



## **5<sup>TH</sup> MEETING OF THE GROUP ON CAPACITY BUILDING INITIATIVES (GCBI)**

**GENEVA, SWITZERLAND**

**8-9 FEBRUARY 2017**

**REPORT**

### **Introduction**

1. The Group on Capacity Building Initiatives (GCBI) held its 5<sup>th</sup> meeting in Geneva to discuss capacity building work since the last GCBI meeting held in Lisbon in November 2015. The meeting discussed topics to be considered by the group in the future, and in view of the outcomes of WTDC-2017.
2. The meeting was chaired by Mr Santiago Reyes-Borda who took over from Professor David Mellor.
3. The meeting was attended by all the members of the GCBI except for Mr I.S. Khanna from the Asia Pacific region, who was not able to attend, and Prof David Mellor, who was represented by Dr Carmel Capewell.
4. As part of the official opening of the meeting, Dr Cosmas Zavazava, Chief, Projects and Knowledge Management Department/BDT provided welcome remarks, followed by opening remarks by Mr Brahim Sanou, Director BDT, and Mr Reyes-Borda, GCBI Chair.
5. ITU presented an overview of the major capacity building activities undertaken by ITU since the last GCBI meeting in November 2015, as well as future capacity building activities. Some of the major areas covered in the presentations were the Global ICT Capacity Building Symposium (CBS-2016), development of training materials, Centres of Excellence, partnerships, engagement with academia and the capacity building publication. The presentations generated a lot of interactive discussions and useful contributions from the members, which are highlighted in the following.

### **Global ICT Capacity Building Symposium (CBS-2016)**

6. The Global ICT Capacity Building Symposium held in Nairobi in September 2016, at which both the Chairman and Vice Chair were in attendance, was considered a resounding success. The Symposium attracted a number of young participants, and featured an interactive session with young innovators, reflecting the appeal of the digital economy to the younger generation. ITU was commended for convening such a successful event. The next Symposium is planned for 2018, and the Chairman offered to assist in identifying a host in the Americas. Mr Eric Huerta also agreed to explore the possibilities of the event being held in Mexico.

### **New areas in capacity building**

7. Participants highlighted that over the years the industry dynamics in the ICT sector have changed, and new stakeholders other than the traditional telecom players have come in. Capacity building efforts need to be aligned to the new requirements. For example, in rural areas, community networks have emerged as new players in the provision of ICT solutions within their communities, and they need to be recognized as such.

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.

### **Training needs analyses**

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.

### **Centres of Excellence**

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 need to be considered.
17. Considering the high number of training activities cancelled by the CoEs in 2016, GCBI members suggested that there was a need for the CoEs to be more aggressive in the marketing of their courses. This could include differentiation of their products, development and implementation of a communications plan, use of appropriate marketing channels, defining their target market, use of mobile applications, and using social media for courses that are targeting young people.

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](#) document. The performance of the current CoEs will be taken into account during the application and selection process for the next cycle.

### **Partnerships**

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.

### **Capacity building publication**

21. The publication that had been discussed in Lisbon during the last GCBI meeting, will be the first of a new series of publications on "Capacity Building in a Changing ICT Environment." Due to the time lag in releasing this publication, all authors had been requested to update their material to ensure that at the time of its release, the content of the articles would be current. The first edition of the publication has been finalized and will be released soon. Subsequent editions of the publication will feature contributions made by researchers and academics.

### **Engaging the academia**

22. The engagement of academia was especially highlighted and the ITU proposal to build new partnerships with academic institutions and create a network of universities was welcomed.
23. Further, a global ITU event for academia is planned for September 2017 in Hungary. This event will bring together the academic community, comprising both ITU Academia members and non-members, as well as Centres of Excellence. The event will seek to establish synergies between the work of Universities and Centres of Excellence. GCBI members were encouraged to contribute to the event.

### **Terms of reference for GCBI**

24. The group discussed the terms of reference for GCBI (se Annex 2). The terms of reference specify how members of GCBI are selected, their tenure of office, and how they conduct their business, among others. There was overall agreement to the draft terms of reference and they were adopted.

## **WDTC-17**

25. The next World Telecommunication Development Conference (WTDC) will be held from 9 to 20 October 2017 in Buenos Aires, Argentina. The meeting agreed that the group should consider inputs to WTDC that have a bearing on capacity building, such as an update of Resolution 40. The group could channel these inputs through the appropriate means, including Regional Preparatory Meetings, regional telecommunications bodies, or member contributions.
26. Furthermore, the group will identify new challenges within the capacity building space where its role has the greatest impact for ITU membership. This could be in areas such as identification of partnerships in capacity building, mobilizing academia to join the University network and mobilizing resources.
27. In this regard, GCBI members agreed to continue discussions through an online discussion forum/community to be created by the ITU Secretariat on the ITU Academy platform. The Chairman will prepare a draft action plan for GCBI which shall be posted on the platform, and invite comments and contributions from members.

## **Outcomes of GCBI meeting**

28. Based on the above discussions, the summarized key outcomes of the meeting are:
  - a) The group agreed that there was a need to approach, engage and work with different partners in the planning and delivery of capacity building activities. The engagement of academia was especially highlighted.
  - b) The group noted the importance of engaging in partnership building and resource mobilization at the regional level.
  - c) The group took note of the need to prepare the groundwork for the selection of the new Centres of Excellence (CoE) for the next cycle, and agreed to provide advice and support to BDT in the evaluation and selection process.
  - d) The group discussed draft Terms of Reference for GCBI, and adopted them.
  - e) The group proposed and agreed on the need for a training needs analysis for the CoEs and recommended that ITU undertakes such an analysis.
  - f) The group, through their respective organizations, shall consider providing inputs to WTDC in relation to capacity building, including the updating of Resolution 40.
  - g) The group agreed to continue the dialogue and follow up on the discussions via an online community, to be created by the ITU Secretariat on the ITU Academy website.
  - h) The group agreed that capacity building on the topic of digital transformation was critical in order to adapt to the rapidly changing ICT environment.

## **Next GCBI meeting**

27. The next GCBI meeting will take place in Morocco, hosted by INPT in 2018. The dates and actual venue of the meeting will be provided at a later stage.

**Annex 1:**  
**Overview of CoE Training Activities 2016**

	CoE	No. courses planned	No. courses implemented	Number of participants	No. courses not implemented	No. courses cancelled
<b>AFR</b>	AFRALTI	5	1	38	4	0
	DBI	4	3	24	0	1
	ESATIC	6	5	97	0	1
	ESMT	4	2	44	0	2
	Telkom SA	4	0	0	4	0
	URCST	0	0	0	0	0
<b>Sub Total</b>		<b>23</b>	<b>11</b>	<b>203</b>	<b>8</b>	<b>4</b>
<b>AMS</b>	CCAT-LAT	3	2	14	0	1
	CINTEL	4	4	27	0	0
	INTCTEL -UNI	5	3	41	0	2
	CITIC	5	0	0	0	5
	INATEL	5	0	0	1	4
	UNLP	5	0	0	0	5
<b>Sub Total</b>		<b>27</b>	<b>9</b>	<b>82</b>	<b>1</b>	<b>17</b>
<b>ARB</b>	SUDACAD	14	8	164	6	0
	NTI	1	1	13	0	0
	CERT	0	0	0	0	0
	INPT	4	1	10	3	0
	CIFODECOM	3	0	0	3	0
	TRA	1	0	0	1	0
<b>Sub Total</b>		<b>23</b>	<b>10</b>	<b>187</b>	<b>13</b>	<b>0</b>
<b>ASP</b>	ALTTC	4	3	89	0	1
	CAICT	2	2	91	0	0
	MDE (Thailand)	1	1	46	0	0
	MICT	2	2	103	0	0
	SRMC	1	1	45	0	0
<b>Sub Total</b>		<b>10</b>	<b>9</b>	<b>374</b>	<b>0</b>	<b>1</b>
<b>CIS</b>	KSTU	1	1	12	0	0
	MTUCI	0	0	0	0	0
	ONAT	1	1	14	0	0
<b>Sub Total</b>		<b>2</b>	<b>2</b>	<b>26</b>	<b>0</b>	<b>0</b>
<b>EUR</b>	CTU	2	2	4	0	0
	TUC	2	0	0	0	2
	NIT	3	2	34	0	1
	ISQ	8	2	5	3	3
	FEEIT	2	2	196	0	0
<b>Sub Total</b>		<b>17</b>	<b>8</b>	<b>239</b>	<b>3</b>	<b>6</b>
<b>Total</b>		<b>102</b>	<b>49</b>	<b>1111</b>	<b>25</b>	<b>28</b>

**Annex 2:**  
**GROUP ON CAPACITY BUILDING INITIATIVES (GCBI)**  
**TERMS OF REFERENCE (ToRs)**

**1. Background**

The Group on Capacity Building Initiatives (GCBI) was established pursuant to Resolution 40 of WTDC-10, and maintained by WTDC-14, “to assist ITU-D, and to contribute to the successful implementation of its capacity-building activities in an integrated manner....” The group includes two capacity-building experts representing each of the six regions. The formation of the group reflects the realization by the membership of the important role of human and institutional capacity building for the success of any organization.

The following Terms of Reference will provide guidance on how the group will perform their work and deliver on their mandate.

**2. Official Name and acronym**

The Group shall be called the Group on Capacity Building Initiatives, or in short, GCBI.

**3. Scope of Work of GCBI**

The scope of the work of GCBI is exhaustively spelt out in Resolution 40, but can be summarized as follows:

- To assist in identifying global and regional trends in the ICT sector and in capacity building;
- To monitor and evaluate BDT capacity building activities and provide advice on their implementation in a harmonized and integrated manner that avoids overlaps.
- To advise on forging alliances in capacity building with academia and other partners in ways that further the strategic objectives of the ITU academy and the goals of ITU-D.

**4. Members and Membership**

4.1 The group shall consist of twelve members composed of two capacity-building experts representing each of the six regions. The experts shall be familiar with the developments in the ICT sector, and the needs of their region with respect to capacity building.

4.2 Participation in the work of the group shall be open to all interested Member States and Sector Members.

4.3 Staff of the Human Capacity Building division within the Projects and Knowledge Management Department of the BDT shall provide secretariat services to the group.

**5. Selection of Members of the Group**

5.1 ITU-D members shall be called upon to submit to their regional telecommunications organizations, names of eligible persons/individuals to serve as GCBI members. .

5.2 The regional telecommunications organizations shall coordinate the selection of candidates from their regions, and shall propose the two names to the Director, BDT.

- 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 of the group.
- 5.5 If an appointed member of the group withdraws, for whatever reason, the regional organization shall be called upon to propose a replacement.

## **6. Tenure of Office**

- 6.1 Members appointed to GCBI, including the Chairman and two Vice Chairs shall serve for one term (one four-year period), in line with the WTDC cycle.
- 6.2 Members can serve for another term, after which they may no longer be eligible for appointment.
- 6.3 The Chairmanship of the GCBI should rotate among the regions. The Vice Chairs may not be coming from the same region. Further, the Vice Chairs may not be coming from the same region as that of the current Chairman.

## **7. Governance of the group**

### **7.1 Appointment of Chairman:**

The Chairman shall be selected from among the 12 members of GCBI. He/she shall be appointed following consultations by the Director BDT with other members of GCBI.

### **7.2 Functions of the Chair:**

The Chairman of GCBI shall undertake all duties associated with the position of Chair and shall seek to achieve results out of the GCBI.

In consultation with the Secretariat, the Chair shall propose meetings of the group and approve the agenda of the meeting.

### **7.3 Appointment of Vice Chairs:**

At its first meeting, GCBI shall appoint from among the members, two Vice Chairs.

### **7.4 Functions of the Vice Chairs:**

The Vice Chairs shall deputize the Chair, and conduct the work of the group in the absence of the Chair. The Vice Chairs shall also support the work of the Chairman during meetings and when the GCBI is not sitting which may include consultations among the members or undertaking research related to any particular aspect to assist the Chairman to run the GCBI.

If for any reason the Chairman vacates his/her position during his/her tenure of office, or resigns from the group, one of the Vice Chairs shall assume the position of Chairman for the remainder of the term of office.

## **8. Meetings of the Group**

- 8.1 GCBI shall convene at least one meeting every year. The meeting could be either physical or electronic, depending on the nature of business to be transacted.

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. Reporting on the work of the Group**

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.