



CTO Update

Commonwealth Telecommunications Organisation's Quarterly Newsletter - Vol.01/Issue 01/January - March 2004

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CTO favours increased funding for ICT access in the developing world through WSIS process

At the recently concluded World Summit on the Information Society (WSIS) in Geneva, held 10th-12th December 2003, the CTO added its respected voice to the view that was eventually adopted in the Plan of Action that a greater effort needs to be made by the global community to bridge the "capital divide" which accentuates the digital divide.

A paper, prepared by the CTO and submitted on its behalf by some delegates in the WSIS Preparatory Committee meetings, underlined the major challenge facing the funding of rural and universal ICT access obligations at a time when significant funding for basic telecommunications infrastructure has dried up from governments, multilateral agencies and the private sector. Commenting on the CTO initiative, its CEO, Dr Ekwow Spio-Garbrah, said: "We are pleased that our modest contribution to this thorny debate in PrepCom-3 found so much favour amongst many of the delegates and that the final Action Plan acknowledged that there was a problem and reflected our suggestion to invite the UN Secretary General to set up a group to examine it."

The CTO paper argues that despite decades of investments by international organisations and governments in telecommunications projects between 1960 and 1995, the advent in the early 1990s of liberalisation, *(continues, p.03)*

CTO's course prepares CYTA for liberalisation and the competitive marketplace

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CTO hosted a reception in London to honour the appointment of its new CEO, Ekwow Spio-Garbrah. **p.04**

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Dr Spio-Garbrah presents to High Commissioners in the UK the recent and attractive changes in CTO's wider membership schemes, including country and sector memberships. **p.05**

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CTO staff recognise the need to understand the changes involved in establishing the new CTO if the organisation is to continue to be successful. **p.05**

Meeting to discuss access to technology in Africa

Delegates from more than forty countries gathered at the UN Economic Commission for Africa (ECA) in Ethiopia in October 2003 to make science and technology more accessible to Africans. **p.11**

Calls for an ICT policy for Nigeria

Key participants at an ICT workshop in Nigeria call for a policy to encourage production, consumption and local content in the country. **p.11**

Transformation of Telecom Industry set for Ghana

The recently agreed loan facility of \$150m from the Chinese Export Credit Institute will be used to improve and expand telecoms in Ghana, announced Ostein Bjorge, the CEO of Ghana Telecom. **p.11**

CTO and the digital divide: Making things happen

The CTO finds itself at the epicentre of a global effort to ensure that the blessings of information and communication technologies are available to all human beings, as a universal human right. The need to bridge the digital divide between the “knows” and the “know nots” was central to the Declaration of Principles and the Action Plan that emanated from the World Summit for the Information Society (WSIS) which took place in Geneva on 10th - 12th December, 2003. In effect, the global community has committed itself to an ambitious agenda and programme of action involving all stakeholders, but placing special responsibility on governments and international organisations.

The CTO, after more than 100 years of operating under a variety of names and constitutions, accepts the challenge thrown by the global community to play its rightful role in assisting developing countries to fulfil their aspirations. The CTO responds to this challenge alongside numerous entities, aiming to ensure the achievement of the targets set within the WSIS Action Plan, which mirror very much the targets set in the Millennium Development Goals (MDGs). In many cases, the response of some developing countries to the challenge of the digital divide has been well integrated and carefully woven into the tapestry of national development plans, country assistance programmes and poverty reduction strategies papers, supported by a number of bilateral and multilateral institutions and non-governmental organisations (NGOs). In many other countries, the struggle is being waged by stakeholders on what should be contained in national ICT policy frameworks and guidelines. Sadly, in a few countries, decision-makers are yet to wake up fully to the important role ICTs should play in the development process.

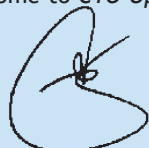
It is against this backdrop that the CTO is pleased to launch this quarterly newsletter, called *CTO Update*, to play a part in the process of examining and recording milestones of progress and achievements as countries make progress towards these goals, and to record the CTO's own contributions to meeting this global challenge.

The CTO itself, like the world of ICTs, is undergoing dynamic rebirth and regeneration, and is focusing increasingly on making itself more relevant to the ICT needs of its member countries and entities. Following significant changes to its constitution in November 2002, the CTO is committed to becoming more than a “Commonwealth” organisation and far more than a “Telecommunications” organisation. It is reshaping and honing its products and services to make them directly in line with the stated needs and demands of its members and the broader marketplace of ICT stakeholders. From training and capacity building programmes to research on ICT access and utilisation, and from high-level networking events amongst regulators and policy-makers to stand-alone certificated courses and workshops, from technical assistance programmes to specialised advisory services, the CTO has proven its value over the years. In a little more than a decade, the CTO has supplied more than 3,000 technical assistance programmes and projects to its member countries. It stands ready to deliver a lot more—helping to bridge the digital divide.

With the launching of *CTO Update*, the organisation is pledging to make its numerous programmes and activities better known, so that more people who could take advantage of its services are afforded an opportunity to do so.

It is our hope that readers of *CTO Update* will become more engaged with us in strengthening our service delivery and in meeting the needs of our member countries and client organisations, by sharing their views and making contributions of stories and articles to this newsletter.

Welcome to *CTO Update* and to the global effort at bridging the digital divide.



Dr Ekwow Spio-Garbrah

Chief Executive Officer, CTO

TBS course prepares CYTA for liberalisation and the competitive marketplace

Four companies—SolTel Communications, CyRay Telecommunications, Blue Sky Corporation and Telkom Ltd—competed for the best company award in the CTO's Telecommunications Business Simulation (TBS) course held in the Cyprus Telecommunication Authority (CYTA) training college at the end of September 2003. Winners of the TBS best company award were Telkom Ltd, comprising Nicos Pastos from CYTA GSM, Demetra Koni from CYTACOM Solutions and Andreas Panteli from CYTA Financial Services.

The course had been specially customised for CYTA in order to help the telecoms operator compete in a liberalised and competitive marketplace. The course members consisted of 12 participants spread over four teams—each team owning a company with fixed-line, mobile and ISP operations—and competed over a simulated 5-year period. The aims of the course were to encourage staff to become customer focused and financially aware as well as to develop a team spirit across all CYTA Departments.

Courses do not just run themselves and, besides the efforts of the lecturers, much of the success was due to the hard work and organisation behind the scenes. In this case, this meant the work of Athina Christofi from CYTA's Human Resources and Development Centres. In order to thank her for her efforts, Tim Eyre, Director Business Development, presented Athina with a small gift to mark the occasion.

The feedback results from the course indicated that 85 per cent of the participants were fully satisfied that the objectives of the course had been met. Mr Yiannis Souroulas, Head of Human Resources and Training at CYTA, complimented the two lecturers on the course and wished them a similar success when the course is run in Sri Lanka in the following October. ●

CTO favours increased funding for ICT access in the developing world through WSIS process (continued).

deregulation, competition, and the growth of private sector interest in ICT, especially telecoms projects in the developing world, led to a sharp drop in broad concessional lending to the sector in the mid- to late 1990s.

Indeed, governments of developing countries were enjoined to keep their hands off direct interference in the sector, at a time when independent regulators were being established and the government was seen as an

“...it is the combined withdrawal of governments, multilateral funding institutions, capital markets and the private sector which has caused a cash crunch and the ‘capital divide’ which threatens to bedevil the digital divide.”

interested player through its financial stake in the former post, telephone and telegraph companies (PTTs). Even where these PTTs were privatised and foreign investors usually took minority shares, the foreign investors brought little additional capital to run the former PTTs other than their initial buy-in equity. These initial investments by foreign “strategic partners” were invariably not used to develop additional telecom or ICT infrastructure, but were transferred by ministries of finance into other sectors of the economy. The new foreign investors in the PTTs in most developing countries, in most cases, depended on local financial institutions, normal business revenues, earnings from international foreign traffic and suppliers’ credits for financing growth, rather than on significant fresh foreign capital. Multilateral institutions, convinced that the private sector would fund business growth, promptly cut

their lending to the telecom sector, which, along with other sectors, had enjoyed concessional lending in the past 30 to 40 years. The international capital markets, which took considerable interest in the ICT sector during the 1990s, principally due to the growth of the Internet, lost their nerve in the dot.com bust, and fled from their first major mass flirtation with the sector, their egos and balance sheets bruised.

According to the CTO, it is the combined withdrawal of governments, multilateral funding institutions, capital markets and the private sector (other than for the mobile and satellite niches and investments in some preferred geographical locations) which has caused a cash crunch and the “capital divide” which threatens to bedevil the digital divide. And the withdrawal of multilaterals has helped put an end to concessional lending to the developing world, while strengthening a “capital divide” and at the same time, exponentially widening the gap between digital-rich and digital-poor regions. Meanwhile the Millennium Development Goals and the WSIS Plan of Action as well as numerous regional, continental and national ICT plans and programmes are all urging developing countries to achieve very tall and ambitious targets in ICT access. “It is the challenge of pole vaulting without the pole”, says Dr Spio-Garbrah.

The CTO paper noted that in the draft Plan of Action proposed for adoption by the delegates to the WSIS, most of the responsibility for helping bridge the digital divide has been imposed on governments, with other stakeholders given much lighter and less measurable obligations. It is against this backdrop that the CTO proposed that serious consideration be given by the Extended PrepCom-3 to the notion of a funding facility for ICT, such as the Digital Solidarity Fund. A key premise of the CTO recommendation was that governments of developing countries should themselves pledge to make contributions to this fund. Explaining the CTO position, Dr Spio-Garbrah said: “The era when developing countries simply made demands on the public purses of the industrial world for aid should be ending. In the ICT sector, the State in most developing

countries now earns a significant amount of money each year from various fees, licences and charges levied by communications regulators on ICT operators. While laws differ in each country as to the use of these funds, it should be possible for the majority of developing countries to show good faith in their demand for a global ICT funding facility by making a contribution to such a fund. It is this gesture from the developing world that could untie the purse strings of the industrialised countries, multilaterals, bilaterals and other private institutions”

The CTO believes that a true partnership between governments, multilateral and bilateral agencies, the

“The era when developing countries simply made demands on the public purses of the industrial world for aid should be ending.”

private sector ICT manufacturers and operators, with support from private foundations, nongovernmental organisations (NGOs) and civil society organisations (CSOs) in the ICT sector, could help mobilise securities and structured funding from global capital markets for large-scale ICT infrastructure projects in the developing world.

The emphasis in the work of the consultative group proposed by the CTO to the WSIS must be to make any funding facility a true multi-stakeholder partnership, involving commitment and contributions by all parties. Any working group should take advantage of the underwriting value and guarantees provided by governments and international organisations, the banking structures and financial engineering skills of the world’s multilateral banks, and the equity investment of manufacturers and operators in order to mobilise capital from the major money markets, where most global funds are located. It is by bridging the capital divide that the world will bridge the digital divide. ●

CTO holds welcoming reception for its new CEO in London



A section of the guests at the reception in London

The CTO hosted on Thursday 16th October 2003 a reception at Marlborough House in London to honour the appointment of its new CEO, Ekwow Spio-Garbrah. The guests included High Commissioners, ambassadors and other members of the diplomatic corps, as well as heads and representatives of other Commonwealth institutions. Following the speech by HE Rt Hon Donald McKinnon, Secretary General of the Commonwealth, welcoming Dr Spio-Garbrah and re-assuring the CTO of his support, Dr Spio-Garbrah informed the guests that they had been invited to the reception for three main reasons.

The first, he said, was to introduce himself to members of the Commonwealth family of governments and institutions based in London, "as knowing each other better and co-operating better with each other is important to the growth and success of the CTO." The second reason was to explain to this key constituency some of the recent changes that have taken place in the CTO and how those changes could

open up opportunities for greater and more diversified collaboration between the represented countries and institutions and the CTO. Indeed, as a result of changes that were approved in the CTO constitution in November 2002, the CTO is now going to be more than a Commonwealth organisation. "We are ready to consider membership applications from Commonwealth governments that are not currently members, as well as from non-Commonwealth countries, especially from those countries in Europe, Asia or North America that have made considerable advances in the fields of information and communication technology (ICT)." Furthermore, the new CTO will be able to admit as members a wider category of entities: governments, international organisations, private corporations and companies, financial institutions, media institutions and even non-governmental organisations, added Dr Spio-Garbrah. "We are therefore going to be more than just a Commonwealth organisation and we are also going to be more than just a

telecommunications organisation. In recognition of the convergence of information and communication technologies and policies around the world, the CTO is evolving into an ICT organisation with a developmental objective, what some may prefer to call an information and communication for development (ICD) organisation. We will develop an interest in the related fields of the Internet, broadcasting and media, and computing." Lastly, Dr Spio-Garbrah told the guests they were invited to enable them to become effective ambassadors of the CTO, able to explain these new orientations of the CTO to other interested parties. "We need the understanding, goodwill and support of many institutions in the global community if the new CTO is to prosper and succeed," concluded the CEO.

Dr Spio-Garbrah extended his thanks to all the distinguished guests, in addition to the Commonwealth Secretariat, for making it possible to hold the event, and to the Secretary General for attending the event and for his remarks. ●

New CEO outlines CTO's growth strategy to High Commissioners

The new Chief Executive Officer of the CTO, Ekwow Spio-Garbrah, has paid a number of courtesy visits to Commonwealth High Commissioners to the UK and called on some non-Commonwealth ambassadors at the end of last year. The main purpose of these visits was to enable Dr Spio-Garbrah to introduce himself to the diplomatic community and to understand better the needs and concerns of current and potential member countries in the areas covered by the CTO's mandate.

The meetings have also enabled the CEO to explain to the High Commissioners the recent changes in the CTO constitution which were approved in November 2002. As a result of those changes, the CTO now has different categories of membership, including country membership and sector membership. The sector members may be private corporations or companies, non-Commonwealth governments and development finance organisations or multilateral/bilateral funding agencies.

The High Commissioners and ambassadors welcomed the initiative of the new CEO to call on them and gain a better understanding of the state of the ICTs sector in their respective countries and the potential for collaboration between the CTO and the governments and public/private agencies of these countries. ●

Modernising the CTO: A new constitution for the 21st Century

The year 2003 saw the culmination of a three-year process of reform and modernisation of the CTO's constitution, to bring it into line with the restructuring of the telecommunications and IT sectors which has taken place in recent years. Like most international telecoms and information and communication technologies (ICTs) organisations, the CTO inherited a constitutional structure derived from the age before the restructuring of the industry—when telecoms were dominated by state-owned monopoly national telecommunications operating companies. Its governing council recognised in 1999 that this constitution needed to be radically restructured to provide more effective ways for the organisation to work with the wide range of new players in the sector—including new private fixed and mobile operators, regulators, consumer and civil society organisations, and the diverse internet community. As well as bringing the organisation into line with sector restructuring, preparing a new constitution gave the CTO an opportunity to put the broader role of ICTs in development at the heart of its formal mandate. The new constitution was developed over a two-year period, involving extensive consultation with

member-countries and with a wide variety of existing and potential partners. The CTO Council held a special meeting in London in February 2002 to agree the final document, which was then approved by member governments so that it could come into force when the annual meeting of Council took place in November 2002. The new constitution introduced four main innovations in the structure of the CTO:

- it broadened the scope of the organisation from telecommunications to the wider information and communication technologies sector;
- it separated national membership arrangements from programmes, allowing membership contributions to fall while funding is obtained directly for individual programmes from groups of member-countries, businesses and development agencies;
- it established a new status of sector membership, enabling businesses (industry partners) and other organisations (development partners) to play a full part, alongside governments, in the organisation's work;
- and it established a new Executive Committee to work with the Chief Executive and Secretariat between meetings of Council. ●

CTO HQ Staff attend Change Management workshop

On Wednesday 15th October 2003, the CTO held an off-site "Change Management" workshop which involved all members of staff. Susan Coote and Allan Drew of Coote Harvard organised and ran the Change Management workshop on behalf of the CTO.

The main objectives of the day were outlined by the Chief Executive Officer, Dr Ekwow Spio-Garbrah, firstly to understand the new vision for the CTO and identify and discuss issues which arose from this. Secondly, it was necessary to agree how these issues should be addressed in order for the CTO to move forward. This was done by means of an analysis of the CTO's current strengths, weaknesses, opportunities and threats.

Staff recognised that it was important to understand the changes involved in establishing the new CTO and that there is a challenging programme ahead if the organisation is to continue to be successful. This challenge is centred on attracting more members and running more programmes in partnership with other organisations and suppliers. ●

Events - 2004

The CTO is responsible for the organisation and provision of a substantial programme of international events which focus on priority themes in ICTs, including technologies, policy and management. Since 1985, the CTO has organised approximately 160 international conferences and seminars and in turn brought expertise, experience and knowledge together from throughout the Commonwealth through the union of its delegates. For further information on the events below, including confirmation of details, visit www.cto.int or contact info@cto.int.

Global Events

- **Implementing the World Summit on the Information Society (WSIS) Action Plan**
25th - 26th March 2004, Kenya
- **The Future of the Internet and Related Services in a Multimedia Environment**
17th - 21st May 2004, Malaysia (PDT Workshop)
- **Commonwealth Seminar on the ITU World Telecommunication Standardisation Assembly (WTSA-04)**
16th - 20th August 2004, Australia (PDT Workshop)

Regional & National Events

- **Human Resource Development Strategy Phase I West Africa**, 12th - 16th January 2004, The Gambia (BDO Workshop)
- **Sales and Marketing - Strategies for Achieving Corporate Goals Eastern and Southern Africa**, 9th - 13th February 2004, Zanzibar, Tanzania (PDT Workshop)
- **Introduction to Regulation West Africa**, 9th - 13th February 2004, Burkina Faso (BDO Workshop)
- **Zambia Governance Workshop**
Zambia, 12th - 13th February 2004, Zambia (BDO Workshop)
- **Human Resource Development Strategy Phase II West Africa**, 1st - 5th March 2004, Ghana (BDO Workshop)
- **Telecoms Business Simulation (TBS)**
Africa, 15th - 19th March 2004, Lesotho (PDT Workshop)
- **ICT and Telecommunications Competition and Privatisation**
Asia-Pacific, 9th - 13th August 2004, Sri Lanka (PDT Workshop)

Council Events

- **Reconvened 43rd Meeting of Council**
26th - 27th January 2004, London, UK

Human Resource Development Strategy Phase I The Gambia, 12th - 16th January 2004

The workshop is organised by the CTO and supported by United States Agency for International Development (USAID) in collaboration with the Gambian Ministry for Communications, Information and Technology, and GAMTEL. The objective of this is to equip West Africa Telecommunications Regulators Association (WATRA) members' HR practitioners with up-to-date learning on strategic HR development concepts as a basis for developing an individual HR strategy for their own organisations and providing ongoing human capacity-building support to the management and staff of their organisations. In addition, participants will contribute to the development of a WATRA strategy designed to support the Association's members and its aims of regional collaboration on capacity-building.

Sales and Marketing - Strategies for Achieving Corporate Goals

Zanzibar, Tanzania, 9th - 13th February 2004

As telecommunications operating companies move into a more liberalised and competitive environment, corporate customers require special attention, and the formation of account management teams is spreading throughout the telcos in Africa. However, these account management teams have to be empowered to meet all the demands of the corporate customer, not just to "sell". Designed for directors and senior managers involved in either marketing, sales, customer service or corporate strategy, this workshop looks at the sales, marketing and account management process as an integral part of the companies' strategy for achieving corporate goals. "Sales and Marketing - Strategies for Achieving Corporate Goals" will provide participants with a detailed overview of marketing concepts and how to apply them, including an understanding of the strategic planning process, the marketing plan, and sales and account management techniques.

Introduction to Regulation

Burkina Faso, 9th - 13th February 2004

The "Introduction to Regulation" workshop is aimed at people who need to understand regulatory issues but are not necessarily front-line regulatory personnel. The programme will include an introduction to trends in telecommunications and related sectors and regulatory objectives in areas of policy formulation and regulation, universal access/service issues, licensing principles and practice, competition policy (emphasis on interconnection and facilities leasing, cost allocation and accounting separation pricing and tariff regulation, quality of service and consumer issues), scarce resources issues (including numbering, spectrum and technology), Internet policy, regulatory governance, and other issues agreed between the contracting parties throughout the course development. It will be delivered and facilitated by Allison Gillwald, Director of Witwatersrand University Link Centre, South Africa, an internationally acknowledged authority on regulatory issues, who developed the workshop for the CTO. The workshop content has been modified and improved following inputs and comments from an earlier workshop held for Telecommunications Regulators Association of Southern Africa in Southern Africa (TRASA) in 2002.

Implementing the WSIS Action Plan

A unique conference for policy-makers, ICT activists and action-oriented private sector organisations, Safari Park Hotel, Nairobi, 25th -26th March 2004

The CTO is organising a unique conference to be held in Nairobi, Kenya, on 25th - 26th March, to examine ways of implementing the WSIS Plan of Action recently adopted in Geneva last December. Given the vast amount of WSIS outputs, this conference will act as a follow-up to WSIS, focusing on "Implementation and Best Practices". As well as providing participant organisations with a unique opportunity to deliberate, plan and share common interests on specific key topics, the conference is aimed at facilitating the journey to WSIS 2005 in a creative and constructive way. Specifically, the conference will have the following objectives:

- Understand and review leading thinking and strategies on best practices, which can be shared between key member groups, and how other stakeholders intend to approach similar goals and strategic objectives.
- Discuss how to develop action plans which cascade through the supply chain.
- Review the role of stakeholder alliances between government, not-for-profit organisations/NGOs and the private sector; review key case studies materials throughout the world, including a focus on procurement and the supply chain.
- Uncover the challenges and opportunities of developing private finance initiatives.
- Assess how joint cross-border initiatives like skills and capacity building can work, for example, in identifying and building a common roadmap to developing "e-citizen" communities.
- Share common challenges on modernising government agendas in relation to WSIS and assess what external tools and resources exist which can support stakeholders in this endeavour.
- Explore how to enhance private sector investor commitment.

The programme will include the following sessions:

1. Implementing the WSIS Action Plan: The Challenge for Policy-Makers

Ministers, deputy ministers and leading technocrats present latest policy and project proposals. How can effective co-ordination be achieved across all ministries involved in ICT implementation?

2. Implementing the WSIS Action Plan: The Challenge for Regulators

Regulators and private sector operators share knowledge on best practices to facilitate rapid roll-out of telecommunication services.

3. Implementing the WSIS Action Plan: The Challenge for Development Partners

How can multilateral and bilateral institutions best respond to the project and development opportunities currently multiplying in the market?

4. Implementing the WSIS Action Plan: The Role of Civil Society

NGOs, church organisations, media, academia all have a vital role to play in implementing the WSIS programme. How can diverse initiatives be effectively co-ordinated in order to achieve optimum results?

5. Financing the WSIS Action Plan: The Role of Private Financial Institutions and the Capital Markets

Leveraging state funding to mobilise private sector investment.

6. Implementing the WSIS Action Plan across the Region

Understanding the confluence of national and regional ICT projects and how they can best be co-ordinated. ●

The CTO conference will coincide with the Kenya ICT National Convention on 23rd - 26th March 2004, and a combined welcoming cocktail party for both events will take place on the 25th March.

Speaking Opportunities: Presentation proposals are invited, covering the topics outlined above. Proposals should be sent to Sean Moroney, AITEC Africa (sean@aitecafrica.com), including a brief outline and the presenter's CV summary.

Sponsorship Opportunities: The CTO conference provides a unique opportunity to make a marketing impact on leading policy-makers, regulators and government and private sector decision-makers through the exclusive sponsorship opportunities available at the conference.

For details contact your AITEC representative (AITEC Africa has been appointed by CTO to organise the conference). For further details, contact Sean Moroney, +44 1480 495 595, sean@aitecafrica.com, or Tim Eyre, +44 20 7976 2430 or +44 7715 102 343, T.Eyre@cto.int

The Programme for Development and Training

The CTO plays a vital role in promoting cooperation and understanding between Commonwealth governments and providers of information and communication technologies (ICTs), helping them develop their services to their full potential and make the most of the opportunities the ICTs world makes available. Its Programme for Development and Training (PDT) is a unique programme of training and expert assistance in every aspect of ICTs for Commonwealth developing countries.

The PDT has been the CTO's largest single programme since 1985. In that time it has delivered some 3,500 bilateral technical cooperation projects in over 30 countries at a value of some £60,000,000. This has made it the second largest technical cooperation programme in the Commonwealth, after the Commonwealth Fund for Technical Cooperation (CFTC).

The PDT has been funded since 1985 from membership contributions and operates through a unique mechanism which delivers a very high rate of return to developing country members for the membership contribution made. This "unique selling point", the fact that the benefits accrued by member countries/organisations are a multiple of the financial contributions made by them, lies at the heart of the programme's success.

In recent years, the PDT has provided approximately £60,000 worth of training and consultancy for developing country members in return for a standard membership contribution of £32,000. This has been possible because of substantial membership contributions from three sources—Britain (BT), BOTAS (Cable & Wireless) and Canada (Teleglobe)—which acted solely as Offering National Bodies, contributing (and being

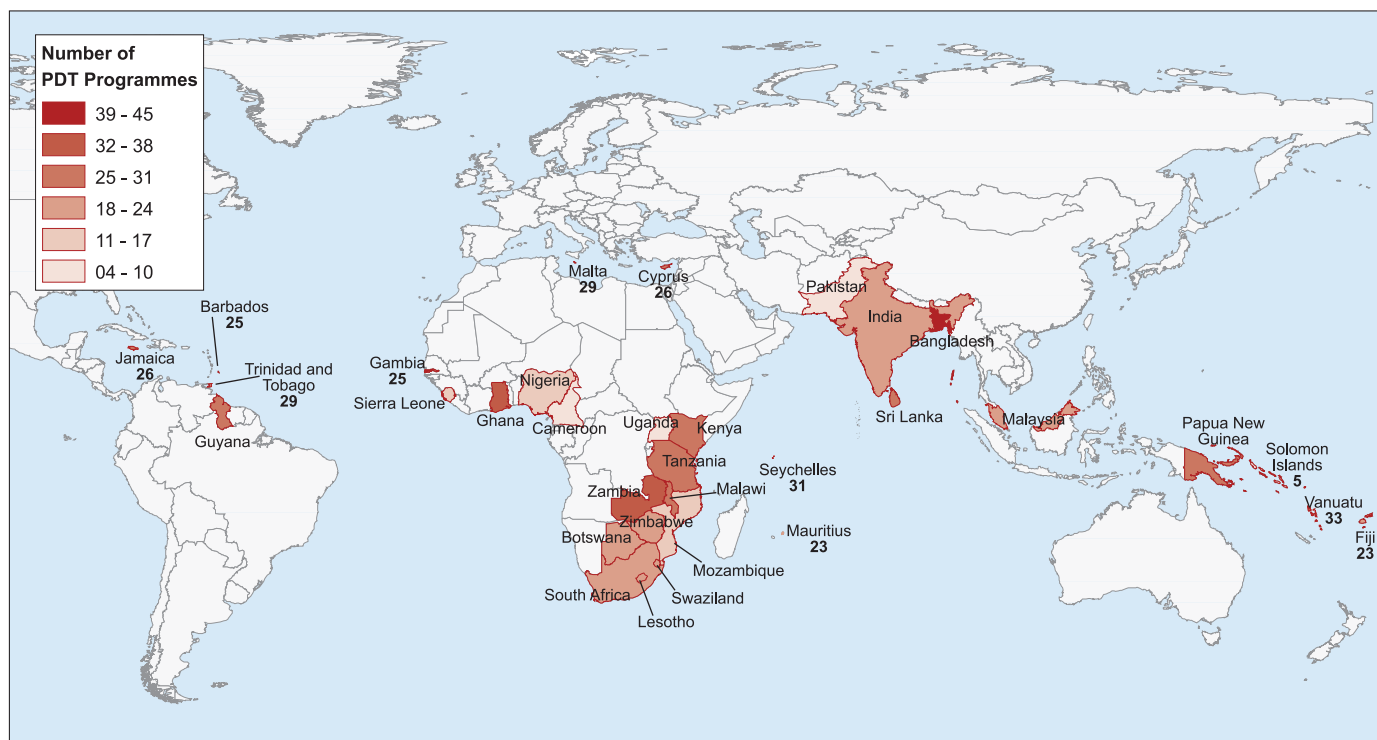
reimbursed for) training and consultancy services provided to the programme but not benefiting as a recipient of training or consultancy.

The programme for 2003/2004, which was decided by the Consultative Committee on Collaborative Arrangements (CCCA) in February 2003, is currently well on the way. The total funds awarded towards the bilateral programme for the current financial year was approximately £1,500,000. An additional amount of £300,000 through the BT targeted funds was also allocated.

A number of factors mean that the programme needs to be radically restructured in order to meet the requirements of the 21st century. In particular:

- The present PDT structure is most appropriate for fixed network telecommunications operating companies, which can benefit most directly from access to the expertise from supplier telcos but does not adequately address the new players in the ICTs fields, such as regulators, mobile operators, value-added and niche service providers, the Internet sector, and groups representing consumers and low-income users.
- The present structure requires the participation of an entity from each CTO member-country in the PDT but assumes that only one entity from each country can or will take part. Although some countries have diversified benefits from the PDT within the national telecoms sector, this structure is obviously and increasingly inappropriate in a liberalised environment.

The PDT Programme is set to become an even wider programme as it aims to cover all issues relating to ICTs. •



Bilateral programmes covered through the PDT programme, 1999 - 2003

CTO information resources

The CTO provides a range of information services to its members, through its websites, publications and other activities. The first four websites are managed by the CTO, while the fifth is managed on behalf of CTO by IDPM at Manchester University.

CTO Website (www.cto.int)

This is a dynamic site giving current information about upcoming events such as workshops, conferences, etc, with booking advice and outline information on the events. News from CTO member countries and the international ICT arena is also featured, and details of current CTO programmes are provided.



The CTO's website: up-to-date information on workshops, conferences and other CTO projects

Commonwealth Government & Business Guide to ICT (www.cto-ict.org)

This provides access to a wide range of information resources, including the CTO's official history and "The Commonwealth Government & Business Guide to Information and Communication Technology". Information on the ICT sector of member countries is provided, together with a Forum section containing articles ranging from "Fraud" to "VSAT". There is a comprehensive section on International Agencies and Organisations with an ICT focus—both global and regional. The site also provides a page dedicated to "Industry Partners"—companies who are active in providing solutions to the ICT needs of the Commonwealth.

ICT Development Agenda (www.ictdevagenda.org)

The ICT Development Agenda offers summaries of significant international events, meetings and reports on Information and Communication Technologies (ICTs) and development issues. It also features a weekly, web-based newsletter providing objective information about major international developments in ICTs and covering the outcomes of decision-making meetings and the content of important reports. The purpose of the newsletter is to bring this information more readily into the public domain and to



ICT Development Agenda: a window on the latest developments in ICTs

provide a platform for its dissemination to a wider audience. The newsletter is intended for those responsible for decision-making on international and national ICTs issues in developing countries and those seeking to contribute to that decision-making process. The development of the ICT Development Agenda forms part of the CTO's Building Digital Opportunities (BDO) programme, which is funded by the UK Department for International Development (DfID). Within this programme, it forms part of a study of the impact that developing countries have on international decision-making in ICTs. Almost 500 separate articles have appeared in the 80 issues published during the first 18 months of the newsletter/site, covering a wide spectrum of issues from the digital divide to Internet governance. The site has over 4,500 regular users.

ICT Development Digital Library (www.ictdevlibrary.org)

This easy-to-access resource provides access to important reports and other documents issued by other organisations. The ICT Development Digital Library offers a unique collection of ICT-for-development reports and documents for policy makers and practitioners in developing countries. It provides direct, "one-click" access to otherwise bulky documents and makes each of them accessible to users on low bandwidth connections, both in full versions as received from the originating organisations, and in quick-download parts, guided with a preview table of contents. Stocked with key reports published by the leading organisations in the field, the ICT Development Digital Library supplements the ICT Development Agenda.

eDevelopment Exchange (www.e-devexchange.org)

This is another site which forms part of DfID's BDO programme. The site comprises two parts: e-governance for development and e-commerce for development. The former part aims to help public officials, consultants, and others in developing/transitional economies seeking information and assistance with e-government initiatives. The project focuses



eDevelopment Exchange: a reference resource for e-commerce and e-government practitioners

sequentially on specific e-government topics, the first being success factors and failure avoidance in e-government initiatives. Content on the site draws largely from the “eGovernment for Development Information Exchange”: a network of many hundreds of e-government practitioners. It includes case studies and best practice guidelines. The latter part aims to help two groups in developing countries: first,

small enterprises which are or can be directly involved in e-commerce; second, small enterprise support agencies, enabling them to facilitate e-commerce in small enterprises. The project has an initial focus on India and Uganda. It will produce two handbooks, available online, that focus on locally relevant issues and case evidence developed from local sources. ●

Research services

In order to understand the requirements of stakeholders in the ICT for Development arena and to better focus its assistance, the CTO endeavours to carry out field research and studies in areas of socio-economic importance. Many studies have been carried out to ascertain national and regional requirements for capacity-building in areas of ICT policy and regulation. These include studies on topics such as “Human Resource Strategy Requirements”, “Regional Interconnection” and “Regional Regulatory Requirements”. The CTO has also partnered organisations of particular expertise to carry out more detailed studies such as the one illustrated below.

Demand for telecommunications services

The CTO and Gamos have carried out a research study on “Demand for Telecommunications Services” with the participation of local institutions in Ghana (University of Ghana, Legon), Botswana (University of Botswana) and Uganda (Makerere Institute of Social Research). The study, which concentrated on identifying and understanding usage and expectations patterns of current and potential telecommunications services users in rural and low-income

areas in those countries, was made possible through a unique combination of research techniques. The findings highlighted some interesting features, such as the various ways in which people accessed and used phones, and uncovered key socio-economic factors that lie behind some of the choices that users have to make.

The aim of the research was to make this information available to key players in the telecommunications industries of African countries (and elsewhere). It is hoped that the information would promote a better understanding of how people actually use services in practice and play a part in stimulating innovative approaches to ways in which telephone services can be made more readily accessible to those in remote and low-income communities.

As a follow-on from this study, the CTO and Gamos are once again working together on a study which looks at the economic impact of telecommunications access on rural livelihoods and poverty reduction. Both studies are funded by the UK Department of International Development (DfID) through the Knowledge and Research (KaR) programme.

For further information on CTO research services, please contact the CTO at info@cto.int ●

Meeting to discuss access to technology in Africa

Delegates from more than forty countries gathered at the United Nations Economic Commission for Africa (ECA) in Ethiopia in October 2003 to discuss how to make science and technology more accessible to Africans, especially the poor.

Science and technology is seen as the key for sustainable social and economic development of Africa as a whole. The conference covered all aspects of socio-economic development, such as food security, population, environment, human settlements, natural resources, and technology. Most of the information and advice was provided by the expert Committee on Sustainable Development (CSD) which was established by African government ministers responsible for planning and economic and social development. ●

Calls for an ICT policy for Nigeria

Participants at a workshop on Information and Communication Technology (ICT) policy advocacy for civil society called for an ICT policy for Nigeria. The three-day workshop that took place in Abuja late last year was organised by the British Council in collaboration with Development Information Network (DevNet).

Such a policy should be formulated to encourage production, consumption and local content. In Nigeria there is a need for a review of existing policies, documents, codes, acts on information, communication and technology in the country, as well as appropriate and fair pricing of ICT tools. The participants suggested that regulatory bodies like the National Communication Commission (NCC), National Information Technology Development Agency (NITDA) and the Nigerian Broadcasting Commission (NBC) should be independent of operators in the technology sector. They said that there was a need for the regulatory bodies to be adequately funded by government and that ICTs should be gender sensitive and involve youth empowerment. There is a need for transparency of all stakeholders

and for ICTs to be included in school curricula to promote awareness through ICTs education. Government agencies should be encouraged to harmonise their ICT operations to reduce wastage whilst providing an enabling environment for all stakeholders.

The workshop concluded that a comprehensive ICT policy in Nigeria, formulated with widespread stakeholder participation and consultation in the policy process, would bring about positive changes in the development of society. The statement was signed by Annie Davies, DevNet Executive Director and Omowunmi Segun, Information Consultant, British Council. ●

Transformation of Telecom Industry set for Ghana

According to Ostein Bjorge, the Chief Executive Officer of Ghana Telecom, the recently agreed loan facility of \$150m from the Chinese Export Credit Institute will be used to improve and expand telecommunications in Ghana.

Modern equipment is being imported from Alcatel Shanghai for the transformation of telecom facilities in Ghana. Firstly there will be a demobilisation of existing equipment to allow for necessary uniformity in the sourcing of parts and training. There will also be a wider coverage for mobile phone users throughout the country and a greater number of paid-phone places will be made available to lower-income groups.

New base stations and further telecommunications infrastructure will be installed, including a complex switching network which will be able to support 400,000 additional phone lines. This will be followed by the extension of mobile phone facilities enabling the backlog of some 150,000 mobile phone subscriber applicants to be cleared. The establishment of new cell sites as well as the enhancement of the existing ones will finally support a subscribe base of 750,000. An Intelligent Network Platform (INP), also coming with the new arrangement, would make it possible for Ghana Telecom to cut off

defaulting subscribers when necessary.

The changes are expected to be fully under way next year, including improvement in infrastructure, services, equipment and tariff pricing. ●

UNESCO—"Monitoring the Digital Divide...and beyond": Orbicom / CIDA Project publishes full report

"The widely held belief that the proliferation, diffusion and appropriate utilisation of ICTs presents enormous opportunities for economic and social development is thwarted by the realisation that uneven access and capacity to use them poses serious threats as it could accentuate already existing and sizeable gaps between haves and have-nots," introduces the executive summary of the "Monitoring the Digital Divide...and beyond" report published in December 2003 by Orbicom and CIDA (the Canadian International Development Agency). Edited by Dr George Sciadass, this report builds on the pilot model developed by the project team (see UNESCO: Monitoring the Digital Divide Orbicom CIDA Project Develops Digital Divide Index at www.unesco.org) and presents a comprehensive picture in fascinating detail of the digital divide for 192 countries, covering 99 per cent of the population of the planet.

In their preface to the report, Jose-Maria Figueres, Chairman of the UN ICT Task Force, and Bruno Lanvin, Manager of infoDev at the World Bank say: "The Orbicom report is a remarkable attempt to offer a global set of indicators (infostate) showing how the availability of ICTs and access to networks can be a misleading indicator if it neglects people's skills, and if ICT networks and skills combined (infodensity) are not matched by a measurement of what individuals, businesses and countries actually do with such technologies (info-use). It also offers important perspectives into the central role that e-policies and knowledge have started to play in determining how countries will fare in the global competition to benefit from the information revolution and move away from poverty". ●

A primer: Africa, ICT for development and the Millennium Development Goals

By Paul Hamilton

Goals, targets, and more deadlines: the Millennium Development Goals (MDGs) set by UN Secretary General Kofi Annan at the turn of the century are a wistful, although distant, set of human development targets to be met by 2015. The first phase of the World Summit on the Information Society (WSIS) held in December forged a hard-won consensus on the means by which information and communication technologies (ICTs) can be used to achieve these goals. If the transformation to an information-based economy can catalyse growth and help to reach the wider development goals, it is now up to individual countries to set realistic deadlines in order to incorporate these targets into national policy.

What relevance do the Millennium Development Goals and WSIS targets have for policy-makers and practitioners in Africa? By 2015 African Commonwealth countries may well be able to tick all of the ICT boxes contained in the MDGs, and at least some of the WSIS targets, but will this help achieve the overall development strategy envisaged by the goals?

ICTs and the Millennium Development Goals

The eight Millennium Development Goals set out by UN Secretary General Kofi Annan at the Millennium Summit of September 2000 were to: eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality;

improve maternal health; combat HIV/AIDS, malaria and other diseases; ensure environmental sustainability; and develop a global partnership for development. Although ICT is not a specific goal or target (just two out of forty-eight indicators), the MDGs have shaped the agenda for those development-oriented ICT initiatives, in particular those conducted under UN auspices (including the International Telecommunications Union, UN ICT Task Force and in particular the World Summit on the Information Society).

Under Goal 8, to “develop a global partnership for development”, target 18 is: “In co-operation with the private sector, make available the benefits of new technologies, especially information and communications”. The last of the forty-eight indicators used to benchmark progress towards the MDGs are: to increase 1) the percentage of the population with access to telephone lines and cellular subscribers; 2) the number of personal computers; and 3) the number of Internet users. The table below shows how African Commonwealth countries currently measure up against these benchmarks.

World off-track to meet seven of the MDGs

At present rates, seven of the eight MDGs will be missed by 2015; in June 2002, the United Nations Development Programme (UNDP) published a report written by Jan van de Moortele which asked: “Are the Millennium Development

Country	Total telephone %	Fixed lines %	Mobile %	PCs %	Internet %
Botswana	27.28	*8.48	24.13	3.87	2.97
Cameroon	2.67	*0.66	3.57	0.39	0.29
The Gambia	6.74	*2.62	7.29	1.27	1.35
Ghana	2.08	*1.16	2.07	0.33	0.19
Kenya	5.18	1.03	4.15	0.56	1.60
Lesotho	5.82	1.57	4.25	-	0.23
Malawi	1.52	0.70	0.82	0.13	0.26
Mauritius	55.95	27.03	28.91	10.83	14.87
Mozambique	1.37	*0.51	1.40	0.40	0.17
Namibia	11.90	*6.43	8.00	5.47	2.46
Nigeria	1.94	0.58	1.36	0.68	0.17
Sierra Leone	1.01	*0.46	1.34	-	0.14
South Africa	37.35	10.77	30.39	7.26	6.82
Swaziland	9.50	3.40	6.10	-	1.94
Tanzania	1.71	*0.44	1.94	0.36	0.30
Uganda	1.81	0.22	1.59	0.29	0.25
Zambia	2.13	0.83	1.30	0.75	0.49
Zimbabwe*	5.51	2.47	3.03	5.16	4.30

Table 1: MDG benchmarks (fixed lines, cellular subscribers, PCs and Internet users per population), Commonwealth African Countries 2002. (Source: ITU <http://www.itu.int/ITU-D/ict/statistics/> Note: Zimbabwe withdrew from the Commonwealth in December 2003. *2001).

Goals Feasible?” The report concluded, “The MDGs are technically feasible and financially affordable”, however, “the world is off-track to meeting them by 2015”, it pointed out, adding that “of the eight targets set, only one is on track.” In its conclusion, the report highlights that only the goal of halving the proportion of people without access to safe water by 2015 was on track.

The Human Development Report 2003 furthermore identifies 59 priority countries where, unless urgent action is taken, the MDGs will not be met. In 31 “top priority” countries, income and other human development indicators remain very low and progress towards the goals has stalled or begun to reverse. In 28 “high priority” countries, the situation is less dire—advances are being made in some areas, but resources or policy deficiencies are blocking progress towards several key goals.

WSIS sets ambitious targets to meet the goals

One of the key outcomes of the first stage of the WSIS was to articulate a Plan of Action to meet these distant goals. The plan adopted by delegates last December aims to achieve ten targets by 2015; the final version which was adopted on 12 December 2003 said: “Specific targets for the Information Society will be established as appropriate, at the national level in the framework of the national e-strategies and in accordance with the national development policies, taking into account the different national circumstances.” The task in front of decision-makers now is to devise a roadmap for reaching these objectives. “The realisation of the Plan of Action is crucial to the long-term success of the Summit”, said Yoshio Utsumi, Secretary General of the International Telecommunication Union (ITU). “We need imagination and creativity to develop projects and programmes that can really make a difference. We need commitment—on the part of governments, the private sector and civil society—to set realistic targets and concrete actions. We need the mobilisation of resources and investment.”

ICTs make most progress

Telecoms and ICTs are one of the fastest-growing sectors of

the world economy. Furthermore, Africa has some of the fastest growth rates in the world. “Of all the MDG targets, most progress was achieved with number 18 over the 1990s”, said Esperanza Magpantay, a Statistical Officer at ITU and a co-author of the ITU’s World Telecommunications Development Report 2003 published in December. “Fixed and mobile telephone networks (total teledensity) have grown more dramatically over the last decade across the developing world than in the entire period before that date”, she added.

The report goes further, showing that “many of these targets are, or could soon be met in terms of infrastructure availability. So, while most of the world’s inhabitants will, in theory, have access to most ICTs in the future, their ability to use ICTs will depend largely on knowledge and affordability. Around ninety-five per cent of the world’s population, for example, is covered by terrestrial radio broadcast signals, eighty-nine per cent are covered by television service and eighty-one per cent of the world’s population have access to either a mobile cellular signal, a telephone in their home or live within walking distance of telephone service.”

Recognising the limitations of existing indicators, the ITU and other organisations have developed new sets of metrics to measure the progress of the information society. Providing valuable insights for policy-makers, these include the digital access index (DAI) produced by the ITU, and the Monitoring the Digital Divide project produced by Orbicom, the Canadian International Development Agency (CIDA) and UNESCO. In looking to incorporate the WSIS targets into national ICT strategies and telecom policies, metrics such as these could prove useful as more telling benchmarks than straight ICT penetration rates.

Quite separately from these global goals, policy-makers in many African countries have for a number of years devised universal access or service policies as part of the regulation of telecom markets. Different countries have adopted different universal service obligation (USO) formulae, enforceable either through concession contracts or as roll-out obligations built into operating licences. In general, though, these targets have had limited success in increasing the penetration of fixed lines. Mobile has in most cases

WSIS Targets for ICTs

“Based on internationally agreed development goals, including those in the Millennium Declaration, which are premised on international cooperation, indicative targets may serve as global references for improving connectivity and access in the use of ICTs in promoting the objectives of the Plan of Action, to be achieved by 2015. These targets may be taken into account in the establishment of the national targets, considering the different national circumstances:

- a) to connect villages with ICTs and establish community access points;
- b) to connect universities, colleges, secondary schools and primary schools with ICTs;
- c) to connect scientific and research centres with ICTs;
- d) to connect public libraries, cultural centres, museums, post offices and archives with ICTs;
- e) to connect health centres and hospitals with ICTs;
- f) to connect all local and central government departments and establish websites and email addresses;
- g) to adapt all primary and secondary school curricula to meet the challenges of the Information Society, taking into account national circumstances;
- h) to ensure that all of the world’s population have access to television and radio services;
- i) to encourage the development of content and to put in place technical conditions in order to facilitate the presence and use of all world languages on the Internet;
- j) to ensure that more than half the world’s inhabitants have access to ICTs within their reach.”

surpassed the original targets set, and policy attempts to steer the roll-out towards underserved rural areas. But the roll-out of Internet infrastructure does not often figure in such policies at all. Uganda, an exception, has enunciated a clear policy on this, and by the end of 2003 had established Internet points of presence (POPs) in district capitals across the country.

On his return from WSIS, Kenya Minister for Transport and Communications John Michuki announced that all 389 post offices in Kenya would have Internet by June 2004, that all primary schools would be connected to the Internet by 2006, and that ICTs would be extended to rural areas to cover at least fifty per cent of the population.

But even being able to tick the three boxes of MDG target 18, this will be small comfort if the result has no real impact on the wider development goals. Are ICTs a cause of development in Least Developed Countries, a consequence, or a manifestation? It is a well articulated argument that a lack of telecom and ICT infrastructure can handicap growth, but an as yet unresolved question is whether in fact—and if so how—infrastructure can actually trigger growth? Research continues into this question and the answers it will yield will also help to inform policy-makers as they refine and implement national ICT strategies.

The 2002 UK Department For International Development (DfID) study *The Significance of ICT for Reducing Poverty* concludes that “access to ICTs should not be seen as an end in itself; the measure of success remains progress towards reaching the International Development Targets, rather than the spread of technology or bridging the digital divide.” “New technologies do not change the fundamental role of information and knowledge as drivers of

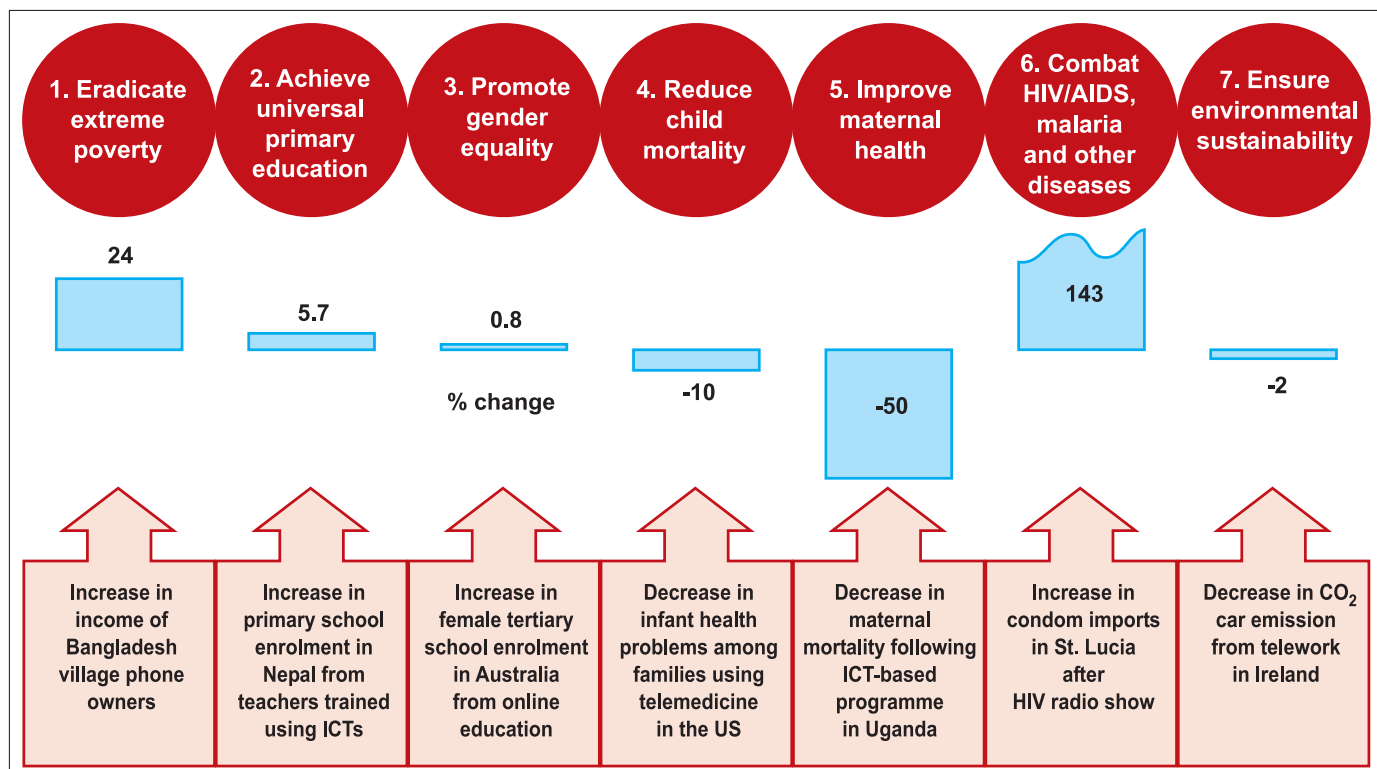
development and poverty reduction, nor obscure the role of more established information and communication technologies. However, they create new opportunities to expand the availability, exchange and impact of information and knowledge. [The chart below] provides examples of the role ICTs can play in achieving the International Development Targets.”

How much will it cost? Investment and the private sector

Just to increase the penetration of telephony and the Internet by even a single per cent will require huge investment. “It was estimated [in 2002] that reaching a fixed tele-density of two per cent by 2005 would require investments totalling about US\$8 billion into [African] telecommunications,” says the Rural ICT Toolkit for Africa prepared for infoDev by the African Connection and Intelcon Research.

To put this in context, Yoshio Utsumi said in his opening remarks at the ITU Plenipotentiary Meeting in Marrakesh (Morocco) that “1.5 million villages in the world still lack a basic telephone connection...[yet] the investment required is really not that great. These villages could be connected for less than the price paid for a third-generation mobile auction in developed countries that are already well-served.”

“However, the good news is that more than this is even now being invested every year in African telecommunications,” continues the Rural ICT Toolkit. “Two-thirds of this is accounted for by investment in mobile infrastructures. Whereas fixed networks and planned privatisations of some incumbent operators have floundered, mobile operators are investing massively in the continent and by the end of 2001



How ICTs impact the Millennium Development Goals

(Source: World Telecommunications Development Report 2003, ITU December 2003.)

had already achieved a penetration of almost three per cent of population, had outstripped fixed penetration and were growing at over 100% annually in half the countries.”

It is the private sector, then, which must come up with the money to invest in the roll-out of infrastructure which must be there to underpin any productivity and social gains. The eighth of the MDGs recognises this, saying that it is to be achieved in “cooperation with the private sector”, and also outlines the role for overseas development assistance (ODA). For the private sector, however, extending ICTs to rural or underserved African countries can often be less commercially attractive or encounter political, financial or economic investment risks which outweigh the benefits. The private sector means not just the corporate sector and foreign investors but—of particular significance in the Internet sector—also the small-scale entrepreneurs which comprise ninety per cent of the private sector in Africa. Consider the success of mobile: the sale of handsets has been driven by franchisees and distributors, and airtime sold by vendors selling pre-paid scratch cards or renting phones. Moreover, local and small-scale investors are not exposed to some of the potential risks which are accentuated for foreign investors, which must also contend with exchange rate fluctuations and export credit political risk insurance for example.

A key proposition made by Senegal and which was included for the main part in the WSIS Plan of Action was the Digital Solidarity Agenda, which proposed a Digital

Solidarity Fund. In the end, it was decided that a study into this would be completed into the viability of a new fund by the end of 2004, but the New Partnership for Africa’s Development (NEPAD) also provides a framework for financing regional projects within which national policies can be made. NEPAD has identified telecoms as one of the regional and continental infrastructure projects, and has included telecoms among its priority projects. An important theme conveyed in the wording of the Plan of Action is that in order to mobilise resources, developing countries need to take the initiative and create attractive markets for the private sector.

“UN goals are often dismissed as overly ambitious and rarely achieved,” says the UNDP Human Development Report 2003, “yet many goals have been achieved... [and] significant progress has been made on many other goals even though they were not fully achieved.” “Since the earliest days of the United Nations, its member governments have set global goals, with several recurring objectives. Ending colonialism was a major theme of the 1950s and 1960s. Accelerating economic growth and advancing other economic goals—such as employment, industrialisation and international assistance—were major themes of the first, second and third development decades (1960s, 1970s, 1980s). Goals for literacy, schooling, health, survival, and water and sanitation were set from the early 1960s into the 1990s, culminating in the 2000 Millennium Declaration.” ●

Table 4. The Digital Solidarity Agenda – Extract from the WSIS Plan of Action

(Source: WSIS Secretariat <http://www.itu.int/wsis>)

D1. Priorities and strategies

- a) National e-strategies should be made an integral part of national development plans, including Poverty Reduction Strategies.
- b) ICTs should be fully mainstreamed into strategies for Official Development Assistance (ODA) through more effective donor information-sharing and co-ordination, and through analysis and sharing of best practices and lessons learned from experience with ICT for development programmes.

D2. Mobilising resources

- a) All countries and international organisations should act to create conditions conducive to increasing the availability and effective mobilisation of resources for financing development as elaborated in the Monterrey Consensus.
- b) Developed countries should make concrete efforts to fulfil their international commitments to

financing development including the Monterrey Consensus, in which developed countries that have not done so are urged to make concrete efforts towards the target of 0.7% of gross national product (GNP) as ODA to developing countries and 0.15 to 0.20% of GNP of developed countries to least developed countries.

c) For those developing countries facing unsustainable debt burdens, we welcome initiatives that have been undertaken to reduce outstanding indebtedness and invite further national and international measures in that regard, including, as appropriate, debt cancellation and other arrangements. Particular attention should be given to enhancing the Heavily Indebted Poor Countries initiative. These initiatives would release more resources that may be used for financing ICT for development projects.

d) Recognising the potential of ICT for development we furthermore

advocate: i) developing countries to increase their efforts to attract major private national and foreign investments for ICTs through the creation of a transparent, stable and predictable enabling investment environment; ii) developed countries and international financial organisations to be responsive to the strategies and priorities of ICTs for development, mainstream ICTs in their work programmes, and assist developing countries and countries with economies in transition to prepare and implement their national e-strategies. Based on the priorities of national development plans and implementation of the above commitments, developed countries should increase their efforts to provide more financial resources to developing countries in harnessing ICTs for development; iii) the private sector to contribute to the implementation of this Digital Solidarity Agenda.

Human Resource Management and Development

Global Event (PDT Workshop)

6th - 10th October 2003, Malta

Human resource management and development are critical to the success of any ICT enterprise. This is particularly important for telecommunications businesses undergoing restructuring and dealing with competition at a time of technological, commercial and managerial change. In October 2003, the CTO organised a one-week workshop hosted by Maltacom, and attended by twenty-four delegates from nineteen member countries, on *Human Resource Management and Development*. Through a series of informative presentations and engaging group works that followed opening addresses and keynotes by Mr Anthony De Bono (Vice-Chairman of Council, CTO), Mr Stephen Muscat (Group CEO, Maltacom), Mr Joseph F.X. Zahra (Chairman, Maltacom) and Dr Ekwow Spio-Garbrah (CEO, CTO), key issues, including the role of HR in changing telecoms, HR strategies, building capacity and managing interfaces were explored in great detail by speakers who are experts in their respective fields. It is expected that delegates have gained up-to-date HR approaches in areas of strategic planning, communication, staff recruitment, retention and/or redeployment, skills development and management in the contexts of competition and strategic partnerships. ●



Participants at the Malta conference on Human Resource Management and Development, October 2003



The Malawi Honourable Minister of Information, Bernard Chisalé (second from right), at the Africa Account Management event, November 2003

Account Management

Africa (PDT Workshop)

17th - 21st November 2003, Malawi

The Honourable Minister of Information, Bernard Chisalé, officially opened the CTO's workshop on Account Management in Blantyre, Malawi, on 17th November 2003. This workshop, which was hosted by Malawi Telecom Ltd (MTL), is the first workshop that the CTO has ever held in Malawi and was the first time that the topic of "Account Management" has been covered in detail. With the continuing liberalisation of the Africa telecommunications market, many customers have, for the first time, a choice of supplier of telecommunications services. The large customers, often called "corporates", which in Malawi relate to the tobacco, tea and tourism industries provide a substantial income to service providers and, if not managed carefully, will migrate to new market entrants. The workshop, which focuses on creating virtual teams, account planning and qualification, and the role of account management within companies, was attended by eighteen delegates from eight countries in Africa. It includes a mixture of lectures, case studies and role play culminating in delegates working out an account development plan for each of their top five corporates so that when they return to their home countries, they can have an immediate impact by putting into practice what they have learnt. ●

Telecoms Business Simulation (Asia-Pacific)

Asia-Pacific (PDT Workshop)

27th - 31st October 2003 Colombo, Sri Lanka

In September 2003, the CTO conducted a Telecommunications Business Simulation (TBS) workshop in Colombo with Sri Lanka Telecom (SLT) as host. The week-long regional workshop was held at the Trans Asia Hotel and was attended by delegates from ten countries: Sri Lanka, Fiji, Mauritius, India, Maldives, Papua New Guinea, Vanuatu, Bhutan, Seychelles and Malaysia. TBS is a model developed by the CTO for member countries and is designed as a training exercise and learning experience for the managers in the telecommunications business. The main objective of this programme is to educate telecom operators of Commonwealth countries on how to deal with the market liberalisation and how to bring about necessary restructuring to organisations. This training programme, through scenario building, helps the regulators, the incumbents and the new entrants to find a common ground and an acceptable framework

to conduct the business in a healthy and competitive environment, adding more value to the customer. ●



Participants at the TBS in Sri Lanka, October 2003

Building Civil Society ICT Policy Capacity Latin America and the Caribbean (BDO Programme) 28th - 31st October 2003, Cartagena, Colombia

The CTO supported the Association for Progressive Communications (APC) in the delivery of a four-day *Information and Communications Technology (ICT) Policy and Civil Society Trainers* workshop last October in Colombia, where 44 delegates participated. This trainer workshop was the first of its kind in the Latin America and the Caribbean (LAC) region and brought together 45 civil society leaders engaged in ICT from around the world, including 21 from the LAC region. It aimed at building knowledge and expertise of civil society organisations to engage in ICT policy processes, particularly in the LAC region. By virtue of their proximity to communities and the grassroots, civil society organisations (CSOs) are best positioned to advocate for, and raise awareness on, the importance of ICTs for development. Equally important is the need for them to galvanise participation in the formulation and implementation of ICT policies and strategies at the national levels. ●

Telecom Sector Performance

Africa (BDO Programme)

19th - 21st November 2003, Johannesburg, South Africa

Nearly 30 regulators from 25 SADC and COMESA countries participated in the *Sector Performance* workshop held in Johannesburg in November 2003. The course was developed by the LINK Centre, following an 18-month discussion with the Development Bank of Southern Africa, the Telecommunications Regulators Association of Southern Africa (TRASA), the CTO and, in the latter stages, the newly formed Association of Regulators of ICT in East Africa (ARICEA). The workshop aimed to provide regulators with the skills to assess the performance of the telecommunications sector in their countries. The purpose of this workshop was to make regulators aware of the importance of data collection in the regulatory process and the utility of statistics in policy and regulatory decision-making and sector performance assessment, not only the performance of the national regulatory agency in terms of internal key performance indicators. It provided participants with sources of international data, ways of accruing local data and methods of extracting the most out of the limited data available. ●



Monitoring performance on the ground, a critical task for regulators

PHOTO: PAUL GONLON

Goulet Telecom International joins forces with the CTO to train Cable & Wireless Seychelles on Interconnection

By Michel Bruyère, General Manager, Goulet Telecom International



The implementation of fair and equitable interconnection arrangements is one of the key success factors in the improvement of telecommunications services in developing countries. However, the negotiation and the management of these arrangements have proven to be a major challenge for both national operators and regulators.

Goulet Telecom International and the CTO have joined their efforts in September 2003 to provide Cable & Wireless Seychelles with a two-week training programme on *Interconnection Agreements Negotiation and Management*.

This training programme, already attended by more than 300 telecommunications managers on the five continents, was aimed at providing managers and personnel responsible for negotiations of national and international interconnection agreements with the appropriate guidelines, business case approach and techniques to improve negotiation results and maximize revenues and savings derived from interconnection agreements, on a short- and long-term basis.

Goulet Telecom International is a Canadian company offering consulting and training services to telecommunications operators and regulators worldwide. In the last six years, its team of senior experts have assisted new and established companies in more than 30 countries, through customised training and consulting projects, many of these projects in close collaboration with the CTO.

Goulet Telecom International has become a Sector Member of the CTO in 2003 and is a strong believer of the benefits of being part of an organisation such as the CTO. Indeed, the CTO offers all its members the possibility to share the knowledge, business opportunities and cost-effective solutions required in the new telecommunications environment, and to contribute to the development and overall growth of telecommunications services in a cost-effective and efficient way.

The development of more equitable and competitive interconnection agreements is one key area where the joint efforts of the CTO and Goulet Telecom International can greatly contribute to the improvement of telecommunications services for all of the organisation's members.

Le CTO en faveur d'une croissance des financements par la voie du SMSI pour l'accès aux TIC dans les pays en voie de développement

Le CTO a fait rajouter sa voix au récent Sommet Mondial sur la Société de l'Information (SMSI) tenu du 10 au 12 décembre 2003 à Genève, à l'idée qui a été par la suite adoptée dans le Plan d'action, selon laquelle un plus grand effort doit être fait par la communauté mondiale afin de réduire la «fracture financière» qui accentue la fracture numérique.

Un document préparé par le CTO et soumis en son nom par des délégués lors des réunions du Comité Préparatoire du SMSI, soulignait le principal défi auquel fait face le financement d'accès rural et universel aux technologies de l'information et de la communication (TIC), à un moment où les financements significatifs des gouvernements, des agences multilatérales et du secteur privé pour une infrastructure de base de télécommunications se sont évaporés. «Nous sommes heureux que notre modeste contribution à ce débat épineux lors de PrepCom-3 ait trouvé tant de faveur parmi un grand nombre des délégués et que le Plan d'action final ait reconnu qu'il y avait un problème et ait reflété notre suggestion invitant le Secrétaire général de l'ONU à mettre sur pied un groupe pour l'examiner», observe aujourd'hui son directeur général, le Dr Ekwow Spio-Garbrah, à propos de cette initiative du CTO.

Le document du CTO argue du fait qu'en dépit de décennies d'investissement par les organismes internationaux et les gouvernements dans des projets de télécommunications de 1960 à 1995, l'avènement au début des années 90 de la libéralisation, la déréglementation, la concurrence, et l'intérêt grandissant du secteur privé pour les projets de TIC dans les pays en voie de développement, particulièrement les télécommunications, ont mené du milieu à la fin des années 90 à une baisse sensible dans

ce secteur des prêts avec concessions.

En effet, les gouvernements des pays en voie de développement se sont vus interdits toute ingérence directe dans ce secteur, à un moment où des régulateurs indépendants étaient établis, et l'Etat perçu comme acteur intéressé de par sa part financière dans les anciennes compagnies des postes, téléphone et télégraphe (PTT). Et même quand ces PTT ont été privatisées, les investisseurs étrangers n'ont souvent pris que de parts minoritaires, n'apportant que peu de capitaux additionnels pour diriger les anciennes PTT, autres que leur apport initial sous forme d'achat d'actions. Ces investissements initiaux au travers de «partenaires stratégiques» étrangers n'ont invariablement pas été utilisés pour développer une infrastructure additionnelle de télécommunications ou de TIC, mais ont été transférés par les ministères des finances dans d'autres secteurs de l'économie. Dans la plupart des pays en voie de développement, les nouveaux investisseurs étrangers des PTT, dans la majorité des cas, ont dépendu des institutions financières locales, des revenus normaux d'affaires, des revenus des communications internationales ainsi que des lignes de crédits des fournisseurs pour financer la croissance, plutôt que de capitaux étrangers frais et significatifs. Les institutions multilatérales, convaincues que le secteur privé financerait la croissance, ont promptement arrêté leurs prêts au secteur des télécommunications, qui, avec d'autres secteurs, avaient bénéficié les 30 à 40 années précédentes, de prêts avec concessions. Les marchés financiers internationaux, qui avaient montré un intérêt considérable pour le secteur des TIC pendant les années 90, grâce principalement à la croissance de l'Internet, ont perdu de leur cran dans la faillite des dot.coms, et se sont sauvés de leur premier flirt en masse

avec le secteur, leurs amour propre et bilans comptables meurtris. Selon le CTO, c'est ce retrait combiné des gouvernements, des établissements de financements multilatéraux, des marchés financiers et du secteur privé (autre que les secteurs mobiles et satellites dans quelques endroits géographiques préférés) qui a causé ce fossé de liquidités et la fracture financière qui à leur tour menacent de plonger la fracture numérique dans un véritable tourment. Ce retrait des institutions multilatérales a aidé à mettre fin aux prêts avec concessions au monde en voie de développement, élargissant exponentiellement par là l'espace entre les régions «numériquement riches» et celles «numériquement pauvres». En attendant, les Objectifs du Millénaire pour le développement et le Plan d'action du SMSI, tout comme de nombreux plans et programmes régionaux, continentaux et nationaux pour les TIC, invitent les pays en voie de développement à réaliser de très grands et ambitieux objectifs dans l'accès aux TIC. «C'est le défi du saut à la perche, sans la perche», dit le Dr Spio-Garbrah.

Le document du CTO a noté que dans l'ébauche du Plan d'action proposé pour adoption par les délégués au SMSI, la plus grande part de responsabilité de réduire la fracture numérique a été imposée aux services publics nationaux, ne remettant que des obligations beaucoup plus légères et moins mesurables aux autres parties. C'est par rapport à ce recul que le CTO a proposé qu'une attention sérieuse soit accordée lors des troisièmes réunions préparatoires (PrepCom-3) à un mécanisme de financement des TIC, tel que le Fonds de Solidarité Numérique. Un des pré-requis proposés par le CTO est que les gouvernements des pays en voie de développement s'engagent à contribuer à un tel fonds. Expliquant le

point de vue du CTO, le Dr Spio-Garbrah a ajouté qu'«On doit mettre fin à l'ère où les pays en voie de développement faisaient simplement des demandes, sous forme d'aide, aux bourses publiques des pays industrialisés. Dans le secteur des TIC, l'Etat dans la plupart des pays en voie de développement gagne maintenant un montant significatif d'argent tous les ans, de droits divers, permis et frais prélevés des opérateurs de TIC par les régulateurs de communications. Bien que que les lois diffèrent dans chaque pays quant à l'utilisation de ces fonds, il devrait être possible pour la majorité des pays en voie de développement de faire preuve de bonne foi dans leurs demandes d'un moyen mondial de financement des TIC, en contribuant à un tel fonds. C'est ce geste qui pourrait délier la bourse des pays industrialisés, des institutions multilatérales et bilatérales, ainsi que d'autres établissements privés.»

Le CTO croit qu'un partenariat réel entre les gouvernements, les institutions multilatérales et bilatérales, les fabricants et opérateurs du secteur privé, avec l'appui des fondations, des organisations non-gouvernementales et les organismes de la société civile dans le secteur des TIC, pourrait aider à mobiliser des garanties et un financement structurés, depuis les marchés financiers mondiaux vers des projets d'infrastructure de TIC à grande échelle dans le monde en voie de développement.

Dans le travail du groupe consultatif au prochain SMSI proposé par le CTO, l'accent devra être mis sur la constitution d'un moyen de financement comme un véritable partenariat entre plusieurs contributrices, impliquant l'engagement et les contributions de toutes les parties. Un tel groupe consultatif devrait tirer profit de l'appui et les garanties fournies par les services publics nationaux et organismes internationaux, des structures et compétences financières des banques multilatérales à travers le monde, ainsi des placements en actions des fabricants et opérateurs afin de mobiliser les capitaux des principaux marchés financiers où la plupart des fonds sont localisés. Car c'est en réduisant la fracture financière que le monde contribuera à combler le fossé numérique. ●

Le Directeur général présente la stratégie de croissance du CTO à des représentants diplomatiques au Royaume-Uni

Le Directeur général du CTO, le Dr Ekwow Spio-Garbrah, a effectué des visites de courtoisie chez les hauts commissaires du Commonwealth et autres ambassadeurs au Royaume-Uni. Le but principal de ces visites était de permettre au Dr Spio-Garbrah de se présenter à la communauté diplomatique et, aussi, de mieux comprendre les besoins et soucis des pays membres actuels et potentiels dans les domaines couverts par le mandat du CTO.

Ces réunions ont également permis au nouveau Directeur général d'expliquer aux hauts commissaires les changements récents dans la constitution du CTO qui ont été approuvés en novembre 2002. En raison de ces changements, le CTO propose maintenant des catégories d'adhésion différentes, notamment l'adhésion par pays et l'adhésion par secteurs. Les adhérents par secteur peuvent être des sociétés et autres organisations privées, les Etats non-membres du Commonwealth, ainsi que d'autres organismes de financements de développement et autres organismes de financements bilatéraux ou multilatéraux.

Les hauts commissaires et les ambassadeurs visités se sont félicités de l'initiative du nouveau Directeur général de les inviter et aussi de mieux comprendre l'état du secteur des technologies de l'information et de la communication dans leurs pays respectifs, ainsi que du potentiel d'échange entre le CTO et les Etats et organismes publics et privés de ces pays. ●

Moderniser le CTO: une nouvelle constitution pour le 21ème siècle

L'année 2003 a vu l'aboutissement d'un processus de trois ans de réforme et de modernisation de la constitution du CTO, pour l'adapter à la restructuration des télécommunications et du secteur des technologies de l'information et de la communication (TIC) qui a eu lieu ces dernières années. Comme la plupart des organismes internationaux des télécommunications et des TIC, le CTO a hérité d'une structure constitutionnelle dérivée du temps avant la restructuration de ces secteurs, où les télécommunications étaient dominées par des monopoles d'Etats. Son conseil d'administration a reconnu en 1999 que cette constitution demandait à être radicalement modifiée, afin de fournir à l'organisation des

méthodes plus efficaces de travail avec les nombreux et nouveaux acteurs dans ces secteurs, y compris nouveaux opérateurs privés fixes et mobiles, régulateurs, consommateurs, organismes de la société civile et le monde de l'Internet. En plus d'adapter l'organisation à la restructuration de ces secteurs, la préparation d'une nouvelle constitution a donné au CTO une occasion de mettre le rôle plus large des TIC au centre de son mandat. La nouvelle constitution a été développée sur une période de deux ans, au travers de longues consultations avec les pays membres et autres partenaires actuels et potentiels. Le Conseil du CTO a tenu une réunion spéciale à Londres en février 2002 pour adopter un

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document final, par la suite approuvé par les Etats membres, afin qu'il puisse entrer en vigueur à la réunion annuelle du Conseil en novembre de la même année. La nouvelle constitution a introduit quatre innovations principales dans la structure du CTO:

- elle a élargi la portée de l'organisation, des télécommunications aux TIC;

- elle a séparé les accords d'adhésions nationales des programmes, permettant des réductions dans les frais d'adhésion et l'obtention de financement direct pour chaque programme par les pays membres, les entreprises privées et les agences de développement;
- elle a établi un nouveau statut d'adhésion par secteur, permettant à

des entreprises (partenaires industriels) et à d'autres organismes (partenaires de développement) de jouer un rôle complet, à côté des gouvernements, dans le travail de l'organisation;

- et elle a établi un nouveau Comité de direction collaborant avec le Directeur et le Secrétariat entre réunions du Conseil. ●

STAFF UPDATE

New CEO for CTO



Dr. Ekwow Spio-Garbrah

Ekwow Spio-Garbrah, a Ghanaian national, was appointed in September 2003 by the Council as the new Chief Executive Officer of the CTO. Dr Spio-Garbrah succeeded Prof. David Souter, a British citizen, who left the organisation at the same time, after seven years in office.

Dr Spio-Garbrah is a former Minister of Communication and Acting Chairman of the National Communication Authority of the Republic of Ghana and one-time Ambassador of Ghana to the United States and Mexico.

He also served as Minister of Education, Minister responsible for Mines and Energy, and member of UNESCO's Executive Board in Paris. Prior to his appointments in the Ghanaian government, Dr Spio-Garbrah was Head of Communication of the Abidjan-based African Development Bank and an External Relations Officer of the International Finance Corporation in Washington, D.C. He worked earlier for Southwestern Bell Corporation and Hill and Knowlton, Inc., both of the U.S.A. ●

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