The assessment is done following the structure of the Operational Plan 2000 of ITU-D.

CHAPTER 1: Programme of cooperation

1. World telecommunication development conferences
The next WTDC will be held in 2002.

2. Regional telecommunication development conferences
Following Council decision on RTDCs, they are replaced by a series of Regional Preparatory Meetings for the WTDC (one per region).

Annual objectives:
Develop an organizational framework for the preparation of WTDC-02.
Plan, organize and conduct the regional preparatory meetings for the Arab region and for Europe and CIS countries.

Assessment:
The organizational framework was extensively discussed by the third meeting of TDAG and within the secretariat, including the regional offices, and is now being implemented.
The Arab regional preparatory meeting will be held in Alexandria, Egypt, from 17 to 19 October 2000, and the Europe and CIS regional preparatory meeting will be held in Sofia, Bulgaria, from 28 to 30 November 2000.

3. Telecommunication Development Advisory Group

Annual objectives:
Plan, organize and conduct the third and the fourth meetings of the TDAG.
Assessment:
The third meeting of TDAG considered, among other things, the Operational Plan for 2000, the organizational framework for WTDC and the ITU Reform exercise. TDAG’s views and/or recommendations for further action are contained in the summary record available on the Web.

4 Gender issues

Annual objectives:
To initiate gender training in developing countries to integrate gender perspectives into policy and regulations.
To identify and eliminate barriers to women to be actively involved in rapid development of technologies, infrastructure and applications.
To provide communication services to women in rural communities.
To promote gender awareness within the organization and Member States.

Assessment:
Gender experts were recruited to:
- develop telecommunication training modules with a gender perspective,
- gender training modules to introduce gender perspective in training courses produced and taught by instructors at the Centre of Excellence, Dakar,
- produce a feasibility study for the creation of telecentres in Niger and Ethiopia
Gender questionnaire finalized and disseminated to ITU Member States with annual regulatory survey. Database created to enter data provided on the returned questionnaire and report of results to be prepared for the 3rd Annual Meeting of the Task Force on Gender Issues (TFGI), 9/10 October 2000.

5 Study groups

Annual objectives:
To study Questions and prepare draft Recommendations to be adopted in accordance with the procedures set out in the Convention and in the WTDC-98 Report.

Assessment:
Regional meetings were organized in Africa (Mali, 22-23 May 2000) and in the Arab Region (Egypt, 3-7 July 2000) with the aim to improve participation of these regions in the activities of the ITU-D Study Groups. Both meetings established groups of experts per Questions for both Study Groups and proposed draft Recommendations that were endorsed at the Study Group meetings. The involvement of ITU Regional Offices in the mechanism to enhance the participation of developing countries was also recommended. The Asia-Pacific Region worked this year by means of e-mail rather than through a regional meeting. As a result, contributions from these regions to the Study Group meetings in September increased significantly. The Americas Region and the Asia-Pacific Region will organize their first regional meetings in 2001.
Regarding the follow-up of PP-98 Resolution 89 the final ITU-T/ITU-D report was presented to the Council during its July meeting.
The Group on the structure and working methods of the ITU-D Study Groups will meet in November to revise WTDC-98 Resolutions 3 and 4. The Group will take into account the results of the World Radio Assembly (Istanbul, 1-5 May 2000) and of the World Standardization Assembly (Montreal, 27 September – 6 October 2000).
5.1 Study Group 1

Assessment:
The report on Question 7/1 (Universal access/service) was approved for publication before WTDC-02.
For Question 13/1 (Promotion of infrastructure and use of the Internet in developing countries) it was decided to separate and prepare for publication in the form of reports, Part IV (Use of Internet) and Part V (Local content and empowerment) of the report. The Study Group decided to terminate the work of the Focus Group. The remaining parts of the Question (with the exception of Internet traffic) were given back to the regular Study Group activities.
The Final Reports and Recommendations on Questions 6/1, 8/1, 9/1, 10/1, 11/1, 12/1, 14/1, 15/1 and the remaining parts of 13/1 will be ready for the Study Group meeting in 2001. The Rapporteur’s Groups were invited to prepare their proposals for revisions or new Questions in time for the meetings in September 2001.

5.2 Study Group 2

Assessment:
A new recommendation on Effective utilization of amateur services in disaster mitigation and relief operations was approved for publication. The final report on Q 9/2 was also approved.
The report of Focus Group 7, which includes 6 recommendations, was endorsed for publication by BDT and is submitted to TDAG for approval.
The Report on Question 11/2 will be finalised in December 2000.
The report on Question 14/2 was also approved for publication and dissemination before WTDC-02.
Two handbooks were approved for Question 16/2 for publication before WTDC-02: a Handbook on disaster communication and a Handbook on new technologies and new services, which contains 4 fascicules: Fasc. 1: New technologies supporting new networks; Fasc. 2: Digital networks/services; Fasc. 3: IP-based networks/services; Fasc. 4: Digital radio and TV networks/services. Fascicules 1, 2 and 4 will be published after introducing some amendments. Fascicule 3 will be considered at the Study Group 2 meeting in September 2001.
For Question 12/2 a reference book on digital subscriber line technologies (xDSL) was prepared, and will be submitted to the Study Group 2 meeting in September 2001.
The Final Reports on questions 10/2, 15/2 and Resolution 9 will be presented at the Study Group meeting in 2001.

6 Information sharing

6.1 Information sharing - Publications

Annual objectives:
To produce telecommunication sector reports useful for policy makers and other key decision-makers. Reports to include World Telecommunication Development Report, Yearbook of Statistics, Challenges to the Network and Direction of Traffic as well as regional publications. The data in the reports is the primary source of statistical information about development in the telecom industry worldwide.

Assessment:
The Americas Telecommunication Indicators report, our first on the region in many years, was successfully launched at Americas Telecom in April 2000. It has been cited by numerous media
during the conference and the data used for a number of articles describing telecom developments in that region. Other publications will be released in the fourth quarter of this year. Numerous ‘electronic’ publications and data have been placed on the Indicators web pages to assist the telecom community in easily accessing the facts and figures they need.

6.2 Information sharing - National databases

Annual objectives:
To assist countries to better measure their Information and Communication Technology (ICT) sector. This includes helping ministries and regulators to define, collect, harmonize and disseminate appropriate indicators for measuring ICT development in their country. It also involves analysis of impediments to ICT penetration, benefits of ICT as well as policy recommendations for enhancing ICT.

Assessment:
An analysis of Internet market and policy has been carried out for Nepal, Uganda, Bolivia, Egypt and Singapore. As part of those activities, an e-commerce assessment was prepared for the Nepal Planning Commission, Information Technology recommendations prepared for the Ugandan Ministry of Communications, and Internet policy conclusions prepared for the national telecom regulator in Bolivia. Reports have been drafted for all the above countries and will be finalized and distributed in the 4th quarter.

6.3 Information sharing - Workshops

Annual objectives:
To improve, refine and exchange experiences on the indicators used to track Information and Communication Technology around the world.

Assessment:
The first African Internet and Telecom Summit was held in Banjul, The Gambia in June. This meeting was done in collaboration with the Commonwealth Telecommunication Organization. Over 100 participants from almost every country in Sub-Saharan Africa participated. A frank exchange of views between policy-makers, regulators, telecom operators and ISPs took place. An assessment of the State of the Internet in Africa resulted from the meeting.

6.4 Information sharing - Collaboration

Annual objectives:
To improve the quality and availability of ICT indicators by collaborating on exchange of statistics and experiences among regional and international agencies (e.g., UN, UNDP, RCC, OECD, World Bank, etc.) collecting and disseminating ICT statistics.

Assessment:
Collaboration is ongoing with a number of international organizations. An African Internet conference was organized in conjunction with the Commonwealth Telecom Organization. The BDT Telecom and Information Technology Statistics and market studies have been provided, among others, to UNDP, World Bank and UN and reproduced in those organizations annual reports. Close collaboration with OECD, academic community and market researchers on developing Internet indicators.
CHAPTER 2: Valletta Action Plan programmes

1 Reform, legislation and regulation of telecommunication

1.1 Studies and reports

Annual objectives:
Update of the Arab Book (ARB).
Preparation of a report on telecom reform and pricing to assist ASP governments in the process of transforming their telecommunication sector.
Preparation of the 2000 Trends in Telecommunication Reform.

Assessment:
A draft version of Trends in Telecommunications Reform 2000, on the theme of interconnection, will be presented on the occasion of the Development Symposium for Regulators (DSR) to take place 20-22 November (see Workshops/Seminars below). Trends 2000 includes seven chapters covering key interconnection issues and one chapter on general trends in telecommunication reform. Participants in the DSR will have an opportunity to update any statistical data reported in the draft version so that a final version can be made available for sale in February 2001.
The process of updating the Arab Book was launched, during the meeting of the Arab State region on the participation of the Arab States in the work of the ITU-D Study Group (Cairo, 3-5 July). The actual work is being co-ordinated by ROAS. Around 50% of the work is done and discussion on this subject is on the agenda the Annual Meeting for Telecommunication Development in the Arab Region and Regional Preparatory Meeting, (Alexandria, Egypt; October 14-18).

1.2 Workshops/seminars

Annual objectives:
Review the WTO agreements and how to align national telecommunication legislation (AFR).
Review the Americas Blue Book 2000 and develop a plan for implementation.
Share knowledge and experience on implementing reform, modifying legislation and setting up regulatory institutions (ARB).
Stimulate exchange of information between countries (ARB).
Exchange information and experiences among regulators in the ASP region.
Discuss the importance of sound telecommunication legislation, basic elements required, and implementation (EUR).
Bring together all present and future regulators to exchange experiences, successes and failures (MUL). Create a global forum for regulators.

Assessment:
The Development Symposium for Regulators (DSR) will take place on November 20-22. The purpose of the DSR is to launch a global dialogue among the world’s regulators and policy-makers. Ninety-six countries have already created a separate regulatory authority, another 25 have plans to create a regulatory authority in the years to come and others are currently evaluating whether to create a regulatory body. Regulatory bodies are now a distinct player in today’s telecommunication environment and need a venue in which to exchange their views and experiences.
For Africa Region, a forum for telecommunication regulation will take place in Botswana in October to develop action plans for restructuring the telecommunication sector. These plans are expected to be implemented through subregional co-operation among African countries and partnership with international development institutions and African regional organisation. European
Commission, Commonwealth Telecommunications Organisation, Agence de la francophonie have already indicated interest.
In Eastern Europe, a seminar was successfully organised in Kyrgyzstan to discuss harmonisation of Telecommunication Law in CIS countries. In other parts of the world, BDT contributes to seminars and meetings organised by existing regulatory organisations. More information about workshops and seminars organised in the framework of Programme 1 can be found on the TREG website, http://www.itu.int/treg.

1.3 Regulatory library

Annual objectives:
Develop and maintain an up-to-date reference center for national telecommunication regulations and policies.
Disseminate current regulatory information through the TREG web site, through publications, and on CD-Rom.

Assessment:
50% of ITU membership has responded to the 2000 survey, after 3 months. The information collected is entered in the regulatory data base and disseminated through the TREG website, and various publications. A major improvement of the database took place this year following the changes in the survey and the merger with 1998 data. A CD-ROM will be released in November 2000.

1.4 Training

Annual objectives:
Provide required training to newly established telecommunication regulators (AFR).
Offer regulatory courses through electronic conferencing in cooperation with other Academic Institutions.

Assessment:
The process of designing a sound training program for regulators is still under discussion. Meanwhile some ad hoc training is organised within a specific project (Liberia) or by granting fellowships to attend courses in an academic institution (Mozambique).

1.5 Direct assistance

Annual objectives:
Strengthen the Telecommunication Regulators Association for Southern African countries.
Assisting countries in addressing policy and regulatory issues arising from the liberalization, convergence and globalization.

Assessment:
Direct assistance in regulatory matters can be implemented in various ways:
The magnitude of required expertise amounts to several months: Either the country is ready to finance it (Mauritius) and BDT recruit the expert and oversees the assignment; or the country cannot finance the assistance (Djibouti). In the latter case, BDT assists in finding interested partners. On other cases where the required expertise represents only a few weeks (Oman, Sudan, Jordan, Mali), experts missions are financed on BDT budget.
In that chapter, BDT is also helping financing the first year of permanent secretary to TRASA.
2 Technologies and global information infrastructure development and applications

2.1 Elaboration of guides, planning manuals and training material

Annual objectives:
Easy access for developing countries to information that they require relating to technologies and the development and applications of the Global Information Infrastructure (GII) (in order to increase their skills).

Assessment:
The GMPCS Handbook was published recently, putting together for the first time all relevant ITU texts. The Handbook is a valuable tool for those involved in GMPCS matters.

2.2 Development of software tools/software support and provision of training courses

Annual objectives:
To assist in the harmonization of the frequency band 170 MHz-2,5 GHz in the Americas Region and to develop a new database on the administrative radiocommunication procedures of CITEL member states. Improve the existing networks and services, taking into account the recent trends in the development of telecommunications and informatics.

Assessment:
PLANITU expertise was not only transferred between Indonesia and Viet Nam, other countries of this region also showed an interest in it. Universities in Bangkok and Copenhagen are considering making use of this planning tool in its curriculum for students of telecommunications. The frequency management database for the CITEL states was successfully implemented and now serves as an information resource.

2.3 Regional seminars, symposia, workshops, etc. on new technologies

Annual objectives:
Keep Administrations and Operators abreast with latest developments in new telecommunication technologies and applications; encourage and facilitate consultation and exchange of information within each region in order to enhance regional cooperation for the introduction of these new technologies, including associated appropriate training programmes.

Assessment:
Subregional and regional seminars/workshops completed on:
- “Digital sound broadcasting: managing the transition”, Malaysia
- “Challenges to broadcasting in the Caribbean”, Barbados
- “Protection of the environment and achieving sustainable development”, Djibouti
- “WinBASMS for CIS countries”, Kyrgyzstan
- “Spectrum management and WinBASMS use in Central Africa”, Yaounde
- “Licensing and commercial issues” for the Americas (in Argentina) and for Africa (in South Africa)
- “Development of IMT 2000 universal system” in Poland for Europe, Egypt for Arab States and Thailand for Asia
- “Maritime radiocommunications workshop for Arab States and Red Sea countries”, Bahrain.
These workshops were successful. They have not only provided neutral, up-to-date information for
telecommunication professionals from developing countries but also provided an opportunity for them to establish personal contacts with colleagues and specialists from the industrial world.

2.4 Pilot projects (methodological and expert assistance)

Annual objectives:
Advise countries on advanced telecommunication applications.

Assessment:
Interactive television distance learning pilot projects for primary teachers became formally operational (India), while administrative preparation for formal UNESCO/ITU signature is finalized (Morocco).
Telemedicine pilot projects in Senegal and Mozambique are ready for equipment procurement phase, feasibility study conducted in Guinea and a telemedicine project became operational in Nicaragua.

2.5 Technical assistance

Annual objectives:
By means of short consultant missions on site, and/or correspondence, the beneficiary countries shall be assisted in technology matters including developing project documents, producing feasibility studies, having the tools for solving their technology related problems.

Assessment:
A growing number of technical assistance missions such as the “Numbering Plan reviewed” in Bangladesh, “Guidelines for the introduction of new technologies” in Mali approved, “Infrastructure planning and innovative technologies” in Paraguay, etc. are completed or in the process of implementation.
The increasing demand for this type of assistance is to be noted. Developing countries are obviously benefitting from the focus on their specific areas of national interest made possible through tailor-made technical assistance.

3 Rural development and universal service/access

3.1 Multipurpose community telecentre pilot projects

Annual objectives:
Conceive, seek financing when required, implement and test models of telecentres in developing countries that could be later replicated on a regional or national scale.

Assessment:
Expansion and enhancement of Jakar multipurpose telecentre (MCT) in Bhutan.
Feasibility study of MCT in Democratic People's Republic in Korea completed, coordination with other potential partners underway.
Expansion of services in Timbuktu, Mali & Malanville, Benin under discussion with partners.
Advancement of National Policies for Universal Access Project carried out under the ITU/CIDA Memorandum of Understanding initiated, to be completed by the end of the year 2001.
3.2 Training

Annual objectives:
Sharing knowledge and know-how to facilitate implementation of rural telecommunications and universal access.

Assessment:
Regional seminar for European countries on interconnection, universal access/service issues for regulators (Slovak Republic) completed. Regional seminars on rural telecommunications and universal access/service: technological, regulatory and financial issues to be held in Sudan and the Russian Federation in October prepared. Training manual entitled "Multipurpose Telecentre models around the world" being prepared for publication.

4 Finance and economics, including WTO issues, tariffs, accounting rates, etc.

4.1 Assistance in developing new configurations

Annual objectives:
Direct assistance and advice on financing strategies to the Telecommunication Administrations, Sector Members, Regional and International Organizations and the private sector.

Assessment:
The preparation of the document on Criteria for attracting investment-ROI is finished. The first phase of the review of the three models (TAS/TAL/TAF) has been completed and discussions on the end product were held at the meeting of the SG3 Rapporteurs’ Group on Cost Models. The revised TAL Model was presented at the Seminars in Jamaica and Honduras.

4.2 Report on financial institutions

Annual objectives:
Dissemination of information on financial institutions and telecom private sources.

Assessment:
The preparation of the document Contribution to telecommunication resources and case studies is finished.

4.4 Assistance in setting up a mechanism for financing universal service

Annual objectives:
Direct assistance to countries including the use of experts for the design and preparation of project documents, models, guidelines. Provide international expertise to assist in preparing cost and tariffs models for national and international telecommunication services including interconnection rates.

Assessment:
Assistance to eight countries is being provided through data collection from administrations/operators, workshops and expert missions in cost calculation, tariffs and USO strategies. The first draft of the Belize Case Study has been completed and sent to the Administration and the ROA for comments. A new workshop is being organized to assist the Eastern African countries on cost, tariffs and interconnection rates calculation.
4.6 Workshops/subregional seminars/building national capabilities

**Annual objectives:**
Dissemination of information through seminars in the developing countries on issues related to the GATS and assistance on negotiation process through workshops.

**Assessment:**
Dissemination of information on tariffs, regulatory and WTO issues is being done throughout the implementation of the series of five seminars for developing countries throughout the world. Highly successful seminars have been completed in Kenya, Jamaica, Honduras.

4.7 Organization of a task force of national experts in each region

**Annual objectives:**
To promote transitional arrangements in accounting rates and settlement and tariff reforms by organizing a task force of national experts in every region under the leadership of BDT Regional Experts (organization of workshops and utilization of the Center of Excellence concept). This Activity is closely related to Activity 4.8.

**Assessment:**
One seminar in the CIS countries to promote transitional arrangements in accounting rates settlement and tariffs has been successfully completed. The seminar on Pricing for frequency usage has been postponed for the OP2001 upon request from Europe & CIS Unit.

5 Development partnership with the private sector

5.1 BDT cooperation

**Annual objectives:**
To facilitate activities of mutual benefits to all partners related to telecommunication sector development and to improve understanding between the developing countries and the private sector through information, meetings and guidelines.

**Assessment:**
Of the five actions planned for 2000, four have been implemented and are in progress and one is planned to be implemented at the end of the year. Actions in progress: Directory of LDCs was completed at the end of September. The Entreprise incubators project was carried out as planned in Peru. Database of operators is being established and will available at the end of the year. A regional meeting with private-sector and regional organizations for the Americas will take place during the next PCC I meeting, from 30 October to 3 November 2000 in Peru. Action to be implemented: The website of partnerships, projects and financing is part of the operators’ database and will be implemented at the end of the year.

5.2 Private-sector collaboration

**Annual objectives:**
To establish joint-ventures and strategic partnerships with public and private entities with particular emphasis on building private sector partnerships in developing countries.
To facilitate participation of the private sector to governments on internationally financed pilot projects.
Assessment:

Of the five actions planned, two have been completed during the first six months of 2000, two are confirmed to be completed by the end of this year and one is postponed to 2001. Actions completed: BDT participation in SUPERCOMM 2000, which was held in Atlanta on 7 June 2000 and the Third meeting of the TDAG Subgroup dealing with private sector issues was held on 29 February. The Fourth meeting of the TDAG Subgroup dealing with private sector issues is going to take place on 11th October before the TDAG meeting and a Partnership Roundtable for LDCs from 23rd to 24th November 2000 in Geneva. With regard to the heavy agenda of the Arab Region, it has been decided to postpone the Private-sector cooperation meeting related to equipment manufacturers in the Arab region (Telecom & IT) to the beginning of 2001.

6 Capacity building through human resources development and management

6.1 Transfer of knowledge

Annual objectives:
To provide training in strategic management, marketing and business planning through workshops, seminars, training material and distance learning.

Assessment:
Out of 12 workshop/regional meetings programed for 2000, nine are already implemented On average, in the workshops/regional meetings the degree of satisfaction is superior to the 80% established as objective. The training agreements are on-going actions throughout the year and are under implementation by the Fellowships Service. The training agreement with AHCIET is already implemented as it was only a one-action scheme.

6.2 Sharing of experience and know-how

Annual objectives:
Exchanging knowledge between people who are experienced in the field of HRM/D in general and in particular.

Assessment:
The majority of the ten actions are scheduled for the last quarter of year 2000. The World Symposium in Tele-Education, the largest action of the list, was successfully implemented with a degree of satisfaction close to 90%. Some of the listed actions, not yet implemented are under organization, negotiations and/or partially implemented (case of TCDC missions in which some are already implemented).

6.3 Assistance

Annual objectives:
To implement 85% of the actions approved (assistance with recruited consultants). To obtain country satisfaction in at least 90% of the missions implemented.

Assessment:
No actions are listed as the budget for assistance in HRD was deleted from program No 6 to be assigned to the different Regions as Ad-hoc assistance.
Around 12 missions of assistance are already implemented, financed by other budgets (HRD Division operational budget and/or surplus telecom when related with the Centers of Excellence and GTU/GTTI project).

6.4 Dissemination of information

Annual objectives:
To provide updated information through the web and on paper, on HRD activities. To answer at least 90% of the requests for information.

Assessment:
The three listed actions are under implementation as follows:
- Databases available in the Virtual Training Center are up-dated and available
- Three of the four issues of the Human Resource Development Quarterly were published, distributed and are available on the web
- Two manuals/reports with training material were published in Spanish, corresponding to the following subjects: The Regulation of Telecommunications and Management with Leadership. The first one has been translated into French and English.

6.5 Training and human capacity building

Annual objectives:
To support a creation of Centers of Excellence, to develop the framework for study programs to present HR case studies and to foster the gender perspective.

Assessment:
The 14 actions listed do not have a VAP budget. All need to be implemented using SURPLUS TELECOM, or external contributions. When using SURPLUS TELECOM, the actions are organized in projects, with a normal duration between 2 and 4 years. Each project has its annual working plan. All are under implementation trying to follow the working plans. Some difficulties and delays appear when trying to set up agreements with external partners as sometimes they are not used to ITU rules/procedures.

6.6 The exchange of experiences and know-how

Annual objectives:
To organize electronic forums / round tables for discussions and sharing of experiences/know-how and to report on the results of these actions.

Assessment:
Two general actions are listed. The activities that are organized and under implementation as of end of September are:
- Electronic forums or electronic round tables for discussion: set up and ongoing: one for the discussion of Q15/2 in the Study Groups, and one for discussions on Marketing of Telecommunication Services in the Americas Region
- Publication of special reports to share experiences and know how: a Case Study for Q15/2 covering the Central American Countries has already been developed and published, and a second case study for Q15/2 covering 3 different states of Brazil has been organized and is currently ongoing.
CHAPTER 3: Special programme for least developed countries

1 Introduction of new technologies

Annual objectives:
Help countries to modernize their networks and introduce the most appropriate technologies in order to implement universal access and entry to GII.

Assessment:
Ten actions are listed under this area, half of which have been successfully completed in Cambodia and Uganda. The actions for Haiti have had to be cancelled for compelling political reasons but will be resurrected in the coming years. The remaining actions for Ethiopia and Tanzania are under implementation and will be completed by end of November 2000. The inauguration of the Uganda telemedicine project in August was a big occasion for pomp and ceremony which gave the ITU/BDT considerable visibility though the simultaneous press releases at ITU and Kampala.

2 Sector restructuring

Annual objectives:
To facilitate telecommunication sector reform in LDCs according to each country’s special needs.

Assessment:
The Haiti actions were cancelled for reasons given earlier. The remaining actions were satisfactorily completed in all programmed countries except for Ethiopia which is currently underway. This area forms the basis for a sound sector development and beneficiary countries have much appreciated the assistance rendered, particularly Comoros and Cambodia.

3 Rural telecommunication development

Annual objectives:
To enhance universal access to telecommunication services in rural and remote areas under sustainable condition including appropriate financing and tariff structures.

Assessment:
There are two actions in this category. Tanzania action is currently underway whilst the Haiti action has been cancelled. Further assessment will be made when the implementable action is completed. RTD is the basis of our efforts to achieve universal access.

4 Human resources development/management

Annual objectives:
Capacity building, particularly in the areas of network management, tariffs and billing.

Assessment:
Sudan action is underway while the actions cancelled in Haiti have been transferred to Rwanda and Chad and are due to start in the fourth quarter of 2000.
5 Financing and tariffs

Annual objectives:
Create a self-sustaining economic basis for the telecommunication operator(s).

Assessment:
There are three actions in this category, the first of which was completed during the first quarter. The remaining actions for Tanzania have been modified as far as the modality of implementation is concerned in that expertise will now be provided internally and this will be done during the last quarter.