



Project Budget Number:

Title: Centre of Excellence Network for Spanish and Portuguese speaking countries in Africa

Short Title: CoE-LSP

Estimated Start Date: October 2008

Estimated End Date: December 2011

Project Partners ICP-Autoridade Nacional de Comunicações; Government of Spain; The ITU

Government Coop. Agency Ministries of Communications, Regulatory bodies, Telecom Operators, Training Institutes

Implementing Agency: International Telecommunication Union

Site: AFRICA

ITU Responsible staff: Mike Nxele

ITU Project Officer:

SUMMARY OF CONTRIBUTIONS

A) Project Budget

Description	US\$
Project Personnel	954,805
Sub-contracts	15,000
Training	65,000
Equipment	100,000
Miscellaneous + other charges	85,000
ITU AOS	98,903
Total:	1,318,708

A) Funding Source: Donors' Contribution= \$1,318,708

Spanish Government: \$754,928
Portuguese Government: \$563,780

B) In kind Contribution by Portuguese Government \$191 148.00

C) Participating countries: Facilities and Logistics.

Brief Description

The aim of this project is to build a dedicated Centre of Excellence mechanism to address the capacity needs of the Spanish and Portuguese speaking countries of Africa. This is in recognition of the unique linguistic challenges they encounter in assimilating new knowledge, particularly in the areas of new technologies, through a second language.

The project will bring together programs and courses developed within the ITU and its partners, as well as the Spanish and Portuguese speaking global community, that are available for sharing, in the areas of telecommunication policy, regulation, management and new technologies and services with the final aim to setting up a sound and self-sustainable capacity building environment in the Spanish and Portuguese speaking countries of Africa.

In view of the move towards a single integrated Centre of Excellence for Africa, links will be maintained between the networks established under this project and those set up under the Africa CoE project. Such links will facilitate exchange of skills, experts, content as well as experiences in telecommunications/ICT development.

This project will seek synergies with the Africa Centre of Excellence project with a view to eventually integrating it into the global Africa network of Excellence.

On Behalf of	Signature	Date	Name/Title
Government of Portugal		10.11.8	Mr. Alberto SOUTO MIRANDA Vice-chairman of the Board of Directors ICP-ANACOM
Government of Spain		1.12.08	Mr. Juan Pablo DE LAIGLESIA AECID Director
ITU		12/11/08	Mr. Sami AL BASHEER AL MORSHID BDT Director

Centre of Excellence for the Spanish and Portuguese Speaking countries of Africa

Project Document

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Centre of Excellence Project for the Spanish and Portuguese countries in Africa

1 Context

1.1 Context of the telecommunication sector on the African Continent

- 1.1.1** Since the turn of the millennium, the telecommunications/ICT sector in Africa has been growing tremendously as a result of several factors, among which are the global trend towards liberalisation and privatisation, the growth in new telecom products and services, and the advent of new technologies that have enabled increased access to telecommunications/ICT services at a lower cost. The primary engine of growth has been mobile telephony. The African continent has had the fastest growth in mobile in the world since 2001.
- 1.1.2** Operators have been investing in new networks and technologies such as Next Generation Networks, IP-based Networks, Wireless Networks (Wi-Fi, WIMAX), MPLS, etc in anticipation of the current and /or future needs of their modernising economies.
- 1.1.3** The regulatory environment has also been changing, driven by the changing market structure and the demands of the new technologies. The Licensing regime has changed from the exclusivity Licensing regime separating fixed and mobile licences, to the technology neutral unified licensing regime which many countries in Africa are gradually moving towards.
- 1.1.4** These changes in the market size and structure have brought with them new challenges for human resources capacity building for the newly liberalised telecom players. These challenges were both quantitative and qualitative in nature. One such challenge was the scarcity of managerial and technical skills to deal with the ever increasing complex issues faced by policymakers, regulators and managers in the sector. Another challenge arising from the above was the development and retention of human talent within the sector. There was particularly a need to develop a cadre of policymakers and regulators, telecommunications/ICT and professional senior managers in decision making positions that is capable of driving the sector forward through the current challenges of transition.

1.2 Context of the Telecommunications/ICT market within the Spanish and Portuguese speaking countries in Africa:

- 1.2.1** There are six countries that are part of the Spanish and Portuguese speaking community in Africa and these are: *Angola, Cape Verde, Equatorial Guinea, Guinea Bissau, Mozambique and Sao Tome & Principe*. The total population of these countries stands at around 35,8million people. To put this into some proportion, this is more or less equivalent to the population of Kenya.
- 1.2.2** Of the six countries, Mozambique and Angola have by far the largest populations, constituting about 93 per cent of the total. Mozambique has the largest population with almost 60 per cent of the total population. The other four countries have relatively very small populations. The smallest country in terms of population is Sao Tome with slightly below 200 000 people. Cape Verde has about double that at around 425 000 people. This size of population also means that the countries have small markets.
- 1.2.3** The size of the telecommunications/ICT networks reflect the populations, with 90 per cent of the slightly over 5million subscribers located in Mozambique and Angola. However some of the smaller countries reflect very high levels of telecommunications/ICT penetration. (e.g. Cape Verde has over 50% penetration). With few exceptions, most of the countries are registering impressive economic growth in excess of 7 percent, and this bodes very well for a strong telecommunications/ICT sector and vice versa.
- 1.2.4** The state of the telecommunications/ICT markets in these countries reflects divergences from country to country. Some markets have been liberalised for a longer time than others, and have established independent regulatory bodies to oversee an already competitive telecoms market environment. Others however are still in a period of transition, and have only established independent regulatory bodies and/or allowed competition into their markets. These variations mean that the stages of network developments will differ from country to country and this will influence their training priorities and therefore their choice of products and services to be offered by the Centre of Excellence portfolio.

1.2.5 What is clear though is that some of the countries in this group have huge human capacity challenges occasioned by natural and historical factors. The four smaller countries to the West of Africa have weak human resources base due to the small size of their populations. To the Southern countries, Angola and Mozambique experienced many years of civil conflict which crippled their economies and affected mainly the country's education system, which is the supply channel for trained manpower. Telecommunications/ICT infrastructures were invariably targets of sabotage action during the civil war. This became a blessing in disguise in that it enabled these countries to leapfrog into new network technologies as part of the post war telecommunications/ICT infrastructural reconstruction. However, while it was easier to rebuild the telecommunications/ICT networks after the war, overcoming the skills deficiency in the countries will take a long time and will need deliberate strategic policy interventions.

However the post conflict reconstruction boom in both Angola and Mozambique has resulted in fairly strong economic performance which needs to be underpinned by a strong human resource base. Growth in Angola for example, has averaged 15 per cent per annum for the past five years, spurred by the discovery of oil in the country. In Mozambique it has averaged 7.5 %

1.2.6 This only means that while the challenges these countries face are the same as those faced by all the other telecoms markets in transition for which the centre of excellence project was conceived, the human resources needs in these countries is more intense than in the rest of Africa. A targeted capacity building support program such as the centre of excellence is not only necessary and urgent, but also the expectations out of such a project must be realistic in terms of outcomes in the short term. For example, a case exists for lowering the bar on the type of people this centre of excellence will target. Indeed, while there is need to focus on the executives and policymakers in the CoE programs, there is need in this case to factor in a large component of the training focusing on the people who operate the networks at the more technical/engineering level, as these are in short supply due to the aforementioned factors.

1.2.7 On the other hand, expectations of finding nodes fully equipped to contribute to the network with experts, content and programs they have a competency in, may also be too high. Emphasis should therefore be placed on the potential to develop, and the project must support the realisation of this potential.

1.2.8 Equally, self-sustainability as a yardstick may be too early to apply in this phase of the project until such time that the resources upon which self sustainability can be created have been established. This project Document and the related Business Plan and Budget have taken all this into account.

1.3 Context of the Centres of Excellence in Africa

1.3.1. Two Centres of Excellence Projects were established in Africa in 2000 and 2001 as a direct response to this capacity building. The Centre of Excellence for French speaking Africa started operating in June 2000 from the ESTM in Dakar, Senegal while the Centre of Excellence for English speaking countries started operating in June 2001 from AFRALTI, in Nairobi, Kenya These Centres of Excellence delivered training in the five major areas covered by the project, namely: Business Development, Technology Awareness, Policy and Regulation, Spectrum Management and Rural Connectivity.

1.3.2. The two projects were closed at the beginning of 2007. By the time of closure of these projects, centre of excellence had established itself as a brand renowned for the quality of its products and services. Many professional and top executive managers as well as policymakers representing, Government, Regulators and operators participated in the workshops and activities organised under the Centre of excellence banner. The services were enriched by the participation of subject matter experts from the CoE Partner organisations as well as the sharing of experiences among various participants that the workshops facilitated.

1.3.3. The success of the CoE made it necessary to develop a Phase 2 of the Centre of Excellence for Africa, which is due to take off from the middle of the year 2008. Besides continuing to build on the successes of Phase 1, this second Phase it will also support the building of a network of institutions, each contributing to the network of excellence according to its special competencies and established expertise.

1.4 Context of a centre of excellence for the Spanish and Portuguese Speaking countries:

The two centres of excellence projects operating from Nairobi and Dakar did not however have adequate mechanisms to address the specific linguistic needs of the Spanish and Portuguese speaking countries in Africa. The language barrier posed challenges in terms of the choice of experts to use to deliver the training programs, the choice of persons selected to attend a particular course, and the level of participation by the candidates from these countries in the event of an open program. The offer of financing by the Spanish and Portuguese Governments to the ITU for the launch of this project has thus addressed a need that has always been there and acknowledged.

1.5 Project Beneficiary

The project will benefit the telecommunications/ICT markets in the six Portuguese and Spanish speaking African countries, namely, Angola, Cape Verde, Guinea Bissau, Equatorial Guinea, Mozambique, and Sao Tome and Principe. This will be achieved through targeted training programs that aim at developing the competencies of the high level human resources within the telecommunications/ICT market of these countries utilizing the knowledge and the skills of regional and international experts from the CoE partners. The principal beneficiaries of the CoE are decision makers, high level managers, executive staff and various attendants who will participate in the CoE training sessions. In this region another core beneficiary of this training will be technical staff at engineer level who are responsible for operating the new networks that are being installed by most of these operators. The CoE mechanism will also benefit the trainers who will participate in the implementation of the CoE programs as well as the institutions through which the CoE programs will be delivered. At the national and regional level, the CoE will enrich the existing body of knowledge on current issues and developments in the fast changing telecommunication sector. This will enable decision-makers to take the right decisions based on a global trends and a best practice.

1.6. Project Inputs

The project has been made possible through the joint contributions of the Portuguese and Spanish Governments. The two Governments become the Project partners, together with the ITU.

1.6.1. Cash Contributions:

The Portuguese Government will make a Financial contribution of \$563 780.00 over the duration of the project (2008 to 2011). This money will be paid in instalments as agreed with the ITU and in keeping with the budgetary requirements for each year.

The Spanish Government has made a financial contribution of \$754 928.00 over the duration of the project. The money has already been paid in full to the ITU.

1.6.2: In -Kind Contributions:

The Portuguese government may also make In -kind contribution to the project through the provision of experts to conduct project activities in areas in which they have the necessary expertise which will have been vetted and approved by the project execution team. The costs of these experts will be met by the Portuguese Government and not drawn from the project budget. The actual amount of In-kind contribution can only be quantified at the end of each year based on a count of the activities in which such Portuguese support was used and the costs thereof. It is however estimated that the In-kind contribution would be around \$192 000.00 over the project periods.

1.6.3 ITU Contribution:

The ITU shall be the Project Executing Agency. The ITU will draw up the Project document, establish the project management and implementation structures and provide overall project supervision and monitoring. Where expertise is available within the ITU in some of the project areas, such ITU expertise shall also be at the disposal of the project.

The Cash contributions by the Spain and Portugal cover the full project expenses without any direct Cash contributions being made by the participating institutions or countries. After the introduction of fees in 2009, the participating Institutions are expected to have generated \$208 801.00 by the end of the

project. This amount will be retained by the institutions. Institutions are expected under this project to invest this amount into activities related to the building of Institutional capacity for self-sustainability after the project support is completed. These funds should not be used for day today operational activities not linked to building institutional excellence.

2 Project Objective and Strategy

2.1. The Global Mandate of the CoE

The Objectives of this project draw from the main objectives of the global centre of Excellence initiative by the ITU, which are, to:

- Serve as focal point for training, professional development, research and information on matters related to African telecommunications/ICT.
- Train policy makers and regulators in the development of national sector policies and regulations.
- Train high level corporate managers in the management of telecommunications/ICT networks and services.
- Train frequency managers in the management of frequency spectrum in its policy, regulatory and technical aspects.
- Provide training on selected issues of advanced telecommunication and information technology, telecommunication financing and multilateral trade agreements.
- Provide capability for the development and harmonisation of telecommunications/ICT standards in Africa, including support for African participation in world telecommunication standardisation fora.
- Serve as a focal point for regional and global information society initiatives in Africa.
- Provide consultancy to governments and private sector interests on matters of concern to telecommunications/ICT.
- Provide facilities for conferences, seminars and colloquia to discuss and disseminate information on African telecommunication issues.

2.2. The Objective of the Centre of Excellence for the Spanish and Portuguese speaking countries

Within the framework of the Global Centre of Excellence objectives stated above, the broad objectives of this project are to initiate, execute and support, the delivery of high level training programs to governmental authorities, regulators, and the senior managers and executives of operators and service providers, in order to serve and facilitate the development of the telecommunication markets within the beneficiary countries in accordance with their specific requirements and expectations. The broad areas of training identified are:

- Policy and Regulation
- New Technologies and Services
- Business Management
- Universal Access and Rural ICT Development
Network security
- Spectrum Management

The project will also seek the strengthening of institutions in the beneficiary countries, in a manner that will ensure eventual financial self-sustainability of the Centre of Excellence.

2.3. Project Strategy:

Based on the above objectives, and taking into account the experiences gained with the implementation of the Phase 1 of the centre excellence, particularly the experiences gained in Africa, the project will aim to utilise and develop current and potential training resources within each of the beneficiary countries in the course of delivering its programs. These resources may be institutional (training facilities, hardware, etc), human expertise, or content. This is aimed at tapping into the competencies that each institution has, and exploiting its strength in the process of creating a network of institutions operating in a complementary mode. For this

reason, the centre of excellence definition shall be a decentralized network of institutions who voluntarily participate in this network based on their product offerings to the network. Given the very likely scenario that there may not be in existence product offerings to contribute, the project shall assist the institutions that show potential to develop in particular areas with the means to do so.

The Project will seek to encourage and promote the use of information technologies for training, and in this regard, will make the adoption of e-learning as both a key objective and a strategy. This is imperative given the geographical spread and distance between the beneficiary countries that might make travel among them difficult. It also provides the opportunity to access the wealth of expertise and content resources that the ITU has in this area.

3 Immediate Objectives, Deliverables and Indicators

3.1 Building the Centre of Excellence network;

This will involve

- Identifying the existing institutions within the region that are willing and able, to be part of the network of institutions. These institutions could either be training centres, or training providers such as Universities with a capability for conducting training in the relevant fields. Where they are not training providers, they need to have an agreement with a training provider through whom the programs they choose to lead in will be delivered.
- Given the limited number of countries covered by this project, efforts should focus on identifying existing institutions within the region that this project will work closely with and that have the infrastructure to support the project objectives. Because of the aforementioned factor of size, it is envisaged to create a small, but effective network.
- Defining the areas and/or topics each of the identified node will assume a leading node in:

While the nodes will not be limited in the number of areas they can cover, care should be taken to ensure a fair and reasonable distribution of the areas to be covered among the identified nodes and/or countries.

- Defining the roles and responsibility of each node.

Each node will sign a Memorandum of Understanding with the ITU (see Template attached). This MoU will specify the roles of the principal parties to the project, namely the nodes and the ITU. It will also specify the roles and obligations of the parties. With respect to the node, its commitment in terms of running the activities of the project allocated to it, and availing its resources for purposes of executing the activities, is critical.

- Defining a framework of cooperation among the nodes themselves.

In order to eventually create a network, the nodes need to have a fraternal relationship governed by a set of rules of engagement. This could be in areas of resource sharing, use of each other's facilities, charging of fees, etc. The Steering Committee shall be charged with the responsibility to decide these rules as this committee is made up of the heads of the nodes themselves.

3.2 Establishing a structure of Governance for the CoE

The Governance structure proposed in this document has to be tested for workability. There is need to gain the full commitment of all parties that have a role in the management of the project.

3.3 Implementing CoE program:

This will be based on the knowledge of the priorities of the countries concerned, from which will be developed an Action Plan detailing the number of programs to be implemented by each node, and the resources required to implement each program. Consideration shall be given to the fact that this is a new project for which the countries may need to pass through the learning curve. However, project success and benefits maximisation will depend on each party fulfilling its obligations, and all parties playing as a Team. **Develop mechanisms that increase the participation of the beneficiary institutions in the activities of the CoE network.**

This requires that all those responsible for delivery of the CoE training programs maintain the high standards that the CoE has come to be known to deliver. It also requires all institutions to promote the CoE products, services and the CoE brand within the region, as well as getting the official backing and support of their countries at national level wherever possible.

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3.4 Quantifying the database of expertise available within the beneficiary countries.

In order to achieve skills self sufficiency in the long run, the region needs to take stock of its skills base in both quantitative and qualitative terms. Experts engaged in training programs as part of the project will be required to impart their knowledge and skills to a cadre of local persons who will in turn assume the role of trainers in pursuit of self sufficiency in the long term.

It is the ultimate aim of this project to pool together the expertise residing within the beneficiary countries in the field of telecommunications/ICT and ICT (trainers, consultants, researchers, advisors) into a central pool of regional professionals to be used for running the project programs and share their knowledge and expertise with other countries within the beneficiary states. These experts could also be used for delivering to other countries in Africa in cases where language is not a barrier.

3.5 Promotion of E-Learning :

The project will procure an e-Learning platform and related equipment to be deployed in the region. In that regard, the project hopes to conduct Train –the Trainer programs to ensure there is a core team of Subject Matter Experts in each area, capable of delivering training in e-learning mode.

3.6 Establishing a network of Partners for the CoE:

The Centre of Excellence is essentially about partnerships, between the markets, training institutes, content providers and subject matter experts from the developing and the more developed world in the sharing of knowledge for purposes of building human capacity. The project will join hands with institutions that wish to support this initiative. The ITU will use its vast network of partners to expand the existing pool of international experts who will contribute towards building knowledge and skills of the regional experts. It is expected that countries that sponsored this project will assist in this endeavour.

3.7 Deliverables:

- A network of nodes representing identified domains of training that are covered by the CoE product portfolio and addressing the needs of the CoE target market. The actual number of nodes will be determined after analysing the existing institutional resources within the region and their capabilities, as specified in 3.1 and 3.5 above.
- An Action Plan for the countries in the region to be implemented under the project, by area/domain and by node. Where there are no clear nodes established for particular areas, this shall be indicated h by the hosting country or institution.
- Annual Evaluation report addressing progress on the implementation of the project.
- Memorandum of Understanding, signed by each of the participating nodes.
- Appointment of national Project Coordinator within the first three months of the project start.
- Delivery of an E-Learning Platform to the region by the beginning of 2009

3.8 Indicators:

- Establish at least two nodes by the end of 2008
- Implement at least 4 face to face workshops by the end of 2008
- Obtain at least 15 participants per each session conducted
- Obtain a satisfaction rate from the participants of at least 75 per cent per each training event.
- Delivery of an E-Learning platform by the beginning of 2009
- Conduct at least one e-learning train-the –trainer session by mid 2009
- Create a database of experts within the benefiting countries by mid 2009, all classified by subject area.
- Conduct at least 3 distance learning events by the end of 2009

4. Duration and Timeframe

The project is expected to run for 30 months from the 1st of June 2008 until the end of C December 2010.

5. Implementation:

5.1. Stakeholder Meeting:

A stakeholder meeting of representatives of the beneficiary countries, the ITU, and the funding countries will be convened to discuss the implementation strategy and plan for this project. This meeting will fine-tune the proposals made by the ITU in this draft document. It will also review the Action Plan included by the ITU in this document for 2008 and adopt it for implementation as there will not be at that time the approving structures proposed in this document. It will also validate the proposed project governance structure.

5.2. Use of funds

Expenditures to be incurred in the implementation of this project will be according to the action approved by the project Steering Committee for each year, and the resultant budget drawn there from. Any changes and adjustments to Uses of funds would have to be approved accordingly. A flat budget for all nodes will be maintained in order to accommodate for new activities and to allocate funds according to demand.

5.3 Use of Local Experts

While provision is made for the use of international experts in the delivery of most actions in view of the need to develop local expertise, it is hoped that over time, there will be a noticeable increase in the use of local experts. For this reason, at the beginning, there shall be identified for each international expert used a local expert from either the node or the hosting institution who is designated as the local counterpart for the action. The expert will share with the local counterpart his/her content, expertise and teaching skills.

5.4. Resource Sharing

It is expected that the nodes that emerge from this project will develop a networking relationship that will enable them to share resources and information and complement each other's strengths. Where the nodes charge fees on the use of each other's resources, there needs to be a balance between commercial considerations and the promotion of network solidarity. While principles of cost recovery must be observed and promoted, there must be an agreed formula for the charging of fees for participants from participating institutions and/or countries as well as for use of facilities such as venues, workshop rooms and accessories.

6. Project Governance:

For the proper management of the project implementation process, structural bodies shall be created with defined roles and responsibilities.

6.1. The CoE-LSP Steering Committee

A Steering Committee shall be established whose primary purpose is to implement the project and ensure all the participating institutions and nodes conform to what is expected of them in the plan.

The Steering Committee shall be composed of

- Representatives of participating countries
- The ITU
- The National Project Coordinator
- Representatives from the Portuguese and Spanish Governments, and any other funding partners that may come on board at a later stage

The Steering Committee shall meet once a year during the last quarter in preparation for the activities of the following year.

6.2. Roles and Responsibilities of the Steering Committee:

In the conduct of its project management function, the Steering Committee shall:

- Approve the Annual Action Plan drawn up and submitted by the Coordinator. In the absence of a Coordinator, the SC shall draw up the Action Plan
- Approve the overall budget for the year and/or any substantial changes proposed to the budget;

- Consider the advice and recommendations of the Advisory Committee on the management of the project.
- Monitor the implementation of the Action Plans by the respective institutions.
- Approve criteria recommended by the Project Coordinator for the inclusion of institutions and nodes into the network.
- Approve collaborative arrangements with other international institutions and partnerships as may be recommended by the Advisory Committee or the Coordinator.
- Evaluate and approve progress reports submitted by the Project Coordinator.
- Explore ways of collaborating with the other nodes of the African Centre of Excellence network established under Phase 2 of the project.

The hosting country, institution or node shall be the chair of the Steering Committee for that year. In between SC meetings, the Chairman shall decide on urgent issues that are not of a material nature. The Steering Committee shall decide the time, date and venue of the next Steering Committee meeting, and by so doing, elect the chair of the Steering Committee for the coming year.

6.3. The Advisory Committee:

There shall be appointed an Advisory Committee whose principal function shall be to advise and guide the Steering Committee on the trends in the telecommunications/ICT industry within the beneficiary countries and the priorities that should be reflected in the project's Action Plan. The Advisory Committee shall be composed of any of the following bodies:

- A representative each of the Operator Associations in any of the beneficiary countries.
- A representative of the Government/Ministry with oversight responsibilities in telecommunications/ICT and /or national human capacity building in the Telecommunications/ICT sector in any of the beneficiary countries.
- A representative of the regulatory bodies from each of the participating countries
- The Chairman of the Steering Committee during the time an Advisory Committee sits.
- The ITU.
- The National Project Coordinator

Representatives from the Portuguese and Spanish Governments, and any other funding partners that may come on board at a later stage

The Advisory Committee will be a voluntary body whose business shall be transacted by those members present. The Committee may invite any members of the industry to make contributions to work, as it sees fit.

6.4. Roles and responsibility of the Advisory Committee:

The Advisory Committee roles shall be:

- To reflect the needs and priorities of the telecommunications/ICT market within the beneficiary countries;
- Propose areas for inclusion into the Action plan for the following year. If necessary, propose revisions to a current Action Plan in the course of the year;
- Promote the work and image of the project within their respective markets;
- Propose partnerships with international organisations (suppliers content providers, other training institutions) and any other bodies supporting capacity building activities that may benefit the project;
- Consider any other matter as may improve the effectiveness of the project.

The Advisory Committee shall meet once a year and in the third quarter of the year. This will allow their recommendations to be considered at the next meeting of the Steering Committee in the fourth quarter.

6.5. The ITU:

The overall supervision and management of this project shall reside with the ITU regional Office in Addis Ababa, in coordination with the HCB Division in Geneva. The ITU shall have an oversight responsibility for the project to ensure that it is implemented in accordance with the objectives of the global centre of excellence project. It shall give advice and guidance to the Steering Committee and the Advisory Committee, The ITU shall participate in the meetings of the Steering Committee and the Advisory Committee as a member. Over and above this, the ITU shall:

- Provide supervision to the work of the National Coordinator.
- Provide guidance over the disbursement of funds in accordance with priorities established under the global project
- Recommendations regarding the observed contributions and performances of the institutions within the network;
- Facilitate the establishment of links with global partners, including support in sourcing for external expert.

6.6. The National Project Coordinator

A Project Coordinator shall be appointed from the beneficiary countries to coordinate and oversee the implementation of the training programmes. A detailed job description of the Coordinator shall be prepared and attached to the project document. The Project Coordinator shall be paid from project funds and shall operate from one of the beneficiary countries. The Coordinator shall be employed on local terms and conditions. Among the key activities of the Coordinator are the following:

- The coordination and implementation of all CoE programmes and activities
- Liaise with the beneficiary countries and drawing up the Action Plan for implementation each year.
- Liaising with the ITU and other partners in identifying the experts to deliver the Programs.
- Liaise with the nodes and hosting institutions in setting up a program for delivery (develop invitation letters, advertise the programs, make follow ups, and respond to queries arising for each program)
- Coordinate the submission of reports at the end of each program;
- Convene the Steering Committee and Advisory Committee meetings and provide Secretarial services to these Committees;
- Promote the project among stakeholders.

7. Monitoring and Evaluation:

To monitor progress on the implementation of the project, the following reports will be made:

- 7.1** At the end of each activity, a report shall be written by the Project Coordinator in liaison with the Implementing node or institution and submitted to the ITU. The report will specify the Action implemented the number of participants, organisations and countries represented, and evaluation report by the participants.
- 7.2** At the end of the year the Coordinator shall submit an official report of the Activities implemented, those not implemented, any likely amendments, and the financial status of the project. The Coordinator shall also submit the list of Action Plans for the following year, together with the financial forecasts for those actions, Actions not carried out in one year can be carried over to the next year, if they are felt necessary. Equally, funds not used in one year can be moved over to the following years.
- 7.3** At the end of the project, a final evaluation report shall be prepared and submitted. This report will give an assessment of the results achieved by the project vis a vis the objectives, as well as the Financial status of the project in terms of utilisation of funds.

8. Work Plan and Budget:

8.1. Work Plan;

A work plan reflecting the Actions to be implemented in a particular year will be drawn up by the Project Coordinator and approved by the Steering Committee. The Plan annexed to this document is a framework based on areas known to be topical, and will be subject to amendment and change by the Steering Committee and the Coordinator. These amendments will take into account the region's priorities and needs.

In order to give immediate effect to the implementation of the actions for 2008 prior to the establishment of the administration structures proposed herein, it is recommended that the Actions for 2008 be reviewed and adopted by the stakeholder meeting referred to in 5.1.

8.2 Business plan:

The Business plan attached to this Project Document as Annex 2 is based on assumptions of the number of programs that will be run and the resources that will be required to run them. It will obviously need to be revised taking into account the practical realities on the ground and the speed with which operating structures can be put in place.

8.3. The Budget:

The budget has been built around the Business Plan and has to be compliant with it. This means that if the Business Plan changes, the budget will equally change. With a number of variables unknown at the moment (e.g. the cost of international experts as this depends on where they come from), the budget is also an estimate, drawn up using the experiences gained from other similar activities. The budget is annex 3.



Centre of Excellence for Spanish and Portuguese speaking countries of Africa
Project's Action Plan 2008 – 2010

<i>PROGRAM 2008</i>	<i>PROGRAM 2009</i>	<i>PROGRAM 2010</i>
Overview of Regulation (P1 G-B, CV, Ang)	Train the Trainer in E-Learning	ICT Applications for Rural Connectivity
Network Security (Regulatory Aspects) (P1 Ang)	Next Generation Networks (The Economical Aspects)	Interconnection and Number Portability
Interconnection	Internet and Network Security(The Technical Aspects)	Strategic Management in telecoms
	Spectrum Management	Fraud Management
Universal Access Strategies	IP Data Networks	Cyber Security
Fundamentals of Wireless Networking	Corporate Business Management	Strategic Marketing in Telecommunications/ICT
Marketing of telecommunications services (p 1Moz)	Policy and Regulatory Issues on New Technologies and services	Triple Play
	Regulating in a Converged Environment	Telecom Pricing in a Competitive Environment
	Consumer Awareness & Protection	Digital Radio Broadcasting
	Multi Media over Internet Protocol (MoIP)	Contract Management, Negotiation and Outsourcing
	WIMAX	
	WIMAX 2	Wireless Networking
	Optical Fibre Technology	Project Management

COE-LSP BUSINESS PLAN 2008-2011

ANNEX 2

1) Major assumptions

	2008	2009	2010	2011	TOTAL 2008-2011
Number of face-to-face workshops	4	8	8	8	28
Number of participants per face-to-face session	15	15	15	15	
Number of e-learning activities	0	3	6	6	
Number of participants per e-learning session	0	10	18	18	
Number of case/ research studies	0	1	1	1	3
Training fees per face-to-face session (\$) ie. per 1 week	0	150	200	200	
Training fees per e-learning session (\$)	200	220	300	300	
International Expertise required for face to face workshops(days)	28	56	56	56	196
Regional/National Expertise required face to face workshops ITU rate (days)	28	56	56	56	196
International Expertise required for e-learning activities (days)	0	24	48	48	120
Regional/National Expertise required for e-learning activity ITU rate(days)	0	24	48	48	120
International Expertise required for Case/Research studies(days)	0	10	15	20	45
Regional/National Expertise Required for Case Studies and other Activities	0	10	15	20	45
Daily fee of the International Expertise (\$)	325	325	325	325	325
Daily fee of the Regional/National Expertise (\$)	200	200	200	200	
Travel cost per International Expert (airticket +per-diem) (\$)	10000	10000	10000	10000	
Travel cost per Regional Expert (airticket +per-diem) (\$)	7865	7865	7865	7865	

2) Estimated Production

Number of Training activities	4	11	14	14	43
Number of Participants in training activities	60	150	228	228	666

3) Estimated revenues

Face-to-face workshops (training fees)					
E-learning activities (training fees)					
Contribution to the operational activities of the network	215'447	311'858	328'225	316'779	1'172'309
Contribution to the Coordination Costs	18'000	42'000	42'000	44'400	146'400
Total annual Estimated revenues	233'447	385'058	459'025	449'979	1'527'509

4) Estimated expenditures

National Coordinator's Costs	18000	42000	42000	44400	146400
Admin Support Costs	1000	4000	4000	4000	13'000
Travel Coordination	8000	10000	10000	10000	38000
International Expertise	9'100	29'250	38'675	40'300	117'325
National Expertise ITU rate	5'600	18'000	23'800	24'800	72'200
Travel Costs International					
Travel Costs National					
Travel Participants					
Stakeholder meeting	20'000	0	0	0	20'000
Steering Committee Meetings Support	0	17'000	17'000	17'000	51'000
Provision for E-Learning Platform and Related Software	58'000	4'000	4'000	4'000	70'000
Staff Development/Train the Trainer	8'000	21'000	21'000	15'000	65'000
Support to Network Nodes	5'000	10'000	10'000	10'000	35'000
Subcontracts	3'000	6'000	6'000	0	15'000
UNDP Fees	5'000	5'000	5'000	5'000	20'000
AOS	16'287	24'688	25'830	25'199	92'003
Total Expenditures	233'447	353'858	370'225	361'179	1'318'708

5) Income Statement

Total Revenues	233'447	385'058	459'025	449'979	1'527'509
Expenditures	233'447	353'858	370'225	361'179	1'318'708
Revenue Retained by the participating Institutions	0	31'200	88'800	88'801	208'801

6). NET BALANCE ACCOUNT

**Centre of Excellence for the Spanish and Portuguese Speaking Countries of Africa
Budget**

Annex 3

		US\$	US\$
		Budget (2008-2011)	Budget 2008
BUDGET LINES			
PERSONNEL COSTS			
INTERNATIONAL EXPERTS			
<u>10</u>			
11			
11.90	Non-distributed	117,325	9,100
	TOTAL INTERNATIONAL EXPERTS	117,325	9,100
<u>15</u>			
15.01	Stakeholder Meeting	20,000	20,000
15.02	Steering Committee Meeting	49,100	
15.90	Non-distributed		
	TOTAL MONITORING AND EVALUATION	69,100	20,000
<u>16</u>			
TRAVEL			
16.01	Local Coordinators Mission costs	38,000	8,000
16.06	National Experts Travel	218,780	30,239
16.08	International Experts Travel	280,000	40,000
16.90	Non-distributed		
	TOTAL TRAVEL PARTICIPANTS	636,780	78,239
<u>17</u>			
NATIONAL PROFESSIONAL PERSONNEL			
17.01	National experts	72,200	5,800
17.02	National Coordinator's Salary Costss	146,400	18,000
17.03	Administrative Support	13,000	1,000
17.90	Non-distributed		
	NATIONAL PERSONNEL COST	231,600	24,800
	TOTAL PERSONNEL COSTS	954,805	131,939
<u>20</u>			
SUB-CONTRACTS			
21.01	Non-distributed	15,000	3,000
	TOTAL SUB-CONTRACTS	15,000	3,000
<u>30</u>			
TRAINING			
31.01	Train the Trainer training	65,000	8,000
31.90	Non-distributed		
	TOTAL TRAINING COSTS	65,000	8,000
<u>40</u>			
EQUIPMENT			
45.01	E-Learning Platform and Software	70,000	58,000
45.02	Support to network nodes	30,000	5,000
45.90	Non-distributed		
	TOTAL EQUIPMENT COSTS	100,000	63,000
<u>50</u>			
MISCELLANEOUS			
53.90	Non-distributed	65,000	5,000
	TOTAL MISCELLANEOUS	65,000	5,000
<u>54</u>			
OTHER CHARGES			
54.01	UNDP Service charges, bank, etc.	20,000	5,000
	TOTAL OTHER CHARGES	20,000	5,000
	SUB-TOTAL BUDGET	1,219,805	215,939
<u>90</u>			
OTHER ADMIN & SUPPORT COSTS			
	ITU AOS	98,903	17,506
	GRAND TOTAL PROJECT	1,316,708	233,447

PROJECT INFORMATION

Allocation

Contribution Allocated to AFR-LSP-CoE

US\$
1,316,708

Project Manager:
Project Status

Total

1,316,708

Budget Status:

Base Ref Docs:



AFR-LSP Node logo

MEMORANDUM OF UNDERSTANDING

(Hereinafter "MoU")

Between the

INTERNATIONAL TELECOMMUNICATION UNION

And the

NODE of xxxxxxxxxxxxxxxx

For the

Establishment of a Node Participating in the implementation of a Training Programme/s on xxxxxxxxxxxxxxxx, under the Centre of Excellence Network Project for the Spanish and Portuguese speaking countries of AFRICA.

WHEREAS

A. The International Telecommunication Union (hereinafter referred to as the "ITU") having its seat located at Place des Nations, CH-1221, Geneva 20, Switzerland, is an international organization and a specialized agency of the United Nations created with the objective of facilitating peaceful relations, international cooperation among people and economic and social development by means of efficient telecommunication services with the purpose, among

A large, stylized handwritten signature or mark in the bottom left corner.

Handwritten initials 'AA' in the bottom right corner.

A small handwritten scribble or mark at the bottom right.

- 2.1 ITU agrees to provide funds for the activities of the project, as indicated in the project budget, and to oversee the functioning of all the nodes of the LSP-COE network.
- 2.2 However, it will be the responsibility of nodes, in liaison with the National Coordinator, to disseminate all invitation letters to all potential participants in the beneficiary countries.,
- 2.3 ITU will conduct as agreed monitoring and evaluation of the Programme during its implementation and upon its completion.

3. Privileges and Immunities

Nothing in or relating to this MoU shall be deemed a waiver, expressed or implied, of any of the privileges, immunities and facilities which ITU and its officials enjoy by virtue of the Convention on the Privileges and Immunities of the Specialized Agencies, approved by the General Assembly of the United Nations on 21 November 1947 to which xxxxxxxxxxxx is a party or any other international conventions and national laws applicable to the ITU.

4. Amendment

This MoU may be modified by written amendment agreed to, and signed by, the Parties hereto. Any such amendment shall be annexed as an addendum to the present MoU and shall form an integral part hereof.

5. Entry into Force, Duration, Withdrawal and Termination

This MoU enters into force on the date of its signature by both Parties and remains in effect for 18 months unless renewed by written agreement between the Parties prior its expiry, or terminated by either Party with advance written notice to the other. In that case, it will terminate sixty (60) days after receipt of such notice. Notwithstanding its termination, the provisions of this MoU will survive to the extent necessary to permit an orderly settlement of accounts among the Parties and to bring ongoing activities to a proper close.

6. Force Majeure

Neither Party shall be deemed to be in default of its obligations under this MoU whilst performance thereof is prevented by Force Majeure. No indemnity shall be claimed by any Party in such a case.

7. Settlement of Disputes

The Parties confirm that they will exercise good faith efforts to resolve any dispute between them arising from or in connection with this MoU through mutual negotiation and agreement. If negotiations do not succeed, the Parties will resolve the dispute by such other means as the Parties agree to in writing.

8. Financial Dispositions

Each Party is responsible for the budget required for its activities and contributions as described in this MoU. The Parties concur that they will each use their own funds or funding resources to perform their respective role under this MoU.

9. Representation and Addresses of the Parties

9.1 Any notice to be given to either Party with respect to this MoU shall be considered as effectively given, if delivered or sent by letter (with acknowledgement of receipt) or by fax addressed to the Parties at the address mentioned below. Any such notice shall become effective on the day of its receipt by the Party to which it is addressed. The address of any Party may be changed by appropriate notice to the other Parties.

9.2 Any notice to The Node of xxxxxxxxxxxxxx should be addressed to:

The AFR-LSP-COE Node of xxxxxxxxxxxxxx
xx
xx
Attn: Mr/Ms xxxxxxxxxxxxxx

Phone: + xxxxxxxxxxxx
E-mail: xxxxxxxxxxxx@xxxxxxxxxxx

9.3 Any notice to ITU should be addressed to:

International Telecommunication Union
Telecommunication Development Bureau (BDT)
Attn: Mr Sami Al Basheer Al Morshid, Director,
Place des Nations, 1211 Geneva 20, Switzerland
Phone: +41 22 730 5533
Fax: +41 22 730 5484

10. Risk Sharing

xxxxxxxxxxxxx and ITU hereby agree to share the risks involved in the implementation of the Programme concerning the uncertainty of the revenue streams. In this respect, the eventual extension of its validity will take into due consideration

the assessment of the effective sustainability of the LSP-CoE Project to be carried out by the ITU at the end of the two and half year period.

11. Confidentiality

The Parties agree to treat with the utmost confidentiality all documents, information and/or data obtained in the course of the implementation of the Programme. No communication may be given to third parties without the prior written agreement of the Parties.

12. Entire Agreement

The terms and conditions stated herein represent the entire agreement between the Parties. This MoU contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of any Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein

13. Assignment or Transfer to third Party

The roles of the Parties under this MoU are not assignable or transferable except as provided herein. Any attempt to assign or transfer, including by operation of law is void unless there is the prior written approval of both Parties.

IN WITNESS WHEREOF, the undersigned, being duly authorised representatives of the Parties, have signed this MoU in two (2) originals.

For Node of xxxxxxxxxxxxxx	For the International Telecommunication Union
.....
Mr/Ms. xxxxxxxxxxxxxx	Mr Sami Al Basheer Al Morshid
Title	Director
	Telecommunication Development Bureau (BDT)
Place :	Place :
Date :	Date :