CENTRE OF EXCELLENCE STUDY

Findings and Recommendations

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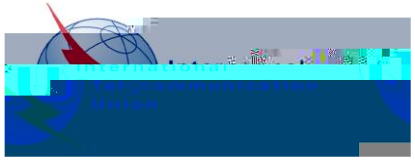


OUTLINE

Background to Study

CoE History and Overview

Study Findings

Recommendations

OUTLINE OF RECOMMENDATIONS

Programme Name, Principles and Objectives

Programme Structure

Selection of Centres: Criteria and Process

Quality Assurance

Accreditation

Financing

Transitional Arrangements

Conclusion

BACKGROUND TO STUDY

STUDY TERMS OF REFERENCE

To take stock of the current status and performance of Centres of Excellence

To review and define objectives and strategy and develop a new approach consistent with available resources

To define selection criteria and process

To propose a financing and sustainability model

To recommend how to build a network of training partners and other organisations, including universities

STUDY METHODOLOGY

Meetings with Director, Chiefs of Departments and HCB personnel

Discussions with: Regional Directors, Regional Coordinators, selected Centres, selected clients, training specialists

Desk research on CoEs and on training needs

Questionnaire responses from Centres

HISTORICAL DEVELOPMENT

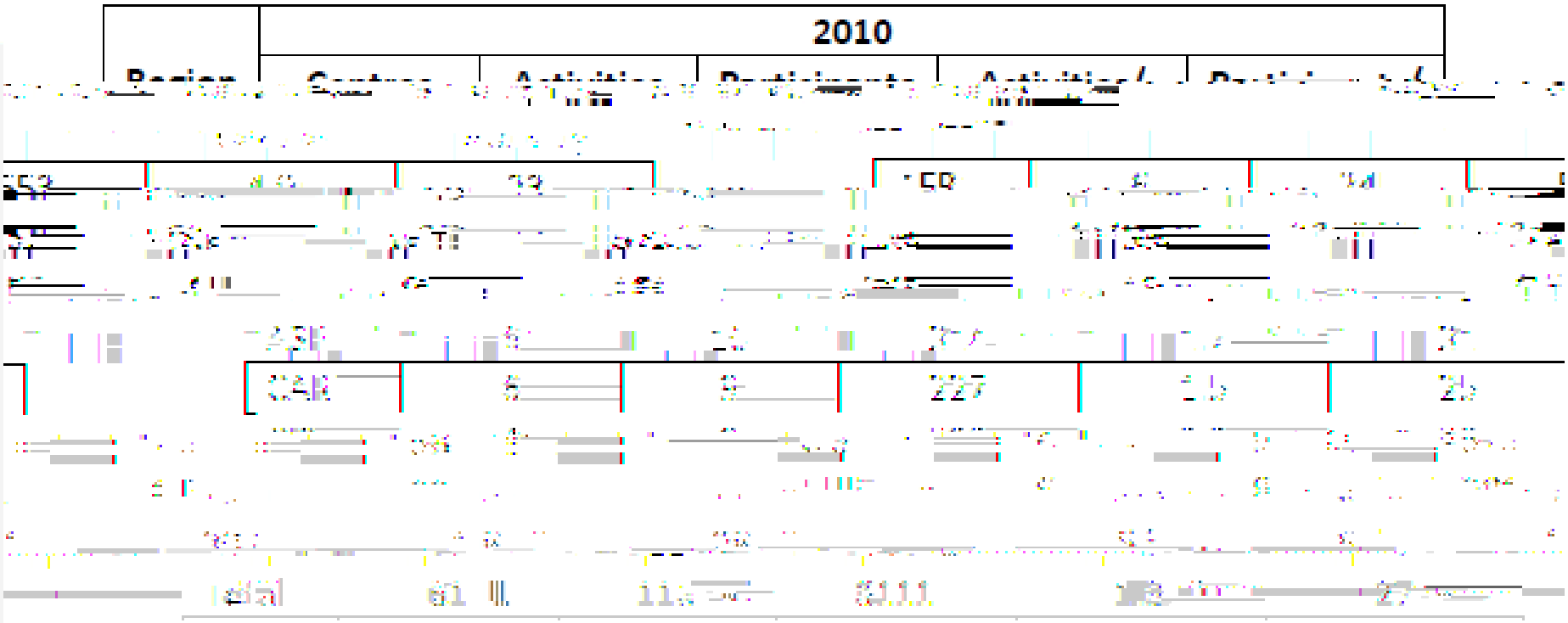
Phase 1 : 1999 – 2006

- Initial focus on Afralti and ESMT
- Initial focus on institution building
- Spread to other regions, with significant regional differences
- Gradual shift to volume training

Phase 2 : 2007 – 2011

- Delivery of volume training within five broad (almost all-embracing) thematic areas
- In principle emphasis on networking
- Regional diversity and programme development

CURRENT PROGRAMME (2010)



OVERALL STATE AT REVIEW TIME

At present programme:

- Program grew organically
- No systematic evaluation
- No Quality assurance
- is in some instances supplier driven (by the providers of training)

Future programme should:

- Growth closely managed focus
- on ITU pri1 g0gRG[3083}TJETQwe(ri

OVERALL STATE AT REVIEW TIME

Resolution 73:

- Membership wants CoE to continue
- CoE Networks are happy with the benefits and association with the ITU
- ITU is instructed to support the CoE
- Calls for partnership with member states in building CoE.

Future programme should:

- Program success depended largely on funding from Surplus funds
- Source of funds is drying up/has dried up??
- Capacity building challenges in an evolving industry such as ICT are never ending
- deliver clear measurable value to ITU and Members

STUDY FINDINGS

CHALLENGES (1)

Creating a vision for programme

Defining excellence (excellence as an experience rather than aspiration)

Prioritisation of training activities

Selection principles of Centres

Too many Centres delivering too few activities

Quality assurance

Promoting and protecting ITU brand

CENTRES OF EXCELLENCE

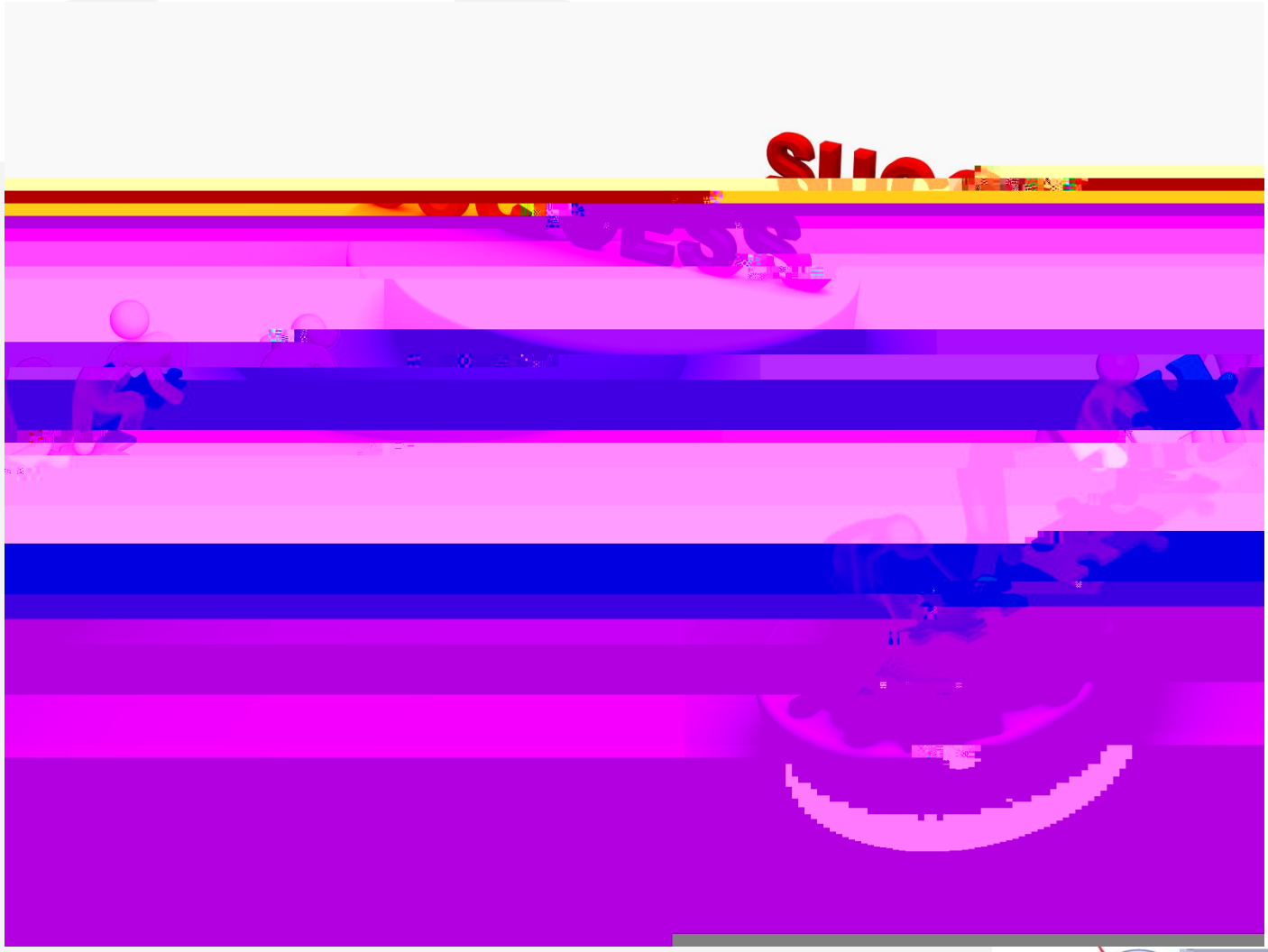
What do Centres say they value in the programme?

- The ITU brand and apparent ITU endorsement (marketing value)
- Access to experts
- Access to study groups etc.
- Opportunity to network with other Centres

Large number of Centres are a problem:

- Difficult to manage
- Low value of programme to Centres (cf other programmes eg Cisco)
- Less commitment from Centres to programme
- No effective brand management or security: reputational risk for ITU

RECOMMENDATIONS



CENTRES OF EXCELLENCE OVERVIEW

The New Programme should be developed in 2012 and introduced from January 2013

It will be based on 36 UN Languages

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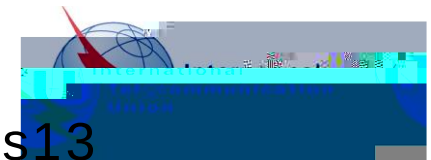


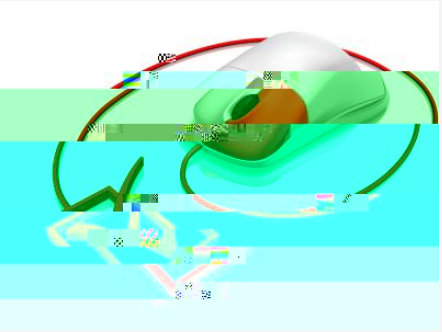
NAME OF PROGRAMME

CENTRE OF ……..?

EXCELLENCE

OR

EXPERTISE



CENTRE OF EXCELLENCE

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DEFINING CENTRES OF EXCELLENCE (1)

A premier institution that delivers excellence in training and capacity building in an assigned and specific field of ICT technology, policy or regulation

Must be able to achieve demonstrable real-world results consistent with the unique requirements, standards and capabilities of the ITU

Capacity building activities must enhance the performance of participants and their employing organisations and contribute to social and economic development

DEFINING CENTRES OF EXCELLENCE (2)

As high standards and superior performance in:

- the quality of capacity building and training activities (content and programme)
- the subject expertise and pedagogic abilities of training personnel and
- the quality of facilities, equipment and accommodation

STRUCTURE OF THE NEW PROGRAMME

It should be based on the priorities as set out by WTDC to cover the following four year cycle

It should focus on four to six core global themes of priority to the members selected for the cycle

Each cycle should start at the beginning of the calendar year following WTDC

Each region is allowed to select two regional themes in place of two of the six global themes identified.

ACTIVITIES WITHIN THE PROGRAMME

Programme themes

Types of activity within themes

SELECTION OF CENTRES (1)

Centres

SELECTION OF CENTRES (2)

There should be a maximum of 30 centres worldwide, grouped in 7 regions

There should be a maximum of

- 6 each in the AFR, ASP and AMS regions
- 4 each in the ARB,CIS and EUR regions
-

SELECTION CRITERIA AND PROCESS

Centres must make written proposals to the ITU demonstrating their capabilities to deliver training in any of the identified themes, and meet certain criteria (track record of expertise capability in particular theme, financial viability and sustainability, commitment to quality and excellence)

Selection will be based on the Balanced Scorecard, and will involve visits to the institutions by ITU and external assessors

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PROGRAMMES OF ACTIVITY

Annual programmes of activity for these themes should be agreed by regional steering groups

They should be based on annual priority needs

They should not be dictated to by Steering Committee meetings if those steering committee meetings are constituted by the training providers.

POTENTIAL PROGRAMME THEMES

Examples of potential programme themes:

- Regulation policy and practice
- Spectrum management
- Broadband policy, development and deployment
- New wireless technologies
- Cyber-security
- Emergency telecoms and climate change adaptation
- Human resource development in the ICT sector

PROGRAMME FOCUS

Establish a distinct programme of ITU Leadership Fora, with events aimed at top management in government, regulation and industry, which should address the same themes as the Centres programme

It is desirable to combine capacity building for top management and middle management in a single programme

The Centres programme should focus on high quality capacity building which will enhance the performance of middle management and technical personnel

QUALITY ASSURANCE

Contracts with centres must include KPI's, with arrangements for monitoring and evaluation of centre performances, reviewed annually by regional offices and HCB

At the end of each programme cycle, performance must be reviewed by independent evaluators

OBLIGATIONS OF CENTRES (2)

To ensure that delivery reaches at least a minimum level of performance, set out in the contract, which is defined as ‘excellent’ and which can be measured through identified performance indicators and demonstrated learning outcomes

To work with the ITU to monitor and evaluate performance, and ensure excellence through a process of quality assurance

To engage with other Centres in regional and global networking within the programme

COMMITMENT OF THE ITU (1)

To support the development and marketing of activities within the programme

To support identification and negotiation of partnerships/ sponsorships with third parties

To make available ITU Academy resources and in-house expertise (from all ITU Bureaux)

To support identification of experts to lead or participate in Centre activities

COMMITMENT OF THE ITU (2)

To promote and market activities through its Regional Offices and within the ITU membership

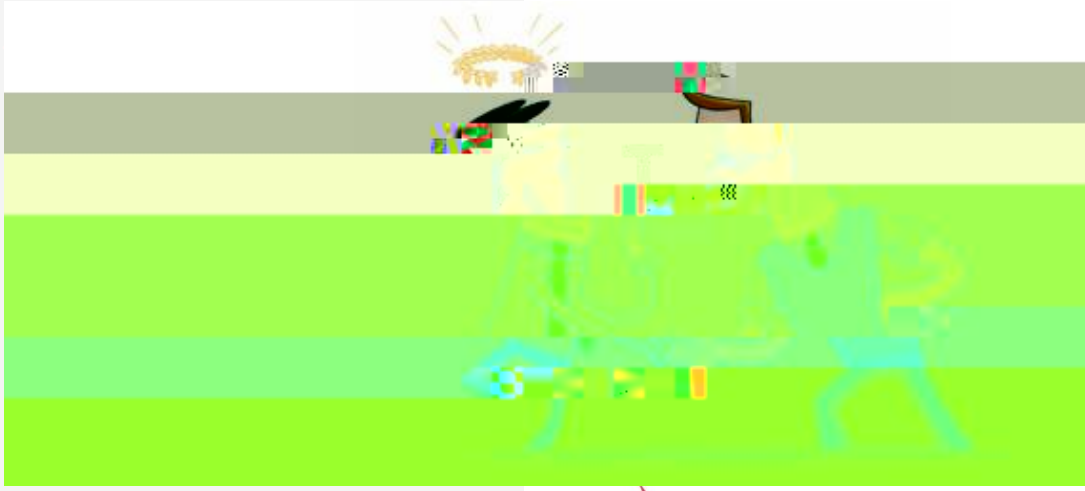
To development a regional network of Centres and global networks of partners addressing the same focus theme in different regions

To allow limited use of the ITU brand and logo in support of CofE activities

CERTIFICATES

Certificates of attendance continue to be issued as per current practice, but that the signing of these certificates is delegated to Regional Directors

Only certificates issued of achievement shall be submitted for the Director’s signature



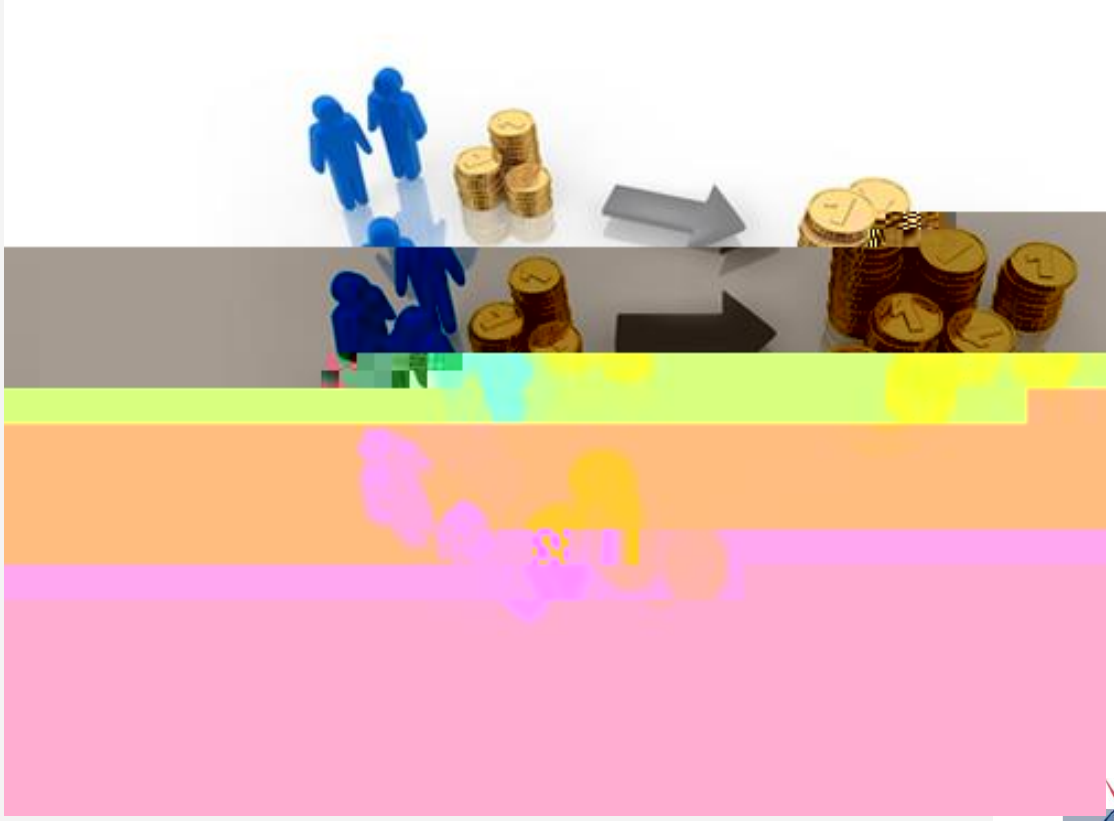
ACCREDITATION (2)

Implications

Accreditation is more difficult to achieve for continuing professional

FINANCING

The programme should be financially self-sustaining, rather than drawing on core ITU funds.



CURRENT FINANCIAL STATE OF COE

No further funding is available from the ICT Development Fund

No funding is currently earmarked in ITU operational budgets

Almost all current projects have exhausted their funds.

All activities should be fully costed and seek full cost recovery

Income can be derived from 3 sources :

1. from fees contributed by participants and their organisations for course participation;
2. from sponsorship and partnerships

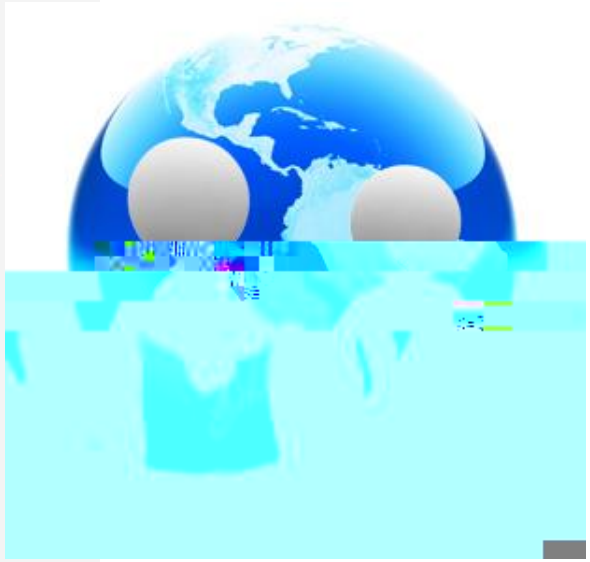
FINANCIAL ARRANGEMENTS

Fees should be the default arrangement for financing CoE activities, and must be set to secure cost recovery, including payment of experts

Fees should be collected by the Centres and not by the ITU

OTHER PARTNERSHIPS

The programme could benefit from forging stronger partnerships with other ICT related bodies and organizations, such as Regional Telecoms Associations, Regional Business Associations, and Regional Research Associations



SPONSORSHIP

Sponsorship could be sought for:

- individual activities or themes within the global or regional programme;
- fellowships for individual participants

and could be:

- financial and/or
- in-kind

Sponsorship could be sought from

- international funding agencies such as the European Commission, the World Bank and bilateral donors
- regional/global communications organisations such as associations of regulators, ITSO, APNIC,
- telecommunications businesses and associations of businesses (such as GSMA)

TRANSITIONAL ARRANGEMENTS

Actions for 2012 agreed at SC meetings for which funding exists should continue

A competitive process to select centres to implement programme for the two year period 2013 to 2014, should take place in the year 2012

Thus, the reduction in the number of centres to the recommended levels starts in 2013.

A needs assessment and identification of priority themes for 2015-2018 will be undertaken in 2014

TRANSITIONAL FINANCIAL ARRANGEMENTS

ITU should create a provisional transitional financial programme support fund for 2013 and 2014

All remaining funds of the CoE within each project, be converted into seed funds for a Regional Programme Fund and be used to attract further funding, and keep the programme in that region running

This rewards regions who had judiciously managed their project funds and still had surpluses by time of project closure

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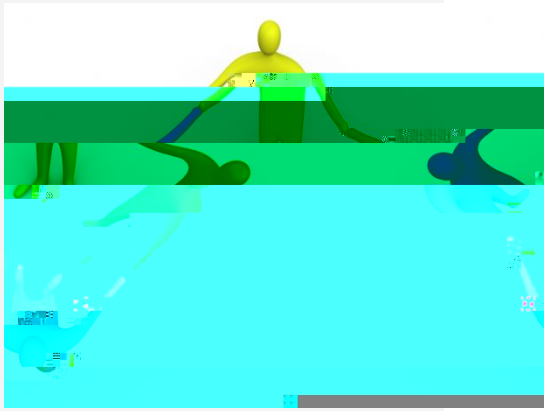

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THANK YOU