



Global Capacity Building Initiative for ICT Regulators (GCBI)

June 2009

Project Summary

The Global Capacity Building Initiative for ICT Regulators (GCBI) is a multi-stakeholder initiative, designed jointly by *infoDev*, ITU and the World Bank, and involving donors and private sector support, with the aim of addressing the challenges of creating an enabling ICT policy and regulatory environment. It will do this through a targeted, client-oriented capacity-building program for policy-makers and regulators from developing and least developed countries. The overall goal of the initiative is to create a sustainable capacity building framework that facilitates the development and transfer of knowledge to support regulatory reform and help governments in leveraging the role of the ICT sector as a key driver for economic and social development.

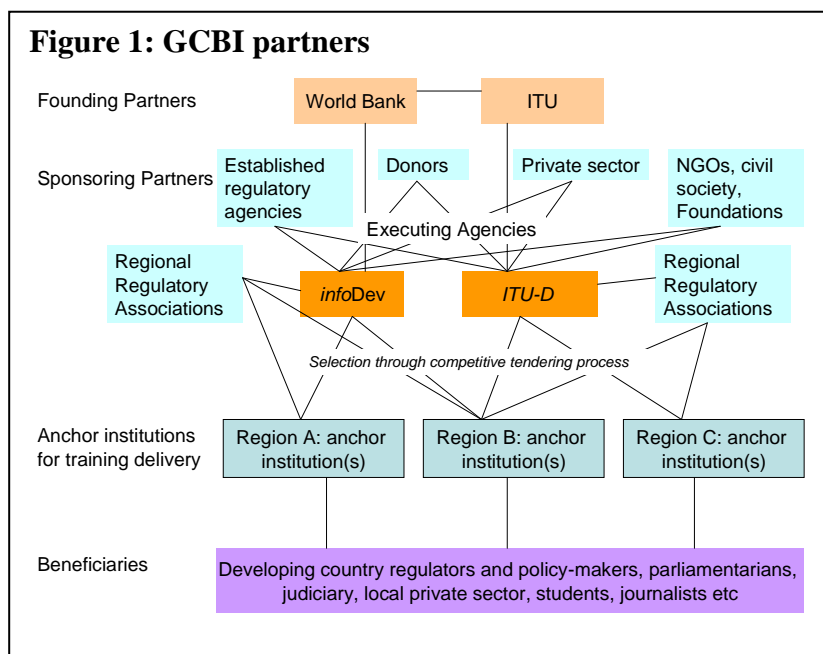
Project Description

The GCBI proposes to supplement current and ongoing capacity building support offered by a range of different institutions by focusing on mechanisms that ensure long term sustainability of the program. Some of these mechanisms will involve establishing partnerships with regional, national, and local training institutions to build up on their existing programs as well as to strengthen their training curriculum. A brief description is provided below and more detail is available on the [GCBI website](#).

The role of the different partners in the GCBI is illustrated in Figure 1. It is expected that *infoDev* and the ITU Development Sector will act as executing agencies on behalf of a number of sponsoring partners and will offer grants to regional anchor institutions – one or more per region – which will host training programmes on an annual basis.

The regional anchor institutions may partner with other organizations (e.g., universities or regulators in OECD countries) for the delivery of training, both online and face-to-face. Typically, the training will comprise four weeks per region per year, split between two weeks of basic regulatory training, which will be repeated annually and two weeks of more specialized topics, which will be rotated between regions.

The GCBI is intended as a multi-regional initiative and will be launched first in East Asia and the Pacific and in Sub-Saharan Africa, where *infoDev* will be the executing agency. ITU-D is expected to be the implementing agency in the Caribbean. The extension to other regions is planned, but will depend on the availability of donor funding and the assessment of the outcomes of the first phase.



The emphasis of the programme is on sustainability. It is expected that grants to the regional anchor institutions and trainers will be renewed at a lower level in years two and three, but thereafter the regional anchors are expected to maintain the training on a self-sustaining basis. The adoption of viable business plans for sustainability will be an important factor in the selection of regional anchor institutions and trainers, which will be conducted through a competitive tendering process.

The course material to be delivered will be based on the ICT Regulation Toolkit (www.ictregulationtoolkit.org), but with adaptation and incorporation of relevant regional case studies.

Program Workplan and Costing

The GCBI will initially be delivered on a timeframe of four years with three distinct phases:

- In the first phase of operation (18 months), the GCBI will be launched in two regions: **East Asia and the Pacific** and **Sub-Saharan Africa**.
- During the second phase (one year), two additional regions will be added: the **Caribbean** and **South and Central Asia**;
- During the third phase (18 months), three additional regions will be launched, covering **Latin America, Middle East and North Africa** and **Central and Southern Europe**.

The main phases are:

- Proof of concept, design of syllabus and call for proposals
- Selection of regional anchor institutions, design of course material
- Delivery of first basic course and specialized topic
- Delivery of second basic course and specialized topic; development of online learning platform
- Delivery of third basic course and specialized topic; monitoring and evaluation.

It is estimated that the total cost of the four-year period will amount to US\$2.25 million of which around US\$1 million will come from tuition fees and other income. In the event that the project should not expand beyond the initial two regions, the approximate funding requirement would be reduced to US\$1.1 million, of which around half could be raised through tuition fees. This modular structure is reflected in the indicative budget below.

Expected Outputs	Duration	Cost (in \$US)
1. Overall management of the GCBI, including partnership meetings and conduct of tendering process	2009-2012	200K, of which 150K in first 18 months
2. Grants to regional anchor institutions, starting with East Asia and the Pacific (EAP) and Sub-Saharan Africa (SSA)	2009-2012	520K, of which 220 K in EAP and SSA
3. Grants for development of materials and initial delivery of training	2009-2012	620K, of which 290 K in EAP and SSA
4. Other costs, including e-learning platform, fellowships, logistic costs and translation	2009-2012	910K, of which 250K in first 18 months
Total	2009-2012	2'250K, of which 550K in first 18 months
5. Tuition fee and other income	2009-2012	1'000 K, of which 150K in first 18 months
Total funding required (minus tuition fees)	2009-2012	1'250 K, of which 400K in the first 18 months

Program Indicators

The main indicators of the success of the GCBI will include:

- Timely launch in a progressively increasing number of regions (up to seven)
- Number of courses delivered in different regions (in principle 2 x 2 weeks per year per region)
- Number of students receiving training, both face-to-face and online
- Degree to which regional anchor institutions are able to raise revenues independently from the sponsoring partners (e.g., through tuition fees), and therefore to be sustainable once the initial funding runs out.

Implementation risks and mitigating measures

The main risk lies in a shortfall of funding from the sponsoring partners, which would mean that the GCBI could not be extended to all regions or would not run the full four years. This can be offset by a modular approach, with launches in different regions being phased in at different times, thus minimizing the start-up costs. It is expected that the demonstration effect of showing the GCBI in action in the first two regions will encourage interest in extending it to additional regions.

There is also a risk of overlap with other similar actions financed from elsewhere. This will require careful coordination among the partners and among donors. The GCBI is intended to complement, not replace, these existing initiatives (see gap analysis studies published as InfoDev Working Papers [#16](#) and [#18](#)).

Finally, there is a danger that the material presented might be inappropriate, outdated or “captured” by private interests. This is offset by the planned two-fold quality control and evaluation process. The executing agencies will oversee the competitive tendering process for the selection of regional anchor institutions and trainers while a specially-appointed quality review board will be established to oversee the teaching material to be delivered.