

Global Capacity Building Initiative for ICT Regulators

InfoDev Project Concept Note – Executive Summary

1. Context

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. The existing provision of regulatory training is considered to be patchy and insufficiently tailored to the economic, social and legal circumstances of individual countries.

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 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. The main features of the GCBI are described below:

3a) Roles and responsibilities of the GCBI partners

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

- **Founding Partners** are the World Bank and ITU.
- **Sponsoring Partners** may be donors, established regulatory agencies in developed countries, the private sector, NGOs, Foundations etc.
- **Executing Agencies** will be *infoDev* and the ITU's Development Sector (ITU-D), notably its Human Capacity Building Division (HCB).
- **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.

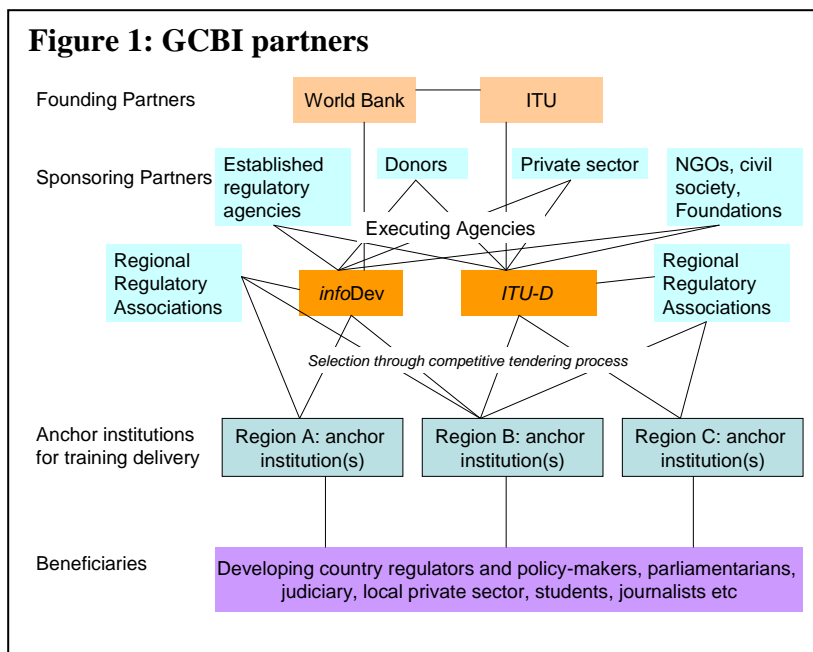
¹ See *infoDev* Working Paper #16 (January 2008) "Building local capacity for ICT policy and regulation: A needs assessment and gap analysis for Africa, the Caribbean and the Pacific – supply analysis", carried out by RIA, DIRSE and LIRNEasia under the project coordination of Alison Gillwald, and available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

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

- **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.

3b) GCBI is a targeted initiative

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).



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.

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.

3e) GCBI is a client-oriented initiative

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.

3f) GCBI is a sustainable initiative

The main elements to ensure sustainability will include:

- Partnerships with established academic institutions/ providers of ICT capacity building programs
- Partnerships with Regional Regulatory Associations
- Sustainable business model
- e-learning platform

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. 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

Outputs for the GCBI could cover a wide range of options including face to face workshops organized at regional and/or national levels, online training, twinning arrangements between regulatory authorities, targeted technical assistance on specific topics, etc. The GCBI will initially be delivered over a timeframe of four years with three distinct phases:

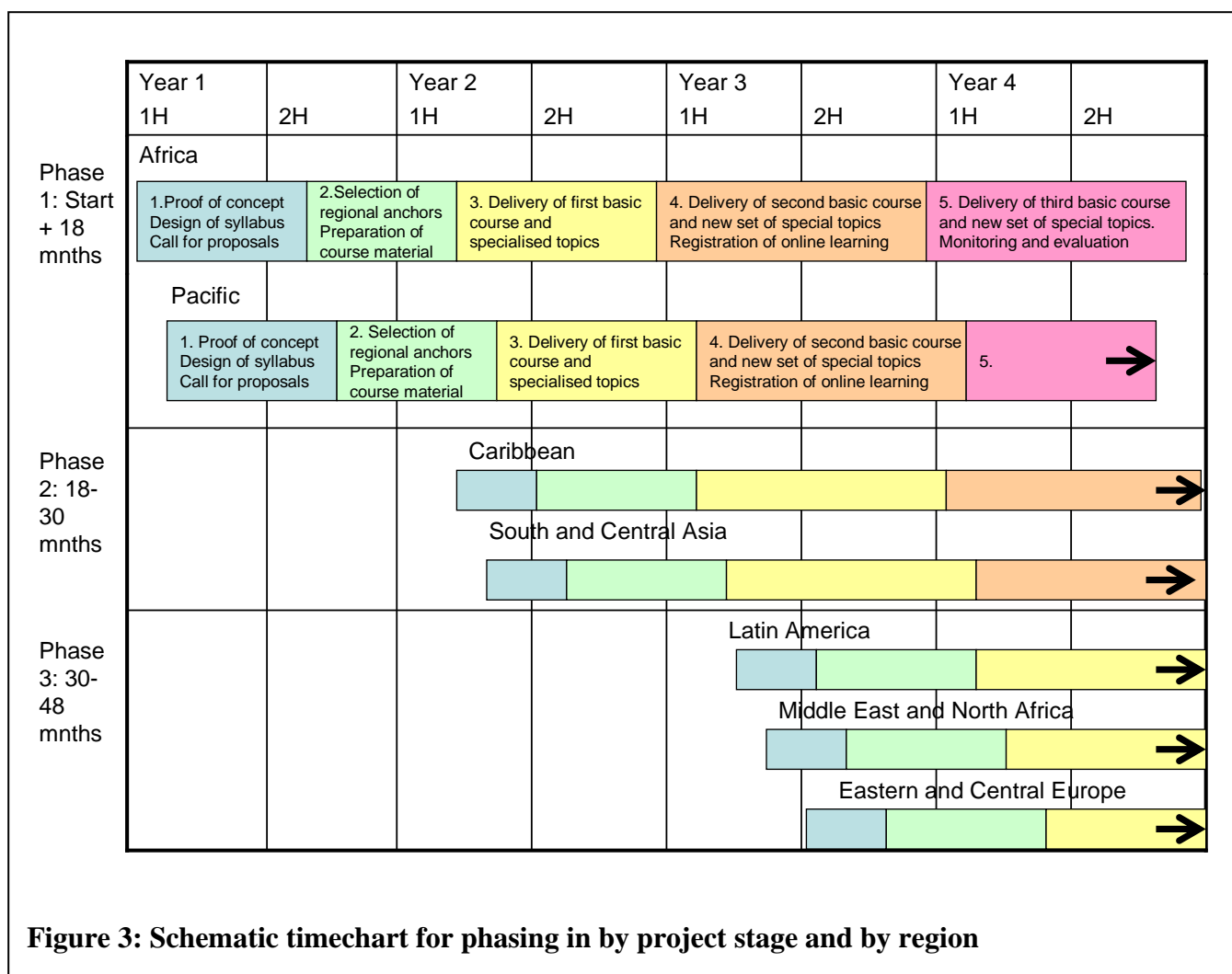
- In the first phase of operation (18 months), the GCBI will be launched in two regions: **Sub-Saharan Africa** and the **Pacific**.
- During the second phase (one year), two additional regions will be added: the **Caribbean** and **South and Central Asia**;
- During the third phase (18 months), three 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 beneficiaries. 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.

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.

It is estimated that the total cost of the four-year period will amount to US\$2.25 million of which US\$975'000 will come from tuition fees income.

Full details of the GCBI, including the indicative budget and implementation plan, are available in the *infoDev* Project Concept Note.