

Terms of reference: Host Organization for a Capacity-Building Initiative in ICT Policy and Regulation for Eastern Europe & Central Asia (ECA)

infoDev, a donor-funded ICT for development agency hosted by the World Bank, has formed a public/private partnership with the Ministry for Foreign Affairs of Finland and Nokia to undertake a joint program on *Creating Sustainable Businesses for the Knowledge Economy*, worth some €13 million, that will run from 2010 – 2012.

Through this request for expressions of interest (EOI), *infoDev* seeks to shortlist accredited organizations to act as a Host Organisation for the delivery of capacity-building activities in ICT Policy and Regulation in the Eastern Europe and Central Asia (ECA) region. Potential Host Organizations may include universities, training centers or a related research center. *infoDev* and its partners shall select a Host Organisation to receive a Grant worth US\$ 250'000 (in two tranches) to enable it to provide cutting-edge skills and knowledge to policy-makers, regulators and students from the region to enable them to respond to emerging market and technology developments in ICT, with a focus on broadband internet and mobile applications. This activity is undertaken as part of the broader program on “*Creating Sustainable Businesses in the Knowledge Economy*”.

The Host Organisation shall build sustained capacity on ICT policy-making and regulation with a particular focus on two target audiences: (1) Public officials and regulators working in the ICT sector from countries included in Eastern Europe and Central Asia (ECA) region; and (2) Students in existing academic programs in related fields of at least the university that hosts or is affiliated with the Host. The Host will work under the supervision of a Program Management Team (PMT) to deliver this program between July 2011 and December 2012.

The target countries for the delivery of training are: the South Caucasus (Armenia, Azerbaijan, Georgia), Western CIS (Belarus, Ukraine, Moldova), and the Central Asian Republics (Tajikistan, Uzbekistan, Turkmenistan, Kazakhstan, Kyrgyzstan). Countries from the elsewhere in the ECA region might be included in the program as additional funds become available.

To assist with this procurement process, a public website has been created to facilitate dialogue at www.ictregulatorytraining.wikispaces.org. Interested parties can post questions for answer on the site, and answers will be visible to all potential bidders.

1 Background

1.1 The *infoDev*/Finland/Nokia program

infoDev (www.infodev.org) is a research, capacity building and advisory program, coordinated and served by an expert Secretariat housed in the Finance and Private Sector Development (FPD) Vice Presidency and working closely with the ICT Sector Unit (ICT Unit) of the World Bank Group. *infoDev* helps developing countries and their international partners use innovation and information and communication technologies (ICT) effectively as tools for poverty reduction and sustainable social and economic development. *infoDev* is a thought leader in ICT policy and technology-enabled small business incubation.

From 2010-2012, *infoDev* is implementing a program entitled “*Creating Sustainable Businesses in the Knowledge Economy*.” The overarching goal of the program is to increase the productive capacity of SMEs in

developing countries to compete effectively in today's global knowledge economy and contribute to sustainable development.

This program, jointly organized by *infoDev*, the Government of Finland and Nokia, will undertake a range of activities that aim to encourage innovation and competitiveness among SMEs in the ICT and agribusiness sectors in particular. These terms of reference (ToR) is for one of the various consultancies supporting the implementation of the Program. In particular, the Capacity Building Initiative is expected to support two of the other activities of the program on broadband competitiveness and mobile applications, as described below.

1.2 The Broadband Competitiveness Program

This Program aims to support improved broadband connectivity in the ECA region with a focus on access to and adoption of broadband services by small and medium enterprises (SMEs). Countries in the Western CIS, the South Caucasus, and especially Central Asia generally lag in the provision of broadband services. This lag equates to lost economic and social development opportunities in terms of private investment, job creation, and service exports.

Efforts in this Program focus on SMEs as a source of demand for high quality and affordable broadband services in the region. SMEs are typically the most numerous part of private sector in these countries, but they often lack understanding of broadband and its impact or cannot afford it. Less expensive and higher quality broadband services, with good international connectivity, could improve SMEs' prospects for cross-border trade in new markets and for exploiting the growing business process outsourcing (BPO) and IT-enabled services (ITES) markets.

Consequently, governments will need to address three complementary factors:

- Policy or regulatory impediments to the development of broadband markets;
- Limited competition in the regional connectivity backbone market; and
- Demand facilitation for broadband with a focus on SMEs.

For more information on the Broadband Competitiveness Program, see:

<http://www.infodev.org/en/Project.121.html>.

1.3 The Mobile Applications program

In addition to the work on enhancing broadband competitiveness in the ECA region, the *Creating Sustainable Businesses* program is also working to enhance the development of mobile applications in the region with the two-fold aim of stimulating the industry (for instance, by nurturing new firms and training new developers) and of developing applications that will contribute more generally to economic, social and cultural development within the region.

Two specific activities related to Mobile Applications are supported in the region:

- Establishing a regional mobile applications lab (mLab) to provide training to developers throughout the region and to incubate new firms and to accelerate the growth of existing firms in the mobile applications space. Through a competitive tendering process, the Enterprise Incubation Foundation (EIF) in Armenia has been awarded a grant to host the regional mLab and other smaller grants will be made to sponsor training courses elsewhere in the region.

- Supporting mobile social networking activities in different cities of the region to support collaboration between developers, regulators, operators and manufacturers, based on the model developed by *Mobile Monday*. To date, grants have been awarded for mobile social networking activities in Baku (Azerbaijan), Chisinau (Moldova) and Tbilisi (Georgia).

For more information on the Mobile Applications Program, see:

<http://www.infodev.org/en/Project.116.html>.

1.4 World Bank ICT Sector Priorities in the ECA region

Information and Communication Technologies (ICTs) play a key role in development and economic growth. But ICT development cannot be limited to increasing access alone. To effect the most positive change, the development community must also focus on leveraging ICT's power to transform economies. The World Bank Group (WBG) is currently developing a new ICT Sector strategy (see: <http://go.worldbank.org/NB9W9SEFC0>) that better incorporates ICT's transformational power into its work. The strategy will take a cross-sectoral approach that focuses on three pillars:

- **Connect** – Expand affordable access to voice, high-speed Internet, and information and media networks;
- **Innovate** – Use ICT for innovation across the economy and promote the growth of IT-Based service industries; and
- **Transform** – Support ICT applications to transform efficiency and accountability of services for increased development results.

Within the ECA region, World Bank ICT Sector activities include:

- In the Republic of Armenia, a US\$24m loan to implement an e-Society and Innovation for Competitiveness program;
- In the Republic of Moldova, a US\$20m loan is proposed for the Moldova Governance eTransformation Project;
- Advisory and technical assistance activities in Kazakhstan and Albania.

These activities include capacity building in ICT policy and regulation.

In addition, the World Bank group continues to work closely with the International Telecommunication Union (ITU) and the European Bank for Reconstruction and Development (EBRD), both of which are also active in capacity-building in the region. Both ITU and EBRD are acting as peer reviewers for this project.

2. The Regional Capacity Building Initiative

The Capacity Building Initiative (CBI) for the ECA region is a critical component within the larger program on *Creating Sustainable Businesses*. The CBI aims to develop sustainable capacity among existing and future ICT policymakers, regulators, and other industry participants to design, implement, and enforce innovative and high-quality policy and regulation related to the ICT sector. The CBI will initially focus on supporting the enabling ICT policy and regulatory environment for supporting improved performance of telecommunications markets, especially in the areas of broadband and mobile applications. Over time, the

initiative should 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 ICT as a key driver for economic and social development.

This regional activity for ECA is also part of a longer-term plan to establish capacity-building initiatives in all developing regions (see: http://www.ictregulationtoolkit.org/en/Page.GCBI_Summary.html). Activities have already started in the Pacific where a Pacific Regulatory Resource Centre is planned to be hosted by the University of the South Pacific in Fiji.

1.5 Scope of the Host Organization's work

The Host shall implement two streams of capacity-building programs and undertake supporting activities as shown below:

1.5.1 Stream 1: Training for public officials and regulators

This stream will include high-quality training aimed at those involved in the design, implementation, and enforcement of ICT policy and regulation. The “Beneficiaries” will primarily be staff of regulatory agencies and policy-making departments of government from the local region, but they may also include parliamentarians and their advisers, members of the judiciary, and other public officials.

Through this stream, the Host shall deliver eight high-quality workshops focused on broadband competitiveness, mobile applications and related topics to build knowledge and implementation capacity of public officials. Four of these workshops should be basic training, covering introductory and intermediate level topics in broadband policy and regulation. Four of these workshops should be advanced training, designed to address specific and highly specialized needs or emerging developments.¹

Typically, the workshops would be for 2-3 days each. Ideally, the workshops should be offered in more than one country of the target countries of the region, and should be advertised throughout the region. This may be achieved, for instance, through twinning arrangements among universities or similar bodies within the region. Each workshop would be conducted for an average number of 15 participants. Training shall be offered in English, with reasonable accommodations for other languages.

The courses shall be available to target beneficiaries within the region as defined above, who would receive the training on a free-of-charge basis. The Host may also include other interested parties, who may receive the training on a fee-paying basis. Fee-paying participants might include, for instance, representatives from private companies, or from countries outside the target countries of the region.

1.5.2 Stream 2: ICT policy skills development for students

This stream will include the design and execution of a formal skills development program, as part of a longer academic course. This will be delivered through academic coursework and supporting activities (e.g. internship programs, online training) on general ICT policy and regulation for students enrolled in formal education programs at the hosting or affiliated university of the Host. This activity shall also include appropriate training for university instructors and the sourcing of industry experts to deliver high quality training to students.

¹ Topics for the advanced training will be discussed in advance with regulators in target regions and the precise themes will be selected on the basis of bottom-up approach. New topics to meet the needs expressed by regulators and policy-makers may also be added.

The Host shall mainstream these core and follow-up skills development program into the regular academic programs of the University. For this, the Host shall deliver formal academic training either as an academic course for at least one academic term or as a stand-alone certificate program. In either case, the Host shall award appropriate academic credit—based on standard evaluation practices—to the students participating in these programs. The syllabi for the skills development program and processes of evaluation shall be approved by the PMT based on the proposal of the Host.

As part of the funding for the program, it is proposed that a small number of free or assisted places be offered to students (according to the scholarship scheme developed by the Host), but the course should also be accessible on a fee-paying basis. The Host should include training to University faculty and instructors and source trainers and industry experts to deliver this high-quality academic training to students. Coursework will be delivered in a combination of English and the language of the University's regular instruction.

1.5.3 Costs of training for the Beneficiaries

The Host should make proposals on how to minimize the costs for travel and accommodation, for instance by holding training courses as a residential centre, by holding them in more than one country, or by showing additional sources of sponsorship.

1.5.4 Partnership and Twinning with other organizations

For both of the work-streams defined above—short courses for public officials and regulators, and longer courses for students—the Host shall consider twinning arrangements with other similar organizations in different countries. In evaluating the selection, evidence of partnership and twinning arrangements will be an important criterion.

Two types of twinning arrangement might be recognized:

- Partnerships with other similar organizations (e.g. universities, research centers) in other target countries of the region, for the purpose of being able to deliver courses in multiple countries of the region;
- Partnerships with other universities and training centers globally that offer ICT policy and regulation training. The purpose here would be able to draw upon trainers, coursework and training materials. Examples of such organizations include PURC (Public Utility Research Centre), LIRNEasia, Research ICT Africa, Indian Institute of Management, University of Delft, University of Colorado, University of Westminster etc.

1.5.5 Supporting activities

The Host shall undertake relevant activities to support the one or preferably both of the two work streams of the capacity building program described above. Specifically, the Host shall:

- Develop and publish syllabi and curricula, course and training material online;
- Advertise, register students and deliver the courses, including through twinning arrangements as discussed above;
- Create appropriate public knowledge resources to support training programs;
- Foster communities of practice through social media and other resources among participants;
- Provide mentorship and follow-up support depending on the availability of resources; and

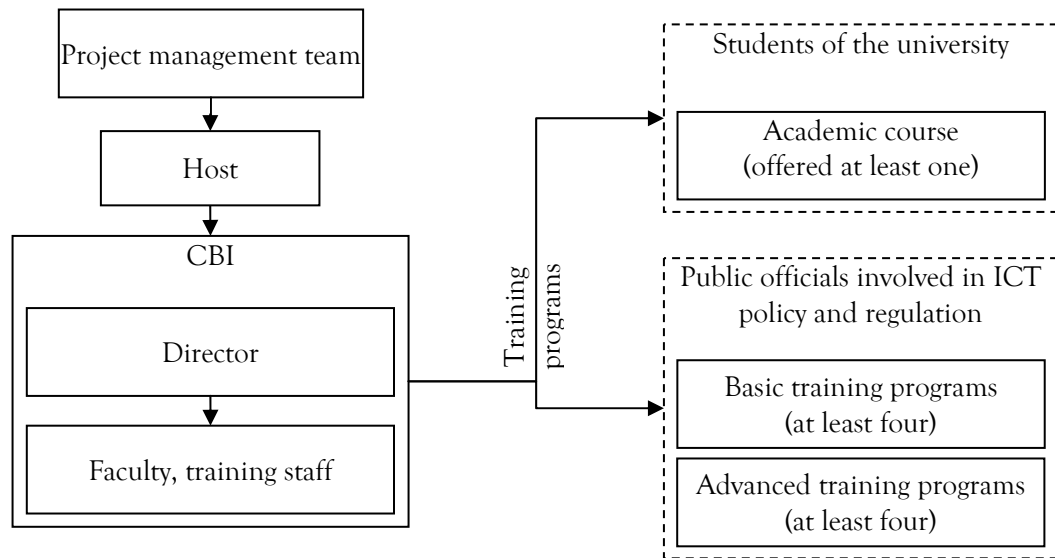
- Build networks among universities, policy research institutes, telecommunications companies, and other stakeholders to support the CBI.

1.6 Organization of the CBI

The Host shall ideally be part of a university or be a research or training center affiliated² with a university. The hosting/affiliated university ('University') shall be internationally recognized, appropriately accredited by the local and any regional agencies, and have academic programs with registered students in at least Bachelor degree-equivalent programs.

Through the CBI, the Host shall establish and manage a Capacity Building Initiative ('Initiative') to design and deliver high quality training programs as defined in 1.5 above. The Initiative is likely to be related to an existing centre, or may be newly created for the purpose. It shall have an appropriate mix of associated faculty, trainers, and other experts that are qualified to provide required training and teaching services. A Director for the Initiative, identified by the Host shall be responsible for the overall management and operation of the CBI. The organization of the CBI is represented in Figure 1.

Figure 1: Organization of the CBI



1.7 Principles

In the establishment, operation, and management of the CBI, the Host shall:

- Engage with the widest possible range of stakeholders relevant to ICT policy and regulation;
- Ensure political and vendor neutrality in the knowledge and training provided;
- Ensure that substantive and administrative practices promote ethical and public-spirited behavior;
- Update and modify the curriculum—with the approval of the project management team (PMT)—to reflect international best practices and market developments;
- Generate and disseminate high quality knowledge and skills that promote innovative thinking;

² Examples of affiliated centers are ICT policy research centers, public policy research or training centers, a continuing or professional education program, or a program within a university department or school.

- Minimize the costs of training for all potential beneficiaries;
- Share all knowledge resources generated openly to any interested entity; and
- Seek to become sustainable.

2 Tasks to be completed

The Host shall:

2.1 Establish and manage the CBI in a sustainable manner

- Provide a qualified Director for the CBI, on a part- or full-time basis. The Director shall:
 - Lead the establishment, management, and external relationships of the CBI with countries, public agencies, and other organizations wishing to use the services of the CBI, with multilateral and bilateral donor agencies, and with international and regional organizations concerned with ICT and telecommunications policy;
 - Be accountable for the development of the annual work program and business plan in consultation with the Host and the PMT. The Host will also be accountable for the delivery of that work program and the overall achievement by the CBI of its objectives; and
 - Setup a physical presence and office, preferably within the existing facilities of the University;
 - Seek additional sources of funding to ensure the longer term sustainability of the CBI.
- Create promotional materials using a combination of print, online, and social media tools that reach a range of potential beneficiaries for both streams of work as defined in section # 0 above;
- Setup effective administrative and operational systems for the CBI, including an appropriate system for monitoring and evaluating the delivery of training;
- Develop, maintain, and update a website providing information concerning ICT and telecommunications reform and the lessons to be learnt from reform experiences in the region and elsewhere;
- Create online resources and tools to support activities and foster communities of practice among practitioners;
- Develop a roster of experts and arbitrators suitable to invite for training programs;
- Liaise with regional organizations and development partners concerned with ICT and telecommunications reform in the ECA region, notably with the EBRD;
- Create a sustainable business model for the CBI through a combination of grant funding, donor or government support, private sector sponsorships, and training fees.

2.2 Undertake a capacity building needs assessment and strategy development

- Undertake a diagnostic to identify subject areas in which public officials require capacity building training, focusing on broadband telecommunications and mobile applications;
- Undertake a quick diagnostic to identify how academic programs for students could better fit with the needs of private and public sector agencies;
- Design a specific, action-oriented strategy to respond to the results of the abovementioned diagnostics, serve as a framework for capacity building activities of the CBI, and help identify subject areas, training delivery mechanisms, and course material needs to respond to capacity building needs identified in the abovementioned diagnostics.

2.3 Develop required training content

- Undertake the development and preparation of training material and case studies to respond to the findings and plans defined in 2.2, for review by the PMT based on:
 - The *infoDev*-World Bank broadband strategies toolkit (forthcoming), the ITU/*infoDev* ICT Regulation Toolkit, the IFC SME Toolkit and other similar resources,
 - Partnerships and twinning arrangements with other interested organizations, as outlined in 2.1.3 above;
 - Discussions with regional, international, and civil society organizations as applicable,
 - Discussions with topic experts, and
 - Available academic and industry resources that reflect international best practices;
- Develop an information base of training material (e.g. slides, training materials, sample exam questions), and making this available online via the CBI website;
- Develop a syllabus for a course that awards academic credit to registered students. The Toolkit material and practice notes could be used as background resources and converted to teaching curricula following a well-structured syllabus, with an extensive reading list and relevant case studies. As a reference, the Host can analyze similar courses offered at other universities (e.g. University of Colorado,³ Michigan State University,⁴ Syracuse University,⁵ University of Southern California⁶, University of Delft TopTech⁷, University of Westminster⁸, University of Warwick⁹ etc) ; and
- Supplement, amend, and update content to address emerging market and technological developments and the needs of beneficiaries.

2.4 Deliver training programs

- Advertise the trainings for public officials and appropriately advise students;
- Conduct appropriate admissions or selection processes to sign up participants;
- Deliver the basic and advanced training for public officials as:
 - At least four basic training programs according to the course structure and syllabus approved with the PMT;
 - At least four advanced training programs on topics agreed with the PMT;
- Deliver the academic course for University students for at least one academic term or as a stand-alone Certificate program.

2.5 Support the Creating Sustainable Businesses program

- Directly assist the PMT and associated consultants in organizing workshops to support other activities in the wider program on *Creating Sustainable Businesses*, notably on broadband competitiveness and mobile applications. This will also serve as a means to build visibility of the CBI across the region and could be an opportunity for trainees and students to participate;

³ <http://telecom.colorado.edu/degrees-certificates/certificates/telecom-policy>

⁴ <http://tc.msu.edu/information-policy-and-society>

⁵ <http://ischool.syr.edu/academics/graduate/msirm/telecommunication.aspx>

⁶ <http://cclp.usc.edu/>

⁷ http://www.delft-toptech.nl/en/index.php?option=com_content&task=view&id=12&Itemid=26

⁸ <http://www.westminster.ac.uk/schools/media/postgraduate/ma-communications-policy>

⁹ http://www2.warwick.ac.uk/fac/arts/theatre_s/cp/study/globalmedia/

- Support technical assistance activities in the *Creating Sustainable Businesses* program to build an initial corpus of course material including on transaction, legal, and other documents.

3 Sustainability

The contract specified through these terms of reference will continue between July 2011 and December 2012 approximately. The PMT seeks to create a regional CBI that becomes a sustainable after this contract will end. Hence, one of the criteria by which the Host will be evaluated will be the ability to propose sustainable business models that will ensure that the CBI sustains beyond the initial funding.

For this, the CBI shall undertake efforts to create a sustainable business model through any combination of the following activities:

- For-fee training programs;
- Grant applications to foundations, government agencies, donors, etc.;
- Organization of conferences, symposia, and other events for knowledge dissemination;
- Sponsorship from public and/or private sector entities as long as this does not prejudice the neutrality of the agency;
- Financial transfers and support from the University.

In submitting a bid, potential host organizations should indicate the level of funding they are seeking from *infoDev*, and how this would be used, as part of an overall budget for setting up and running the CBI. They should also indicate how the activities of the organization may continue beyond December 2012, following the completion of the grant-assisted phase. This assessment might include, for instance, funding from other donor sources or from central university funds.

4 Quality Assurance

Quality assurance will take two forms:

- Review of all documents, including deliverables, syllabi, and course material by the PMT or its designates;
- Collection of feedback and evaluation forms from the participants of the various training programs delivered by the Host, and provision of the summary of such feedback and evaluation to the PMT at the end of every training course.

5 Deliverables and reporting

The Host is responsible for the following deliverables:

- Inception report: Including survey and needs assessment, proposed curricula, and a timetable for future workshops and courses.
- Project final report including monitoring and evaluation results.
- Workshops
 - Basic or General (minimum 4)
 - Advanced or Specific (minimum 4)
- Academic coursework delivery
 - Either formal or certificate, delivered at least once
 - Training of teachers, inclusion of experts

- Knowledge resources: Created in conjunction with the training program.

The Host shall work under the supervision of the PMT. The PMT includes the *infoDev* Program Manager, a Task Team Leader (TTL), the Program Coordinator, a Program Analyst and a local consultant in the region. In addition, the other staff of *infoDev* and the ICT Unit, including ICT policy specialists, communications, financial management, administrative, operations, and procurement specialists, will assist the team. The Host shall also work in coordination with other individuals and firms who will be separately hired as consultants to implement the *Creating Sustainable Businesses* program.

Where appropriate, draft versions of written materials will be submitted electronically and successive versions will be marked to show changes.

6 Qualifications and evaluation criteria

The Host shall possess the following minimum qualifications:

- Be physically located in the target countries, or have partners located in one or more of the target countries. The target countries are: the South Caucasus (Armenia, Azerbaijan, Georgia), Western CIS (Belarus, Ukraine, Moldova), and the Central Asian Republics (Tajikistan, Uzbekistan, Turkmenistan, Kazakhstan, Kyrgyzstan).
- Be affiliated with, or hosted by, a University that is accredited by the relevant national and/or regional authorities to offer academic courses leading to at least a Bachelor’s degree or equivalent;
- Appoint a Director who shall have at least ten years experience in fields related to capacity building, delivery or management of educational programs, program management, telecommunications regulation or policymaking. Please note that the Director would be an employee of the CBI, not of the World Bank or *infoDev*;
- Offer a physical location that is suitable for the delivery of training and is available for the purposes. It would be an advantage also to have residential accommodation nearby.
- Have high quality trainers who could include a mix of University faculty, researchers, industry experts and external or visiting experts who have appropriate qualifications and demonstrated experience in the theory and practice of ICT policy and regulation and specifically broadband telecommunications and mobile applications.

The Host will be selected through a competitive process according to the following indicative evaluation criteria:

Evaluation criteria	Weight in score
Qualifications of proposed CBI Director, and of other affiliated trainers and faculty	20%
Proposal on partnerships and twinning arrangements, within and outside the region	20%
Proposal on curricula for training programs and understanding of the subject matter	20%
Availability of suitable premises for delivery of the training courses	20%
Proposal to ensure sustainability for the CBI after the contract ends	20%
<i>Total</i>	<i>100%</i>

7 Procurement process, Grant, payment, and delivery schedule

An initial call for expressions of interest (EOI) has been launched on the *infoDev* website (www.infodev.org) on 4 April 2011 with a closing date of 13 May 2011. To respond to the call for EOI, please send a profile of your organisation and a covering letter by email to Siddhartha Raja, sraja2@worldbank.org, with a copy to info@infodev.org, **no later than 11.59 pm EST on May 13, 2011**. Please include "EOI ECA Capacity Building Initiative" in the subject line. Thereafter a number of organizations will be shortlisted and invited to submit a more detailed request for proposals (RFP), including a detailed questionnaire. A final decision is expected by late summer 2011, and thereafter a grant award will be made.

infoDev will provide a grant of US\$250,000 (Two hundred and fifty thousand dollars) to the Host for the activities described within this ToR.

This grant will be provided in two tranches:

- (1) US\$150,000 on the delivery of the inception report by or before September 30, 2011; and
- (2) US\$100,000 on the completion of the first two basic and first two advanced training by or before June 29, 2012, and subject to approval from the Project Management Team.

To assist with the procurement process, a public website has been created to facilitate dialogue at www.ictregulatorytraining.wikispaces.org. Interested parties can post questions for answer on the site, and answers will be visible to all potential bidders.