions provided by bidders.

Clarification Request	BOCRA Response
Q1. The timetable provided, requiring project completion within five months, is (in our experience) very short. Can you clarify if there is an external deadline affecting this timetable?	The five (5) month period stated in the ITT is BOCRA's required project delivery period. There is no separate external deadline specified in the ITT. Bidders are expected to structure their methodology, resources, and work programme to deliver the required scope and deliverables within the prescribed period.
Q2. Please can you confirm if the five-month timescale includes time for public consultation, or if the timetable will be paused which such consultation is carried out?	The five (5) month period is inclusive of the two stakeholder consultation activities set out in the Terms of Reference. The project timetable will not be paused for consultations. Bidders should factor consultation timelines into their proposed project plan.
Q3. Several of the items listed, including landing rights, gateway and earth station authorisations, and direct-to-device services, involve market-access, authorisation, or service charges that are not necessarily spectrum fees. Could you please confirm: whether BOCRA wishes the new framework to price the full set of satellite authorisations, including any landing right, market-access, or service or revenue-based charges, or only charges for spectrum access.	BOCRA requires the new framework to price the full set of satellite-related authorisations referenced in Section 4.4 of the Terms of Reference, including landing rights, market access, and gateway/earth station and other associated charges, and not only charges for spectrum access. This is consistent with the requirement in Section 4.4 for the Consultant to “propose a comprehensive framework for pricing satellite spectrum and associated authorisations
Q4. Several of the items listed, including landing rights, gateway and earth station authorisations, and direct-to-device services, involve market-access, authorisation, or service charges that are not necessarily spectrum fees. Could you please confirm: whether the international benchmarking should cover satellite authorisation and licensing regimes in the same detail as fee levels.	Yes. The benchmarking should consider both the applicable fee levels/pricing methodologies and the underlying satellite authorisation and licensing arrangements to the extent necessary to understand the basis upon which the fees are imposed. The primary focus should, however, remain on identifying approaches relevant to the development of BOCRA's spectrum pricing framework and policy.

Q5. In the submission requirements we note the requirement to provide separate USBs as part of the physical delivery of the Technical and Financial documents. Due to the risk of delay and damage, would it be acceptable to provide email delivery of these documents in lieu of the USBs?	International bidders may use the shared link. Kindly be advised to upload a password protected file and only share the password on the day of tender opening.
Q6. Extension to submission deadline – Given the administrative requirements and the requirement for physical delivery of documentation, we kindly ask for an extension to the submission deadline of at least two (2) weeks.	Unless bidders are notified otherwise in writing, the submission deadline of 10:00 hours on 02 October 2026 as published in the Tender Notice remains in effect.
Q7. Relating to Annexure II Declaration of Beneficial Owners - this should be completed by a Citizen Contractor which is defined as a Botswanan citizen or company controlled by Botswanan citizens. As an international consultancy not based in Botswana, do you require us to complete this form?	Annexure II (Declaration of Beneficial Owners) is a returnable document listed under the compliance checklist and is required to be completed by citizen owned contractor or a joint venture with a non-citizen owned contractor to establish it's beneficial owners. International companies are not expected to complete the form.
Q8. We note the requirement for all CVs to be signed by team members. We are an international consultancy based all around Europe. Can we assume that these can be electronically signed?	Yes, electronically signed CVs are acceptable, provided the signature is applied by the named individual and reflects that individual's certification of the accuracy of the CV.
Q9. Section 3 - Draft Contract - do you require us to mark up this document as part of the tender process?	No. Bidders are not required to mark up or redline the sample Draft Contract in Section 3 as part of this tender process. It is provided for information, to guide bidders on the terms and conditions that will apply to the resulting contract. Any proposed contractual amendments may be raised during the negotiation stage referred to in Section 1, paragraph 21.5, following contract award.
Q10. Please confirm whether it is a requirement for the contracting party to formally purchase the RFP from BOCRA to submit a proposal. Or is it sufficient if a proposed subcontractor has purchased the RFP?	The Invitation to Tender document must be purchased by the bidding entity (main contractor) submitting the tender (i.e., the lead firm, or the lead partner in the case of a Joint Venture, Consortium, Association or Partnership). Purchase of the ITT by the proposed subcontractor alone does not satisfy this requirement, as the subcontractor is not the contracting party to the resulting Contract.

Q11. Please confirm the main objectives and rationale for reviewing the current Spectrum Pricing Policy. Is BOCRA seeking to review its current spectrum pricing policy because it considers its policy is no longer fit for purpose, or is the motivation for the review to ensure that the current policy remains aligned with best practice? If BOCRA considers the current policy is no longer fit for purpose, what recent or upcoming development has triggered BOCRA to review the policy?	As set out in Section 2 (Terms of Reference), paragraphs 1.3 and 1.4, the review is prompted by significant developments in the sector since the last comprehensive review in 2018/19, including deployment of IMT mobile broadband, emergence of NGSO systems, IoT, private mobile networks, increasing demand for broadband connectivity, and regional spectrum assignments. The primary objective is to ensure the pricing framework remains modern, transparent, fair across spectrum allocation services, and aligned with international best practice and national development objectives, rather than a response to a specific failure of the current policy.
Q12. We note that the scope of work requires the Consultant to recommend pricing mechanisms for regional spectrum assignments (see ITT section 4.5). Does BOCRA require only that the Consultant provides a pricing framework and policy that can be applied to both national and sub-national spectrum licences? Or, is there a specific challenge(s) that BOCRA has faced regarding pricing of regional spectrum assignments that it requires the Consultant's support to address? If so, what are these challenges?	The Consultant is expected to develop a pricing framework and policy that can be applied to national and sub-national (regional) spectrum licences, as set out in Section 4.5 of the Terms of Reference. Bidders should propose an approach informed by international benchmarking, stakeholder consultation amongst other things as part of their methodology. The Consultant should propose appropriate pricing variables and principles for such assignments and recommend how the pricing framework should accommodate differences in geographic coverage, spectrum demand, economic value, and other relevant factors. The TOR does not prescribe a single existing challenge or predetermined solution; the Consultant is expected to assess the matter and make appropriate recommendations.
Q13. We note that the scope of work requires the Consultant to include/review pricing mechanisms and methodologies for spectrum trading transactions, as well as other elements of spectrum trading (e.g. eligibility requirements and safeguards)(see ITT section 4.6). Does BOCRA therefore require the Consultant to support BOCRA in designing the	As set out in Section 4.6 of the Terms of Reference, the Consultant is expected to support BOCRA in designing the framework for spectrum trading including pricing mechanisms administrative fee structures for spectrum trading and secondary markets in Botswana, informed by international benchmarking of eligibility

framework for spectrum trading including administrative fees? Or, does BOCRA only require that the Consultant provide insights on general approaches adopted in other jurisdictions to eligibility requirements and safeguards for spectrum trading and secondary spectrum markets?	requirements and safeguards, rather than providing general comparative insights only.
Q14. We note that Table 3 of the ITT states a project timeline of five (5) months. Can BOCRA please confirm whether there are any specific (internal or external) reasons driving this timeline? Would there be scope to set out any scope to propose an alternative / extended timeline, especially given the level of stakeholder engagement foreseen under the scope of work.	Please refer to the response to Q1. The five (5) month project duration is a requirement of this consultancy. Bidders should design their methodology, including stakeholder engagement activities, to be delivered within this period.
Q15. We note that BOCRA currently uses the Spectrum Pricing Policy that was last comprehensively reviewed in 2018/19 (ITT paragraph 1.3). Did BOCRA implement all the proposals from the 2018/19 review? If not, which proposals have not yet been implemented, and when does BOCRA plan to implement these in future?	This will be addressed by BOCRA during the Inception phase of the assignment, where the status of prior policy recommendations will be shared with the appointed Consultant to inform the Current State Assessment Report. Bidders are not required to assume that all recommendations arising from previous reviews have been implemented in preparing their proposals.
Q16. We note that BOCRA lists Internet of Things (IoT) and Private Mobile Networks as significant developments since the 2018/19 review (ITT paragraph 1.3). To what extent have Private Mobile Networks and IoT applications been adopted in Botswana to date? What is the scale and nature of the Private Mobile Networks that have been built or discussed with BOCRA to date?	Private Mobile Networks and IoT applications in Botswana are steadily increasing and the information will be made available to the appointed Consultant during the Inception and Current State Assessment phases of the project. Bidders are not required to undertake a detailed assessment of the current scale of these deployments at tender stage.
Q17. We note that BOCRA lists the emergence of NGSO systems as a significant development since the 2018/19 review (ITT paragraph 1.3(ii)). What are the current spectrum fee arrangements for Satellites?	Information on the current spectrum fee arrangements applicable to satellite services, including the current Spectrum Pricing Policy and fee structures, will be made available to the appointed Consultant as part of the Current State Assessment phase of the project.

Q18. Has congestion in certain spectrum bands that was noted in the 2018/19 review reduced, or is there still some congestion in certain spectrum bands in Botswana?	This is a matter that will be addressed as part of the Current State Assessment, and relevant information will be shared with the appointed Consultant at that stage.
Q19. Can BOCRA confirm whether all the spectrum in the bands included in the 2021/22 and 2024/25 spectrum award processes has been awarded and assigned? Has some spectrum been left unassigned/unawarded?	Information on the status of spectrum bands awarded under the 2021/22 and 2024/25 award processes will be made available to the appointed Consultant during the Inception and Current State Assessment phases of the project.
Q20. Can BOCRA confirm whether it expects to release any new spectrum or seek to award any unassigned spectrum in the next few years? If so, what are BOCRA's plans?	Yes, BOCRA will release new spectrum in accordance with the updated IMT roadmap. These plans will be shared with the appointed consultant.
Q21. We note that the review seeks to align BOCRA's spectrum pricing policy with Botswana's national development objectives (ITT paragraph 1.4). Does BOCRA see a need to amend its overall objectives/principles underlying its current spectrum pricing policy? If so, can BOCRA clarify the objectives/principles underlying its current policy?	As set out in Section 2, paragraph 2.1 of the Terms of Reference, the objectives of the review are to promote efficient spectrum utilisation, economic and social value creation, regulatory certainty, investment promotion, fairness, transparency, and sustainable spectrum management. BOCRA is undertaking this review to test, refresh and strengthen these principles considering sector developments.

For more details, contact the Procurement Office at tenders@bocra.org.bw