# ITU CENTRES OF EXCELLENCE NETWORK FOR

# EUROPE REGION

## DRAFT REPORT

### OF THE

### 5TH STEERING COMMITTEE MEETING



## 8 JULY 2021 - ONLINE MEETING

## 1. INTRODUCTION AND OPENING

The 5th Centers of Excellence (CoEs) Steering Committee meeting for Europe Region was held virtually on Thursday, 8 July from 15:00 – 17:30 CEST, organised by ITU Office for Europe. This was the fifth Steering Committee Meeting of the current CoE network cycle which started in January 2019 and will last until December 2022. The Steering Committee Meeting was attended by 17 delegates, including Centres of Excellence (CoEs), representatives from Administrations of the Member States hosting CoEs, and the ITU Secretariat. The list of participants is attached to this report (Annex 1).
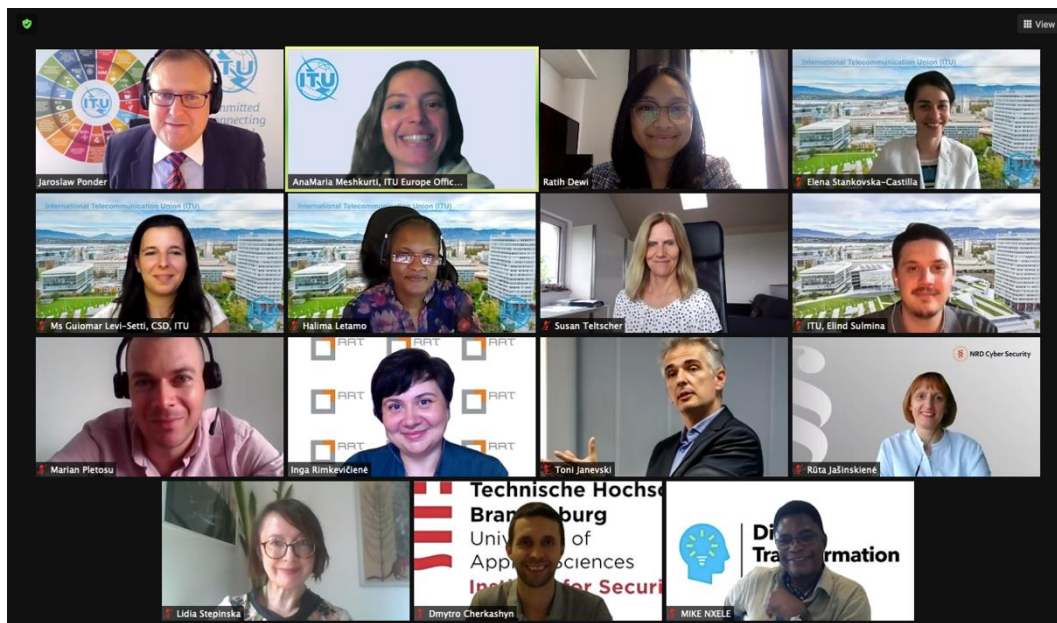


*Figure 1: Virtual group photo*

The meeting commenced by welcome remarks delivered by Mr Jaroslaw PONDER, Head of ITU Office for Europe, who expressed his appreciation to all participants for their attendance. He also mentioned the withdrawal of ONAT Ukraine from the CoE programme due to an internal change within their institution. Mr Ponder also shared with the group several ITU Office for Europe's activities and initiatives. The meeting was opened by Ms Inga RIMKEVIČIENĖ, Head of International and Public Relations Division, Strategy Department, Communications Regulatory Authority of the Republic of Lithuania, and the Chair of the CoE Steering Committee who welcomed participants. Remarks were also provided by Ms Lidia STĘPIŃSKA-USTASIAK, Deputy Director of Department of Foreign Affairs, Office of Electronic Communications, Republic of Poland, and the Chair of the ITU Group on Capacity Building Initiatives (GCBI), who highlighted positive changes due to the pandemic and stressed the importance of having inclusivity in mind when it comes to digital activities. Ms Susan TELTSCHER, Head of the ITU Capacity and Skills Development division, delivered remarks to set the context, recalling the main objectives of the meeting and highlighted ITU upcoming activities and publications relevant to the

CoEs. In particular, she informed the participants of a strategic review of the CoE programme that will be carried out by ITU in the second half of 2021, in response to WTDC-17 Resolution 73, and that CoEs may be contacted as part of the review.

The meeting also confirmed the chairmanship of the Republic of Lithuania represented by Ms Inga RIMKEVIČIENĖ, Head of International and Public Relations Division, Strategy Department, Communications Regulatory Authority of the Republic of Lithuania.

Ms RIMKEVIČIENĖ thanked the meeting for the confirmation and chaired the 5th Steering Committee Meeting of the CoE Network for Europe (2019-2022 cycle).

The meeting adopted the proposed draft agenda (see Annex 2).

## 2. REVIEW OF Q1&2 2021 IMPLEMENTATION OF COURSES AND TRAINING PLANS FOR Q3&4 2021

Ms AnaMaria MESHKURTI presented an overview of the implementation of CoE courses and training. As of 8 July, the Europe ITU Centres of Excellence planned 21 training courses out of which 9 were already implemented. Overall, 486 people were registered, out of which 386 were certified. There was one course being cancelled due to the face-to-face format, which has yet to take place for 2021. For more details, please see Annex 3.

### Presentations by Centres of Excellence

The chair invited the CoEs to present their detailed Q1&2 activity report, including challenges faced in implementing training courses.

### FEEIT, North Macedonia

FEEIT has implemented one online instructor-led course, which ended in June 2021. 161 people attended this course, and 140 participants were certified at the end of the course. Another online instructor-led training is planned for November 2021. Concerning COVID 19, the pandemic does not influence the delivery of the two virtual courses.

| Courses planned | Delivery Mode | Start dates | End dates | Status | NB of participants certified/registered | End-of training reports |
|---|---|---|---|---|---|---|
| Future Broadband: Ultra-broadband Internet, Clouds, IoT and Artificial Intelligence | Online instructor-led | 25-May-21 | 21-Jun-21 | implemented | 140/161 | received |

| Future Mobile and Wireless Broadband: LTE-A-Pro, WiFi, Satellites, 5G NR and AI | Online instructor-led | 16-Nov-21 | 13-Dec-21 | upcoming | | |

## ISS, Germany

ISS had three online instructor-led courses planned to be delivered in the first half of 2021, and none has yet been implemented due to no registration despite several emails of interest received by ISS. For the second half of 2021, one online instructor-led course is planned to start in September. There is another course initially planned to be face-to-face. ISS is currently discussing whether to transform the course entirely online or cancel the course for 2021 and schedule it for 2022.

| Courses planned | Delivery Mode | Start dates | End dates | Status | NB of participants certified/registered | End-of training reports |
|---|---|---|---|---|---|---|
| Cyber Incident Response | Online instructor-led | 1-Mar-21 | 31-Dec-21 | | | |
| Cyber Security Techniques | Online instructor-led | 1-Mar-21 | 31-Dec-21 | | | |
| Information Security Management System | Online instructor-led | 1-Mar-21 | 31-Dec-21 | | | |
| Cyber Risk Management | Online instructor-led | 1-Sep-21 | 31-Dec-21 | | | |
| Industrial Cybersecurity and Incident Response | face-to-face | 20-Sep-21 | 22-Sep-21 | | | |

## NRD Cyber Security, Lithuania

NRD CS implemented one online instructor-led course, which ended on 22 April 2021. There were 16 participants certified out of 18 registered. One of the challenges in the course implementation was the time difference among participants, as the course was open to a global audience. Furthermore, cost constraint is also one of the reasons why participants sometimes struggle to join the training. NRD CS took the initiative by holding a contest offering two free spots to attract participants. Currently, NRD CS is preparing promotional campaigns for another course planned to start in November 2021.

| Courses planned | Delivery Mode | Start dates | End dates | Status | NB of participants certified/registered | End-of training reports |
|---|---|---|---|---|---|---|
| Building an effective cybersecurity team | Online instructor-led | 19-Apr-21 | 22-Apr-21 | implemented | 16/18 | received |
| Incident Response Practice | Online instructor-led | 8-Nov-21 | 11-Nov-21 | upcoming | | |

## ICTP, Italy

ICTP delivered all three planned courses in which 12 people registered and eight successfully certified. One course is planned to start in November 2021, of which ICTP received an expression of interest from two institutions to co-organise the training.

| Courses planned | Delivery Mode | Start dates | End dates | Status | NB of participants certified/registered | End-of training reports |
|---|---|---|---|---|---|---|
| Speech and Natural Language Processing | Online instructor-led | 1-Jun-21 | 30-Jun-21 | implemented | -/2 | |
| Data Privacy, Security & Governance | Online instructor-led | 1-Jun-21 | 7-Jul-21 | implemented | -/2 | |
| 5G Technologies for IoT | Online instructor-led | 7-Jun-21 | 8-Jun-21 | implemented | 8/8 | received |
| Application of Satellites IoT Networks | Online instructor-led | 15-Nov-21 | 16-Nov-21 | upcoming | | |

## NIT, Poland

NIT has implemented all courses planned for the first half of 2021, with 295 registrations in total and 223 individuals received certificates. Four courses are scheduled for the second half of 2021. However, one course was cancelled because the course was planned in face-to-face mode.

| Courses planned | Delivery Mode | Start dates | End dates | Status | NB of participants certified/registered | End-of training reports |
|---|---|---|---|---|---|---|
| Strategic Aspects for Internet Governance and Innovations | Online instructor-led | 1-Feb-21 | 8-Feb-21 | implemented | 43/51 | received |
| Wireless Access Technologies to Internet Network | Online instructor-led | 8-Mar-21 | 15-Mar-21 | implemented | 107/122 | received |

| Security and QoS in Internet Network | Online instructor-led | 12-Apr-21 | 19-Apr-21 | implemented | 73/76 | received |
|---|---|---|---|---|---|---|
| Legal, regulatory and technical aspects of Cloud Computing in international data transfers | Online instructor-led | 14-Jun-21 | 21-Jun-21 | implemented | -/46 | |
| Technical, business and regulatory aspects of 5G network | Online instructor-led | 23-Aug-21 | 30-Aug-21 | upcoming | | |
| QoS Technologies and Regulation for Fixed and Mobile | Online instructor-led | 27-Sep-21 | 4-Oct-21 | upcoming | | |
| Key Aspects and Governance of Internet of Things, Big Data and Artificial Intelligence | cancelled | 28-Oct-21 | 29-Oct-21 | cancelled | | |
| Legal Aspects of Artificial Intelligence in business, household and public sector | Online instructor-led | 6-Dec-21 | 13-Dec-21 | upcoming | | |

The following issues were raised during the discussion:
- The need to identify the reasons for why some courses attract participants while others don't.
- The need to discuss concrete steps to be undertaken by CoEs and ITU to promote courses and attract people to enrol for the training.
- ISS to inform ITU Academy and ITU Office for Europe concerning their decision on whether to change *Industrial Cybersecurity and Incident Response* course into an online format or cancel the course for the year.
- Planned collaboration between ICTP and other organisations who are interested in co-organising a course together.

## 3. PRESENTATION OF THE PROPOSED COURSES FOR THE REMAINING SIX MONTHS OF THE YEAR

Based on a series of presentations on the training plans for the second half of 2021, Ms MESHKURTI presented the courses proposed for the remaining six months of the year, and the chair invited the SC to approve the plan.

| CoE | Courses planned | Delivery Mode | Start dates | End dates | Status |
|---|---|---|---|---|---|
| FEEIT | Future Mobile and Wireless Broadband: LTE-A-Pro, WiFi, Satellites, 5G NR and AI | Online instructor-led | 16-Nov-21 | 13-Dec-21 | upcoming |
| ISS | Cyber Risk Management | Online instructor-led | 1-Sep-21 | 31-Dec-21 | upcoming |
| ISS | Industrial Cybersecurity and Incident Response | face-to-face (TBD) | 20-Sep-21 | 22-Sep-21 | upcoming (TBD) |
| NRD CS | Incident Response Practice | Online instructor-led | 8-Nov-21 | 11-Nov-21 | upcoming |
| ICTP | Application of Satellites IoT Networks | Online instructor-led | 15-Nov-21 | 16-Nov-21 | upcoming |
| NIT | Technical, business and regulatory aspects of 5G network | Online instructor-led | 23-Aug-21 | 30-Aug-21 | upcoming |
| NIT | QoS Technologies and Regulation for Fixed and Mobile | Online instructor-led | 27-Sep-21 | 4-Oct-21 | upcoming |
| NIT | Key Aspects and Governance of Internet of Things, Big Data and Artificial Intelligence | cancelled | 28-Oct-21 | 29-Oct-21 | cancelled |
| NIT | Legal Aspects of Artificial Intelligence in business, household and public sector | Online instructor-led | 6-Dec-21 | 13-Dec-21 | upcoming |

With a special note that one course from NIT is cancelled due to the face-to-face delivery mode and ISS will inform ITU concerning their decision on whether to change Industrial Cybersecurity and Incident Response course into an online format or cancel the course for the year, the meeting adopted the proposed courses for the remaining six months.

## 4. PRESENTATION OF ITU QA PROCESS

Ms MESHKURTI gave a short presentation as a reminder on the ITU Quality Assurance (QA) process that need to be undertaken with respect to the content of the courses offered by CoEs. Key points include:

- CoEs need to submit a training plan for 2022, which could be a 6-month or the whole year plan.

- The training plan must come with a training outline for each course, and it is essential to submit a well-prepared and clear outline as it would be used as the basis for the quality assurance process.

- The estimated time for the approval process is two months. Hence, it would be ideal for the CoE to submit their training plan in September, two months prior to the next SC meeting, scheduled to take place in the first week of November.

The following issues were raised during the discussion:

- The need to publish the online training catalogue for 2022 earlier to use the opportunity to approach potential donors to finance the training, as most institutions look at their training budgeting and planning in September/October.

- NRD CS proposed already advertising the repeated courses in the ITU Academy training catalogue for 2022.

The Steering Committee  made the following decisions:

- To move forward and allow NRD CS to advertise already the repeated course in the ITU Academy for 2022.
- The deadline to submit training outlines for 2022 and CoEs' training plan is **3 September 2021.** CoEs who have repeated courses already planned for 2022 are recommended to submit the training outlines as soon as possible.

## 5. TRAINING IN THE CONTEXT OF POST/COVID-19 SCENARIO AND COE UPDATES

The SC members were invited to share their views on virtual versus physical courses as the pandemic slows down and propose a way forward, covering virtual training delivery, standardising training delivery format, and engagement with participants.

All SC members were sharing their views on the topic, and the following inputs emerged from the discussion:

- **Target participants**: ITU training should be targeted at experts to differentiate itself from mainstream online learning platforms, and it is also important to expand networks of participants geographically and across disciplines.

- **On content**: with the online format, the optimal duration of the training day is 4-6 hours; it is preferable to have a slower pace with less content to allow participants to understand better the training materials; a more interactive and practical session is recommended.

- **Announcing technical requirements:** for participants prior to joining a training might be desirable to minimise attrition from the course.

- **Challenges of conducting virtual training**: possibly lower motivation of participants to follow a course for long duration due to the higher potential

distractions; time-zone differences make it challenging to train people from all over the globe; stable and high-quality Internet connections are needed.

- The **training programme** should be designed to allow and encourage participants to do networking before, during, and after the course. This could be a solution to attract more participants to enrol in the course.

The meeting took note of the inputs provided by the SC members for consideration in future activities.

## 6. PLAN FOR PROMOTION OF COE COURSES

Ms Halima LETAMO presented two proposals that emerged from the Global CoE meeting:

- **Strategies to enhance the promotion of CoE courses.**

    As a response to the recurring request by CoEs for support to promote courses, and the observation by CoEs during the Global CoE meeting on the need to invest in marketing and promotion of courses, ITU proposed several promotional activities to be implemented by ITU and CoEs, and progress reported in the SC meeting (See the table of proposed actions in Annex 4).

- **CoE webinars addressing specific topics.**

    The Global CoE meeting also suggested to organise online sessions for CoEs on topics of relevance to them. ITU proposed to launch a series of webinars with a one-hour duration covering one topic per webinar, which will be open only for the CoE focal points and experts as trainers. Furthermore, Ms LETAMO asked the SC members to provide their inputs on several items to consider concerning the webinars, such as frequency of the webinars, topics that need to be prioritised, and the scale of the webinars.

The Steering Committee took note of the proposals and made the following observations:

- The SC members will take the time to look at the various promotional activities proposed and have a reflection on them. The promotional activities should be optional, and CoEs could choose a series of promotional activities that work for them.

- The SC members will fill a survey, which will be sent by ITU, to provide their inputs on the CoE webinars. The webinars need to be recorded for later views, and topics such as digital pedagogy and how to promote CoE courses could be considered.

## 7. ANY OTHER BUSINESS (AOB) AND CLOSING

The Steering Committee agreed that the ITU Secretariat would publish a draft outcome report for comments.

The next meeting of the Steering Committee will take place on the **first week of November 2021.**

The meeting ended with closing remarks from Ms RIMKEVIČIENĖ as Chair of the Steering Committee.

The participants expressed sincere thanks to the Chair of the Steering Committee and appreciations for the efforts of the ITU Secretariat, in particular teams of the ITU Office for Europe and Capacity and Digital Skills Development Division, in facilitating the smooth running of the meeting.

## ANNEX 1: LIST OF PARTICIPANTS

**Centres of Excellence**

1. Dmytro CHERKASHYN, ISS, Germany

2. Toni JANEVSKI, FEEIT, North Macedonia

3. Ruta JASINSKIENE, NRD Cyber Security, Lithuania

4. Sylwester LASKOWSKI, NIT, Poland

5. Marco ZENNARO, ICTP, Italy

**Member States Hosting the Centres of Excellence**

6. Inga RIMKEVIČIENĖ, Head of International and Public Relations Division, Strategy Department, Communications Regulatory Authority of The Republic of Lithuania (Chairperson of Steering Committee)

7. Lidia STĘPIŃSKA-USTASIAK, Office of Electronic Communications, Republic of Poland (Chairperson of GCBI)

**International Telecommunication Union**

8. Susan TELTSCHER, Head of Capacity and Digital Skills Development Division, ITU

9. Jaroslaw PONDER, Head of ITU Office for Europe, ITU

10. Mike NXELE, Capacity and Digital Skills Development Division, ITU

11. Halima LETAMO, Capacity and Digital Skills Development Division, ITU

12. Guiomar LEVI-SETTI, Capacity and Digital Skills Development Division, ITU

13. AnaMaria MESHKURTI, Programme Officer, ITU Office for Europe, ITU

14. Marian PLETOSU, Capacity and Digital Skills Development Division, ITU

15. Elena STANKOVSKA-CASTILLA, Capacity and Digital Skills Development Division, ITU

16. Ratih DEWI, Consultant, ITU Office for Europe, ITU

17. Elind SULMINA, Consultant, ITU Office for Europe, ITU

# ANNEX 2: AGENDA OF THE 5$^{TH}$ MEETING OF THE STEERING COMMITTEE

| Time | Items |
| --- | --- |
| 15:00 – 15:15 | **Opening and setting the scene**<br><br>• Welcome - Jaroslaw Ponder, Head, ITU Office for Europe<br><br>• Opening - Inga Rimkeviciene, Meeting Chair<br><br>• Remarks - Lidia Stępińska-Ustasiak, Chair, Group on Capacity Building<br><br>• Initiatives (GCBI)<br><br>• Setting the context - Susan Teltscher, Head, Capacity and digital skills<br><br>• development (CSD) Division, ITU |
| 15:15 – 16:00 | **Item 1 - ITU Presentation of Q1&2 2021 implementation of courses and training plans for Q3&4 2021**<br><br>ITU Focal point for the region gives a brief introduction of the session and invites the CoEs to present. Each CoE presents two slides, 1 slide with information on implementation of courses in the past 6 Months and 1 slide on the courses planned for the next 6 months. The CoE reports on reasons for cancellation and postponement of courses and plans to reduce these in the remaining half of the year.<br><br>*Moderated Discussion* |
| 16:00 – 16:15 | **Item 2 - Presentation of the proposed courses for the remaining 6 months of the year**<br><br>ITU Focal point for the region presents the courses proposed for the remaining 6 months of the year and the chair invites the SC to approve the plan.<br><br>*(approval needed)* |
| 16:15 – 16:30 | **Item 3 - Presentation of ITU QA process**<br><br>ITU CSD representative presents the QA process and implications on the timelines for submission of training outlines for courses to be implemented in 2022.<br><br>*Moderated Discussion* |
| 16:30 – 16:45 | **Item 4 - Training in the context of Post/COVID-19 scenario and CoE updates**<br><br>SC members are invited to share their views on virtual versus physical courses as the pandemic slows down and propose a way forward., covering virtual |

| | |
|---|---|
| | training delivery - standardising training delivery format and engagement with participants.<br><br>**Discussion** - How can we better engage with participants to support the expected level of learning?<br><br>*Moderated discussion* |
| 16:45 – 17:15 | **Item 5 - Follow-up of the Global CoE meeting actions**<br><br>• Marketing and promotion of CoE courses<br><br>• Proposal to organise short webinars for CoEs is shared and the SC is asked for views on how these webinars can be made relevant as well as topics that CoEs may wish to see being addressed in the webinars. |
| 17:15 – 17:30 | **AOB and closing**<br><br>• Advertising courses for 2022 in 2021: Discussion |

## ANNEX 3: IMPLEMENTATION OF COE TRAINING ACTIVITIES 2021 AS OF 8 JULY 2021

| Region | CoE | Courses planned | Delivery mode | Start date | End date | Status | Number of participants registered | Number of participants certified | End-of training reports |
|--------|-----|-----------------|---------------|------------|----------|--------|-----------------------------------|----------------------------------|--------------------------|
| EUR | FEEIT | Future Broadband: Ultra-broadband Internet, Clouds, IoT and Artificial Intelligence | Online instructor-led | 25-May-21 | 21-Jun-21 | implemented | 161 | 140 | received |
| EUR | FEEIT | Future Mobile and Wireless Broadband: LTE-A-Pro, WiFi, Satellites, 5G NR and AI | Online instructor-led | 16-Nov-21 | 13-Dec-21 | upcoming | | | |
| EUR | ICTP | 5G Technologies for IoT | Online instructor-led | 7-Jun-21 | 8-Jun-21 | implemented | 8 | 8 | received |
| EUR | ICTP | Applicationn of Satellites IoT Networks | Online instructor-led | 15-Nov-21 | 16-Nov-21 | upcoming | | | |
| EUR | ICTP | Speech and Natural Language Processing | Online instructor-led | 1-Jun-21 | 30-Jun-21 | implemented | 2 | | |
| EUR | ICTP | Data Privacy, Security & Governance | Online instructor-led | 1-Jun-21 | 7-Jul-21 | implemented | 2 | | |
| EUR | ISS | Cyber Incident Response | Online instructor-led | 1-Mar-21 | 31-Dec-21 | pending | | | |
| EUR | ISS | Cyber Security Techniques | Online instructor-led | 1-Mar-21 | 31-Dec-21 | pending | | | |
| EUR | ISS | Information Security Management System | Online instructor-led | 1-Mar-21 | 31-Dec-21 | pending | | | |
| EUR | ISS | Cyber Risk Management | Online instructor-led | 1-Sep-21 | 31-Dec-21 | upcoming | | | |
| EUR | ISS | Industrial Cybersecurity and Incident Response | face-to-face | 20-Sep-21 | 22-Sep-21 | upcoming | | | |
| EUR | NIT | Strategic Aspects for Internet Governance and Innovations | Online instructor-led | 1-Feb-21 | 8-Feb-21 | implemented | 51 | 43 | received |
| EUR | NIT | Wireless Access Technologies to Internet Network | Online instructor-led | 8-Mar-21 | 15-Mar-21 | implemented | 122 | 107 | received |
| EUR | NIT | Security and QoS in Internet Network | Online instructor-led | 12-Apr-21 | 19-Apr-21 | implemented | 76 | 73 | received |
| EUR | NIT | Legal, regulatory and technical aspects of Cloud Computing in international data transfers | Online instructor-led | 14-Jun-21 | 21-Jun-21 | implemented | 46 | | |
| EUR | NIT | Technical, business and regulatory aspects of 5G network | Online instructor-led | 23-Aug-21 | 30-Aug-21 | upcoming | | | |
| EUR | NIT | QoS Technologies and Regulation for Fixed and Mobile | Online instructor-led | 27-Sep-21 | 4-Oct-21 | upcoming | | | |
| EUR | NIT | Key Aspects and Governance of Internet of Things, Big Data and Artificial Intelligence | cancelled | 28-Oct-21 | 29-Oct-21 | cancelled | | | |
| EUR | NIT | Legal Aspects of Artificial Intelligence in business, household and public sector | Online instructor-led | 6-Dec-21 | 13-Dec-21 | upcoming | | | |
| EUR | NRD CS | Building an effective cybersecurity team | Online instructor-led | 19-Apr-21 | 22-Apr-21 | implemented | 18 | 16 | received |
| EUR | NRD CS | Incident Response Practice | Online instructor-led | 8-Nov-21 | 11-Nov-21 | upcoming | | | |

## ANNEX 4: PROMOTIONAL PLAN OF COE COURSES

| Activity | Description | Medium | Impact | Implementer |
|---|---|---|---|---|
| Include courses as part of events. | If an event is held in X topic, when advertising the event, list the courses linked to that topic which are available on the ITU Academy platform, especially on the event website. | Event webpages and other promotional materials | This will expand the target market for the CoE courses | ITU |
| Promote participation of CoEs in ITU regional and global capacity development events | Provide a space for CoEs to showcase their work at ITU capacity building events. | Events | This will provide a regional and global marketing platform for CoEs as well as opportunities to network | ITU |
| Provide information on review of courses | On the ITU Academy website, provide information on reviews of courses done by attendees for public viewing. | ITU Academy website | This might encourage some participants to take the courses when they are re-run and improve visibility of the outcome of the CoE courses. | ITU |
| Send push messages on upcoming courses | Provide option for visitors of the ITU Academy to indicate their interest in receiving information on future courses. An update is sent to them once a month on the upcoming courses in the areas of interest they indicated. | ITU Academy website, emails | This will allow ITU to send targeted messages to potential participants who have indicated their preferences, thus increasing the chances of enrolment | ITU |
| CoEs to publish reviews of the courses by their respective attendees | CoEs encouraged to ensure end of course evaluations are analyzed, and results shared with ITU for publishing of the ITU Academy website | ITU Academy website | This will encourage other participants to take the CoE courses if they see they are well rated by previous participants | CoEs |
| CoEs to create social media promotional content. | CoEs to create snapshot videos and or ppt slides (social media compatible) of what the course will be about to be used on social media platforms | Videos and ppt slides | This will expand the target market for the CoE courses | CoEs |
| CoEs to use social media to promote courses. | Post at least 1 promotional message per course on 1 social media platform and tag ITU's respective accounts to increase visibility when advertising new courses | Social media platforms | This will expand the target market for the CoE courses | CoEs |
| CoEs to include variety of incentives for taking courses | CoEs can prepare their courses in modular version. If three courses are taken on the same topic one can earn a discount for the third module. Or discount applied for the second course taken with the same CoE .. e.t.c | Incentives highlighted on course catalogue | This will encourage the participants to return to the same CoE for additional courses | CoEs |
| Use the Steering Committee (SC) platform to plan promotional strategies and monitor progress | As part of the SC agenda, include a session on recommendations for new promotional strategies and report on progress made | SC meetings | Assessing progress on implementing the promotional strategies will allow planning for more strategies or re-aligning if necessary | ITU/CoEs |