8. A number of new topics were also emerging as important for future capacity building. These included digital transformation, artificial intelligence, climate change, and e-waste, among others.

9. Capacity building efforts should also be directed into areas such as development of young entrepreneurs, building the capacity of women and youth in the adoption and use of digital tools, and promoting ICTs for SMEs. It was highlighted that the priority was no longer on establishing networks, but rather on promoting widespread use of the many ICT services that are provided on these networks.

10. In this regard, GCBI needs to be engaged in other capacity building areas outside the Centres of Excellence, taking into account the broader capacity building stakeholder community, and the broader mandate of Resolution 40.

11. Several members mentioned that training courses need to have a broader appeal base. Specialized courses tend to target a narrow customer base, which in most cases are the professionals responsible for the provision of ICT services. The wider target audience are the users of the services and equipment. When determining training priority areas, this needs to be taken into account, if the provision of training is to be viable and effective.

12. Participants recalled that regions are at different stages of development. Even within regions, individual countries are at different stages of ICT development. This poses a challenge of delivering standardized training programmes. For example, developing capacity in mobile money transfers may be relevant to some regions with largely unbanked populations and not to others.

13. There was an overall agreement that training should be demand-driven. This requires that training needs analyses be undertaken to ensure that the training provided is relevant. ITU is called upon to provide support in undertaking these needs analyses.

14. The new Centres of Excellence (CoE) strategy was discussed at length. Steering Committee meetings were held to oversee the governance of the programme at the regional level. The implementation level of the CoE planned training courses stood at 45% in 2016 and the issue of non-implemented courses needed to be addressed (see Annex 1). As WTDC was scheduled for October 2017, the tenure of the current CoEs would also end, and new centres will be selected for the next cycle. GCBI will support the process of the selection of new centres, as they have done in the past.

15. A review of the Operational Processes and Procedures document for the Centres of Excellence will be undertaken in preparation of the next cycle. The review will take into account the experiences of implementing the strategy over the past three years, as well as the comments and contributions made by the stakeholders, in particular the centres themselves.

16. The meeting agreed that CoEs alone are not sufficient for delivering capacity building in the field of ICT and that it was important to consider other partners as well. While CoEs are specifically targeted at professional and executive training, other areas and target groups not covered by CoEs ill

Past experience with marketing and promotion could also be part of the selection criteria of future CoEs.

18. ITU will carry out an evaluation of the performance of the CoEs at the end of the current cycle based on the evaluation table included in the Operational Processes and Procedures   .
The performance of the current CoEs will be taken into account during the application and selection process for the next cycle.

19. Participants recognized that the scope for partnerships in capacity building was wide. There was a need to approach, engage and work with different partners in the planning and delivery of capacity building activities, as well as in resource mobilization. Partners could be from the public and private sector, development community, academic institutions and others. Partners could contribute in areas such as development of training materials, delivery of training on their own or jointly with ITU, contributing to research and publications, among others. This could be done both at the global and regional level, depending on the offer and interest of the partner. GCBI members could play an important role in mobilizing partners at the regional level.

20. It was also highlighted that CoEs need to cooperate and partner amongst each other. A CoE should not only focus on a particular region but can offer training globally. Interregional collaboration between CoEs was also encouraged and CoEs should work closely with regional telecommunication organizations.

The Group on Capacity Building Initiatives (GCBI) was established pursuant to Resolution 40 of WTDC-10, and maintained by WTDC-   -D, and to contribute to the successful implementation of its capacity-   -building experts representing each of the six regions. The formation of the group reflects the realization by the

5.3 The Director, BDT shall consider the names proposed by the regional telecommunications organizations and establish the GCBI.

5.4 Members of the group are appointed in their personal capacity. They do not represent the organizations for which they work. Accordingly, a member cannot be represented by another member from their organization in the work

8.2 Members of GCBI can offer to host a meeting of GCBI in their respective countries/institutions.

8.3 Members of GCBI could propose, through the Chairman, the convening of a meeting if it is felt necessary to do so.

8.4 GCBI members are encouraged to actively contribute to the agenda of GCBI meetings.

8.5 GCBI members are also encouraged to prepare at least one input document on any capacity building issue or issues relevant to their region, to be presented for discussion in the meeting. The document/s should indicate the advice to BDT on the particular issue/s.

8.6 In between meetings, any member of the group can, through the Chairman, initiate a discussion on the online discussion forum or through electronic mail, on any capacity building topic that is relevant and topical.

9.1 In line with Resolution 40, GCBI shall present a report to the annual meeting of TDAG outlining its work, achievements and recommendations.

9.2 It shall be the responsibility of the Chairman of GCBI to submit the group s report to TDAG.