International Telecommunication Union

ICT Development Fund

Centre of Excellence Network
in the Americas Region
(CoE-AMS) – Phase II

Project Budget Number:	
Title:	Centre of Excellence Network in the Americas Region Phase II
Short Title:	CoE-AMS
Estimated Start Date:	January 2008
Estimated End Date:	Dec 2009
Government Coop. Agency:	Ministries of Communications, Regulatory bodies, Telecommunication Operators Training Institutes
Implementing Agency:	International Telecommunication Union
Site:	Americas Region.
ITU Responsible staff:	Mr. Jean-Claude FAURE
ITU Project Officer:	Ms Melba Lucia Rivera

SUMMARY OF CONTRIBUTIONS

Budget

Description	US $
Project Personnel	160,000
International experts	11,000
Monitoring and Evaluation Cost	20, 000
Equipment	66,000
Travel Participants	16,000
Subcontracts	0
Training	6, 000
Miscellaneous	1,000
Sub-total	280,000
AOS	21'000
Total:	301'000

A) ICT/DF Contribution= USD 201,000
B) Contribution from revenues to the cost of the coordinator + other costs = $100,000
C) In-kind contribution from the Participating countries: $300'900

Brief Description

This project phase will build on and consolidate the gains and benefits derived from implementing Phase 1 of the CoE(AMS)(2001-2007). The project aims to:

(i) consolidate the excellence's network, supervisory structure, management system and continue delivering high-level capacity building solutions to governmental authorities, regulatory bodies and the senior executives and managers of operators and service providers;

(ii) develop and deliver training programmes in the areas of telecommunication policy, regulation, telecommunication management and new technologies and services;

(iii) increase the participation of all regional entities in the activities of the CoE;

(iv) consolidate mechanisms to achieve self-sufficiency for the CoE region through the establishment and application of the criteria of cost recovery, distribution of responsibilities among project participants, and the promotion and systematic marketing of its various products and activities.

ensure an attractive annual offer that fulfils the expectations of participants and partners ensuring a high level of satisfaction among all.

On Behalf of	**Signature**	**Date**	**Name/Title**
ITU:		14/12/07	**Mr. Sami AL BASHEER AL MORSHID** **BDT Director**

Centre of Excellence for the Americas Region

Project Document

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Centre of Excellence Project for the Americas Region

1. Context

1.1. Context of the telecommunication sector in the Americas region

1.1.1. During the last decade, the telecommunication sector in the Americas region has undergone major changes on account of well-known factors such as restructuring of the sector, technological convergence, the proliferation of new services and the transition to competition, liberalization and globalisation.

1.1.2. As a result of the foregoing, companies that traditionally provide telecommunication services have been obliged to face up to deep-seated changes in their traditional management style in order to meet the new requirements of the environment and to be able to survive in an increasingly competitive market.

As a continue process that started at the year 2000 some of the largest operators of mobile and fixed services began to acquire several companies in the Americas region. Consequently the number of operators has been reduced and the focus about the development of human talent has changed and forced to a different approach. At the same time the regulatory authorities are forced to reform more frequently their legal and regulatory framework.

1.1.3. Operators and service providers are not the only ones that have had to confront the challenge of the above-mentioned changes. Questions such as network convergence, the Internet, multimedia and IP telephony create a real challenge for governments, telecommunication policy-makers, operators and regulators. As a result, the policy-making and regulatory functions have also been forced to face similar challenges, given the need to restructure in order to respond adequately to the requirements of an ever more demanding sector.

1.1.4. In this connection, the availability of highly qualified staff for key positions in telecommunication organizations has become a prerequisite for a successful transition to the new telecommunication environment. Consequently, ITU's traditional efforts to train the sector's technicians and engineers in the technological and management aspects of telecommunications will have to be supplemented by similar efforts targeting governmental authorities, regulatory bodies and the senior executives and managers of operators and service providers.

1.1.5. It has increasingly been found necessary to direct efforts to train and develop human resources towards the authorities responsible for the development of telecommunication policies and regulatory aspects (government), as well as towards the senior directors, executives and managers of firms (operators and service providers), so as to be able to guarantee a high level of knowledge and capacity in aspects of key importance for the growth of the sector, such as the development of telecommunication policies, regulation, telecommunication management and new technologies and services.

1.2. Context of the Centre of Excellence for the Americas region

1.2.1. The Americas region has the benefit of national institutions with extensive experience in developing and prescribing training programmes on the various aspects relating to the work of the telecommunication sector. Nevertheless, it is necessary to coordinate a special effort to provide training and development to match the specific needs of the proposed target population. This means guaranteeing the availability of supply, adapting the means of delivery and, above all, concentrating on the specific subject matter to be dealt with and strictly adhering to the reality of the telecommunication sector (instead of a series of academic programmes of a general nature, which do not meet the actual requirements of the target population).

1.2.2. In this connection, the Centre of Excellence has been seeking to respond to one of the great challenges that has to be faced by the telecommunication sector in the Americas region, namely that of successfully providing the proposed target population with an extensive selection of management training programmes of the highest quality, which are genuinely geared to the telecommunication sector, at a reasonable cost.

2. Project strategy

2.1. The purpose of the Centre of Excellence for the Americas region

2.1.1. The Centre of Excellence in the Americas Region (CoE-AMS) will continue to play a unique role in developing telecommunications in the Americas region, by making an important contribution to keeping the sector at the cutting edge and enabling countries to offer services better suited to the development of society. Accordingly, the CoE-AMS will continue to strengthen and improve the means necessary to develop and consolidate high-level competencies related to telecommunication policy development, regulatory issues, telecommunication management and the new technologies and new services, in accordance with the specific requirements and expectations of the Americas region.

2.2. Strategy of the Centre of Excellence for the Americas region

2.2.1. The CoE project in the Americas region has been operating since **2001.** The First Phase of the project was closed on June 30th 2007. During the First Phase a total of **157** on line courses and **7** face to face workshops, **2** on line post grades – one in management and the other one in technical issues- with a total **5898** participants were developed in the areas of telecommunication policy, regulation, management and new technologies and services. The CoE finished First Phase with **21 Nodes, a** network of excellence conformed by **-**universities, technological institutions and training centres, among others from the whole region. The above successes were also accompanied by some challenges which Phase Two hopes to overcome.

2.2.2. During its Second Phase, the CoE will continue focusing on the organization and presentation of high-level training programmes designed for governmental authorities and the senior managers and executives of operators and service providers, in order to serve and facilitate the development of the telecommunication sector in the region while consolidating the financial self-sustainability of the Centre of Excellence.

2.2.3. The Centre of Excellence for the Americas region will focus on four main aspects: analysis and knowledge of the market with regard to high-level training requirements and expectations encountered in the sector; decision-making with regard to provision of the most appropriate training; establishment of contacts for the consolidation of the network of nodes forming part of the network of excellence; and finally, the enlistment and involvement in plans and programmes of different public and private entities, by means of different formulas of association compatible with the philosophy of the project and the rules of ITU.

3. Development objective

3.1. The strategic purpose of the Centre of Excellence project for the Americas region continues to be the following: "**to establish a regional mechanism in order to strengthen the region's capacity to generate the highest level of knowledge and experience in all aspects of telecommunication policy, regulatory issues, telecommunication management and the new technologies and services, with a view to more adequately meeting the most urgent requirements of the sector in respect of human resources training and development**".

3.2. This is to be done in such a way that the public and private sectors are benefited and recognition is given to the importance of planning in high-level training, as well of the application of information technologies and telecommunication technologies for the development of economic and social equality and the strengthening of institutions in the Americas region, while seeking the financial self-sustainability of the Centre of Excellence.

4. Immediate objectives, products, indicators and activities

4.1. Immediate objectives

4.1.1. **Immediate objective 1**: To consolidate the excellence network and continue participating as providers of knowledge, content and/or experience, in order to keep offering a variety of training programmes through ITU e-learning platform combined with face to face seminars targeting governmental authorities, regulatory bodies and the senior executives and managers of operators and service providers.

4.1.2. **Immediate objective 2**: To develop, based on the information gathered from the necessities of the Telecommunication Sector in the Americas region and to offer training programmes for high and mid -level governmental authorities and for the directors and managers of telecommunication operators and service providers, in the areas of telecommunication policy, regulation, telecommunication management and new technologies and services, responding to the necessities and expectations found. In this respect, the project will support more specifically a number of selected face-to-face actions that will complement the distance learning activities entirely supported by the CoE Nodes

4.1.3. **Immediate objective 3:** To establish mechanisms that increase the participation of all regional entities in the activities of the CoE, in terms of being hosts to CoE programs as well as in terms of taking advantages of the CoE training services working as a synergic team.

4.1.4. **Immediate objective 4**: To consolidate the necessary mechanisms to achieve self-sufficiency for the Centre of Excellence for the Americas region through the application of the criteria of cost recovery, distribution of responsibilities among project participants, and the promotion and systematic marketing of its various products and activities.

4.1.5. **Immediate objective 5**: To ensure an attractive annual offer that fulfils the expectations of participants and partners ensuring a high level of satisfaction among all.

4.2. Products

4.2.1. **Product 1**: To continue coordinating the network of Centre of Excellence nodes delivering relevant capacity building solutions for decision-makers and executive staff of the Telecommunication Sector in the Americas Region and to consolidate the supervisory structure and management system defined with activities under way in accordance with plans and budgets established and approved during the annual Steering Committee Meeting.

Performance Indicators :

- ✓ a minimum of **3** on line courses per node in the network;
- ✓ a minimum of **10** face to face events;
- ✓ a minimum of **1** on line post grade program
- ✓ establishment of an Academic Committee representing the different nodes in order to review and approve the different courses materials .

- ✓ consolidation of a management unit structure including: **1** Executive Director of the Management Unit, **1** software engineer, **1** financial administrator support and **1** secretary for coordinating and implementing the network activities;
- ✓ establishment of annual operating programmes and budgets for the Centre of Excellence, approved by the Steering Committee.

4.2.2. **Product 2**: High-level training programmes and courses developed by the Nodes and analyzed by the Advisory Committee and approved by the Steering Committee for the benefit of governmental authorities and the directors and managers of telecommunication operators and service providers, in the areas of telecommunication policy, regulation, management and new technologies and services.

Performance Indicators :

- ✓ one training catalogue that includes the four priority areas identified and analyzed by the Advisory Committee and approved by the Steering Committee
- ✓ training provided to at least **400** authorities/managers per year;
- ✓ a minimum of **90** per cent of activities carried out by virtual means (e-learning);
- ✓ a minimum of **5** per cent of activities carried out with support from external partners;
- ✓ a minimum of **8** per cent of activities carried out by face to face workshop
- ✓ a satisfaction rate of at least **95** per cent on the part of participants.

4.2.3. **Product 3**: Cost-recovery criteria established by the CoE Executive Director, accepted by the Nodes, analyzed by the Advisory Committee Meeting and approved by the Steering Committee. This fact includes new mechanisms for promoting and marketing network activities, with a view to continue seeking the self-sufficiency for the Centre of Excellence.

Performance Indicators:

- ✓ payment of enrolment fees for at least **90** per cent of the courses offered;
- ✓ contributions by external partners for at least **5** per cent of courses;
- ✓ contributions by -scholarships or auspices- at least **10** per cent of courses
- ✓ establishment of a contact database to provide information and promote CoE AMS activities.
- ✓ Implementation of a financial software to provide transfer fees information and distribute the incomes according to the criteria established in the respective agreement with every node (**70% to the Node and 30% to the CoE Coordination Unit)**

4.3. Activities

4.3.1. The activities foreseen in the present Project's Action Plan (**Annex 1**). They are integrated within the Global CoE-AMS Annual Action Plans (**Annex 2**)

4.3.2. The yearly activities described in the Global CoE-AMS Action Plan (**Annex 2**) are defined through consultations with each of the nodes in existence at any given time; they are then submitted for analysis and approval by the Steering Committee Meting of the Centre of Excellence. The annual work plan for each of the following years will be prepared after the annual Advisory Committee Meting, and submitted for approval to the Steering Committee Meting of the Centre of Excellence and to ITU, during the second half of the immediately preceding year.

5. Obligations of the parties

The Centre of Excellence is designed to provide added value and reduce the costs of those training products and services offered at high cost in the Americas region. It will establish its position gradually, with a view to minimizing risk and ensuring the best possible use of the funds assigned to the project. Generally speaking, all the parties involved in the project will collaborate in identifying potential partners for the project, so that they can participate and collaborate in project activities. Every opportunity to establish a new node or to involve a new partner in network activities will afford a possibility to generate a product of excellence, which contributes to the CoE's objective, and to generate a financial return, which makes the network more self-sufficient and capable of designing new and improved programmes.

5.1. Obligations and contributions of the ITU:

5.1.1.1. ITU ICT/ DF will provide for USD 201'000 which will cover 50% of the funds required for project personnel salary as well as resources to support the continuous functioning of the Excellence Network for a minimum period of two years, in compliance with the figures stated on lines 50 to 58 of the Project Business Plan (**Annex 4**)

5.1.1.2. Selection and assignment of the Executive Director of the Management Unit of the Centre of Excellence (Project Coordinator) in accordance with the relevant rules and procedures of ITU..

5.1.1.3. Procurement of equipment and other services in accordance with relevant ITU rules and procedures, using the funds available at the ITU ICT/ DF.

5.1.1.4. Support for monitoring and evaluation; dissemination, advisory services, technical support and institutional back-up. It is hoped that ITU will provide executive leadership in this regard.

5.2. Obligations and contributions of the participating Countries[1]

5.2.1. Transfers from COMTELCA will provide for 50% of the personnel cost to be incurred for project coordination (i.e. USD76'500), in compliance with figures stated on line 61 of the Project Business Plan (Annex 4). In addition, COMTELCA will provide a contribution of USD$23'500 for covering travel costs. The relevant contribution (USD100'000) will be transferred to the Project Account in compliance with the figures stated on line 75 of the Project Business Plan (Annex 4) and according to the following schedule of payments:

5.2.2. USD 50'000 transferred by COMTELCA by 1st March 2008;

5.2.3. USD 50'000 transferred by COMTELCA by the 1st of January 2009.

5.2.4. Additional expenditures required for the implementation of the CoE activities will be supported directly by the CoE Nodes, based on the estimations made in the Project Business Plan (Lines 62 to 68 – See **Annex 4**).

5.2.5. All Parties involved in the project will collaborate in identifying potential partners for the project, so that they can participate and collaborate in project activities. Every opportunity to establish a new node or to involve a new partner in network activities, which will contribute to the CoE's objective and may generate a financial return, will make the network more self-sufficient and capable of designing new and improved programmes

[1] Participating countries commitments are reflected in a series of CoE Node Agreements (refer to Annex 5) jointly signed by the ITU and each participating CoE Node.

5.2.6. Based on an annual review of the project, the budget and training activities will be amended accordingly by the ITU, and in line with the revenue actually available and transferred to the ITU. The budget for Year 1 (2008) will be from the ICTDF, complemented with USD 40'000 to be transferred from the COMTELCA account.. The remaining funds from ICTDF after Year 1 will be used in Years 2 (2009) and will also be complemented by the funds to be transferred from COMTELCA. Therefore at the end of Year 1, ITU will be responsible for assessing the project achievements and the financial situation based on training fees collected as well as the remaining ICTDF funding. The business plan, action plan and budget for Year 2 will then be revised accordingly, if required. The same exercise will be carried out at the end of each year during the project cycle, in case of an extension of the Project duration.

6. Project duration and timetable

6.1. The scheduled length of this Second Phase of the Centre of Excellence project for the Americas region is 24 months.

7. Management, monitoring and evaluation

7.1. Management

The Centre of Excellence for the Americas region will continue to be governed by:

7.1.1. A Steering Committee, which will meet at least once a year. The Steering Committee shall:

- ✓ approve the annual action plan;
- ✓ decide on issues relating to project funds;
- ✓ approve all material changes to the annual action plan;
- ✓ approve the timetable of annual activities proposed by the Executive Director of the Management Unit of the Centre of Excellence (Project Coordinator);
- ✓ approve approaches to potential nodes for the network of excellence of the Americas region and validate the integration of initiatives by the nodes in the project action plan;
- ✓ evaluate the actions of the different nodes and collaborate, if necessary, in their respective projects;
- ✓ evaluate and approve progress reports submitted by the Executive Director of the Management Unit of the Centre of Excellence (Project Coordinator)
- ✓ lay down the guidelines it considers necessary for the gradual establishment of the Centre of Excellence in the Americas region.

7.1.2. An Advisory Committee[2] Meeting, which will meet at least once a year. The Advisory Committee shall:

- ✓ analyze the nodes annual proposals
- ✓ analyze other mechanisms to achieve the self- sustainability of the project
- ✓ review each node representative proposal
- ✓ select the annual president and vice-president of Advisory Committee Meeting
- ✓ advise the Steering Committee.

[2] Composed of one (1) representative of each participating CoE Node.

7.1.3. A Project Coordinator (referred to as "Executive Director of the Management Unit" for the purposes of this document), who will be responsible for administering the different training programmes, will plan and monitor the activities of the CoE under a plan received from the different nodes prepared for analysis by the Advisory Committee and submitted to the Steering Committee for its approval, and offer an "Electronic Catalogue" for the region's customers.

7.2. Monitoring and evaluation

7.2.1. An official report on project activities will be submitted annually. These reports, under the responsibility of the Project Coordinator, (referred to as "Executive Director of the Management Unit" for the purposes of this document), will cover significant advances, actions and amendments, as well as the financial status of the project.

7.2.2. Upon completion of the project, a final evaluation report will be prepared, which will deal among other things with the main results achieved and changes in the financial status of the project.

8. Work plan and budget

8.1. Work plan

8.1.1. The project Action Plan (**Annex 1**) is made up of an except of the global CoE-AMS Annual Action Plans (**Annex 2**)

8.1.2. Such plans may be modified in the light of the region's requirements and changes in the availability of project funds, subject in all cases to approval by the Executive Director of the Management Unit and by the ITU

8.1.3. The annual work plan for each of the subsequent years will be prepared and submitted to the Steering Committee for approval during the second half of the immediately preceding year.

8.2. Budget

8.2.1. The present Project's Business Plan for 2008-2009 (**Annex 4**) gives initial estimates of the cash contributions needed for implementation of the project, which constitute the project budget (**Annex 3**).

8.2.2. The financial requirements were determined on the basis of the activities provided for in the annual project work plans.

Annex I
Project Action Plan
2008-2009

Project Action Plan 2008 – 2009

No	ACT	Name of the course	Date	Node	CAT
1		Workshop on Digital radio broadcasting	1st Quarter 2008	Uruguay	Face-to-face
2		VI CoE Advisory Committee meeting 2008	2nd Quarter 2008		Face to-face
3		Workshop on Spectrum Technologies	2nd Quarter 2008		Face-to-face
4		Workshop on WIMAX II	To be defined 2008	Multi-Node CoE/IIT	Face-to-face
5		MPLS/PBB Workshop	To be defined 2008	Multi-Node CoE/IIT	Face-to-face
6		VIII CoE Steering Committee meeting	December 2008		Face-to-face
7		Workshop on Technical aspects and Regulatory framework	1st Quarter 2009	COMTELCA/CITEL/CoE	Face-to-face
8		Workshop on Digital Radio Broadcasting	. 1st Quarter 2009		Face-to-face
9		Workshop on Spectrum Technologies	2nd Quarter 2009		Face-to-face
12		Workshop on WIMAX Technology	2nd Quarter 2009		Face-to-face
13		VIII CoE Advisory Committee meeting 2008	2nd Quarter 2009		Face-to-face
14		Strategic Management of Telecommunications Sector	3rd Quarter 2009		Face-to-face
15		Workshop on Strategic Management of Telecommunications Sector	3rd Quarter 2009		Face-to-face
16		Workshop on Telecommunications Management: from TMN to e-TOM	4th Quarter 2009	ASETA/UEC	Face-to-face
17		Workshop on Telecommunications applied to Industry. Supervision and Process Control	4th Quarter 2009		Face-to-face
18		IX CoE Steering Committee meeting	4th Quarter 2009		Face-to-face