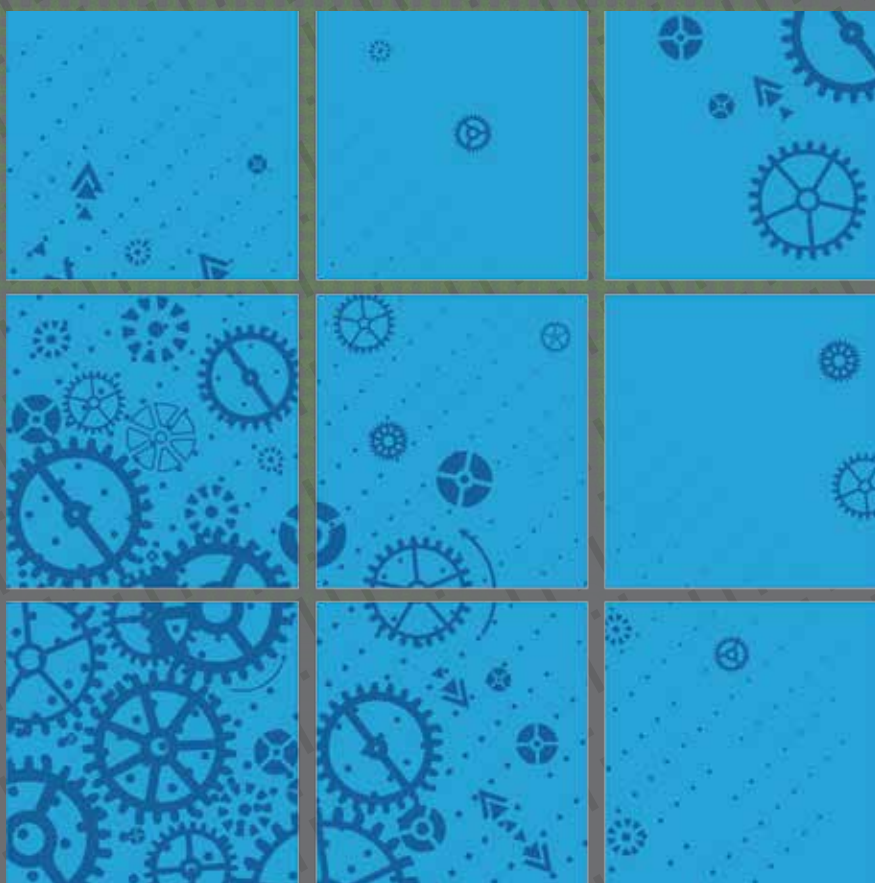


# CAPACITY BUILDING

## Operational Processes AND PROCEDURES DOCUMENT FOR THE NEW CENTRES OF EXCELLENCE STRATEGY

### Report





**OPERATIONAL PROCESSES  
AND PROCEDURES DOCUMENT  
FOR THE NEW CENTRES OF  
EXCELLENCE STRATEGY**

**2014**





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## 1. BACKGROUND

The Centres of Excellence project was established pursuant to resolutions of the Plenipotentiary conferences of Kyoto (1994) and Minneapolis (1998) for ITU to use part of the Telecom Surplus funds for specific telecom development projects, primarily in the least developed countries. The Centres of Excellence project was launched in 1997 as a worldwide initiative, through Council Document C97/59-E 18-27 of June 1997.

Centres of Excellence were conceived as a human and institutional capacity building partnership between ITU, private sector companies in the telecommunications industry, development institutions and training institutions in the recipient regions, who would be the delivery vehicles for the training as well as recipients of institutional support.

These Centres were expected to operate as a network of high level training institutions with a recognized reputation. They were to be supported to achieve self-sustainability, relying on the revenues generated from the activities they run.

The CoEs initiative started operating in 2000, and evolved over the years to become one of the ITU's key training delivery mechanisms. This project-based initiative witnessed a growth in the number of Centres from two Centres in one region in 2000 to more than 60 Centres worldwide, running an average of 100 training activities per year. For example, in 2012 alone, over 130 training interventions were organized for approximately 3000 participants.

However, notwithstanding the success and popularity of this project, it became necessary to review its strategy, in view of the changing sector environment. New technologies, new business models as well as regulatory challenges demanded different skills sets and different human capacity building responses.

During the World Telecommunications Development Conference (WTDC- 2010), in Hyderabad, India, the ITU Membership re-affirmed the need to continue with the Centres of Excellence activities, through Resolution 73. In this same Resolution, the ITU Membership requested the Director of BDT to carry out a study to review the Centres of Excellence (CoEs) strategy. In accordance with this Resolution, a study was undertaken, and recommendations were made on the future strategy of the Centres of Excellence. During the study, various stakeholders, including the Centres themselves, were consulted and made their inputs.

The study and its recommendations were presented to the Telecommunication Development Advisory Group (TDAG) and to the Group on Human Capacity Building Initiative (GCBI), which was established under Resolution 40 of WTDC-10. In January 2013, a meeting of the Chairmen of the various regional Steering Committees of the global Centres of Excellence network met in Geneva and discussed the new Strategy and how to operationalize its implementation.

This strategy document can be found at <http://academy.itu.int>.

Guidelines for the implementation of the strategy have since been developed. These guidelines provide the framework on how key aspects of the strategy would be implemented by the CoEs stakeholders. However, in order to ensure transparency and consistency in application across regions and to avoid ambiguity in interpretation, operational processes and procedures have been developed covering each and every key element of the guidelines.

The priority areas for the new Centres of Excellence activities will be defined by the World Telecommunication Development Conferences (WTDCs). In accordance with the new strategy, there will be 8 main themes from which 4 will be drawn from the respective Regional Initiatives.

The Human Capacity Building division within the BDT shall be responsible for initiating and driving the process of identifying the global themes of priority for the CoEs. This shall be done by analyzing the outcomes of WTDC programme and in consultation with the regions and other bureaus. These analyses will produce a matrix that will be the basis for the 4 cross-cutting global priority areas.

This process document provides detailed information regarding the structure, processes and procedures in the implementation of the new Centres of Excellence strategy. It is designed to provide step by step

information for stakeholders of the Centres of Excellence such as potential partners, potential Centres of Excellence institutions, beneficiaries as well as ITU programme managers in regional offices, on what to do and how to do it.

The key process areas covered are:

- Selection of Priority Areas: this process describes how priority areas for Centres of Excellence are selected for any given WTDC cycle. These priority areas will form the basis for the selection of Centres of Excellence for the respective cycle.
- Application and Selection Process for the Centres of Excellence institutions: this section explains how institutions apply and are selected to become Centres of Excellence for any particular cycle.
- Operations: this document describes how Centres of Excellence will operate. It covers areas such as fees and funding, award of certificates, partnerships as well as monitoring and evaluation of the actives.
- Governance of the Centres of Excellence: this document explains the governance structure for the Centres of Excellence, including the composition of the Steering Committees, roles and responsibilities as well as the management and administration of the process.

For each of the above topics, the process description addresses the following questions:

- What is the process to be followed?
- Who is the process owner and who are the other parties involved?
- How is the process to be executed?
- When does it start and end?

As the work of implementing some of the processes remains in the future, the processes outlined herein will be subject to further refinement, based on new thinking, evidence and experience.

## 2. APPLICATION AND SELECTION PROCESS

### 2.1 INTRODUCTION

The strategy for the Centres of Excellence shall be implemented after the World Telecommunication Development Conference 2014 and will apply for all future 4-year cycles. The strategy limits the number of CoEs to a maximum of 6 per region. Institutions that want to become new Centres will be required to apply and demonstrate their competencies in the particular areas in which they will want to be considered. Each Centre may indicate interest in no more than 2 priority areas.

At the end of each WTDC cycle, all Centres of Excellence status will expire. Accordingly, the status of current CoEs will expire at the end of 2014.

However, they will be eligible for consideration as Centres of Excellence for the incoming cycle under the new strategy and procedures.

The new strategy includes a set of selection criteria for the institutions that apply to become part of the CoEs network. This document sets out the process to be followed in implementing the selection criteria in order to guarantee transparency, standardization and harmonization between regions in selecting CoEs.



## 2.2 SELECTION CRITERIA

All institutions that apply to become new CoEs will be evaluated using the adopted criteria outlined below. These criteria are based on the competencies of the institutions to deliver training and capacity building solutions in the priority areas identified for each respective WTDC cycle. The criteria are the following:

- a) Expertise, recognition and competence in priority area:
  - Reputation of expertise in the proposed priority areas;
  - International recognition in the priority areas.
  - Familiarity with current priority areas;
  - Ability to attract contributions from partners;
- b) Institutional quality and performance as a training institution in the priority areas:
  - History of courses delivery in the priority areas;
  - Quality of venue and facilities (if applicable);
  - Quality assurance in place;
  - Feedback from users;
  - Understanding of ITU priority areas and requirements;
  - Experiences of working with international partners and agencies;
  - Trained staff with expertise in priority areas;
  - Evidence of provision of training to international participants;
- c) Proposal for implementation of CoEs activities:
  - Financial viability;
  - Financial budget for the CoE activities;
  - Mechanism for implementation of individual CoEs activities:
    - Facilitating participation from the region (marketing plan, promotion, easy access, etc.);
    - Administrative and logistics management and support;
    - Commitment to put resources (financial and human) in developing new courses/ideas;
    - Flexibility to conduct activities outside home country;
    - Ability to develop and deliver online training;
    - Ability to collect fees.

The first criterion looks at **image-related factors** associated with institutional brand, as well as local, regional and global reputation.

The second criterion is more **evidence-based**. It looks at quantitative and qualitative facts related to the past and present performance of the institution. It is therefore based on the assumption that past and present performance is a logical basis for predicting future performance.

The two criteria above are mutually-reinforcing.

The third criterion is more **resource-based** and looks at the physical, administrative and logistical capabilities of the institution.

An evaluation tool has been developed that assigns different weights to the different assessment factors (criteria). Greater weight is allocated to “Institutional quality and performance” (40% of the points), and “Expertise, recognition and competencies in the priority area” (30% of the points) as these are considered to be the most important and relevant factors related to excellence. 25 % of all points are allocated to the “Proposal for implementation of CoEs activities” and 5% is allocated to non-quantified comments across all selection criteria. Please refer to the scoring framework and process table (**Annex 2**).

## 2.3 SELECTION OF CoEs

The selection of CoEs shall involve the following processes:

- Application process;
- Evaluation of the applications;
- Selection process.

### 2.3.1 APPLICATION PROCESS

- Once the priority areas for the coming WTDC cycle have been identified and approved by the BDT Director, the application process will be launched. In this respect, ITU shall:
  - Invite, through Member States/Administrations and Sector Members, institutions to participate in the CoEs undertaking;
  - Publish the launch on the ITU website;
  - Specify in the invitation the priority areas for which invitations are being sought.
- Institutions wishing to be considered for selection as CoEs shall obtain endorsement of the Administrations in the countries in which they operate.
- Institutions interested in being part of the CoEs network will be required to complete an Application Form (**Annex 1**).
- An institution that would like to select more than 1 priority area is requested to fill a separate **form for each area** for ease of evaluation purposes.
- The duly completed application form shall be submitted to the respective Administration for their sign-off and endorsement. Where the institution is a multilateral organization the application does not require endorsement and shall be submitted directly to ITU.
- The application form endorsed by the respective Administration shall be submitted to the BDT Director, ITU.
- The form shall be submitted by email or fax (details are provided in the application form) with the originals sent later by post.
- Any application form forwarded to ITU without the approval of the Member State concerned will not be considered.
- The application forms should be submitted within one month of sending of the invitation. No applications will be accepted after the deadline.
- ITU will ensure the confidentiality of the information provided by the institutions.

### 2.3.2 EVALUATION OF THE APPLICATION

- All applying institutions will be automatically notified upon receipt of applications.
- Each application will be evaluated by ITU based on the Scoring framework and Scoring table (**Annex 2**).
- The process shall be completed within two months of closure of applications.

### 2.3.3 SELECTION PROCESS

- Evaluation will be done by the ITU Headquarters in consultations with the Regional Offices.
- A short list of recommended institutions shall be submitted to the Group on Capacity Building Initiatives for their consideration.
- The final decision on the selected CoEs shall be made by the BDT Director.
- The list of selected CoEs for the cycle shall be submitted to TDAG for their endorsement.
- All applicants will be directly informed of the selection results. Information on successful selections will be published on the ITU website and the ITU Academy website.
- A cooperation agreement between ITU and the selected CoEs will be entered into (**Annex 3**).

## 3. OPERATIONS OF THE CoEs

### 3.1 PARTNERSHIP PROCESS

The new Centres of Excellence strategy is anchored on a partnership model consisting of all the industry stakeholders. Although these partners have different backgrounds and interests, they are driven together by a common interest to promote capacity building within the ICT sector. This section of the document outlines the types of potential partnerships that are in the Centre of Excellence, their roles and responsibilities, and the procedures for them to become partners.

#### 3.1.1 TYPES OF PARTNERSHIPS

There are different types of partnerships, and each type of partnership is dependent on the type of services they provide, as well as the scope of those services. They can also be defined by whether they are local, regional or international. The types of partnership are the following:

- CoEs Funding Partner;
- Content Partner;
- Academic Partner;
- Training Delivery Partner.

The implementation of CoEs activities can involve one or more of these partners and a partner may act in more than one capacity.

All the information on different types of partnership is provided in **Annex 4**.

Each partner is expected to make contributions to the CoEs according to its interest and capabilities. As the CoE model is built around self-sustainability, the level of contribution by the partners to the CoEs activities is crucial. In that regard, the success of the new CoEs strategy will depend in large part on the ability of all concerned to source for partners.

### 3.1.2 BENEFITS OF BEING A PARTNER

- Acknowledgment with the organization logo on the ITU Academy website as well as on the individual course listings web pages;
- Acknowledgment with the organization logo in the ITU Academy Newsletter and Training Catalog;
- Co-branding with ITU at the opening of all sponsored e-learning courseware;
- Acknowledgment in the ITU Academy “new courses” RSS feed.

### 3.1.3 CALL FOR PARTNERS

- The first call for partners will be launched by ITU through the ITU website within four weeks after the selection of the new CoEs.
- Institutions interested in working with CoEs shall express their interest any time during the cycle, but preferably in the beginning of the cycle.
- Institutions interested to become a CoE partner shall complete a form (**Annex 5**), which can be found on the ITU website. Partners shall indicate which type of partnership they want to be engaged in and the type of resources they want to commit. The form shall be sent via e-mail to the respective ITU region office.
- Partner agreement will be signed with each selected partner (**Annex 6**).

## 3.2 FEES AND FUNDING

The Centres of Excellence are expected to make some budgetary provision for the implementation of the CoEs activities.

However, over and above that, the Centres of Excellence activities shall be driven by a self-sustained operational model. The main sources of funding shall be:

- Training fees;
- Financial contribution from partners;
- Donations from countries or organizations.

The following guidelines shall be applied with respect to the above issues.

### 3.2.1 TRAINING FEES

Centres shall charge training fees on a cost recovery basis, with a reasonable mark-up. The CoEs shall charge training fees as determined by the respective Steering Committees. Steering Committees shall determine a range of fees to be applied for face-to-face and e-Learning courses, taking into account the following factors:

- Cost recovery;
- Sustainability.

In considering cost recovery the following guidelines may be applied:

- Cost of hiring experts;
- Travel and accommodation expenses (in the case of face-to-face workshops);
- Cost of material development/adaptation (if any);
- Facilities and seminar support expenses.

For any ad hoc or bespoke training requested by a particular country or organization outside the framework of the CoEs actions, ITU will organize the event. Any revenues generated from that event will be accrued to ITU and will be used for the CoEs training activities within the regions.

In the event of a fully sponsored training, Centres should not charge any training fees.

### 3.2.1.1 COLLECTION AND DISTRIBUTION OF TRAINING FEES

All fees for each CoEs training activity shall be collected by ITU and deposited into an ITU account.

Where CoEs promote CoE events through their own channels, they shall ensure that for payment purposes, reference is made to the relevant ITU account for the fees collection.

Distribution of training fees shall be decided by each respective SC within the following broad guidelines:

- ITU shall retain between 20%-30% of fees collected per each CoEs training activity, to be used for purposes of supporting the CoEs network activities such as:
  - Content development;
  - Quality assurance (appointment of experts for the content review);
  - General support to the CoEs.
- The respective Steering Committees shall decide the actual percentage to be retained, within the prescribed range.
- ITU shall forward to the CoEs the balance of between 70%-80% of the collected fees every 6 months.

## 3.3 AWARDING OF CERTIFICATES

### 3.3.1 CERTIFICATES

Under the new Centres of Excellence strategy, Centres of Excellence shall grant certificates of achievement based on assessment tests undertaken at the end of each training. In this regard, Centres of Excellence are required to develop assessment tools for each training they deliver under the programme. The tools should include the following:

- Regular assessments;
- Practical exercises where applicable;
- Quizzes and chats (in the case of e-Learning courses);
- Final assessment.

CoEs certificates shall be issued under the banner of the ITU Academy by the respective Centres of Excellence for each course, using a standard certificate prepared by the ITU Headquarters. The certificate shall be submitted to BDT Director for signature. This certificate shall be accompanied by the list of participants to be awarded the certificates together with the table of test results.

Requests for signature of the certificate should be submitted within one month of the end of the presentation of the course report (including list of participants) (**Annex 7**) and signed by the respective signatories within two weeks of submission.

Once the certificate has been signed, it is forwarded to the regional offices for entry of the names of the participants as per the list provided.

The regional offices shall forward the individual certificates to the participants directly or through the respective Centres. It can be done either electronically or by using printed hard copies.

### 3.3.2 LOGOS

Where the ITU logo is alone, it should appear in the centre and at the top of the certificate above any text.

Where a training programme involves other partners, either in the form of content or delivery, there may be needed to have partners' logo included on the certificates. Where this is the case, the partners' logo shall be placed on the top left hand corner of the certificate and horizontally aligned with the ITU logo. The ITU logo shall be placed on the top right hand corner.

Where there are more than two partners, partners' logo shall be distributed horizontally aligned along the bottom of the certificate. In this case the ITU logo shall appear in the centre and at the top of the certificate above any text.

### 3.3.3 SIGNATURES

Where the signatory of the certificate is ITU, the signature shall be on bottom right hand corner.

Where there are other signatories to the certificate, the level of signatory of the other partners shall be equal to that of the ITU signatory. The signatures shall be horizontally aligned with their respective logo and horizontally aligned with the ITU signatory.

Where a credit accumulation system is introduced, partner institutions accepting accumulated credits shall adapt the programme to the requirements of their accrediting procedures. However, the institutions shall enter into an agreement with ITU for the award of diplomas or degrees in the respective areas and due recognition of ITU shall be made in the award of these diplomas.

## 4. MONITORING AND EVALUATION OF PERFORMANCE

### 4.1 INTRODUCTION

ITU shall be responsible for undertaking the monitoring of the activities and functioning of the Centres of Excellence on a regular basis. The result of this monitoring will give inputs to the assessments of the Centres and their performance at the end of each year.

In order to ascertain that Centres deliver "excellence", clear criteria for assessing standards of this "excellence" will be applied. This section of the document outlines the process by which the monitoring and evaluation is undertaken and the criteria used. These criteria contain a set of key performance indicators or benchmarks on programme content, teaching standards, CoEs facilities (where it is applicable) and the implementation of the agreed CoEs work plan.

The monitoring and evaluation process shall include the following components:

- Key Performance Indicators;
- Monitoring and Evaluation:
  - Evaluation by participants;
  - Monitoring and evaluation by ITU.

### 4.2 KEY PERFORMANCE INDICATORS (KPIs)

The following indicators shall be used for regular monitoring of the performance of individual Centres:

- Number of training activities implemented in each CoEs region;
- Number of training activities implemented at the international level;
- Number of participants per course and per year;

- Number of international participants;
- Composition of the participants (for example CEOs, HR, graduates, etc.);
- Number of experts involved in the delivery of training with 5 or more years of experience;
- Frequency of the training material to be delivered;
- Validation of the training material;
- Performance and quality evaluation of the CoE instructor;
- Staff development programmes offered to the CoE trainers;
- Percentage of the budget spent during the year on development of the new training materials and improvement of the existing ones.

A scored framework that reflects the KPIs is provided in **Annex 8**.

### 4.3 MONITORING AND EVALUATION PROCESS

In order for the CoEs to keep their standard of “excellence”, a strict process of monitoring will be carried out as follows:

#### 4.3.1 EVALUATION OF THE CoEs

The CoEs status is conferred to an institution based on its current and potential capability to perform “excellence” in a specific domain. It is, therefore, important to ensure that all Centres perform up to the highest standards.

Based on the results of monitoring and evaluation CoEs shall be assessed on the basis of their performance. In case of non-performance efforts shall be made to assist each particular CoE.

The evaluation of the CoEs, *based on the Key Performance Indicators*, will be carried out once a year. A Form provided in **Annex 8**, shall be completed by the ITU Regional Office. A short report (**Annex 10**) together with the Form and relevant documents received from CoEs, shall be submitted to ITU/BDT by the regions. This information shall be provided at least 1 month before the meeting of the SCs for that particular year.

The report shall be part of the agenda of the meeting of the SCs. Recommendations concerning the performance of the CoEs shall be submitted to the BDT Director.

The BDT Director will make a decision concerning further activity of the CoEs.

#### 4.3.2 EVALUATION OF THE WORKSHOP

Evaluation of diverse elements involved in the training process and evaluation of the teaching staff shall be done by participants of the particular training. All participants will have to complete a standardized evaluation form (**Annex 9**) soon after each training course. Preferably this form shall be online. For face-to-face courses, every CoE shall ensure that the form will be completed by each participant. In case of online courses, an online form shall be completed at the end of each course.

A report consolidating all evaluation forms shall be prepared by the CoEs and submitted to the ITU Regional Offices no later than 1 week after the course. A feedback from evaluation forms shall be considered to ensure the high quality performance of the Centres.

## 5. GOVERNANCE

The new Centres of Excellence strategy has a governance structure whose main role will be to oversee the functioning of the CoEs. The governance structure is composed of two institutions, namely:

- Steering Committees;
- ITU.

### 5.1 STEERING COMMITTEES

There shall be established a Steering Committee for each region whose main responsibility shall be to provide recommendations to ITU concerning the CoEs operations and ways of improving of CoEs performance. The SCs shall be permanent governance bodies irrespective of WTDC cycles. This is to ensure continuity.

#### 5.1.1 COMPOSITION OF STEERING COMMITTEES

The Steering Committees members shall be chosen from amongst the following stakeholders of the CoEs initiative:

- Operators;
- Regulators;
- Regional telecommunication bodies.

The Steering Committee shall be composed of 11 members as follows:

- 6 representatives of Member States and/or Sector Members from the countries represented by the CoEs in each region;
- 2 regional representatives of GCBI;
- 2 additional representatives from the regional Member States chosen by ITU based on their request. ITU shall invite Member States and/or Sector Members to express their willingness to be considered for the two positions on the Steering Committees from Administrations who do not have a selected CoE;
- ITU.

The additional representatives of the Steering Committee referred to above shall be ex-officio members of previous Steering Committees.

#### 5.1.2 PROCESS OF SELECTING STEERING COMMITTEES

- Within a month after the selection of the Centres of Excellence, ITU shall announce the Member States that qualify as members of the Steering Committees.
- Only elected Steering Committee members shall have decision making powers.
- Stakeholders who are not elected members of the SCs can attend SCs meetings as part of the delegation of the Member States / Sector Members, or as observers.
- Each Steering Committee shall elect a chairman, amongst the elected members, to coordinate its work for one year till the next SC meeting.
- The hosting of SCs meetings shall be on a rotational basis amongst SCs members.
- The host of each SCs meeting shall assume the chairmanship of the SCs for the coming year.



- An eligible SC member not willing to participate in SC activities or a member withdrawing, for whatever reason, shall be replaced by another member from amongst interested stakeholders.

### **5.1.3 FUNCTIONS OF STEERING COMMITTEES**

More specifically, the Steering Committees shall:

- Recommend and give advice to ITU on operations of the CoEs and the ways of improving the CoEs initiative, including strategic recommendations;
- Determine the range of fees to be applied;
- Determine distribution of training fees within the parameters prescribed in 3.2.1.1;
- Recommend the implementation of the quality assurance process;
- Recommend evaluation of Centres performance within broad guidelines and criteria set at the global level;
- Recommend a regional annual training plan;
- Recommend pricing policies and guidelines;
- Facilitate cooperation between regional Centres;
- Induct new partners and assist in promoting the activities of the Centres of Excellence.

ITU shall serve as Secretariat to the Steering Committees.

### **5.1.4 CONVENING OF THE STEERING COMMITTEES MEETINGS**

- The Steering Committees meeting shall be convened by ITU within the 4<sup>th</sup> quarter of the year in which the Centres have been selected.
- The duration of the meeting shall be held in no more than 3 days.
- The meeting shall be in 2 parts. The first part of the meeting shall provide general information to its participants concerning the CoEs network and its activities and shall be open to all ITU membership. The second part of the meeting shall focus on decision making issues by the SC members and attendance by non-SCs members is optional. However, only SCs members shall make binding decisions.
- The invitations shall be sent out through an open invitation on the ITU website, official mail and, in the case of the Centres of Excellence, through direct mail. Interested organizations shall indicate their participation within 4 weeks of the invitation notice.
- The election and confirmation of the Steering Committees members shall be one of the main agenda items of the meeting. SCs members are only confirmed or selected only from those present.
- Chairmanship of the Steering Committee shall rotate annually amongst the Steering Committee members.
- The host Administration of each first Steering Committee shall automatically become the Chair of the Steering Committee for the coming year, and shall be confirmed as such at this meeting.

Members of the SCs shall cover their own costs to attend all SCs meetings;

### **5.1.5 CONVENING SUBSEQUENT STEERING COMMITTEES MEETINGS**

- The SC shall meet once per year, in quarter 3 or 4. ITU shall provide secretariat services for the meetings;
- Notice of meetings shall be sent out to members of the Steering Committees two months before the meetings are convened;
- The Notice shall include:
  - Agenda of the Meeting;
  - Minutes of the last Steering Committees meeting;
  - Report on the Performance of the CoE activities for the previous year;
  - Review of the Steering Committees Guidelines;
  - Report on the Performance of the CoEs;
  - Action Plan for the coming year.
- It would be expected that Steering Committees members participate in all Steering Committees meetings. Those members, who do not participate in person for two consecutive years shall be replaced by others.
- A Centre of Excellence that attends SC meetings shall be given an opportunity to make a presentation on its activities in the year.

## ANNEXES

### ANNEX 1: APPLICATION FORM

#### APPLICATION FORM TO BECOME A CENTRE OF EXCELLENCE for the Cycle of Activities 2015-2018

**Region of applying institution\*** \_\_\_\_\_

*Please note that inadequate information may be prejudicial to your application.*

*Prospective CoEs shall obtain endorsement of the Administration in their respective countries of operation before submitting this application.*

*The list of respective Administrations can be found at*

<http://www.itu.int/online/mm/scripts/mm.list?search=ITUstates&languageid=1&foto=y>

#### INSTITUTIONAL INFORMATION

**Official name of your institution:**

**Category (one or more) of your institution:**

- Academic institution
- Research institution
- Regional/Sub-regional institution
- Operator
- Regulator
- Other institutions dealing with telecommunications/ICT issues (please specify)

**Availability of a license/accreditation for provision of training under the national legislation:**

- Yes
- No

**If YES, please specify type of license, issued by whom and when:**

**Is your institution is an ITU member?**

- Yes
- No

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\* Please note that in this document the term "institution" is used interchangeably with the term "organization".

**Year of establishment of your institution:**

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**Contact details of your institution:**

Physical address: _____ _____
Tel.: _____
E-mail: _____
Website: _____

**Contact details of the following persons in your institution:**

**Chief Executive Officer**

First Name: _____
Last Name: _____
Tel.: _____
E-mail: _____

**Head of Human Resources**

First Name: _____
Last Name: _____
Tel.: _____
E-mail: _____

**Head of Training**

First Name: _____
Last Name: _____
Tel.: _____
E-mail: _____

**Brief summary of your institution:**

Please provide a brief summary (no more than 1 page) about your institution (history, structure, mission, etc.). Please attach it to the application form.

**1. EXPERTISE, RECOGNITION AND COMPETENCE IN PRIORITY AREAS**

As already indicated, there will be eight priority areas identified by the WTDC. Broadband Access as indicated in Area 1 (below) is just an example of a possible priority area. Actual priority areas will be entered into the application form as soon as they are approved by ITU following WTDC.

**1.1 Select your choice of priority area:**

- Area 1:** Broadband Access
- Area 2:**
- Area 3:**
- Area 4:**
- Area 5:**
- Area 6:**
- Area 7:**
- Area 8:**

***N.B.:** Please note that each institution can select a maximum of 2 priority areas. For an alternative area of priority please complete a separate application form.*

**1.2 Please specify the topic of your interest and competencies within the selected area:**

--

***EG:** Spectrum Management topics are the following: Spectrum Monitoring, Spectrum Management for Satellite Systems, etc.*

**1.3 Number of years that your institution has been working in the respective area for which you want to be considered:**

Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7	Area 8
<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3
<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5
<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7
<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10
<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10

**1.4 Number of years of experience of your institution in implementing training activities at the regional and / or sub regional, and /or international levels:**

	None	Less than 2 year	3 to 5 years	6 to 8 years	More than 8 years
Regional					
Sub Regional					
International					

**1.5 Number of experts, within your institution, available with more than 5 years of experience in activities related to the selected priority areas:**

Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7	Area 8
<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1
<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2
<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3
<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4
<input type="checkbox"/> More than 4	<input type="checkbox"/> More than 4	<input type="checkbox"/> More than 4	<input type="checkbox"/> More than 4	<input type="checkbox"/> More than 4	<input type="checkbox"/> More than 4	<input type="checkbox"/> More than 4	<input type="checkbox"/> More than 4

**1.6 Does your institution engage local, regional or international experts to deliver training in the selected area?**

Please indicate the percentage in the table below.

<input type="checkbox"/> Local	%
<input type="checkbox"/> Regional	%
<input type="checkbox"/> International	%

**2. INSTITUTIONAL QUALITY AND PERFORMANCE AS A TRAINING INSTITUTION IN THE PRIORITY AREA:**

**2.1 Number of training activities delivered in the selected priority area for the past 2 years:**

Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7	Area 8
<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3	<input type="checkbox"/> 1 to 3
<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5	<input type="checkbox"/> 4 to 5
<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7	<input type="checkbox"/> 6 to 7
<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10	<input type="checkbox"/> 8 to 10
<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10	<input type="checkbox"/> More than 10

Please indicate the title of some activities delivered in the priority areas:

**2.2 Number of international training activities implemented in the selected area for the past 2 years:**

- None
- Less than 2 activities
- 3 to 5 activities
- 6 to 7 activities
- 8 to 10 activities
- More than 10 activities

**2.3 Experiences in working with international partners:**

Please list past and present partners

**Past partners**

**Present partners**

**2.4 Quality of training materials**

**2.4.1 Does your institution develop its own training materials in the selected area?**

- Yes
- No

**2.4.2 Does your institution develop training materials for other institutions?**

- Yes
- No

**If YES, please specify:**

**2.4.3 How frequently does your institution update training materials in the selected area?**

- Never
- Every year
- Every 2 years
- More than 2 years

**2.4.4 Percentage of the budget that your institution spends annually on the development of new training programmes in the selected area:**

- None
- Less than 2 %
- 2% - 4%
- 5%-7 %
- 8% and more

**2.4.5 Please indicate the percentage of the annual budget your institution allocates to the training for research and development and for investment and operational activities:**

**2.4.6 How does your institution validate the quality of its training materials?**

**2.5 Quality of the delivery**

**2.5.1 Does your institution evaluate the delivered training?**

- Yes
- No

**If YES, please list the evaluated elements:**

**2.5.2 Please select the rate of customer satisfaction related to the last training activity indicated in 3.1:**

- Less than 10%
- 10% to 30%
- 31% to 50%
- 51% to 80%
- 81% to 90%
- 91% to 100%

**2.5.3. Who carries out the evaluation (please indicate)?**



**2.5.4 How frequently does your institution conduct evaluation?**

- Every year
- Every 2 years
- More than 2 years

**2.5.5 How does your institution conduct the evaluation impact assessments?**

- Internally
- Externally

**If EXTERNALLY, please specify:**

**2.5.6 Please specify how your institution uses the outcomes of evaluation and which steps it takes in order to improve the next evaluation result:**

**2.6 Quality of the staff resources**

**2.6.1 Are institution trainers subject to performance and quality evaluation?**

- Yes
- No

**If YES, please specify how this is done:**

**If YES, please specify how often your institution conducts this performance and quality evaluation:**

- Never
- Every 6 months
- Every year
- More than a year

**2.7 Staff development**

**2.7.1 How often does your institution improve the level of trainers' skills?**

- Never
- Every year
- Every 2 years
- Every 3 years
- More than 3 years

**2.7.2 Please specify how your institution improves the level of trainers' skills:**

**2.7.3 Does your institution participate in any ITU activities?**

- Yes  
 No

**If YES, please indicate the type of activities:**

- Training  
 Study groups  
 Conferences  
 Other (please specify) \_\_\_\_\_

**3. PROPOSAL FOR IMPLEMENTATION OF CoE ACTIVITIES**

**3.1 Please indicate if your institution has a physical infrastructure or if it is a virtual institution:**

- Physical infrastructure  
 Virtual institution

**3.2 Does your institution have a laboratory or equipment for the training in the selected area?**

- Yes  
 No

**If YES, please specify the type of equipment:**

**If NO, please indicate if your institution has an access to the equipment or laboratory required for the training:**

- Yes (please specify)  
 No

**3.3 Will your institution be able to run CoE activities on a self-sustainable basis?**

- Yes  
 No

If YES, please explain:

**3.4 Does your institution have a course fees collection system in place?**

- Yes
- No

If YES, please specify:

**3.5 How many CoE training activities would your institution be able to implement in the selected area during the cycle 2015-2018?**

- 1
- 2-4
- 5-7
- 7-9
- More than 10

**3.6 How many students does your institution expect to train in the selected area?**

**Per class:**

**Per year:**

**3.7 Does your institution deliver e-Learning courses in the selected area?**

- Yes
- No

If YES, please give an example:

**Name, Designation and Signature of the Head of applying institution:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**TO VALIDATE THE APPLICATION, NAME AND SIGNATURE OF CERTIFYING ADMINISTRATION MUST BE COMPLETED BELOW WITH OFFICIAL STAMP.**

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

*Please attach any other documents you think may be important for your application.*

*Address for the Form submission:*

*Mr Brahima Sanou*

*Director BDT,*

*International Telecommunication Union*

*Place des Nations, CH 1211, Geneva 20, Switzerland*

*Fax: +41 22 730 5484*

*E-mail: BDTMail@itu.int*

*www.itu.int*

## **ANNEX 2: SCORING FRAMEWORK**

During the calculation of scores of each applying institution, the following scoring framework shall be used. It will provide information on how the process of scores counting will be implemented.

The answers provided in the Application form shall be calculated using the Scoring Process Table. Once the scoring amount is calculated, the Scoring Result Table shall be used.

Different number of points will be allocated to different criteria. A greater weight is allocated to “Institutional quality and performance” (40 points), and “Expertise, recognition and competencies in the thematic area” (30 points), as these are considered to be the most important and relevant factors for selection. 25 of all points are allocated to the “Proposal for implementation of CoEs activities” and 5 points are allocated to non-qualified comments across all selection criteria.

In the Scoring Result Table the rating is allocated from “1” to “5” with “5” being “unsatisfactory” and “1” being “excellent”.

SCORING PROCESS TABLE					
# of criterion	Selection criteria	Sub criteria	Answer	Scores per answer	Maximum # of scores per criterion
1	EXPERTISE, RECOGNITION AND COMPETENCE IN PRIORITY AREA	Working experience in the selected area	1 to 3 years	1	30
			4 to 5 years	2	
			6 to 7 years	3	
			8 to 10 years	4	
			More than 10 years	5	
		Working experience in the selected area at the regional level	None	0	
			Less than 2 year	2	
			3 to 5 years	3	
			6 to 8 years	4	
			More than 8 years	5	
		Working experience in the selected area at the sub-regional level	None	0	
			Less than 2 year	2	
			3 to 5 years	3	
			6 to 8 years	4	
			More than 8 years	5	
		Working experience in the selected area at the international level	None	0	
			Less than 2 year	2	
			3 to 5 years	3	
			6 to 8 years	4	
			More than 8 years	5	
Number of experts available with more than 5 years of experience in activities related to the selected area	1 expert	1			
	2 experts	2			
	3 experts	3			
	4 experts	4			
	More than 4 experts	5			

SCORING PROCESS TABLE					
# of criterion	Selection criteria	Sub criteria	Answer	Scores per answer	Maximum # of scores per criterion
		Type of experts for delivery of the training materials in the selected area	Local experts	3	
			Regional experts	4	
			International experts	5	
2	INSTITUTIONAL QUALITY AND PERFORMANCE AS A TRAINING INSTITUTION IN THE PRIORITY AREA	Number of training activities delivered in the selected priority area for the past 2 years	1 to 3 activities	0,5	40
			4 to 5 activities	1	
			6 to 7 activities	2	
			8 to 10 activities	2,5	
			More than 10 activities	3	
		Number of international training activities implemented in the priority area for the past 2 years	None	0	
			Less than 2 activities	0,5	
			3 to 5 activities	1,5	
			6 to 7 activities	2	
			8 to 10 activities	2,5	
		Development of own training materials in the selected area	Yes	2,8	
			No	0	
		Development of training materials for other institutions	Yes	2,8	
			No	0	
		Frequency of update of the training material in the selected area	Never	0	
			Every year	2,8	
			Every 2 years	2	
			More than 2 years	1	

SCORING PROCESS TABLE					
# of criterion	Selection criteria	Sub criteria	Answer	Scores per answer	Maximum # of scores per criterion
		Percentage of the budget spent annually on the development of new training programmes in the selected area	None	0	
			Less than 1%	1	
			Less than 2 %	1,5	
			2% - 4%	2	
			5%-7 %	2,5	
			8% and more	3	
		Rate of customer satisfaction related to the last training activity indicated in the question 3.1	Less than 10%	0,5	
			10% to 30%	1	
			31% to 50%	1,5	
			51% to 80%	2	
			81% to 90%	2,5	
			91% to 100%	3	
		Is an evaluation of the delivered training conducted?	Yes	2,8	
			No	0	
		How is the performance of your institution assessed?	Internally	1	
			Externally	2,8	
		Frequency of conducting evaluations	Every year	2,8	
			Every 2 years	2	
			More than 2 years	1	
		Is a trainers' performance and quality evaluation conducted?	Yes	2,8	
			No	0	
Frequency of trainers' performance and quality evaluation	Never	0			
	Every 6 months	2,8			
	Every year	2			
	More than a year	1			



SCORING PROCESS TABLE					
# of criterion	Selection criteria	Sub criteria	Answer	Scores per answer	Maximum # of scores per criterion
		Frequency of improving the level of trainers' skills	Never	0	
			Every year	2,8	
			Every 2 years	2	
			Every 3 years	1	
			More than 3 years	0,5	
		Participation in the ITU activities	Yes	2,8	
			No	0	
3	PROPOSAL FOR IMPLEMENTATION OF COES ACTIVITIES	Type of institutional organization	Physical infrastructure	3,1	25
			Virtual institution	3,1	
		Availability of laboratory or equipment for the training in selected area	Yes	3,1	
			No	0	
		Type of laboratory or equipment		From 0,5 to 3,3	
		If there is no laboratory or equipment within the institution are there possibilities to access the laboratory or equipment in another place?	Yes	3,1	
			No	0	
		Possibility to run CoE activities on a self-sustainable basis	Yes	3,1	
			No	0	
		Availability of a course fees collection system in place	Yes	3,1	
			No	0	
		Provisional number of CoE training activities to be implemented in the selected area during the cycle 2015-2018	1	1	
			2-4	2	
5-7	2,5				
7-9	2,8				
More than 10	3,1				

SCORING PROCESS TABLE					
# of criterion	Selection criteria	Sub criteria	Answer	Scores per answer	Maximum # of scores per criterion
		Delivery of the e-Learning courses in the selected area	Yes	3,1	
			No	0	
4	OTHER - Based on assessment of non-quantifiable comments across all selection criteria				5
	Total	100			

SCORING RESULT TABLE		
Score	Definition	Rating
0-10	No information is given and nothing is documented. However plans are underway to have this in place in the near future (1-2 years).	5
10-25	Evidence is partially complete, and any supporting documentation required by the criteria is available to substantiate implementation or interaction in this dimension. However, performance in this area is below the established requirements for Centres.	4
25-50	All points are addressed, but some of the information is given in non-quantitative fashion, or includes general or anecdotal evidence. The performance in this area is equal to established requirements for the Centre.	3
50-85	All points are covered; evidence as required by the criteria is available to substantiate effective implementation and interaction in this dimension. Performance in this area is equal to or better than established requirements for the Centre	2
85-100	All points are thoroughly addressed, and supported by evidence collected to substantiate exemplary implementation of this dimension. Performance in this area is equal to or better than set benchmarks in the domain of the Centre.	1

**ANNEX 3: COOPERATION AGREEMENT TEMPLATE**



**COOPERATION AGREEMENT\***

**between the**

**INTERNATIONAL TELECOMMUNICATION UNION (“ITU”)**

represented by the

**Telecommunication Development Bureau (“BDT”)**

**and the**

**“\_\_\_\_\_” (CoE)**

**Joint Capacity-Building Activities within the Centre of Excellence**

**Network for XXX Region**

*\*this agreement is a subject of endorsement by JUR*

**WHEREAS** ITU has developed a new CoEs strategy and Operational processes and procedures document for the new Centres of Excellence (CoEs) strategy.

**WHEREAS** The “\_\_\_\_\_” has applied and has been selected as a new Centre of Excellence for a cycle 2015-2018;

**WHEREAS** ITU and CoE (hereinafter the “Parties”) share the vision to build human and institutional capacity by supporting the development and implementation of human and institutional capacity building programmes and activities within the CoEs network for the benefit of the ITU membership;

**CONSIDERING**, that both ITU and CoE have a common goal to support a community by enhancing people’s power to harness the benefits of ICTs through skills development;

**NOW, THEREFORE**, the Parties agree to enter into this Cooperation Agreement based on the CoEs strategy (Annex 1) and Operational processes and procedures document for the new Centres of Excellence (CoEs) (Annex 2):

### ARTICLE 1 – Purpose of the Cooperation Agreement

The purpose of this Cooperation Agreement is to set forth the respective roles of the Parties within the CoEs network.

Also the objective of this Cooperation Agreement is to establish a non-exclusive framework of collaboration between the Parties, for developing human and institutional capacity within the ICT sector by reducing knowledge barriers and increasing access to appropriate, scalable, and high quality training materials and training for all in order to build a Knowledge Society within the CoE network.

### ARTICLE 2 – The goals of collaboration

The goals of the Parties’ collaboration under this Cooperation Agreement are to:

- Develop high level capacity-building content for training in telecommunications/ICT that responds to new market needs and demands mutually identified by the Parties;
- Deliver this content through the ITU Academy, ITU membership and other partners identified mutually by the Parties;
- Embed technology into people’s lives in order to improve learning outcomes, business opportunities and social cohesion in the XXX Region with a positive effect on all ITU membership.
- Hold joint meetings, workshops, distance learning courses, conferences and related programs to share knowledge and experiences on capacity building in ICTs;
- Serve a convening function for practitioners, funders and leaders of the public and private sectors, to promote cooperation and coordination of efforts and knowledge in order to develop human capacity-building programs;
- Implement such other activities that are consistent with the goals of this Cooperation Agreement, as may be mutually agreed in writing between the Parties.

### ARTICLE 3 – Responsibilities of ITU

ITU will carry out the activities for which it is responsible under this Cooperation Agreement and Annex 1 and Annex 2. Accordingly, personnel will be engaged and administered, equipment, supplies and services will be purchased, and contracts will be entered into force (where applicable) in accordance with the provisions of ITU’s Regulations, rules, directives and procedures.

ITU shall not be held responsible for any failure or delay in implementing the activities envisaged under this Cooperation Agreement which is caused by the failure or delay of the CoE to fulfill its responsibilities and obligations in accordance with this Cooperation Agreement.

#### ARTICLE 4 – Responsibilities of the CoE

The CoE will carry out, in a form and substance satisfactory to ITU, the responsibilities for which it is responsible under this Cooperation Agreement and its Annex 1 and Annex 2.

The CoE agrees to defend and indemnify the ITU from and against (i) any and all losses of ITU and (ii) any and all claims, liabilities or actions that may be incurred by the ITU or asserted against the ITU by or on behalf of any person arising out of acts or omissions of the CoE for which the CoE retains responsibility.

#### ARTICLE 5 – Financial provisions of the training fees

Where the CoE promotes CoE events through its own channels it shall be ensured that for payment purposes, reference is made to the relevant ITU account for fees collection

All contributions will be deposited in US dollars to the following account within thirty (30) days following the CoE event:

Account Name: International Telecommunication Union  
SWIFT CODE:  
Account No.:  
IBAN:  
Purpose: CoEs fees

ITU shall distribute and use collected fees as indicated in paragraph 3.2 in the Annex 2.

All financial accounts and statements with respect to the CoEs activities and Annex 2 shall be expressed in US Dollars.

ITU shall establish separate accounting records for the usage of the fees collections.

#### ARTICLE 6 – Assignment

Any Party hereto shall not, without the prior written agreement of the other Party, in any way assign the present Cooperation Agreement or transfer all or part of its obligations hereunder to any third person or entity without the prior written approval of the other Party.

The specific projects and activities to be carried out in cooperation between the Parties under the framework of this Cooperation Agreement will be subject to, and set forth in greater detail in, specific written cooperation agreements and/or project documents to mutually agreed to and signed by both of the Parties. The respective contributions, rights, duties, roles and responsibilities of the Parties in respect of such specific projects and activities will be set forth in greater detail in such cooperation agreements and/or project documents.

#### ARTICLE 7 – Notices

Any notice or request required or permitted to be given or made in this Cooperation Agreement will be in writing. Such notice or request will be deemed to be duly given or made when it will have been delivered by hand, mail or fax to the party to which it is required to be given or made, at such party's address specified below or at such other address as the party will have specified in writing to the party giving such notice or making such request.

*For the CoE:*

Name:  
Title:  
Address:  
Telephone:  
Facsimile:  
Email:

For the ITU:

Name:

Title:

Address: Telecommunication Development Bureau (BDT)  
International Telecommunication Union Place des Nations  
CH-1211 Geneva  
Switzerland

Telephone:

Facsimile:

Email:

#### **ARTICLE 8 – Entry into Force**

This Cooperation Agreement will enter into force upon signature thereof by the Parties and will continue in full force and effect until it is expired or terminated.

#### **ARTICLE 9 – Expiration, Modification and Termination of the Cooperation Agreement**

This Cooperation Agreement may be modified only by written agreement between the Parties.

This Cooperation Agreement may be terminated by either Party on thirty (30) days receipt of a written notice to the other Party.

Obligations assumed by the CoE and ITU under this Cooperation Agreement will survive the expiration or termination of this Cooperation Agreement to the extent necessary to permit the orderly conclusion of activities, the withdrawal of personnel, funds and property, the settlement of accounts between the Parties hereto and the settlement of contractual liabilities required in respect of any subcontractors, consultants or suppliers.

#### **ARTICLE 10 – Confidentiality**

The Parties agree to treat with the utmost confidentiality all documents, information or data obtained in the course of the execution of this Cooperation Agreement and identified as confidential by the other Party.

#### **ARTICLE 11 – Settlement of Disputes**

Any dispute between the Parties arising from, or in connection with, this Cooperation Agreement shall be settled directly and amicably by them through mutual negotiations. In the case of failure of such negotiations, the dispute shall be settled by a sole arbitrator to be nominated at the request of either of the Parties by the Court of Arbitration of the International Chamber of Commerce (ICC). The place of arbitration shall be Geneva. The language of arbitration shall be English. The arbitration shall be carried out in accordance with the Rules of Arbitration of the International Chamber of Commerce, as at present in force. The applicable law shall be Swiss law. The arbitrator's ruling shall be binding and final upon the Parties and any recourse against this ruling to any court or tribunal shall be excluded.

#### **ARTICLE 12 – Entire Agreement, Annexes**

The terms and conditions stated in this Cooperation Agreement represent the entire agreement between the CoE and ITU with respect to the subject matter hereof and thereof, and supersedes all prior agreements, arrangements, communications, negotiations, proposals or other understanding, whether written or oral, between the Parties with respect to such subject matter. All Annexes attached to this Cooperation Agreement form an integral part hereof.

**ARTICLE 13 – Privileges and Immunities**

Nothing in or related to this Cooperation Agreement shall constitute a waiver, express or implied, of any of the privileges, immunities and facilities which ITU enjoys by virtue of the international agreements and national laws applicable to it, including the Headquarters Agreement dated 22 July 1971 between the ITU and the Swiss Federal Council.

**IN WITNESS THEREOF**, the undersigned, being duly authorized representatives of the Parties have signed this Agreement in two (2) original copies, in the English language.

**For the CoE**

**For the International Telecommunication Union**

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Mr. Brahim Sanou

Director

Telecommunication Development Bureau

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Place: \_\_\_\_\_

Place: \_\_\_\_\_



## ANNEX 4: TYPES OF PARTNERSHIPS

There are different types of partnerships, and each type of partnership is dependent on the type of services they provide, as well as the scope of those services. They can also be defined by whether they are local, regional or international. The types of partnership are the following:

- CoEs Funding Partner;
- Content Partner;
- Academic Partner;
- Training Delivery Partner.

### 1. CoEs FUNDING PARTNER

The funding partner is an institution, which provides funds for the implementations of CoEs activities.

There can be different types of Funding Partners namely:

- A Funding Partner that may provide external funding for the implementation of CoEs activities in general. This may be a lump sum to be used for development of training materials or delivery of training activities. It could also be a contribution to the global CoEs initiative or to regions or a particular region.
- A Funding Partner that may offer funding to sponsor development and/or delivery of training in a particular discipline of interest to the partner.
- A Funding Partner that may offer funding for sponsoring training interventions directly (e.g., hiring of experts, seminar support costs, fellowships) for a particular training to be run at a particular Centre. This may be a one-time contribution and not part of a long standing funding arrangement.

The ITU's relationship with a Funding Partner shall be governed by a legal instrument and/or financial agreement such as a cooperation agreement/project. This could be similar to the cooperation agreement entered into with a Content Partner. This agreement will also specify the rights and obligation of the parties.

Looking for, and identifying Funding Partners is the responsibility of all parties. However, primary responsibility for sourcing global partnerships lies with ITU (HQ), while ITU (regional offices) and Centres of Excellence are encouraged to drive the sourcing of partnerships at regional level.

The Funding Partner will have a say in how the funds it contributes are to be utilized.

Where a Funding Partner pays the full cost of conducting a training activity, the Centre of Excellence shall not charge training fees other than fees required to cover logistical and administrative costs not covered by the partner.

### 2. CoEs CONTENT PARTNER

A Content Partner is a partner that provides telecommunications/ICT training materials or curricula, according to their relevant subject-matter expertise.

Content partners can be from any of the following constituencies:

- The Academia;
- Research institutions;
- Development agencies;
- ITU membership;
- The private sector.

**The following points will define a Content Partner:**

- A partner may offer to develop a full package of training materials in a particular topic, or to contribute to specific modules, using either their internal expertise, or external expertise hired and paid for by them. There can be several partners participating in the development of training materials in one area.
- All training materials developed with the contribution of a Content Partner will be jointly owned by ITU and the Partner.
- ITU is allowed to use these materials for its own purposes such as provision to third parties. Further, ITU shall edit, modify and make changes to improve the materials as appropriate, without recourse to the partner.
- ITU shall recognize the contribution of the partner in its promotional material and other ways as will be agreed by both partners.
- A Content Partner shall enter into a written partnership agreement with ITU, which shall specify the nature and scope of the partnership, as well as the rights and responsibilities of the parties.

### **3. CoEs ACADEMIC PARTNERS**

An Academic partner is an institution that runs ITU programmes and /or accredits such programmes for purposes of awarding internationally recognized certificates. It acts as guarantor of the quality of the training programmes developed by ITU by accepting to award accredited status to these programmes.

- An Academic Partner may or may not be a Training Delivery Partners of the Centres of Excellence initiative.
- Where a certificate is offered through an Academic Partner, certificates shall be jointly awarded by that Partner and ITU. In this context, certificates are awarded under the umbrella of the ITU Academy rather than Centres of Excellence.
- As the awarding institution, the Academic Partner shall have its logo side by side that of ITU on the certificate awarded.

### **4. CoEs TRAINING DELIVERY PARTNERS**

- Training Delivery Partners are made of the Centres of Excellence, their affiliates or institutions that work in collaboration with the CoEs to deliver training.
- CoEs and Training Delivery Partners are selected through an Application and Selection Process document previously defined.
- Affiliate institutions will be identified and select by the Centres themselves.

**The collaboration between the CoEs and the Training Delivery Partner can be in the following:**

- The use of facilities;
- Facilitating experts;
- Accreditation.

Partnerships entered outside the framework of the CoEs shall not governed by the above guidelines.

## ANNEX 5: CALL FOR PARTNERS

### GENERAL INFORMATION

Institutions interested in supporting the work of each particular CoE or CoEs network may become a CoEs partner. There are different types of partnerships, depending on the type of services the institution would like to provide. The types of partnership are the following:

- CoEs Funding Partner;
- Content Partner;
- Academic Partner;
- Training Delivery Partner.

A detailed description of the different types of partners can be found in **Annex 4** of Operational Processes and Procedures Document for the New Centres of Excellence Strategy. *You are strongly advised to refer to this annex while filling the call for partners form.*

An institution can be a partner in more than one capacity.

### HOW TO APPLY

The call for partners will be launched within 4 weeks after the selection of the new CoEs. More information will be available on <http://academy.itu.int/news/item/1152/>

Institutions interested in working with CoEs or within the CoEs network shall express their interest **any time during the cycle, but preferably in the beginning of the cycle.**

Institutions interested to become a CoEs partner or a CoEs network partner shall complete a call for partners form. The form shall be sent via e-mail to the respective ITU office indicated in the form.



**CALL FOR PARTNERS  
FORM**

Name of applying institution:	
Region	
Category of applying institution (please select)	<input type="checkbox"/> Academic institution <input type="checkbox"/> Research institution <input type="checkbox"/> Regional/Sub-regional institution <input type="checkbox"/> Operator <input type="checkbox"/> Regulator <input type="checkbox"/> Other institution (Please specify)
Contact details of applying institution:	Physical address _____ Tel _____ E-mail _____ Website _____
Contact details of the Chief Executive Officer	First name _____ Last name _____ Tel _____ E-mail _____
Is your institution an ITU member?	
Type of partnership (more than 1 choice can be selected)	<input type="checkbox"/> CoEs network partner (please select below): <input type="checkbox"/> International (whole CoEs network) _____ <input type="checkbox"/> Regional (CoEs network in a particular region (please specify the region) _____ <input type="checkbox"/> Local (if there are several CoEs in a particular country (please specify country) _____ <input type="checkbox"/> CoE partner (please provide the name of a CoE) _____

<p>For Funding partner: please specify type of resources that will be committed (more than 1 choice can be selected)</p>	<p><input type="checkbox"/> Funding of implementation of CoEs activities (general) Please explain _____</p> <p><input type="checkbox"/> Funding of development and/or delivery of particular training Please explain _____</p> <p><input type="checkbox"/> Funding of training interventions (hiring of experts, seminar support cost, etc.) Please explain _____</p> <p><input type="checkbox"/> Other _____</p>
<p>For Content partner: please specify type of resources that will be committed (more than 1 choice can be selected)</p>	<p><input type="checkbox"/> Provision of training materials Please explain _____</p> <p><input type="checkbox"/> Other _____</p>
<p>For Academic partner: please specify type of resources that will be committed (more than 1 choice can be selected)</p>	<p><input type="checkbox"/> Delivery of CoEs/ITU training programmes Please explain _____</p> <p><input type="checkbox"/> Accreditation and/or provision of certificates/diplomas Please explain _____</p> <p><input type="checkbox"/> Other _____</p>
<p>For Training delivery partner: please specify type of resources that will be committed (more than 1 choice can be selected)</p>	<p><input type="checkbox"/> Use of facilities Please explain _____</p> <p><input type="checkbox"/> Facilitation of experts Please explain _____</p> <p><input type="checkbox"/> Accreditation Please explain _____</p> <p><input type="checkbox"/> Other _____</p>
<p>Any other comments or information</p>	
<p>Name, designation and signature of the Head of applying institution _____</p> <p>Date _____</p>	

Please submit the form to the respective Regional Office or to the Headquarters (in case of International CoEs network partnership) using e-mail addresses indicated below.

For additional information, please contact a respective ITU office.

**ANNEX 6: PARTNER AGREEMENT TEMPLATE**



**COOPERATION AGREEMENT\***

between the

**INTERNATIONAL TELECOMMUNICATION UNION (“ITU”)**

represented by the

**Telecommunication Development Bureau (“BDT”)**

and the

“ \_\_\_\_\_ ”

**Joint Capacity-Building Activities within the CoE network**

*\*this agreement is a subject of endorsement by JUR*

**WHEREAS**, ITU and XXXXX (“Parties”) share the vision to build human and institutional capacity by supporting the development and implementation of human and institutional capacity building programmes and activities for the benefit of the CoE network and all ITU membership;

**WHEREAS**, (to be determined)

**CONSIDERING**, that both ITU and XXXX have a common goal to support a community by enhancing people’s power to harness the benefits of ICTs through skills development;

**NOW, THEREFORE**, the Parties agree as follows:

#### **ARTICLE 1 – Objective of Cooperation Agreement**

The objective of this Cooperation Agreement is to establish a non-exclusive framework of collaboration between the Parties, for developing human and institutional capacity within the CoE network and telecommunications/ICT sector by reducing knowledge barriers and increasing access to appropriate, scalable, and high quality training materials for all in order to build a Knowledge Society.

The goals of the Parties’ collaboration under this Cooperation Agreement are to:

(to be determined)

#### **ARTICLE 2 – Responsibilities of ITU**

(To be determined)

#### **ARTICLE 3 – Responsibilities of the XXXXX**

(To be determined)

#### **ARTICLE 4 – Financial/In Kind Provisions**

(To be determined)

#### **ARTICLE 5 – Assignment**

Any Party hereto shall not, without the prior written agreement of the other Party, in any way assign the present Cooperation Agreement or transfer all or part of its obligations hereunder to any third person or entity without the prior written approval of the other Party.

The specific projects and activities to be carried out in cooperation between the Parties under the framework of this Cooperation Agreement will be subject to, and set forth in greater detail in, specific written cooperation agreements and/or project documents to mutually agreed to and signed by both of the Parties. The respective contributions, rights, duties, roles and responsibilities of the Parties in respect of such specific projects and activities will be set forth in greater detail in such cooperation agreements and/or project documents.

#### **ARTICLE 6 – Notices**

Any notice or request required or permitted to be given or made in this Cooperation Agreement will be in writing. Such notice or request will be deemed to be duly given or made when it will have been delivered by hand, mail or fax to the party to which it is required to be given or made, at such party's address specified below or at such other address as the party will have specified in writing to the party giving such notice or making such request.



For the XXXXX:

Name:  
Title:  
Address:  
Telephone:  
Facsimile:  
Email:

For ITU:

Name:  
Title:  
Address: Telecommunication Development Bureau (BDT)  
International Telecommunication Union Place des Nations  
CH-1211 Geneva  
Switzerland  
Telephone:  
Facsimile:  
Email:

#### **ARTICLE 7 – Entry into Force**

This Cooperation Agreement will enter into force upon signature thereof by the Parties and will continue in full force and effect until it is expired or terminated.

#### **ARTICLE 8 – Expiration, Modification and Termination of the Cooperation Agreement**

This Cooperation Agreement may be modified only by written agreement between the Parties.

This Cooperation Agreement may be terminated by either Party on thirty (30) days receipt of a written notice to the other Party.

Obligations assumed by the XXXXX and ITU under this Cooperation Agreement will survive the expiration or termination of this Cooperation Agreement to the extent necessary to permit the orderly conclusion of activities, the withdrawal of personnel, funds and property, the settlement of accounts between the Parties hereto and the settlement of contractual liabilities required in respect of any subcontractors, consultants or suppliers.

#### **ARTICLE 9 – Confidentiality**

The Parties agree to treat with the utmost confidentiality all documents, information or data obtained in the course of the execution of this Cooperation Agreement and identified as confidential by the other Party.

#### **ARTICLE 10 – Settlement of Disputes**

Any dispute between the Parties arising from, or in connection with, this Cooperation Agreement shall be settled directly and amicably by them through mutual negotiations. In the case of failure of such negotiations, the dispute shall be settled by a sole arbitrator to be nominated at the request of either of the Parties by the Court of Arbitration of the International Chamber of Commerce (ICC). The place of arbitration shall be Geneva. The language of arbitration shall be English. The arbitration shall be carried out in accordance with the Rules of Arbitration of the International Chamber of Commerce, as at present in force. The applicable law shall be Swiss law. The arbitrator's ruling shall be binding and final upon the Parties and any recourse against this ruling to any court or tribunal shall be excluded.

**ARTICLE 11 – Entire Agreement, Annexes**

The terms and conditions stated in this Cooperation Agreement represent the entire agreement between the XXXX and ITU with respect to the subject matter hereof and thereof, and supersedes all prior agreements, arrangements, communications, negotiations, proposals or other understanding, whether written or oral, between the Parties with respect to such subject matter. All Annexes attached to this Cooperation Agreement form an integral part hereof.

**ARTICLE 12 – Privileges and Immunities**

Nothing in or related to this Cooperation Agreement shall constitute a waiver, express or implied, of any of the privileges, immunities and facilities which ITU enjoys by virtue of the international agreements and national laws applicable to it, including the Headquarters Agreement dated 22 July 1971 between the ITU and the Swiss Federal Council.

**IN WITNESS THEREOF**, the undersigned, being duly authorized representatives of the Parties have signed this Agreement in two (2) original copies, in the English language.

**For the XXXX**

**For the International Telecommunication Union**

---

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Mr. Brahim Sanou

Director

Telecommunication Development Bureau

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Place: \_\_\_\_\_

Place: \_\_\_\_\_

## **ANNEX 7: COURSE REPORT TEMPLATE**

**Title of the course**

**Duration of the course**

**Venue of the course**

**Expert who delivered the course (name, designation, institution, country)**

**Number of participants**

**Topics covered**

**Main objectives of the course**

--

**Course methodology**

--

**Delivery style (lectures, group discussions, chat sessions, role modeling, exercises, etc.)**

--

**Examination/test**

--

**Number of participants who passed the examination/test**

--

**Cut off mark**

--

**Comments by the expert-trainer**

--

**Participants' feedback**

**Recommendations for future work in the area**

*The list of participants and the list of participants who passes the examination/test shall be attached.*

Report prepared by (name, designation) \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

## ANNEX 8: SCORED FRAMEWORK (KPIs)

# of KPIs	KPIs	Targeted performance*	Actual performance: Indicate status of achievement (from 1 to 10 points)** Please provide an explanation	Assessment on achievement (please provide an explanation)	Comments
	Number of training activities implemented in your region				
	Number of training activities implemented at the international level				
	Number of participants per course and per year				
	Number of international participants (per course and per year)				
	Composition of the participants (for example CEOs, HR, graduates, etc.)				
	Number of experts involved in the delivery of training with 5 years of experience and more				
	Frequency of the training material to be delivered				
	Validation of the training material				
	Performance and quality evaluation of the trainers				
	Staff development programmes for trainers				
	Percentage of the budget				

# of KPIs	KPIs	Targeted performance*	Actual performance: Indicate status of achievement (from 1 to 10 points)** Please provide an explanation	Assessment on achievement (please provide an explanation)	Comments
	spent during the year for the development of the new material and improvement of the developed one				
<b>TOTAL (points)</b>					
<b>Overall assessment</b>					

\* The targets shall be set by each Regional Office (based on the specific of every region) and be equal for all CoEs within the region.

\*\* The rating is allocated from 1 to 10 with 1 being “unsatisfactory” and “10” being “excellent”.





## ANNEX 9: TRAINING EVALUATION FORM

Please spare a few minutes to provide some feedback on the training course delivered.

Place a tick ✓ in the appropriate box.

1. The course objectives were clearly stated and all topics were relevant

strongly agree	agree	neutral	disagree	strongly disagree

2. Did the course meet your expectations in terms of quality of training materials?

strongly agree	agree	neutral	disagree	strongly disagree

2.1 If the course did not meet your expectations in terms of quality of training materials, please explain why did not

Content was too advanced	Content was too basic	The topic of the course is not in line with my functions

3. The pace of the course was appropriate

too fast	fast	appropriate	slow	too slow

4. The duration of the course was appropriate

too short	short	appropriate	long	too long

5. My instructor [insert name] demonstrates a thorough grasp of the course material

strongly agree	agree	neutral	disagree	strongly disagree

**Expand table to accommodate additional instructors if necessary**

6. The training course improved my understanding of the subject

strongly agree	agree	neutral	disagree	strongly disagree

7. The discussions during the course were relevant and useful

strongly agree	agree	neutral	disagree	strongly disagree

8. The training accommodation provided a suitable learning environment

strongly agree	agree	neutral	disagree	strongly disagree

9. The lab contributed greatly to my understanding of class lectures (If applicable)

strongly agree	agree	neutral	disagree	strongly disagree

10. I would like to take another training course in the future organized by the same Centre of Excellence

strongly agree	agree	neutral	disagree	strongly disagree

Please indicate below what other training within the topic of the current course you would like to participate in:

\_\_\_\_\_

Please add any other comments.

--

Date: \_\_\_\_\_

## **ANNEX 10: EVALUATION REPORT TEMPLATE**

### **EVALUATION REPORT**

**Name of the CoE:**

**City:**

**Country:**

**Region:**

**Main achievements during the year:**

**Failures:**

**Recommendations:**



**International Telecommunication Union (ITU)**  
**Telecommunication Development Bureau (BDT)**  
**Office of the Director**  
Place des Nations  
CH-1211 Geneva 20 – Switzerland  
Email: [bdtdirector@itu.int](mailto:bdtdirector@itu.int)  
Tel.: +41 22 730 5035/5435  
Fax: +41 22 730 5484

**Deputy to the Director and  
Director, Administration and  
Operations Coordination  
Department (DDR)**  
Email: [bdtdputydir@itu.int](mailto:bdtdputydir@itu.int)  
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Fax: +41 22 730 5484

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## Africa

**Ethiopia**  
**International Telecommunication  
Union (ITU)**  
**Regional Office**  
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Gambia Rd., Leghar ETC Building  
3rd floor  
Addis Ababa – Ethiopia

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Tel.: +251 11 551 4977  
Tel.: +251 11 551 4855  
Tel.: +251 11 551 8328  
Fax: +251 11 551 7299

**Cameroon**  
**Union internationale des  
télécommunications (UIT)**  
**Bureau de zone**  
Immeuble CAMPOST, 3<sup>e</sup> étage  
Boulevard du 20 mai  
Boîte postale 11017  
Yaoundé – Cameroon

Email: [itu-yaounde@itu.int](mailto:itu-yaounde@itu.int)  
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Dakar – Senegal

Email: [itu-dakar@itu.int](mailto:itu-dakar@itu.int)  
Tel.: +221 33 849 7720  
Fax: +221 33 822 8013

**Zimbabwe**  
**International Telecommunication  
Union (ITU)**  
**Area Office**  
TelOne Centre for Learning  
Corner Samora Machel and  
Hampton Road  
P.O. Box BE 792 Belvedere  
Harare – Zimbabwe

Email: [itu-harare@itu.int](mailto:itu-harare@itu.int)  
Tel.: +263 4 77 5939  
Tel.: +263 4 77 5941  
Fax: +263 4 77 1257

## Americas

**Brazil**  
**União Internacional de  
Telecomunicações (UIT)**  
**Regional Office**  
SAUS Quadra 06, Bloco "E"  
11<sup>o</sup> andar, Ala Sul  
Ed. Luis Eduardo Magalhães (Anatel)  
70070-940 Brasília, DF – Brazil

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Tel.: +55 61 2312 2733-5  
Fax: +55 61 2312 2738

**Barbados**  
**International Telecommunication  
Union (ITU)**  
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United Nations House  
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Hastings, Christ Church  
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Bridgetown – Barbados

Email: [itubridgetown@itu.int](mailto:itubridgetown@itu.int)  
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## Arab States

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## Asia and the Pacific

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c/o UNDP – P.O. Box 2338  
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## CIS countries

**Russian Federation**  
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## Europe

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Bureau (BDT)**  
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Email: [eurregion@itu.int](mailto:eurregion@itu.int)  
Tel.: +41 22 730 5111



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International Telecommunication Union  
Telecommunication Development Bureau  
Place des Nations  
CH-1211 Geneva 20  
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