

## Become a Partner

In order to build synergies and mobilize additional resources for capacity-building initiatives, the HRD Unit welcomes strategic partnerships with private sector, regional and international agencies, governments, academia and training organizations. There are several opportunities for getting involved in telecommunications human resource development and management, and our present partnerships are tailor-made to the means and interests of each. Examples include:

- Providing subject-matter expertise (in new technologies, regulatory issues, telecom policies, etc.);
- Waiving training fees;
- Assisting in the development of training materials and case studies;
- Providing expertise for distance learning, web-based curricula, e-learning courseware and tools;
- Raising awareness, sharing "best practices" and "lessons-learned";
- Facilitating "train-the-trainer" programmes;
- Creating knowledge networks for better access and sharing of information;
- Providing relevant reference materials;
- Formulating and implementing innovative public-private sector pilot projects focused on building capacities.

## Possible Contributions to Development

There are three main approaches for contributing to development: establishing a training agreement (by waiving training fees), contributing to the BDT yearly action plan, and/or joining existing regional projects based on public/private sector partnerships focused on long-term self-sustainability.

We would be very pleased to discuss any possible partnerships. Please contact us (see staff list).

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### International Telecommunication Union

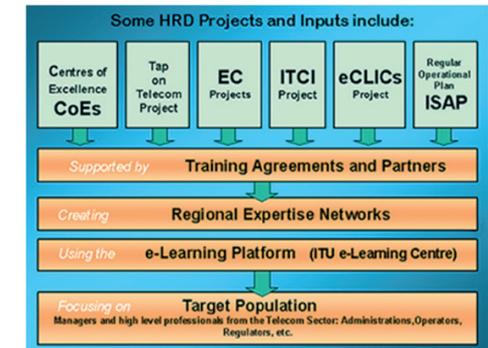
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# Developing Human Resources for Strategic Advantage

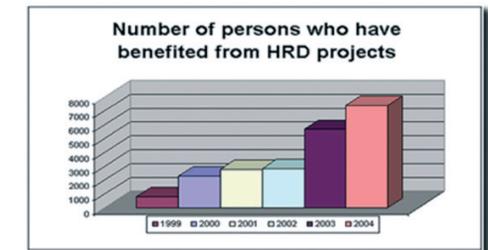
Human Resource Management/Development

## BDT/HRD Major Initiatives in Capacity Building

Assisting developing countries in building human capacities has always been one of the fundamental roles of BDT. Our flagship initiatives include: Centres of Excellence, ITU e-Learning Centre, Internet Training Centres Initiative (ITCI), Tap on Telecom, e-Community Learning and Information Centres (e-CLICs) and EC capacity-building projects.



The availability of highly qualified staff at key levels in telecommunication organizations has become a particularly critical factor for a smooth transition to the current telecommunication environment. Policy-makers and regulators at the governmental level, as well as corporate executives and senior managers at the service-provision level, are the priority target population for BDT's training and human resource development efforts.



[www.itu.int/itu-d/hrd](http://www.itu.int/itu-d/hrd). Our online training catalogue is available at [www.itu.int/itu-d/hrd/tc](http://www.itu.int/itu-d/hrd/tc).

## Internet Training Centre Initiative (ITCI)

The ITU Telecommunication Development Bureau (BDT) launched the ITC Initiative for Developing Countries in May 2001, with the aim of providing students and professionals in developing countries with affordable and relevant information technology training

In Internet Protocol (IP) networking. Cisco Systems, Inc. joined the global initiative as a pioneer partner, offering its Cisco Networking Academy Programme. The goals of the project included the establishment of 50 Internet Training Centres worldwide by the end of 2003, with an overall female enrolment of 30 per cent. There are now 53 centres in operation globally, with more than 3,200 students enrolled. Female participation in the Cisco Networking Academy Program has been particularly successful within the ITC Initiative. By the end of 2004, ITCI aims to introduce the Extended Curriculum in twenty of the best performing academies. These academies will benefit from courses offered by other partners such as Hewlett Packard and Panduit Ltd through the the Cisco Network Academy Programme. The ITCI project further aims to open another 20 Internet Training Centres (ITCs) in least developed and developing countries that currently do not have this programme, bringing the total number of centres to 73 worldwide by the end of 2004.

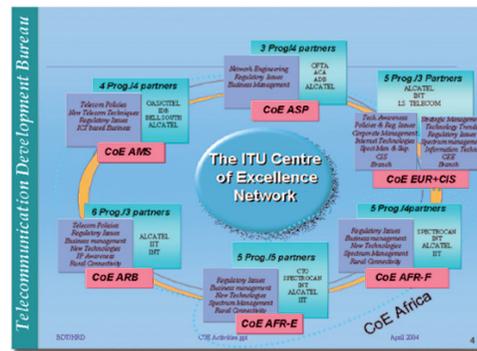
## Centres of Excellence

All countries need highly developed human resources to facilitate the transition to the new telecommunication environment. The increased use of new technologies, the move towards corporatization and competition, and the separation of regulatory functions from operational services require advanced-level policy, regulatory and managerial expertise as well as advanced skills on networks architecture.

During the last four years, the Centres of Excellence network has been created and reinforced to generate these required competencies in developing countries all over the world. Relying on the experience and architecture already available, while addressing the priorities and regional needs, BDT has created the following six Centres of Excellence:

- 2 in Africa
- 1 in the Americas
- 1 in Asia and the Pacific
- 1 in the Arab States
- 1 in the Europe Region and CIS

These Centres have been designed to assist and offer training to decision-makers and senior executives in telecom entities so that they may contribute to sector reform, as well as have general control of how networks evolve and related diversification of the services offered by new-generation networks (NGN). In addition, the Centres serve as regional focal points for professional development, research and information, and also provide consultancy services to the government and private sectors.



## ITU E-Learning Centre – A Knowledge-Building Platform

Since 1995, the HRD Division has been using information and communication technologies (ICTs) as a tool to deliver distance learning in developing countries. Over the years, the ITU e-Learning Centre has been established as a global learning platform aimed at strengthening human capacities in the area of telecommunications and human resources development by leveraging on the digital opportunities available.

The main purpose of establishing the ITU e-Learning Centre is twofold:

- To facilitate online skills development and knowledge sharing;
- To promote the e-learning culture itself.



Each year, more than 50 online courses are offered mainly in the areas of Telecom Policy, Technology Awareness, Regulatory Issues, Strategic Management, Change Management, e-Services, Spectrum Management and Network Engineering. Another service provided through the ITU e-Learning Centre is the setup of e-communities to facilitate knowledge sharing among telecom professionals.

In the area of education, ITU has partnered itself with Cable & Wireless to provide some seats (on a competitive basis) to candidates for e-Masters degrees in:

- Communication Management (Coventry University)
- Regulation and Policy (University of the West Indies)
- Telecommunication Law (University of Strathclyde)
- Operational Communications (Coventry University)

In a cost-effective manner, the ITU e-Learning Centre provides a flexible strategy to develop human capital through the use of the Internet to foster skills development and continuous learning. Further information is available at [www.itu.int/ITU-D/hrd/elearning](http://www.itu.int/ITU-D/hrd/elearning).

## e-Community Learning and Information Centres (eCLICs)

There has been sufficient evidence that Information and Communication Technologies (ICTs) provide unprecedented opportunities to accelerate development. However, connectivity being driven primarily by market forces gives rise to the concern of "e-exclusion" – isolated communities in geographically remote areas are being further marginalized and disadvantaged by not having access opportunities.

A pilot project, called eCLICs, has been proposed to establish ICT Community Learning and Information Centres connected via satellite or other means to the Internet at rural schools that will in turn serve as hubs for community development. Through these centres, various human capacity building initiatives will be extended to the community.

## TAP on Telecom

This five-year project aims at supporting the Centre of Excellence Network actions towards aligning technology choices with regional objectives, as well as understanding technology and its requirements for deployment, service implementation, maintenance, replicability and scalability of NGN networks.

Phase one is being conducted over 18 months as a pilot project focusing on Africa and the Arab Region with the purpose of evaluating and testing during face-to-face workshops the parameters of a larger scale application to each of the CoEs and concerned regions.

Further steps will help ITU Member States to enhance their autonomy and capacities on NGN issues through:

- Technology training for senior managers and operational teams, with a strong commitment for developing subject-matter experts
- Hands-on technical assistance
- Testing of local innovations (technologies and applications) for proof-of-concept, performance and interoperability

## EC-ITU/ICT – Internet Training Centres

There is an acute shortage of skilled ICT professionals in the world and, in the case of the least developed or developing countries, lack of basic computer skills also contributes to the development challenge.

This capacity building project aims to maximize its social impact and increase human as well as institutional capacity in least developed and developing countries by targeting two layers of the Internet population – the end user and the advanced user. Through a train-the-trainer approach, BDT will provide affordable and relevant training using both face-to-face workshops and e-learning methods.

The Basic ICT programme aimed at the end user has been built to impart computer skills that will increase employment opportunities. The Advanced ICT programme will impart to computer-literate users a set of advanced IT skills enabling them to set up a new web-based business. This project will be carried out with funding from the European Union and ITU.

## EC-ITU Regulatory capacity-building project for West Africa

This Project on ICT Regulatory Reform for West Africa aims at developing and providing regional training resources in the field of ICT regulatory reform and at delivering training sessions for regulators, policy-makers and service providers in West Africa.

This project will be jointly funded by the European Union and ITU. It will be implemented in close coordination with another EC-ITU Project (West Africa Common Market) supporting UEMOA and ECOWAS in the creation of an integrated ICT market in the same region. In this context, the training sessions will set up the necessary background for implementing a series of regional recommendations to be generated by the second project, as well as for ensuring that national skills and practices will be fully compliant with these recommendations.

Half of the activities will be delivered in e-Learning mode while the other half will consist of face-to-face workshops. In addition, each activity will be delivered both in French and in English through replication in order to avoid high interpretation costs. This mix aims at the development of a real community of subject-matter experts, able to guarantee the effective sustainability of the project inputs.