

Global Capacity Building Initiative for ICT Regulators

InfoDev Project Concept Note

1. Context

Many recent technological and market developments provide evidence that information and communication technologies (ICTs) can greatly contribute to broad social and economic development, especially in developing countries. The World Summit on the Information Society (WSIS, Geneva 2003-Tunis 2005) recognized the key role that an effective regulatory framework plays in promoting widespread access to ICTs and the Information Society. Nevertheless, developing such frameworks is still challenging for many countries. The telecommunications and ICT sectors are highly dynamic, characterized by a high rate of innovation, both with regard to technologies and to business models. In such a context, regulatory frameworks need to be highly adaptable, and in tune with the latest developments in the industry. Empowering regulators and policy-makers with adequate tools and the necessary skills to design, implement and upgrade their regulatory environment is a critical element for successful sector reform.

In studying this issue, *infoDev* has commissioned two papers that look at the current range of training available for ICT regulators, the first being a general gap analysis covering Africa, the Caribbean and the Pacific¹ and the second a more detailed look at the situation in Africa.² Although a wide range of capacity building programs dealing with ICT policy and regulatory issues are currently offered throughout the world, most have been designed for participants from developed countries, or are based exclusively on developed country practices.³ Very few training programs are targeted specifically at developing countries. Even fewer have adapted the principles and practices followed in developed countries for developing country environments. Likewise, few courses teach the innovative practices that are increasingly being implemented by regulators in developing countries.

The existing provision of regulatory training is considered to be patchy and insufficiently tailored to the economic, social and legal circumstances of individual countries. It is also considered to be expensive, both in direct charges and the associated travel costs, plus the opportunity costs of being away from work – accentuated by a shortage of staff to cover for those absent during training. As a result, regulatory training is not as widely used as it should be. In Africa, for example, much of the commercial training available today is located outside Africa and is unrelated to African markets or to the policies and practices developed within the continent⁴. In addition, only a limited number of these training programs foster linkages with regional, national or local partners with the aim of creating local capacity and longer term sustainability.

In an effort to address these concerns and to provide sustainable and targeted capacity building opportunities to an expanded group of participants, *infoDev*, ITU and the World Bank are joining forces with other stakeholders to launch a Global Capacity Building Initiative (GCBI) for ICT regulators.

2. Objective of the GCBI

The Global Capacity Building Initiative for ICT Regulators (GCBI) is a multi-stakeholder initiative, designed jointly by *infoDev*, ITU and the World Bank, and involving donors and private sector support, with the aim of

¹ See *infoDev* Working Paper #16 (January 2008) “Building local capacity for ICT policy and regulation: A needs assessment and gap analysis for Africa, the Caribbean and the Pacific – supply analysis”, carried out by RIA, DIRSE and LIRNEasia under the project coordination of Alison Gillwald, and available at: <http://www.infodiv.org/en/Project.41.html>.

² See Ewan Sutherland (2008) “Training regulators in Africa” 2008.

³ Suppliers include training institutes offering tuition based programs, regional organizations, international organizations, non-government organizations, academic institutions and more advanced regulatory authorities offering capacity building support to newer institutions in the context of regulatory cooperation.

⁴ See Sutherland (2008).

addressing the challenges of creating an enabling ICT policy and regulatory environment. It will do this through a targeted, client-oriented capacity building program for policy-makers and regulators from developing and least developed countries. The overall goal of the initiative is to create a sustainable capacity building framework that facilitates the development and transfer of knowledge to support regulatory reform and help governments in leveraging the role of the ICT sector as a key driver for economic and social development.

3. Main features of the GCBI

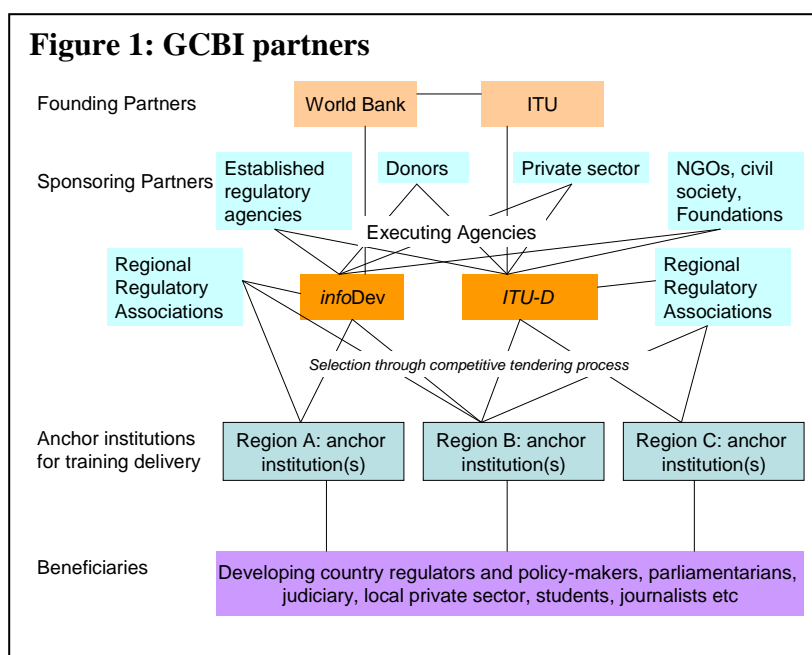
The GCBI proposes to supplement current and ongoing capacity building support offered by a range of different institutions by focusing on mechanisms that ensure long term sustainability of the program. Some of these mechanisms will involve establishing partnerships with regional, national, and local training institutions to build up on their existing programs as well as to strengthen their training curriculum. The main features of the GCBI are described below:

3a) Roles and responsibilities of the GCBI partners

The GCBI will provide cohesive and flexible package of regulatory training, delivered locally, on the basis of a multi-stakeholder partnership. It is important to stress that the GCBI will not simply be a series of individual workshops, but rather will be anchored in existing training institutes in the different regions and will build, over time, to become a regular series of annual training courses, in different regions, offering a mix of general and in-depth training material. As well as building individual capacity in regulatory authorities, this programme will also seek to build institutional capacity among the selected training institutes themselves.

The GCBI will involve a broad ranging partnership of institutions in different roles, as illustrated in Figure 1.

- The **Founding Partners** are the World Bank and ITU. As the “owners” of the project, their role will be to make the GCBI happen and to ensure the quality and sustainability of the programme. Both Founding Partners will make financial and in-kind contributions to the GCBI.
- The **Sponsoring Partners** may be donors, established regulatory agencies in developed countries, the private sector, NGOs, Foundations etc. They may make financial and in-kind contributions, both to the core funding of the GCBI and to specific aspects (e.g., translation of a particular training module, provision of fellowships for a particular region, providing tutors etc). Opportunities for sponsorship are illustrated in Annex 1. One specific category of sponsoring partners are the Regional Regulatory Associations in the different region who will act on the part of the beneficiaries to help in tailoring the course material, selecting participants, providing tutors etc.
- The **Executing Agencies** will be infoDev and the ITU’s Development Sector (ITU-D), notably its Human Capacity Building division (HCB). They will design the course syllabus (based on the ICT Regulatory Toolkit) and will select the regional anchor institutions and trainers. Both agencies will seek funding for the aspects of the GCBI that they themselves execute, or sub-contract, and there will be no requirement for cross-funding. All aspects of the execution will be coordinated through the mechanisms of the steering



committee and the review Board described below. The two agencies will agree a division of labour amongst themselves, according to their relative funding sources. The division of labour could, for instance be:

- Regional, based on responsibility for commissioning and delivering training in different regions;
 - Thematic, based on responsibility for specific elements of the programme, such as basic and specialized training, e-learning platform, workshops etc.
- The **Regional Anchor Institutions** (one or more per region) will typically be universities or training centres and will host the main elements of the training course. They will be responsible for training delivery, with trainers selected by the executing agencies, donated by the sponsoring partners or provided directly by the regional anchor institution. The regional anchor institutions will be selected through a competitive tendering process, as described below. They will be expected to ensure the continuity of the programme beyond the initial period of external funding.
 - The **Beneficiaries** of the programme will be participants in the courses delivered under the GCBI. These will primarily be staff of regulatory agencies and policy-making departments of government from the local region, but they may also include parliamentarians and their advisers, members of the judiciary, students, local private sector etc. Although it is expected that the beneficiaries will receive training on a fee-paying basis, some may receive fellowships delivered either to individuals or through the regulators of governments for whom they work.

3b) GCBI is a targeted initiative

The GCBI is a targeted initiative in terms of its (i) subject matter coverage, (ii) geographic coverage and (iii) and the audience it intends to reach

GCBI training will be based on the extensive resources contained in the joint ITU-*infoDev* ICT Regulation Toolkit (hereafter “Toolkit”) (www.ictregulationtoolkit.org), supplemented by the development of additional up-to-date pedagogical materials tailored to the needs of beneficiary participants. The Toolkit material and practice notes will be used as background resources and converted to teaching curricula following a well-structured syllabus, with an extensive reading list and relevant case studies. It is expected that these new materials will also be added to the Toolkit to ensure that it remains up-to-date (e.g., regional case studies).

The availability of the Toolkit as a solid foundation for this new project ensures that there will be harmonization between the courses given in different regions and will enable the first courses to be given quickly without extensive requirement for new materials development. *infoDev* and ITU have already worked together successfully on developing the Toolkit and this new initiative will build upon that platform.

The syllabus for the GCBI, to be defined by *infoDev* and ITU (both the HCB unit and the Regulation and Market Environment unit, RME), will focus on topics covered under the Toolkit, including the following:

- Effective Regulation and Regulators as Change Enablers
- Licensing and Authorization of ICTs and telecommunication services
- Legal and Institutional Framework
- Costing and Interconnection
- Universal Access
- Spectrum Management and policies for spectrum allocation and assignment
- New Technologies, including migration to Next-Generation Networks and Voice over IP
- Competition and Price Policy

Topics will be discussed in advance with regulators in target regions and the precise themes will be selected on the basis of bottom-up approach. New topics to meet the needs expressed by regulators and policy-makers may also be added.

3c) *GCBI is a multi-region initiative*

The GCBI aims to have a global coverage in the medium to long term. A phased approach will be followed, beginning with Africa and the Pacific in the first year. Once training materials and case studies are developed for one course in one region, they can be more easily offered in other regions, at a lower cost, thereby leveraging the necessary investment in the initial content development. This will ensure that donor funding is used efficiently.

The training materials will be translated into French to accommodate the needs of francophone African and Caribbean countries, and later into Spanish when the Latin America courses are launched. Translation into Portuguese could also be envisaged for Lusophone countries and other languages if there is sufficient demand. The ICT regulation toolkit modules, which are used as background documents are already being translated to several languages and this new content will also be made available through the ICT regulation toolkit website⁵.

Given the large differences between regions as well as within regions, the GCBI will be implemented on a region by region basis. For each region or sub region, regional partners will be identified to support the implementation of the program and to ensure its sustainability on the longer run.

3d) *GCBI ensures wide coverage among the ICT policy and regulatory community*

The GCBI aims to provide support to a wide range of policy and regulatory professionals including parliamentarians, policy-makers, heads of regulatory authorities, the staff of regulatory authorities (mostly aimed at middle management) as well as the wider regulatory community (see Figure 2). The various training opportunities – both offline, online and a combination of both (blended learning) – aim to enable a wider audience of regulatory professionals to build and sustain national regulatory capacities by taking full advantage of the expertise and assistance of the regional anchor institutions as well as regional regulatory associations.⁶ The training is not limited to National Regulatory Authorities (NRAs); it is also aimed at the staff and senior officials in ministries, members of parliament and judges who require capacity building.

A national strategy for Information and Communications Technologies (ICTs) extends far beyond the scope of a regulator, as does the need for training in the drafting of the legislation which the regulator will later apply, and also the monitoring of the effectiveness of the regulator. Thus the demand for capacity building is not limited to regulators, even where the content is substantially about regulation. Depending on the program for each region, members of the wider regulatory community will have ample opportunity to participate in the program. Once courses are established for the target regulatory community, paying places could also be made available to some courses for other participants (e.g., students, NGOs, private sector), to assist with the viability of offering courses, but on the basis that some part of the course may still be reserved for regulators only.

3e) *GCBI is a client-oriented initiative*

The findings of the *infoDev* study “*Building Local Capacity for ICT Policy and Regulation Needs Assessment and Gap analysis*”⁷ indicate that institutional capacity development is required across all regions and within them but that the specific skills capabilities required by institutions depend on their level of reform. While many countries require advanced skills to deal with the challenges of regulating dynamic markets and new technologies, many other countries still have unfulfilled needs at the more generic operational level or at the specific skills level associated with an earlier stage of their market development. However, training needs cannot

⁵ www.ictregulationtoolkit.org.

⁷ “Building Local Capacity for ICT Policy and Regulation: A Needs Assessment and Gap Analysis for Africa, the Caribbean, and the Pacific: A Supply Analysis” Working Paper #16, *infoDev* 2008, available at: <http://www.infodev.org/en/Publication.508.html>.

be met at a continental level. National and/or circumstances vary greatly, requiring courses that address issues relevant to their needs and in different languages.

To this end, training needs may vary depending on the level of reform in these countries, thus they could be divided into three categories:

- "Early" reformers that have liberalized their ICT markets, institutionalized the regulatory framework and processes, and which have ready access to regulatory staff and resources.
- Countries that are still implementing first-generation reforms.
- Countries that have just embarked on regulatory reform and are in the early stages of setting up their regulatory institutions.

The initiative will concentrate on the last two categories and will be developing country-centric. It will offer targeted support according to client needs. The identification of client needs will be based on different approaches including:

- the needs assessment developed under the Gap analysis study and the survey of training requirements for African regulators,
- needs identified by regulatory experts and regional coordinators in the World Bank, infoDev and ITU;
- discussions conducted with potential stakeholders, and
- through dialogue and discussions with a representative number of regulators in the program target area⁸.

3f) GCBI is a sustainable initiative

The aim of the GCBI is to provide capacity building that will be readily available to a wide range of regulatory and policy professionals. Sustainability will be achieved through different but complementary approaches.

- Partnership arrangements with academic institutions (in principle, one anchor institution per region) that would deliver the training and regional regulatory associations that would act as sponsoring partners;
- Periodic review to monitor and evaluate the initiative and propose adjustments to reflect new needs as they might arise.
- By offering the training resources through e-learning courses moderated by regulatory experts and online tutors, to supplement face-to-face training.

It is expected that, beyond the implementation phase, the regional anchor institutions will be in a position to carry out the programme with a reduced level of support from the founding partners and will be able to provide assistance as the programme is advanced to other regions.

The main elements to ensure sustainability will include:

- (i) Partnerships with established academic institutions providers of ICT capacity building programs*

⁸ The ITU Global Symposium for Regulators (GSR) provides a global framework for dialogue among regulators. The forum brings together heads of national regulatory authorities from both developed and developing countries and has earned a reputation as the global venue for regulators to share their views and experiences as part of the worldwide community of regulators. The meeting fosters an open dialogue between regulators and key ICT stakeholders: the private sector, investors and consumers. The GCBI partners have used this platform to discuss the GCBI initiative. This global platform and other regional platforms could be used to better understand regulators needs in developing countries. Discussions on the GCBI with potential partners and beneficiaries were held during the 2008 GSR, held in Pattaya, Thailand 11-13 March 2008, and their comments are reflected in this revised draft.

One of the specific design features of this programme is that, for each region or sub-region where the GCBI is launched, one or more academic institutions will be chosen as a regional anchor. The specific benefits of such alliances with educational institutions include:

- Lower startup costs due to the leveraging of existing curricula, materials, facilities and training resources (including instructors);
- Instant credibility for the program;
- An opportunity for program participants to earn college credits;
- The ability to offer certification for courses, and possibly to offer them as part of a more formal academic training (e.g., a Masters course);
- Segmenting basic training (to be provided by the GCBI) and advanced training (to be provided by universities and other specialized training partners).
- The chosen anchor institution will be able to charge fees for the training course, with different prices for different types of students (e.g., private or public sector, fellowship or others). This will provide sustainability beyond the initial funding period.

There are different modalities for effective partnership with universities or similar institutions. It would be possible, for instance, to embed policy and regulatory modules into existing degree courses at bachelor's and master's levels. It would also be possible to deliver short courses for continuing professional development for officials in ministries and regulatory authorities, for instance as "summer schools", outside the regular university timetable. The modalities of cooperation with partner academic institutions will be decided by the founding partners on a case-by-case basis, through a call for proposals, as no one-size-fits-all approach could be applied.

There are currently a number of graduate courses open to regulatory authorities. Such examples include "Formation badge" in Burkina Faso open to regulators from West Africa, (an initiative developed under a World Bank Project)⁹. Additional programs will be identified and synergies with new potential partners will be explored in order to develop relevant curricula.

The training institutes will be selected through a competitive tendering process and will become full partners of the GCBI, contributing to its future direction. This should help to ensure the longer-term sustainability of the program, independent from external funding

(ii) Partnerships with Regional Regulatory Associations

Regional economic and regulatory organizations play a key role in aggregating demand and creating platforms for capacity building. These organizations take on initiatives to harmonize policies and regulations across regions through regulatory associations and can help in identifying needs, publicizing events, selecting candidates for fellowships and reviewing the success of the training. Pooling demand is very important for the success of the initiative and for its long term sustainability. Modalities of partnership with regulatory associations will need to be discussed on a case by case basis. Their main role is likely to be in sponsoring the training sessions, for instance by offering their patronage and endorsement or coordinating fellowships, and in providing additional trainers. Where there are multiple regional associations in a region, for instance in Africa, annual sponsorship could be rotated among them. Annex 2 provides a list of potential regional economic and regulatory partners in the Africa, Caribbean and Pacific regions.

(iii) Sustainable business model

One of the criteria by which regional anchor institutions will be selected will be the ability to propose sustainable business models which will ensure that the training courses can be offered beyond the initial funding. The basic offering should include:

⁹ A full review of Universities and programs offering regulatory courses is available in the *infoDev* report "Training African regulators" written by Ewan Sutherland (2008).

- Basic training courses, based on the ICT Regulatory Toolkit syllabus, typically of two weeks duration, once per year;
- More advanced training courses or workshops, delving into specific topics in more details and with an emphasis on case study material, typically of one week duration, twice per year;
- On-going follow-up mentoring with students after the conclusion of the course;
- Possibility of following courses through online training, or special online-only modules;
- A free structure that differentiates between different types of participant, and which favours those from regulatory agencies or policy-making departments.

(iv) e-learning platform

The development of e-learning platforms will be an essential component in the long-term viability and extension of the GCBI. The partners will initially use their respective e-learning platforms to provide GCBI training, and to supplement face-to-face training, for instance by assisting with follow-up. GCBI e-learning modules will adapt training materials developed for GCBI face-to-face workshops for online learning, and may include both self study modules and interactive online teaching with online tutors/moderators with the goal of expanding training opportunities for regulatory staff not able to attend in-person training, and/or to provide more in-depth training in conjunction with face-to-face training. Before the end of the first year, the partners will evaluate whether to integrate GCBI training in their existing platforms or if there is need to develop a specific GCBI e-learning platform that could provide additional tools, such as a documentation repository tool, web crawler, discussion forum, blog and wiki, or whether these features may be developed on the ICT Regulation Toolkit platform.

Using e-learning is expected to ensure that a greater number of regulatory specialists have facilitated access to effective e-learning. It could also help reduce expenditure for delivery of face-to-face courses over time. The World Bank Global Distance Learning Network offers a model of distance education learning that could be used as a platform in addition to each partner own e-learning platform to provide a wider range of options.

When training courses are actually delivered, they may be recorded for archiving (for instance, by using a product such as *Camtasia* or *GoToMeeting* which records audio, and computer keystrokes during a PowerPoint presentation). This will mean that the material can be accessed in non-real-time participation and for follow-up afterwards.

3g) GCBI is a multi-stakeholder initiative

A key feature of the GCBI is that it will seek to attract key partners from both the public and the private sectors to facilitate best practice sharing in ICT policy and regulation. Support of key players from the private sector is welcome and can be used as an additional mechanism to ensure both the sustainability of GCBI and that training is delivered to those who need it most, minimizing the barriers to access, such as tuition fees, travel and accommodation costs, etc. However, it should be stressed that the involvement of private sector partners with regard to course design and/or training delivery will be based on a principle of strict neutrality to ensure related materials are not biased toward any particular vendor or organizational perspective.

4. Implementation and delivery plan

The founding partners are of the view that there is no single solution to addressing the needs for capacity building. Outputs for the GCBI could cover a wide range of options including face to face workshops organized at regional and/or national level, online training, twinning arrangements between regulatory authorities, targeted technical assistance on specific topics etc. Each output contributes to enhancing the capacity of regulators in developing countries by creating an opportunity to transfer knowledge. Some of these traditional products are widely provided by each partner in their respective roles. It is not the intention of the partners to duplicate efforts

already carried out independently. Rather, the main goal is to create a differentiated output that caters to the needs of each region and provides a longer term sustainable delivery of capacity building.

The GCBI will initially be delivered over a timeframe of four years with three distinct phases:

- In the first phase of operation (start + 18 months), the GCBI will be launched in two regions: **Sub-Saharan Africa** and the **Pacific**. This selection reflects donor priorities, given that these regions include many Least Developed Countries (LDCs) and Small Island Developing States (SIDS) and because the needs in these regions are the most profound and the most challenging to meet. This was confirmed by initial needs assessment conducted by *infoDev* and the World Bank in preparation for this GCBI concept note and further discussed with regulators during initial consultations conducted by the three partners.
- During the second phase (one year), two additional regions will be added: the **Caribbean** and **South and Central Asia**;
- During the third phase (18 months), three additional regions will be launched, covering **Latin America, Middle East and North Africa** and **Central and Southern Europe**.

Thereafter, assuming a successful launch, the GCBI will be sustained as an annual activity, but with the funding burden shared more equally between founding partners, academic institutions, regional regulatory associations, and the beneficiaries.

Key activities and deliverables during the implementation include:

4a) Validation of the high-level action plan (proof of concept)

This will be carried out by the founding partners, donors, private sector representatives and agreement on funding arrangements. For each region in implementation phase I, the high level action plan will involve participation from selected regulators and representatives from regional regulatory associations.

- Informal consultations and partners meeting to discuss the needs analysis and draft concept note, including a webinar presentation.
- Adoption of a high-level action plan
- The action plan should define which of the partners should be considered the executing agency in a particular region (with the possibility of a division of labour on regional grounds).
- The validation exercise should cover the development of an overall syllabus of material to be covered by the GCBI as it is rolled out in different regions. The syllabus will be closely related to the coverage of the ICT Regulatory Toolkit.

4b) Identification and selection of regional anchor institutions

Regional anchor institutions, which will be responsible for hosting the training delivery, could include universities and training institutes and other local/ regional partners. The selection process will be conducted through a competitive tendering process, carried out in accordance with the standard procedures of the executing agency for a particular region.

- An initial mapping of potential partners was carried out for Africa and the Pacific during the needs analysis phase. A similar exercise will be conducted for the Caribbean and the other regions.
- A call for proposals will be developed, drawing upon this concept note and on the needs analysis and consultations.
- Potential partners will be invited to respond to the call for proposals. Responses will be welcomed both from academic institutions or training centres in the developing regions themselves and through partnerships between these organization and their counterparts in developed nations.

- The formal selection of regional anchor institutions will be made on the basis of the call for proposals. Potential partners will be invited to bid for funding, based on their experience and capabilities and on their proposed business model as well as the commitment they are willing to make to the long-term success of the project. The procurement process could be along the lines of an output-based bidding process, so that the selected bidder will have contractual obligations to provide specified services, but also be able to retain tuition fees and have incentives to progress the training program toward financial viability. One option would be for the contract payments to decline each year over (for example) a three-year time period. A separate request for proposals to identify such partners will be carried out for each region

4c) Defining modalities for delivery of the GCBI

The proposed modalities for delivery of the GCBI will be set out in the call for proposals. However, these could be modified as a result of an initial call for expressions of interest, based on the inputs of potential regional anchor institution.

- There is a wide range of possibilities that could be elaborated through the call for proposals including regulatory credits, executive Master programs, continuing education for professionals etc. Institutions responding to the call for proposals should specify a business model to be further developed, based on specific needs of the region, and different approaches for sustainability beyond the initial start up phase.
- In the delivery of training, there needs to be a mix between basic conte which would be repeated on a cyclical basis, and more specialized material.¹⁰ Typically, in an annual training cycle of four weeks, there may be two weeks of basic content and two weeks of a more in-depth examination of an issue.
- There is a need to clearly specify the division of responsibility among the partners and approaches to include training material developed by ITU/ *infoDev* in the curriculum. As a basic principle, the teaching material should be closely related to the content of the regulatory toolkit.
- Partners should further develop approaches to certification and branding.
- Partners should also further develop approaches for admission criteria for the training programmes, delivery, quality control etc.
- Partners should further develop the indicative budget, as shown in Annex 1 to this concept note.

¹⁰ As an example of the delivery of more specialized material, ITU and the World Bank jointly organized a training workshop on “Competition and changing market conditions: Impact on ICT Regulation”, in Addis Ababa, 6-9 November 2007 (see: <http://www.infodiv.org/en/Publication.372.html>).

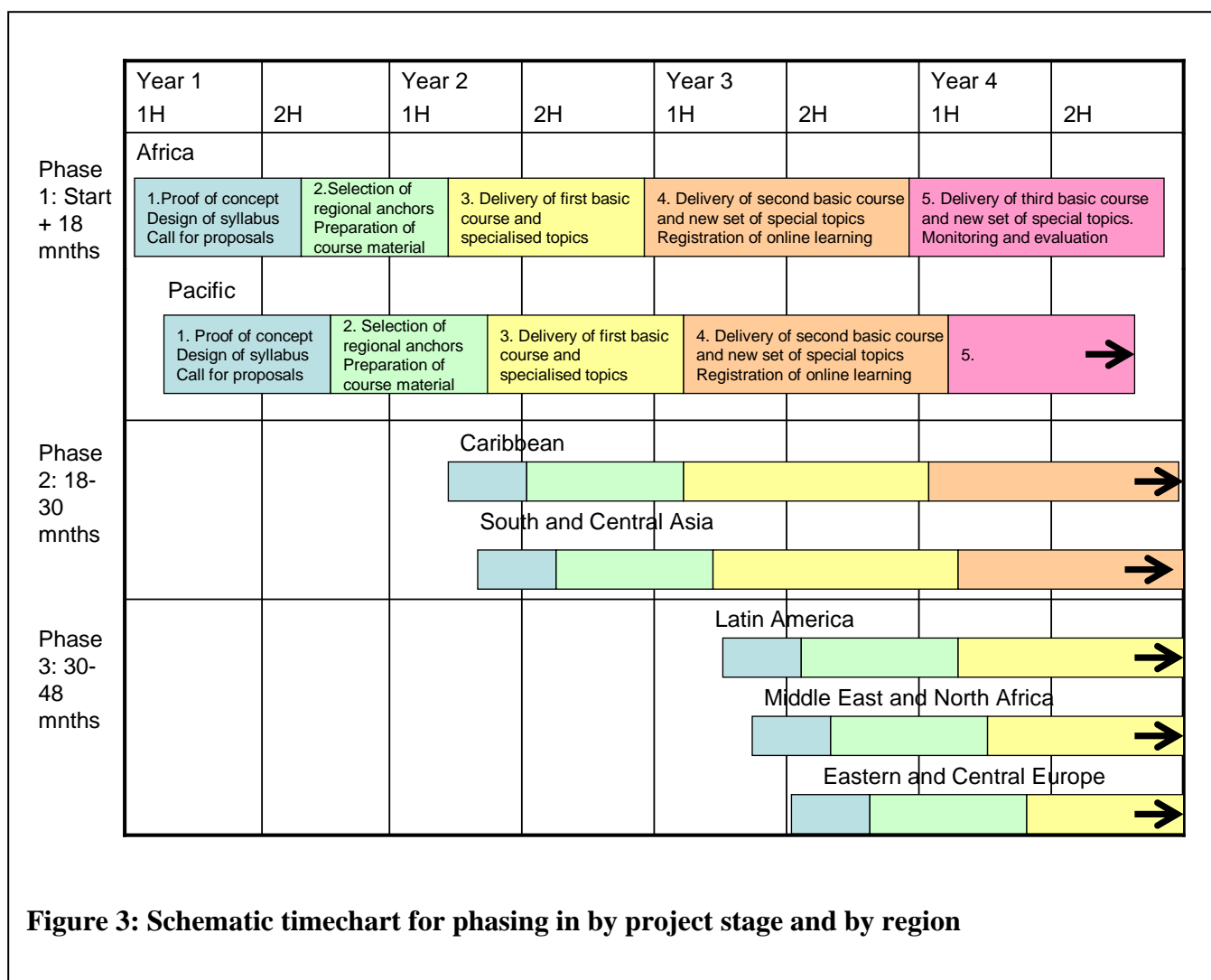


Figure 3: Schematic timechart for phasing in by project stage and by region

4d) Development and preparation

This phase will cover the development and preparation of training material and case studies, based on the content of the ICT Regulation Toolkit, for review by GCBI’s review board (see below Monitoring and Evaluation)

- This activity is to be launched following the completion of the call for proposals. The material should ideally be developed by the regional anchor institution that is selected for each region but with assistance from the partners in selecting external trainers, defining the overall syllabus and in providing source material (i.e. the toolkit).
- Developing an information base of training material (e.g. slides, training materials, sample exam questions), and making this available via the GCBI/Regulatory Toolkit website.

4e) Implementation of the program

The implementation of the programme will be phased in by region, beginning with Africa and the Pacific and covering additional regions in subsequent phases, as illustrated in Figure 3.

- The training courses will need to be advertised, an admissions process instigated and participants selected. A policy on making available fellowships should be developed in conjunction with regional regulatory associations.

- The actual delivery of the training course in the first year will need to be closely monitored by the founding partners, for reasons of quality control, harmonization of content and to gain feedback from participants.
- In parallel to the delivery of basic course material, more detailed topics could be selected, for instance for coverage through workshops with GCBI branding, on a case by case basis.

A general indication of how the project could be phased in to cover all regions over the four year period is shown in Figure 3.

5. Monitoring and Evaluation / Quality Assurance

A two-tier monitoring mechanism could be established to ensure smooth implementation of the program.

- (i) A working level steering committee, comprising staff of *infoDev*, World Bank and ITU, will review the progress of the initiative.
- (ii) A review board, which comprises selected both current and recently retired regulators, regulatory associations, academic institutions with teachers and trainers, will give high-level advice on the direction the initiative is taking and provide continuous evaluation of the activities during the implementation period and periodically thereafter suggest new topics, updating of the curriculum and propose new delivery approaches to sustain the initiative.

6. Funding and indicative budget

Funding for the initiative requires an innovative Public Private Partnership approach and a combination of public and private resources to launch the initiative on a meaningful scale.

The three founding parties propose to implement the GCBI on behalf of other donors, partners and sponsors and ensure that the content delivered to clients responds to their needs and reflects the latest technological and market developments. As noted above, there may be a regional division of labour with *infoDev*, ITU or the World Bank acting as executing agency for a particular region. The parties consider that it is essential to remain completely neutral in their work in the area of telecommunications and ICT regulation and policy. Moreover, it is equally essential not to give the appearance of adopting the views of any particular player in the telecommunications and ICT arena. For that reason sponsorship opportunity will be open to a large number of potential players from the private sector. *infoDev* and ITU, as executing agencies, propose to lead the effort of resource mobilization for the GCBI. Within *infoDev*, a child trust fund would be created for funds collected. Implementation will be carried out in close collaboration with the other Donors.

GCBI funding would cover the following expenses:

- (i) support to develop training materials, case studies, interactive exercises and other teaching material in each regulatory topic covered in the Toolkit,
- (ii) covering initial start up costs in the amount of least cost subsidy needed. It is expected that a large portion of running costs will be covered by a local university or other hosting institution, especially after the first few years of operation.
- (iii) communications and initial marketing costs,
- (iv) limited fellowships, travel cost and tuition on a case by case basis and
- (v) translation of materials to other languages as necessary.

Fees & GCBI Fellows Program

It is clear that many regulators are willing and already spend significant sums on training. In some instances they will pay to travel for residential courses in developed countries to receive training. Indeed, “free” courses are sometimes looked upon with suspicion. Different options may be considered, such as charging nominal fees; charging a single fee per regulatory authority (even if the regulator sends multiple staff to a given event); or charging fees for special training events such as Executive Level Training or national training. Where tuition fees are levied, these may be retained by the regional anchor institution delivering the course. It is vital, however, that the introduction of fees does not limit participation by the target audience.

Fellowships may be provided upon availability of funds and only where necessary in the framework of the GCBI Fellows Program. Creative solutions may be designed on a case-by-case basis, including through synergies with regional regulatory associations or international organizations. For the sake of sustainability of the initiative, fellowships may, *inter alia*, be provided through private sector support mechanisms.

	Start + 9 months	Start + 18 months Africa and Pacific	Start + 30 months (start of 2nd year in Africa and Pacific + 1 st year in Caribbean + South and Central Asia).	Start + 48 months (start of 3 rd year in Africa and Pacific + 2 nd year in Caribbean and Asia + extension to remaining three regions)	Total (over first four years of the programme)
Conduct of the call for proposals in each region and preparation of course materials	100 K	50K	25 K	25 K	200 K
Development of materials and delivery of programme		300 K	400 K	500K	1’200 K
Fellowships		100K	150 K	200K	450 K
Logistic costs, marketing and translation		100 K	125K	150K	375 K
Total costs	100 K	550 K	700 K	875 K	2’250 K
Tuition Fees income		150 K	300 K	525 K	975K
Total funding required (minus any contribution from local partners)	100 K	400 K	400 K	350 K	1’250 K

Indicative budget is based on the following assumptions:

- 2 sessions per year for a total of 4 weeks. Sessions will include a mix of basic material (delivered on an annual cycle) and advanced material (delivered on a rotational basis).
- Each session is conducted by 4 instructors and 2-4 guests from regulatory authorities.
- 30-35 participants per session.

- Basic tuition fee (depending on the region) of around US\$1'250 per participant per two-week session, with discretionary pricing charging higher tuition fees for participants from the private sector.
- Travel costs for participants are not included. Travel costs are expected to be covered by participants or their employers.
- Fellowship estimate could cover tuition fees/ travel cost for selected participants.
- Partners, especially the regional anchor institutions, are expected to cover part of the logistics and marketing costs.

Annex 1. Sponsorship opportunities- Menu of options

GCBI initiative offers an excellent opportunity for visibility and impact. Sponsors are invited to consider a combination of sponsorship offerings from the options outlined below. The precise mix of sponsorship benefits and additional options can be refined to suit sponsors' preferences and budget.

Contribution to covering the cost of training events	
Description	Indicative contribution
Conference venue	
Interpretation equipment	
Interpretation staff costs	
Translation	
Printing and photocopying expenses	
Cyber café	
Tote bags + conference badges	
Audio-visual equipment (cameras, recording devices, etc)	

Hospitality	
Description	Indicative contribution
Coffee break (s)	
Lunch (es)	
Reception(s)	
Dinner (s)	

Sponsorship of participants from less developed countries	
Description	Indicative contribution
Travel expenses (accommodation, airfare, allowance and in & out country transportation)	
Fellowships (to cover tuition fees of selected participants)	

Contribution to training events with content and/or expertise	
Description	Indicative contribution
Speaking slots at selected events	
Participation in panel discussions	
Organizing side/parallel events during training	
Industry show case	

Contribution to e-learning events	
Description	Indicative contribution
Development/ Contribution to eLearning Platform	

In addition to specific contributions, another option could be to discuss a lump sum contribution that the partners could also use as core funding to cover cost of different delivery mechanisms. This contribution would not be tied to a particular event or region. Separate discussions on mechanisms for contribution (e.g. GCBI child Trust Fund) would be discussed with potential sponsors and validated by all parties.

Benefit of GCBI sponsorship

Benefits include:

- Networking opportunities that foster strong collaborative relationships and new ideas.
- Increased visibility through the GCBI web site which will note sponsors and through printed materials distributed to the attendees by sponsors
- Sponsoring firms will gain effective recognition of their contribution in accordance with the rules of the founding partners. This may include, for example, display of firm logos in hospitality areas and on social events calendars.
- Exhibit or demonstration space
- Inclusion of a leaflet or brochure in the conference bags
- Invitation to speak at events and participate in panel discussions

Annex II: Regional regulatory associations to act as potential sponsoring partners

AFRICA	ASIA & THE PACIFIC	LATIN AMERICA & THE CARIBBEAN
EAST & SOUTH	<ul style="list-style-type: none"> ■ APT (Asia Pacific Telecommunity) 	<ul style="list-style-type: none"> ■ Eastern Caribbean Telecommunications Authority (ECTEL)
<ul style="list-style-type: none"> ■ Association of Regulators for Information and Communication Services of Eastern and Southern Africa (ARICEA) (19 member countries) 	<ul style="list-style-type: none"> ■ PITA (Pacific Islands Telecommunication Association) 	<ul style="list-style-type: none"> ■ OOCUR (Organisation of Caribbean Utility Regulators)
CENTRAL	<ul style="list-style-type: none"> ■ South Asia Telecommunication Regulator's Council 	<ul style="list-style-type: none"> ■ REGULATEL (Foro Latinoamericano de Entes Reguladores de Telecomunicaciones)
<ul style="list-style-type: none"> ■ Association des régulateurs des télécommunications d’afrique centrale (ARTAC) (10 member countries) 		<ul style="list-style-type: none"> ■ CTU (Caribbean Telecommunications Union)
EAST		<ul style="list-style-type: none"> ■ CANTO (Caribbean Association of National Telecommunications Organisations)
<ul style="list-style-type: none"> ■ EARPTO (5 member countries) 		<ul style="list-style-type: none"> ■ UNECLAC (UN Commission for Latin America and the Caribbean)
SOUTHERN		
<ul style="list-style-type: none"> ■ Communication Regulators Association of Southern Africa (CRASA) (12 member countries) 		
WEST		
<ul style="list-style-type: none"> ■ West Africa Telecommunications Regulators’ Association (WATRA) (15 member countries) 		
PAN-AFRICAN ASSOCIATIONS OF REGULATORS		
<ul style="list-style-type: none"> ■ African Telecommunication Regulators Authorities Network (ACRAN) 		
<ul style="list-style-type: none"> ■ African Association of Telecommunications Regulators (AATR) 		
<ul style="list-style-type: none"> ■ African Telecommunication Union (ATU) 		
<ul style="list-style-type: none"> ■ African Forum for Utility Regulators (AFUR) (supported by the World Bank) 		
<ul style="list-style-type: none"> ■ Common Market for Eastern and Southern Africa (COMESA) 		
<ul style="list-style-type: none"> ■ Southern African Development Community (SADC) 	<p style="text-align: center;">← LANGUAGE-BASED REGULATORY GROUPS * →</p>	
<ul style="list-style-type: none"> ■ Arab Regulators Network (AREGNET) 	<ul style="list-style-type: none"> ■ Réseau francophone de la régulation des télécommunications (FRATEL) 	
<ul style="list-style-type: none"> ■ African Regulators Network (ARN) 	<ul style="list-style-type: none"> ■ Arab Regulator Network (AREGNET) 	
<ul style="list-style-type: none"> ■ ARTAC (ECCAS Countries) 	<ul style="list-style-type: none"> ■ Commonwealth Telecommunications Organisation (CTO) 	
<ul style="list-style-type: none"> ■ NEPAD e-Africa Commission 	<ul style="list-style-type: none"> ■ Communication and Telecommunications Regulator’s Association for Lusophone countries (CTRA-CPLP) 	
<ul style="list-style-type: none"> ■ UNECA 		

Note: * Language-based regulatory groups are potentially relevant to all regions.