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International Telecommunication Union
Telecommunication Development Bureau

Project Budget Number: **9RLA11009**

Project Title: **AMS CoE Regional Project: Management of capacity building activities**

Project Short Title: **AMS CoE Regional Capacity Building**

Start Date: **April 2011**

Estimated End Date: **December 2012**

Government Coop. Agency: **N/A**

Implementing Agency: **International Telecommunication Union**

Project Site: **ITU AMS Regional Office**

Beneficiary Country: **Countries of the Americas Region**

ITU Project Manager: **Melba Lucía Rivera de Reyes**

SUMMARY OF CONTRIBUTIONS	
Project Budget	
Description	US\$
INTERNATIONAL PERSONNEL	
Staff Cost (SSA Consulting/Translation)	46.000
Mission Expenses (DSA/Transportation Staff; DSA/SSA Consulting; Participation of Nodes in trainings)	50.000
EXTERNAL SERVICES (Printing Costs, Rental PCs and Audiovisual equipment)	3.000
BANK CHARGES AND EXCHANGE LOSSES (UNDP SERVICES)	2.000
OTHER CHARGES (Miscellaneous)	10.000
SUB-TOTAL PROJECT	111.000
ITU Admin Support Cost (7.5%)	8.325
TOTAL PROJECT:	119.325
Contributions from:	
A) ITU AMS CoE: USD 120.000	
B) In kind contribution from participating Nodes: Trainers; Training delivery; Content development; Infrastructure (Room/Business Centre, material supply, communications facilities, informatics support)	

Brief Description:

Within the Centres of Excellence initiative, the Centre of Excellence for the Americas Region (AMS CoE) was one of the first to be established. Phase I of the AMS CoE (2001-2007) put in place a regional mechanism for knowledge sharing and a network of excellence with regard to capacity building. Phase II of the AMS CoE (2007-2010) further consolidated a diversified portfolio and a critical mass of training programs and launched a financial mechanism for its self-sustainability. By the end 2010, the AMS CoE has proven to be a self-sustaining initiative in terms of relevance to the ICT sector in the region and from a financial point of view.

In order to continue supporting the delivery of high-level on-line/face-to-face training activities, thus meeting the needs and expectations expressed by the ITU's Membership in the Region in line with WTDC-10 Resolution 73 and taking into account the financial self-sustaining mechanism already in place within the AMS CoE, the objective of the Project is to serve as an overall framework for the continuation of AMS COE 2011-2012 activities while moving the regional CoE initiatives towards an ongoing non-project based mechanism.

On behalf of	Signature	Date	Name/Title
ITU		09 05 2011	 Brahim Sanou BDT Director

1. BACKGROUND & CONTEXT

1.1 Background

The Centres of Excellence initiative has its origin in Resolution 11 of the 1994 Plenipotentiary Conference (Kyoto), which decided that “a significant part of any surplus income over expenditure derived from the activities of TELECOM should be used for specific telecommunication development projects, primarily in the least developed countries”. The “Centres of Excellence” was one of these supported initiatives with the aim of reinforcement of human resource development activities in developing countries.

The Centres of Excellence Project for the Americas Region (AMS CoE) was one of the first to be established as a regional mechanism to strengthen the capability of the region to generate knowledge and experience to develop top human talent and thus contribute to capacity building and development in the ICT sector.

The starting point of Phase I of the AMS CoE - and its main objective - was to ensure that the regional mechanism established generated a true network of excellence with regard to capacity building which could achieve self-sustainability in the longer term, both from the financial point of view, and from the perspective of relevance to the ICT sector.

At the end of Phase I, thanks to a “Positioning and Dissemination” strategy, it was possible to establish a core group of partner institutions acting as nodes in the network offering a portfolio of courses that addressed the broader needs in the ICT market segment.

The construction phase of this regional mechanism delivered training on topics such as policies, regulation, management, and telecommunication/ICT technologies, not only for the AMS CoE but for other regional CoE Projects that ITU was implementing.

Among the regional CoE Projects, the AMS CoE has been one of the most successful, with a diversified portfolio of training offerings, a large number of contributing nodes (>20) and a critical mass of training programmes and course participants. Phase I closed with a positive budgetary balance of approximately 40% of the initial contribution made by the ITU.

Phase II started in July 2007 and the AMS CoE was already able to partially sustain its activities with partners, resources, a critical mass of Nodes, as well as participants and a product portfolio which, at this point, required little continuing contribution from ITU.

One of the most important actions during AMS CoE Phase II was the launching of a self sustainable financial mechanism of collection of registration fees paid by course participants, organizations as well as other resources from partners for on-line or face-to-face courses delivered by the AMS CoE - with an appropriate distribution to Nodes engaged in the activities implemented under the AMS CoE. This ensured that the Nodes rapidly received their corresponding payments, thus enabling to increase the delivery of a greater number of on-line or face-to-face courses.

By end 2010, AMS CoE Phase II had delivered a total of 121 on-line courses including a Post Graduate Program in Strategic Telecommunication Management; 25 face-to-face courses; approximately 2565 participants trained; new agreements under negotiation for the establishment of 3 additional Nodes; and generated revenues of around USD320'000.

1.2 Current operational and financial situation

The ITU has begun a consolidation of the Centres of Excellence initiative under the ITU ACADEMY umbrella as a global network of institutions sharing knowledge and expertises in telecommunications and ICTs, which takes into account the regional CoE Projects as a regular and ongoing activity of ITU Regional Offices around the world. This consolidation is aimed at supporting the continuity of all Centres of Excellence networks which was reinforced by the ITU's membership through the adoption of WTDC-10 Resolution 73: Centres of Excellence. Considering this consolidation is not yet completed so as to enable the AMS CoE regular operation, a project framework is needed to serve as a framework for the continuation of AMS CoE activities in 2011-2012.

In financial terms, the management for the AMS CoE has been carried out by the ITU since 2009. In that role, the ITU is responsible for the collection and annual redistribution of the training fees for training activities implemented by the AMS CoE. From the payment provided by participants, administrations or organizations, as well as in-kind contribution from sponsors of activities, 70% is redistributed to the nodes responsible for implementation of each activity or programme. The remaining 30% is reflected in the Budget of the Project to promote training activities and ensure relevant participation of professionals in specific activities such as AMS CoE face-to-face courses, workshops, seminars and meetings and also to recruit instructors and experts.

As agreed during the IX Meeting of the AMS CoE Board of Directors in 2009, the Nodes belonging to the AMS CoE will continue to receive the agreed 70% of registration fees charged for the on-line and negotiated for face-to-face courses and seminars carried out with support of the Nodes, so that these funds can continue to support the development of other AMS CoE training interventions.

2. PROJECT OBJECTIVE

In order to continue supporting the delivery of high-level on-line/face-to-face training activities, thus meeting the needs and expectations expressed by the ITU's Membership in the region in line with WTDC-10 Resolution 73 and taking into account financial self-sustaining mechanism already in place within the AMS CoE, the objective of the Project is to serve as an overall framework for the continuation of AMS CoE 2011-2012 activities while moving the regional CoE initiatives towards an ongoing non-project based mechanism.

3. OUTPUTS and INDICATORS

3.1 High-level qualification programs and courses developed by Nodes and addressed to the needs of the Americas Region. The programmes and courses are intended to benefit government authorities, directors and senior/intermediate managers from telecom operators and service providers in the field of policies, regulation, management, new technologies and services.

Indicators:

- ☐ Each Node of the network to deliver at least 1 on-line course;
- ☐ To deliver at least four (4) face-to-face events; and,
- ☐ To deliver at least one (1) post-graduate programme.

3.2 Solutions for human capacity development addressed to executive personnel and decision makers of the telecommunication sector in the Americas Region delivered.

Indicators:

- ☐ Contributions to an HCB training catalogue including the four (4) main telecommunication categories (telecommunication policies; telecommunication management and/or governance; new telecommunication technologies and services; telecommunication regulation);
- ☐ At least 300 authorities, managers, professionals and technicians trained per year;
- ☐ At least 60% of the activities virtually implemented (e-learning);
- ☐ At least 5% of the activities counting on the support of external organizations;
- ☐ At least 5% of the activities must be face-to-face events (seminars, workshops);
- ☐ At least 70% of the participants satisfied.

3.3 Income-generating mechanism using a target sharing model of 70%/30% established.

Indicators:

- ☐ At least 90% of the courses delivered charging registration fees;
- ☐ At least 5% of the courses delivered through external financial or technical/academic contributions;
- ☐ At least 10% of courses delivered with fellowships sponsored by partners;

4. ACTIVITIES

- 4.1 Planning, development and implementation of an appropriate number of activities on an annual basis, considering needs and expectations of the ITU's membership as also those expressed by the countries of the Americas region.
- 4.2 Preparation and implementation of the work plan approved by the Strategy and Quality Committee of the AMS CoE (Work Plan for 2011 - Annex 1).
- 4.3 Operation and control of the financial resources. Coordination with the Strategy and Quality Committee of the AMS CoE is also part of this activity.
- 4.4 Coordination with relevant services at ITU Headquarters towards the consolidation of the AMS CoE as a regular non-project based activity, including the revision of the current operation and control mechanism of the financial resources (revenues, re-distribution to Nodes, etc).

5. INPUTS

5.1 The ITU:

The ITU will provide human resources and skills for coordination and management of financial resources for the smooth implementation of the Project. Revenues generated within the scope of this Project will be included in the overall Project budget through Budgetary Project Revisions.

5.2 Expected inputs from participating Nodes:

AMS CoE Nodes¹ will jointly with ITU evaluate training needs for Americas Region and will work in close collaboration with AMS CoE to assure high-quality training activities. Nodes will collaborate in organizing and launching activities to be carried out in the home country of the Node and will assist in the dissemination of all activities carried out in the framework of this Project. Nodes will contribute with logistical facilities available in each entity, as well as experts and corresponding content in specific areas for the implementation of joint cooperation activities.

6. IMPLEMENTATION STRATEGY AND RISK ASSESSMENT

6.1 The following strategies will be considered:

- 6.1.1 Development of tailor-made programmes to strengthen partnerships with telecommunications entities also seeking closer relationship with current partners.
- 6.1.2 The project will focus on strengthening the relationship with ITU CoE network in order to promote interchange of experiences, share success practices and achieve common goals.
- 6.1.3 All project activities will be widely disseminated by AMS CoE and its Nodes in order to ensure the attendance of a minimum number of participants in each offered activity. In order to foster participation in face-to-face training programs and courses, this Project foresees to cover training related costs to participants, when required and approved by the Project Manager and the ITU HCB Division at Headquarters.
- 6.1.4 Currently, the financial operation and management of the revenues generated under the AMS CoE, both in the Field and in ITU Headquarters, is a complex and time-consuming activity, which may compete with the more important strategic and planning functions of ITU Project Management. This project envisages revisiting the current financial operation and control mechanism with relevant ITU services.

¹ Partners of AMS CoE (Annex 2)

6.2 Risk Management

- 6.2.1 This project pays particular attention to sustainability. Therefore to foster responsibility for long-term sustainability, the beneficiary Nodes and ITU shall ensure training activities at the highest level.
- 6.2.2 Primary risk is that planned activities may suffer delays due to unforeseen circumstances. In order to mitigate delays the Project Manager will ensure close coordination with Nodes for the timely provision of corresponding content/contribution in due time.

7. MANAGEMENT

7.1 Overall Management:

- 7.1.1 The Project Manager will be responsible for the overall implementation of this Project under the supervision of the Head of the ITU Americas Regional Office and in close coordination with ITU HCB Division and other relevant services at ITU Headquarters.
- 7.1.2 The Project Manager will prepare an Annual Work Plan based on the proposals presented by the Nodes and approved by the ITU AMS CoE Strategy and Quality Committee and financial reports received from the corresponding Services at ITU Headquarters. In addition to the activities carried out by the nodes themselves, the Work Plan should include, as activities to be funded from the Project's budget, mainly face-to-face events required by the countries and indicate the issues of impact and needs and expectations of the Americas Region. The Work Plan shall be presented to the Head of the ITU Americas Regional Office and to the Head of HCB Division at ITU Headquarters. It shall accurately reflect all activities that will be undertaken under the Budget of this Project.
- 7.1.3 The Project manager will work in close cooperation with a Strategy and Quality Committee as sated below. Revenues from the CoE activities could be used also to financially support the members' participation in the meeting of Strategy and Quality Committee of the ITU AMS CoE.
- 7.1.4 The Strategy and Quality Committee shall:
- ✓ Meet once a year.
 - ✓ Be composed of the ITU Project Manager, a representative of ITU Headquarter Projects Support and Knowledge Management Department (PKM), and one representative of each Node.
 - ✓ Be responsible for the revision and approval of the AMS CoE annual strategy.
 - ✓ Be responsible for the quality control and marketing of the AMS CoE products.
- 7.1.5 The Project Manager will also provide regular and detailed Project Progress Report to the relevant BDT/ITU Divisions involved.

7.2 Legal Clauses:

- 7.2.1 The project shall be administered by the ITU in accordance with the applicable ITU Rules, Regulations and procedures. Accordingly, personnel shall be engaged and administered, equipment, supplies and services purchased, and contracts entered into, in accordance with the provisions of such Rules, Regulations and procedures.
- 7.2.2 Procurement of equipment and other services in accordance with ITU rules, regulation and procedures, using the funds available in the Project and in coordination with the Head of the Americas Regional Office and ITU HCB Division at Headquarters.

7.3 Monitoring and Control of the Financial Resources:

7.3.1 Revenue sharing mechanism:

- 7.3.1.1 From payments received at AMS CoE ITU UBS bank account from participants, administrations and/or organizations, as well as the financial contributions from sponsors of activities, 70% will be redistributed to the nodes responsible for the implementation of each activity or programme, following the instructions from the Project Manager.
- 7.3.1.2 The remaining 30% will be retained by the ITU and reflected in the Budget of the present Project to promote and ensure participation of professionals in specific activities such as AMS CoE face-to-face courses, workshops, seminars and meetings and also to recruit instructors and experts.

7.3.2 Financial planning, control and management:

- 7.3.2.1 In order to ensure the AMS CoE self-sustainability, the expenditures foreseen in the framework of the present Project will, at all times, be in balance with the revenue from registration fees charged by the AMS CoE according to the agreements in place.
- 7.3.2.2 The resources available within the budget of this Project will be managed, taking into consideration all existing AMS CoE Resolutions and Minutes.
- 7.3.2.3 The Project will maintain accurate financial management and reporting of all funds transferred to the AMS CoE account (UBS account # 240-C8108252.2), including identification of origin and purpose, as well as any income deposited in this specific account generated by payment of registration fees to AMS CoE courses, for seminars and/or programmes delivered by the Nodes. In addition, the Project will maintain accurate and updated information based on the balance statements issued by UBS in order to facilitate the implementation of activities, control of accounts and the achievement of the objectives of this Project.
- 7.3.2.4 To ensure payment of training fees the AMS CoE will issue a Financial Appointment to the corresponding client in order to establish a transparent and efficient monitoring mechanism. All payments are made through bank transfer to ITU Account (UBS account # 240-C8108252.2).
- 7.3.2.5 For the appropriate control of financial resources available in the present Project, all efforts will be made towards a coordinated effort with the Administration Division of the BDT (ADM), ITU Administration & Finance Department and the Project Manager in the management of the financial information regarding incomes and expenditures;
- 7.3.2.6 The project manager will conduct the appropriate financial control and monitoring of the project in coordination with the pertinent services of the ITU.
- 7.3.2.7 The Project Manager will consider the financial reports and the requests presented by the Nodes in the preparation of the Annual Work Plan of the ITU AMS CoE.

7.4 EVALUATION

- 7.4.1 The progress of the Project will be monitored through the presentation of Progress Reports to be prepared by the AMS CoE.
- 7.4.2 An Evaluation Report will be prepared at the end of the project to assess the success of the project in terms of meeting its stated objectives based on success criteria indicated in Article 3 above.
- 7.4.3 Each implemented activity is individually evaluated through on-line evaluation form for on-line training courses and *in situ* evaluation to face-to-face activities.

8. BUDGET

- 8.1 The budget of the present Project consists of the funds currently available for the AMS CoE. They are the result of the 30% of the revenue generated, which is retained by the ITU to support the implementation of AMS CoE activities. The 70% of the revenue generated by the AMS CoE activities, is shown separately and not reflected in the budget.

8.2 The Budget will be revised regularly to include all and any other revenue retained by the ITU derived from registration to courses, seminars or programmes to be implemented by the AMS CoE through its Nodes. All incomes, as well as the transfers, will be reflected in the financial reports prepared during the implementation of the Project.

8.3 The Budget for 2011 is presented as follows:

Sponsor Classes	Description	Budget in US\$ 2011
	INTERNATIONAL PERSONNEL	
3000	STAFF COST	
3004	SSA Consulting	45.000
3005	SSA Translation	1.000
	Sub-Total	46.000
3100	MISSION EXPENSES	
3111	DSA Staff	7.000
3112	Transportation Staff	14.000
3113	Miscellaneous Mission Staff	1.000
3141	DSA-SSA Consulting	10.000
3142	Transportation - SSA Consulting	17.000
3143	Miscellaneous Mission - SSA Consulting	1.000
3143	Sub-Total	50.000
3300	EXTERNAL SERVICES	
3310	Ext. Serv. Misc	500
3320	Ext. Serv. Printing Costs	500
3332	Rental Computer System	1.000
3333	Rental - Audiovisual Equipment	1.000
	Sub-Total	3.000
3600	BANK CHARGES AND EXCHANGE LOSSES	
3610	UNDP Service Charges	1.000
3620	Bank Charges	1.000
	Sub total	2.000
3700	OTHER CHARGES	
3720	Miscellaneous and contingency charges	10.000
	Sub-total	10.000
	Sub-Total Project	111.000
3730	AOS (7.5% on total expenditure)	8.325
	TOTAL BUDGET	119.325

WORK PLAN (Annex 1)

No	Act.	Courses	Dates	Node	# Weeks	Fee	Modality/ Category
1	12177	Power line telecommunication (PLT - V.2)	04/04 - 29/04	CITIC Ecuador	4	200	On-line T&S
2	12096	Corporate and local network	18/04 - 13/05	CCAT Argentina	4	200	On-line T&S
3	12172	Negotiation strategies on the telecommunications sector Module 2: Valid for Post Grade 2011/2012	18/04 - 27/05	UBP Argentina	6	400	On-line B&M
4	12220	How to evaluate potentialities through the Assessment Center? Principles and good practices applied to the info-communications sector	02/05 - 10/06	FORDES Cuba	6	200	On-line
5	12185	Broadband and Digital Cities	02/05 - 03/06	COMTELCA Central America	5	200	On-line B&M- T&S
6	12221	IP Telephony	16/05- 20/05	FIUNA Paraguay	1	350	Face to face T&S
7	12173	Opportunities and advantages of the new technologies Module 3: Valid for Post Grade GET 2011/2012	06/06 - 15/07	UBP Argentina	6	400	On-line B&M
8	12188	Location systems applications	06/06 - 15/07	ANTEL Uruguay	6	200	On-line T&S
9	12222	Spectrum Management through the use of new generation tools	27/06 - 22/07	CdE Americas RO	4	250	On-line T&S
10	12178	Integrated Services for Digital Broadcasting Terrestrial (ISDB-Tb).	27/06 - 29/07	UBP & OSIPTEL Argentina/ Peru	5	250	On-line T&S
11	12226	4G Network Technologies	27/06 - 29/07	INICTEL-UNI OEA/CITEL	5	200	On-line T&S
12	12179	IV Congress on ICT and Telecommunication	06/07 - 08/07	CITIC Ecuador	1	250/350	Face-to-Face T&S
13	12223	Business Model Technology Application	11/07- 15/07	FIUNA Paraguay	1	350	Face-to-Face T&S
14	12186	Introduction to logistics and its applications	11/07 - 12/08	ANTEL	6	200	On-line
15	12181	Scenarios design and implementation of strategies: Tools to improve the competitive in the info-communication organizations.	25/07 - 02/09	FORDES Cuba	6	200	On-line B&M
16	12180	Tele-working: The integration way in the knowledge and information society	25/07- 26/08	COMTELCA Central America	5	200	On-line B&M
17	12174	E-Business Module 4: Valid for Valid for Post Grade 2011/2012	25/07 - 02/09	UBP Argentina	6	400	On-line B&M
18	12187	Process Management	01/08 - 09/09	ANTEL Uruguay	6	200	On-line B&M

No	Act.	Courses	Dates	Node	# Weeks	Fee	Modality/ Category
19	12182	Integrated Management of the human capital: A strategy for the organizational success.	01/08 - 23/09	FORDES Cuba	8	200	On-line B&M
20	12224	IP Networks Design	05/09 - 09/09	FIUNA Paraguay	1	350	Face-to- Face T&S
21	12175	New Generation Network (NGN): management approach Module 5: Valid for Post Grade 2011/2012	12/09 - 21/10	ANTEL Uruguay	6	400	On-line B&M
22	12183	How to evaluate the training impact in the organizations? Tools and processes to face this challenge.	03/10 - 11/11	FORDES Cuba	6	200	On-line B&M
23	12184	Business processes transformation and technological capacities management in the telecommunication companies. (Based on ITU-T M. 3050 and M. 3060 recommendation)	03/10 - 11/11	ANTEL Uruguay	6	200	On-line B&M - T&S
24	12262	IP TV and NGN	03/10 - 25/11	INICTEL-UNI Peru	8	200	On-line T&S
25	12189	Planning of Mobile Communication Networks in the convergence era	10/10 - 04/11	UBP Argentina	4	200	On-line T&S
26	12263	Security management of information and communication	24/10 - 09/12	INICTEL-UNI Peru	7	200	On-line T&S
27	12176	Corporate Communication Module 6: Valid for Post Grade 2011/2012	31/10 - 09/12	COMTELCA Central America	6	400	On-line B&M
28	12225	Communication Network Security	14/11 - 18/11	FIUNA Paraguay	1	350	- T&S
29		Regulation on the telecommunications sector Module 7: Valid for Post Grade 2011/2012	27/02 - 06/04/ 2012	ASETA-UEC	6	400	On-line B&M
30		Customer Care Module 8: Valid for Post Grade 2011/2012	16/04 - 25/05/2012	UBP Argentina	5	400	On-line T&S
31		Marketing Module 9 - Valid for Post Grade 2011/2012	04/06 - 13/07/2012	UBP Argentina	6	400	On-line B&M

Self- paced courses

32	11595	Negotiations on the telecommunication sector	15/04 - 31/11	UBP	-	160	B&M
33	11596	Digital signature	15/04 - 31/11	UBP		160	T&S
34	11597	Internet Protocols and Services	15/04 - 31/11	UBP	-	160	T&S

Annex 2: Nodes of AMS CoE:

Nodo		Sede
ANTEL	Administración Nacional de Telecomunicaciones	Uruguay
ASETA*	Asociación de Empresas de Telecomunicaciones	Ecuador
CCAT	Centro de Investigación de las Telecomunicaciones	Argentina
CINTEL	Centro de Investigación de las Telecomunicaciones	Colombia
CITIC	Centro Internacional de Investigación Científica en Telecomunicaciones, Tecnologías de la Información y las Comunicaciones	Ecuador
CNC	Comisión Nacional de Comunicaciones	Argentina
COFETEL	Comisión Federal de Telecomunicaciones	México
COMTELCA	Comisión Técnica Regional de Telecomunicaciones	Honduras
CONATEL	Comisión Nacional de Telecomunicaciones	Venezuela
EC de I "JG"	Escuela Colombiana de Ingeniería "Julio Garavito"	Colombia
FACINTER	Facultad Internacional de Curitiba	Brasil
FIUNA	Facultad de Ingeniería - Universidad Nacional de Asunción	Paraguay
FORDES	Centro Coordinador de Formación y Desarrollo del Capital Humano	Cuba
ICE	Instituto Costarricense de Electricidad	Costa Rica
INICTEL-UNI	Instituto Nacional de Investigación y Capacitación de Telecomunicaciones	Perú
ITBA	Instituto Tecnológico de Buenos Aires	Argentina
OSIPTEL	Organismo Supervisor de Inversión Privada en Telecomunicaciones	Perú
SUBTEL	Subsecretaría de Telecomunicaciones de Chile	Chile
UBP	Universidad Blas Pascal	Argentina
UCU	Universidad Católica del Uruguay	Uruguay
UDFJC	Universidad Distrital Francisco José de Caldas	Colombia
UD	Universidad Diego Portales	Chile
UEC*	Universidad Externado de Colombia	Colombia

*Nodo ASETA-UEC