Ref.:   ROA/ADD/AR/   Addis Ababa, 20 April 2021

- Administrations of ITU Member States
- Regulators
- ITU Sector Members
- Academia
- Regional and International Organizations

Subject: **ITU Online Training Course for Africa on "Business Planning for ICT Infrastructure Development" – ITU Academy**

Dear Sir/Madam,

I have the pleasure to inform you that the International Telecommunication Union (ITU) is organizing a **Training for Africa on ICT Infrastructure business planning** that will be held in an online format through the ITU Academy**, from 24 May to 9 July 2021**.

This training is based on the **ICT Infrastructure Business Planning Toolkit** launched by ITU last year. We invite you to visit our website in order to obtain additional information, including registration and other relevant material. The training and discussions will be held in English. Please note that there is no participation fee for the training and certificates will be issued by the ITU Academy.

The training is open to experts and professionals with the aim to undertake practical working in the field to foster informed investment decisions on network expansion and deployment based on data. An outline of the training with the list of topics addressed during the training and the methodology used is contained in Annex 1 below.

This letter serves as a kind invitation for your administration to propose **three (3)** participants for this training, at least one of which should be female. The said nominations should be sent **by Friday 7 May 2021** to emmanuel.niyikora@itu.int with copy to anne.rita.ssemboga@itu.int

In case you wish to take advantage of this training programme, please register **by 14 May 2021.**

We very much hope that you will be able to participate and share your views and valuable experiences with the participants, which will contribute to enriching the discussions and the outputs of this training course.

Yours faithfully,

[Originally Signed]

Andrew Rugege,
ITU Regional Director for Africa
and Liaison to ECA and AU

Annex 1

International Telecommunication Union

**Online Training Course on
''Business Planning for ICT Infrastructure Development''
24 May – 9 July 2021**

COURSE OUTLINE

COURSE DESCRIPTION

Title	ICT Business Planning Toolkit Training for Africa
Objectives	The ICT infrastructure business planning training course offers regulators, policymakers, and stakeholders a practical approach for the accurate economic evaluation of broadband infrastructure installation and deployment plans.
	The expert guidance offered in this course is based on the ITU ICT Infrastructure Business Planning Toolkit and has the aim at facilitating the development of a credible and coherent business plans adaptable to a wide range of broadband infrastructure deployment projects.
	The main objective of this hands-on training is to build knowledge and skills of participants on the principles of business planning and practicing it, in the context of supporting policy and regulatory decision-making on infrastructure development.
	It will discuss on the main aspects related to the theme, such as: estimation of demand, expected revenues and operational costs, definition of parameters related to investments and definitions related to the Weighted Average Cost of Capital – (WACC). There is also a specific section aimed at identifying public mechanisms for financing ICT infrastructure projects.
Dates	24 May – 9 July 2021
Duration	7 weeks attendance - 6h/week
Registration deadline	14 May 2021
Training fees	Free
Course code	21OI26596AFR-E

LEARNING OUTCOMES

Upon completion of this course, participants will have knowledge regarding:

- theories related with how to evaluate projects by using the Net Present Value (NPV) of a cash flow;
- a practical methodology for the accurate economic evaluation of broadband infrastructure installation and deployment plans;
- the principles and technical practices related to building business plans that support policy and regulatory decision-making for infrastructure development

Upon completion of this course, participants will understand:

- the main aspects regarding using business planning as a public policy tool;
- how to analyse and compare different infrastructure projects;
- the key elements for a successful business planning implementation for ICT infrastructure development (estimating demand, revenues, CAPEX, OPEX and WACC);financing mechanisms for the implementation of a broadband public policy.

Upon completion of this course, participants will have skills to:

- identify, quantify and objectively compare different infrastructure projects in order to evaluate a given public policy based on solid technical parameters;
- estimate the demand for broadband services;
- estimate the revenues from broadband services provision;
- estimate the investments required to deploy fixed and mobile broadband networks;
- estimate operational expenses related to the provision of broadband services;
- estimate the weighted average capital cost (WACC) of a broadband infrastructure project;
- understand and analyse the financing mechanisms related to broadband infrastructure projects

TARGET AUDIENCE

Regulators and ICT professionals in need to get a deep understanding of ICT Business Planning design and implementation.

*Participants should have English language and Microsoft Excel intermediate level knowledge, as well as good knowledge of the main gaps in the telecommunications infrastructure of their country.

TUTORS/INSTRUCTORS

NAME OF TUTOR(S)/INSTRUCTOR(S)	CONTACT DETAILS
Tiago Prado	pradotia@msu.edu
Abraão Balbino	

EVALUATION

Phase 1 – Business Planning on-line sessions (100 points)

Attendance to the Live Lectures: 30 points

Participation in two discussions in the Forum per week: 20 points

Final Exam: 50 points

Passing Score: 60 points

ITU Academy Certificate

Phase 2 – Business Planning Clinic (100 points)

Clinic Results Presentation: 60 points

Clinic's Final Report: 40 points

Passing Score: 60 points

ITU Academy Certificate (advanced level)

TRAINING SCHEDULE AND CONTENTS

Week / Session	Activity	Exercises and interactions
Week 1	*Training week 1 (4h)* *Office hours (2h)* *Forum Chat*	Lectures: Mon/Wed 3-5 pm (GMT+2) Office Hours (Live chat): Fri 3-5 pm (GMT+2)
Week 2	*Training week 1 (4h)* *Office hours (2h)* *Forum Chat*	Lectures: Mon/Wed 3-5 pm (GMT+2) Office Hours (Live chat): Fri 3-5 pm (GMT+2)
Week 3	*Training week 1 (4h)* *Office hours (2h)* *Forum Chat* *Examination (1h)*	Lectures: Mon/Wed 3-5 pm (GMT+2) Office Hours (Live chat): Fri 3-5 pm (GMT+2)
Week 4	*Introduction of the Phase 2: Business Planning Clinic* *Phase 2.1 – Instructions (2h/group)*	Dates and times to be defined.
Week 5	*Phase 2.2 a – Clinic (2h/ group)*	Dates and times to be defined.
Week 6	*Phase 2.2 b – Clinic (2h/ group)*	Dates and times to be defined.
Week 7	*Phase 2.3 – Presentations + video interview (2h)*	Dates and times to be defined.

METHODOLOGY

The training course is proposed to be taught in two phases:

1. In the first phase (three weeks) the ICT Business Planning Toolkit will be covered (where two modules of the toolkit will be presented each week);
2. in the second phase there will be a Business Planning Clinic for each participant country (four weeks).

For the first phase each week, the students will need to read proposed listed documents, execute practical exercises using the MS Excel, interact in a collaborative forum, and participate in an online chat to a wrap-up of the day and Q&A.

Throughout the days of the course, the instructor will be available (number of hour per week indicated by Table 1 allocated for online chat and forum discussions) to answer questions and provide feedback on practical exercises in a timely manner.

Phase 1: **3 weeks duration classes**: **4h**/week online class (2h per day); **2h**/week for optional Office Hours (live chat with instructors). Participation in the online forum: 2 interactions / week.

Phase 2: **Business Planning Clinic:** During this phase, each participant country will select a chapter to run an assisted real case Business Planning model.

1. Weekly instruction (by group): 2 hours per group with the instructor.
   a. Explanation of the assistance and objectives of this exercise, and assistance to the countries on selecting the infrastructure projects that will be addressed.
2. Project Execution: 4h dedication expected per participant per week.
3. Project evaluation
   a. 20 minutes/group presentation - The objective is to produce a short quick-wins to report back on the ITU impact achieved through this activity. The instructor must provide guidance and keep record of the recordings.
   b. Final Report – 5 pages report outlining the main assumptions and results.

Reference: ITU ICT Infrastructure business planning toolkit (link), 2019.

COURSE COORDINATION

Course coordinator:	**ITU coordinators:**
Name: Tiago Sousa Prado Email address: pradotia@msu.edu	Name: Niyikora, Emmanuel <emmanuel.niyikora@itu.int>; Ssemboga, Anne Rita <anne.rita.ssemboga@itu.int>; Daigele, Vladimir <vladimir.daigele@itu.int>; Prado Wagner, Carmen <carmen.prado@itu.int>

SELECTION PROCESS

Candidates

The selection of candidates is at the discretion of the Programme Committee. Due to the nature of the training, the number of participants will be limited to *a total number of 40*. The Training is open mainly to professionals from regulatory authorities and ministries from English speaking African countries.

Confirmation of selection will be provided by **20 May** 2021 EOB.

REGISTRATION AND PAYMENT

ITU Academy portal account

To be able to register for the course you **MUST** first create an account in the ITU Academy portal at the following address:

https://academy.itu.int/index.php?option=com_hikashop&view=user&layout=form&Itemid=559&lang=en

Course registration

https://academy.itu.int/training-courses/full-catalogue/business-planning-ict-infrastructure-development-africa