Commonwealth Telecommunications Organisation

Strategic Plan for 2012/13 – 2015/16

Emancipating, Enriching, Equalising and Empowering through the use of ICTs

1. Introduction

The CTO is an international organisation committed to supporting its members in using information and communication technologies (ICTs) appropriately and effectively for development (ICT4D). During this Strategic Plan period (2012/13 – 2015/16) the CTO's activities will be focused around delivering five main interlinked outputs:

1. Vibrant CTO membership committed to its vision
2. Enhanced ICT4D capacity development amongst members
3. More effective multi-stakeholder ICT4D partnerships operating in Commonwealth countries
4. Greater engagement by the private sector in ICT4D initiatives in Commonwealth countries
5. CTO as thought-leader in 6 niche areas of expertise

Underlying all of these, a sixth crucial element of the plan is to have a robust CTO Secretariat capable of delivering transparently and professionally on the needs of its members.

The Plan should be read in conjunction with the attached logframe, which provides a schematic overview that includes suggested targets, assumptions and monitoring methods. This narrative uses the logframe structure of Overall Goal, Purpose and Outcome, Outputs and Activities, for each of which there are Targets, Means of Verification, Risks and Assumptions.

2. Approach

This plan builds on existing CTO strategies and Council recommendations, supported by the following consultations:
- Online survey of all members of the Secretariat undertaken in September 2011
- Informal consultations by individual CTO managers with members and other stakeholders during October and November 2011
- Online survey of 123 members conducted in November 2011
- Online survey of 583 possible stakeholders (recommended by members of the Secretariat) conducted in November 2011

The plan was presented to the CTO's Executive Committee in February 2012, and was approved by Council at its meeting in Gaborone on 8th March 2012.

3. The CTO's fundamental purpose and ultimate goal

The CTO is an international organisation geared primarily to delivering the ICT4D needs of its members in ways that are innovative and represent good value for money.

3.1 The CTO's purpose and outcome

Building on the CTO's existing vision, the fundamental purpose of the CTO during the plan period can be expressed in terms of the following outcome that will be achieved by the end of the Plan period:

- *The CTO as an innovative and thriving membership body supporting its members and partners in the Commonwealth and beyond in using ICTs effectively and appropriately for development.*

In formulating this intended outcome, it should be emphasised that the CTO adopts a wide-ranging definition of ICTs that includes the hardware and software associated with computers, broadcast media, mobile devices, and the Internet.

It should also be emphasised that the CTO adopts a broad definition of 'Development'. While recognising the current hegemonic approach to development, which sees it largely as economic growth, it is crucial to recognise that the CTO also supports the use of ICTs to deliver social, cultural and political dimensions of development. To this end, the CTO's approach can be summarised as encapsulating the four 'e-s' of emancipating, enriching, equalising and empowering (which could equally be depicted as e-mancipating, e-nriching, e-qualising and e-mpowering). It should also be emphasised that the CTO sees 'development' as something that is relevant to all countries of the Commonwealth.

Another important issue that this purpose and outcome raises is the breadth of remit in terms of the CTO's geographical coverage. The Commonwealth provides the core focus for the CTO's activities, but the organisation welcomes involvement from governments, companies and organisations beyond the Commonwealth who wish to share in its vision and activities.

3.2 Ultimate Goal

If the CTO achieves this aim, and members and partners do indeed choose to use ICTs in ways recommended and supported by the CTO, then the following overall goal will be achieved:

- *Development objectives in Commonwealth countries are delivered effectively through the use of ICTs*

The ultimate goals and purpose of the CTO are thus to be seen in terms of the wider contribution that its work makes to the betterment of society. This is as important in the richer countries of the Commonwealth as it is in the poorer ones. The CTO is committed to ensuring that ICTs can indeed be used effectively for the betterment of the lives of everyone living within the Commonwealth.

3.3 What is the CTO? Mission and Vision

- *The CTO is the oldest and largest Commonwealth organisation in the field of Information and Communication Technologies (ICTs), and uses its experience and expertise to support members in using ICTs to deliver effective development interventions that enrich, empower, and emancipate all peoples within the Commonwealth and beyond*.

This statement forms the basis for all of the CTO's external communication strategy.

The organisation's mission is:

- *To promote, facilitate and guide members in using ICTs to deliver effective development interventions*

The CTO recognises that there are several other ICT initiatives within the Commonwealth, and it seeks to differentiate itself clearly from these. As the largest and longest established such organisation, it will work collaboratively with other Commonwealth bodies to build mutually beneficial synergies in the interests of its members. The CTO has a key role to play in leading ICT4D initiatives across the Commonwealth, and it is committed to working together with other Commonwealth entities to reduce overlap and replication of activities. The CTO welcomes the opportunity to offer Secretariat support to various Commonwealth ICT initiatives that reflect the needs and interests of its members.

Key elements that are central to the CTO's ambition are ICTs for development, an engaged membership and the fact that it is an international organisation. As a working vision statement, the CTO therefore aspires

- *To be the preferred partner organisation for governments, the private sector and civil society in delivering effective ICTs for development (ICT4D) in the Commonwealth and beyond.*

4. The CTO's core outputs and activities during the plan period

The fundamental emphasis of the CTO during this plan period is to focus on delivering value for money services for its members. The three existing divisions (Research and Consultancy; Capacity Development and Training (CDT); and Events) will be retained within an Operational Department. These will be supplemented by a Membership Department and an Administration Department.

The plan is built on five main outputs that contribute directly to the overall purpose of the CTO in assisting member countries:
1. Vibrant CTO membership committed to its vision
2. Enhanced ICT4D capacity development amongst members
3. More effective multi-stakeholder ICT4D partnerships operating in Commonwealth countries
4. Greater engagement by the private sector in ICT4D initiatives in Commonwealth countries
5. The CTO as thought-leader in 6 niche areas of expertise

Underlying all of these, a sixth crucial element of the plan is to have a robust CTO Secretariat capable of delivering on the needs of its members

Each of these is summarised in more detail below, together with an account of some of the issues to which they give rise and the activities involved.

4.1 Vibrant CTO membership

At the heart of this Strategic Plan is a determination to make the CTO a vibrant membership organisation. A new Department focusing explicitly on Membership, combined with communications and sales, will be created. One of its first actions will be to review all existing membership and partnership agreements in the light of the requirements of this plan, and to establish a new set of Memoranda of Understanding with each entity, clearly indicating the value for money benefits of membership

The intention is ultimately to appoint specific staff to manage the service relationship with groups of members, either divided into regional or sectoral groupings, although at present insufficient funding precludes both options. Currently, the CTO's 'Ambassadorial' scheme provides one way through which the organisation gains regional understanding of members' requirements, but there is a lack of clarity about the roles of ambassadors, and this system will be refocused better to utilise their expertise and regional knowledge.

Four key activities have been identified under this heading:

4.1.1 Creation of clear stakeholder framework that attracts new members and partners to the CTO and retains existing members (including MoUs)

It is of the utmost importance that the CTO has in place a clear, readily understood and transparent framework that illustrates the value for money benefits that it provides. Annex 1 represents an initial set of recommendations for this framework, and this will be developed further over time.

There is an important distinction between the CTO's members and partners: members are those organisations that pay membership fees; partners are those with whom the CTO will work to deliver particular outputs (such as research, events or training activities). In both instances there will be clear memoranda of understanding (or equivalent) upon which the relationships will be based. Moreover, before any organisation is accepted as a member or partner, a full due diligence enquiry will be undertaken that will also respect a clear ethical framework.

The membership structure of the CTO's Capacity Development and Training division will be reviewed during the first year of the plan (see also Section 4.2.1). However, it is envisaged that in future such membership will be an addition to the basic membership of the CTO. Members can also sponsor particular activities in which the CTO is engaged. The new membership package will clearly show various options for members that will include a range of offerings as depicted in the Table below:

Base model	+CDT	+sponsorship	+ both
• Membership[1]	• Membership • CDT	• Membership • Conference sponsorship	• Membership • CDT • Conference sponsorship

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[1] Includes Full Member Country and ICT Sector Membership

Members

The CTO undertook a comprehensive analysis of membership fees across cognate organisations in 2009, and there is no intention substantially to revisit this. However, it resulted in an overly complex structure, and included several very low annual fees (as low as £500). Such fees do not even fully cover the costs of administering the membership. This plan therefore recommends:
- Simplifying the member fee structure
- Deleting the lower categories of membership
- Encouraging those who had previously paid low membership fees, either to sponsor particular events at the same level of fees they had previously paid, or to pay the new higher membership fees.

The CTO also greatly values in-kind contributions that members and partners make to its activities, and these will be included more formally within the membership framework.

The minimum membership fee for 2012-13 will be set at £5000. Should organisations wish to work with the CTO for any amount less than this, they will be encouraged either to pay this fee, or contribute in some way as a sponsor for one of the events, for which the minimum rate will be £2500.

Precise membership benefits are outlined in Annex 1, differentiated by the type of member: country, regulator, private sector (including operators), civil society organisations, and international organisations. This framework is designed to be clearer and simpler to understand, with membership as follows:

- *Full Member Countries* – are those countries in the Commonwealth who have expressed a wish so to be designated, and have confirmed this by payment of an annual fee. All countries of the Commonwealth are designated by right as Member Countries, and the CTO aims to work to ensure that as many Member Countries as possible become Full Member Countries. Such countries can be represented either by a *Government Department,* by a *Regulatory Authority* or by another public sector body nominated by the government, and are differentiated in terms of country size and thus the level of membership fee. Full Member Countries have a seat on Council with full voting rights, and the possibility of election to membership of the Executive Committee. Where a Full Member Country so wishes, a separate Government Department can also become an ICT Sector Member (see below).

- *ICT Sector Members*[2] are of four main kinds, all of which can attend Council meetings as non-voting members, belong to the CTO Forum and be elected on to the Executive Committee:
  - *Government Departments* and *Regulatory Authorities* from countries that are not Full Member Countries, or are additional to the organisation representing a Full Member Country.
  - *Private Sector Members* are members from private sector companies, both international and national, with membership fees reflecting the size of the company.
  - *Civil Society Members* are members from civil society organisations, both international and national.
  - *International Organisations* are members from international organisations, including but not restricted to UN bodies, international foundations, other Commonwealth entities, and multilateral donors.

The new membership fee structure will be simplified to the following:
- Member Countries and regulators (and governments of non-Commonwealth countries[3])
  - £20,000 if population > 100,000 or GDP > £650 million
  - £5,000[4] if population < 100,000 or GDP < £650 million (such countries would be permitted fewer free participants at events/conferences within their package)
- Private sector members[5]
  - £20,000 for those with revenue of > £ 1 billion
  - £10,000 for those with revenue of £100 million - £1 billion
  - £5,000 for those with revenue < £100 million (such companies would be offered a more limited range of benefits)
- Civil Society members
  - £5,000
- International organisation members
  - £10,000

Fees will be held at this level until 2013-13, but once the CTO has shown the real value proposition that it offers, fee levels will be reviewed by Council on an annual basis.

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[2] Formerly just known as Sector Members. The nomenclature ICT Sector Members has been used to emphasise that this is not just private sector members, but also includes other types of organization with interests in ICT4D.
[3] Note this is a change from the current practice of calling them sector members
[4] It should be noted that this is really a very small figure for the value of services offered
[5] Note this is a change from simply calling them sector members

Partners

The CTO will actively seek to develop partnerships with cognate bodies, especially in the CTO's niche areas of expertise. Partners will be drawn from organisations that are not able or willing to become members, such as some international or civil society organisations. Partnerships will be for three years duration, renewable by mutual agreement. They will be subject to standard ethical guidelines and due diligence procedures (see 4.5.3 for more information). Private sector companies would not normally be invited to be partners, but should instead be encouraged to participate as ICT Sector Members.

4.1.2 New members attracted to CTO (including lapsed members)

The most important activity for the first year of this plan will be a carefully targeted programme of actions to restore lapsed members and gain new members, including: correspondence, country visits by senior members of the Secretariat, lobbying by Executive Committee and Council members, and regular encouragement to participate in CTO events.

In the first year of the plan, at least five Full Member Countries that have either lapsed or have not recently paid dues will be especially encouraged to rejoin as Full Member Countries of the CTO. In addition, a further five countries that have never been Full Member Countries or who have formally withdrawn, will be approached systematically to encourage their membership. In subsequent years, a new list of member countries to be systematically approached will be developed in discussion with Council members.

On an annual basis, the CTO will also identify between five and ten companies who will likewise be approached systematically for ICT Sector membership. Individualised targeted strategies will be developed across the Secretariat for engaging with each company.

Discussions with civil society organisations have suggested that where the CTO can explicitly deliver on their core objectives some of them will also want to become members. These will not form a core focus of the CTO's work during the first year of the Strategic Plan, but every opportunity will nevertheless be used to encourage them to join as members. In future years, specific civil society organisations in the CO's niche areas of expertise will be invited to join as members.

4.1.3 New Partners attracted to the CTO

Creating new partnerships alongside the existing membership forms a key element of the new strategy. Once the new partnership framework is in place, all existing partnerships will be reviewed by June 2012 and either renewed or dropped. It will be important to ensure that all renewals satisfy the new partnership protocols that will be put in place by that time.

4.1.4 Maintenance of quality relationships with existing members

As noted above, the CTO intends to develop a much more service-oriented approach to its membership activities during the plan period. If sufficient revenue is generated, additional staff will be appointed explicitly to deliver on membership services. In the first instance, there will be an increase in the amount of regular communication taking place with members, and many CTO events will have specific membership forums at which consultations with members will take place.

CTO membership relationships will also become more systematised. To ensure greater continuity of personnel, explicit linkages will be forged between different tiers in member organisations and in the Secretariat. This should also help ensure much closer co-operation and understanding between the Secretariat and its members.

In the longer term, it is intended that there will be dedicated members of the CTO team committed to working with partners on a regional, and perhaps sectoral basis. In the first instance, it is anticipated that there will therefore be Secretariat members with specific regional remits for Africa, Asia, the Caribbean, the Pacific, and elsewhere. Ideally, the CTO looks forward to a time when it will also have dedicated membership personnel for specific commercial sectors. It is anticipated that for every five new members paying full membership fees, the CTO would appoint one member of staff to the membership team.

4.2 Enhanced ICT4D capacity development amongst members

For the CTO to deliver on its core objective, it is crucial that it supports member governments, regulators and the private sector, as well as any civil society or other organisations in its membership, to gain the necessary expertise and understanding so as to implement effective ICT4D initiatives. The CTO does not have the capacity to implement ICT4D initiatives itself, but its role is to provide advice, training and support to enable its members to do so more effectively.

The CTO envisages that three main activities will be associated with this output:

4.2.1 The creation of a sound strategy and financial mechanism for delivering capacity development initiatives.

At present the Capacity Development and Training (CDT) division performs two distinct functions: first, it runs the Programme for Development and Training (PDT) as a separate entity within the CTO on behalf of its members with its own PDT Management Committee (PDTMC); and second, it runs a portfolio of courses on a commercial basis in various member countries and regions. Currently, the PDT consists of two types of member: those offering training, and those members requesting training. In essence, the PDTMC seeks to identify the most appropriate providers for each request received.

During the first year of the plan period, there will be a thorough membership review of this mechanism that will *inter alia* consider the following questions:
- Should the present mechanism remain in place, or be replaced by a different membership structure?
- Should the current PDT system be incorporated within the overall membership fee charged to members, or should it be a separate additional fee?
- Should the PDTMC be subsumed within the Executive Committee of the CTO?
- Should more providers be invited to participate?

At present, it is the view of the Secretariat that the broad structure of the CDT operations should remain at present, with the following additional observations and recommendations:
- PDT membership should be in addition to Full Member Country membership, and should be an add on for those who wish to utilise this (see Section 4.1.1);
- There should be an increase in the number of training providers, thereby increasing, diversifying and enhancing the quality of provision; and

- Training providers should only pay an annual non-refundable fee of £5000 a year to cover administration costs associated with their membership and delivery.

In addition, the CTO will consider means through which its courses can be accredited. Some similar providers are already moving down this road, and there is demand among some recipients for the courses that they attend to have some kind of formal credit. One means of achieving this would be to work with providers who already have accreditation, and include such accredited courses within the portfolio of training provided by the CTO.

4.2.2 Delivery of effective capacity development training events

It is anticipated that the CTO will increase the number of effective capacity development training courses from 45 in 2011/12 to 75 per year by 2015/16, subject to the growing demand communicated by members. The quality of these will be monitored through a revised set of protocols, completed by all participants that are sent directly to the CTO Secretariat. Suppliers will also report to the Secretariat on each event delivered. It is crucial that these events cover as many as possible of the CTO's PDT members through the plan period, and so geographical coverage as well as the overall numbers of people attending from each member will also be carefully monitored. In order for this to be delivered effectively, it is important for members to participate actively and provide regular feedback to the Secretariat.

4.2.3 Provision of consultancy services to members (and others) in the field of ICT4D

Increasing the capacity of members to deliver effective ICT4D initiatives also requires careful support and the provision of advice through consultancy activities. This will therefore provide a third element of the overall capacity development stream of the CTO's plan. During the period, the CTO will encourage members to be more proactive in seeking services from the Secretariat, so that the levels of such consultancy can be increased, and additional opportunities identified. The CTO will develop a pool of advisors, particularly for each of the CTO's niche areas, who will also be able to provide consultancy services in each region of the Commonwealth.

4.3 More effective ICT4D Multi-stakeholder partnerships operating in Commonwealth countries

The third overall output to be achieved through the plan is that the CTO's activities will result in more effective multi-stakeholder partnerships (including governments, the private sector and civil society) delivering ICT4D initiatives in Commonwealth countries. Such partnerships are widely seen as being essential for the effective implementation of such programmes. The CTO will catalyse both an increasing number of such partnerships, as well as ensuring that they are more effective than has heretofore been the case.

Four core activities will be undertaken to deliver this output:

4.3.1 Convening high level Summits and networking events where members can develop strategic partnership initiatives

There is strong demand amongst government ministries and regulators for high-level opportunities to meet with their peers as well as leaders of the private sector and civil society organisations. These are not simply opportunities to meet at general conferences, but should rather be carefully tailored two-day summits and other smaller events where senior government officials and executives in organisations can participate in facilitated meetings designed to create and implement strategic partnership initiatives. The CTO is uniquely placed within the Commonwealth to facilitate such engagements and craft such meetings.

The CTO will also explore the possibly of hosting a Ministerial conference for those with responsibility for ICTs in governments across the Commonwealth, possibly on a two-yearly basis. This is something that could be valuable, but it would require very considerable support, and in the short term the small high-level meetings as described above would be more feasible.

4.3.2 Publication and dissemination of research/reports on ICT4D multi-stakeholder partnerships

A second stream of activity in supporting those wishing to implement such partnerships is to collate and disseminate existing information and resources on good examples of partnership implementation. At the most basic level, this will include depositories of information and publications, but over time it may also include communities of experts who could contribute to thought leadership in the field through the use of blogs and various social media. In time, providing sufficient resources can be identified, it would also be useful for the CTO to prepare and publish short guidance notes on aspects of ICT4D partnerships delivery that are not already covered in sufficient detail in the literature.

4.3.3 CTO Secretariat brokering and project managing partnerships in key strategic areas

There is no global organisation that is currently effectively acting as a trusted broker that brings together and supports partners wishing to engage in multi-stakeholder ICT4D partnerships across the Commonwealth. This is therefore a core niche area of expertise that will be provided by the CTO, building as it does on existing staff expertise within the organisation. Key elements within this strategy include: partnership framework creation, ensuring ethical considerations are given full attention, creating partnership management offices, identifying appropriate partners, supporting collaborative initiative design mechanisms, ensuring effective monitoring and evaluation, and hosting regular high level meetings of all involved.

In the first instance, the CTO will start small with one or two such events a year, but building on these experiences, larger numbers will be delivered in subsequent years. Funding for the necessary staff to undertake these will be achieved through attracting new members and stakeholders to the CTO. It is also important that the CTO follows through and learns from its work on the ground in supporting such initiatives, and then make this information widely available to others seeking to learn from its experiences.

4.3.4 CTO contributing to partnership building initiatives convened by others

As well as CTO brokering its own partnership activities, it will also use its experience in supporting other initiatives proposed by its members and partners, as with the Commonwealth Cybercrime initiative. All such activities will be carefully costed, so as to ensure that they can be delivered within the CTO's overall portfolio of activities.

4.4 Greater engagement by private sector in ICT4D initiatives in Commonwealth countries

The CTO will play an important role in encouraging and enabling the private sector to be engaged more widely in delivering appropriate ICT4D initiatives in Commonwealth countries. For those Commonwealth countries with strong existing ICT sectors this is a real incentive in becoming Full Member Countries of the CTO since it will enable their companies to expand their markets and business opportunities in other Commonwealth countries. Another area where the CTO already has some expertise is in identifying innovative ways of financing ICT4D initiatives; the CTO is frequently approached by those interested in financing new initiatives, including those that emanate from less familiar countries.

4.4.1 Advising governments and private sector on ICT4D investment
The CTO already has a track record in providing advice and consultancy to governments and others on effective investment in ICT4D initiatives. The

CTO will expand such activities, advising member governments on possible investors who could be approached to support initiatives in which they are engaged. Likewise, the CTO will provide advice to private sector members on opportunities for investment in particular Commonwealth countries.

4.4.2 Hosting of events where private sector can meet with CTO members and other key ICT stakeholders in the Commonwealth

This is a more general version of the partnership and networking meetings suggested in 4.3.1 above. However, the intention here is that the CTO will bring together invited senior managers and decision-makers in the private sector to participate in a diverse range of activities in which CTO members are involved. At its simplest, this will involve invitations to companies and corporations to participate in existing CTO events/conferences, where the CTO will provide specific opportunities for them to network and meet with members – as already happens informally at many such events. The CTO provides a unique opportunity for facilitating such activities in the Commonwealth, and this will be built upon during the plan period.

The CTO will also develop this concept in a more focused way, creating specific events and small meetings where groups of private sector investors can meet with selected members, at either a national or regional scale. For example, Full Member Countries might like to work with the CTO to host small events where they would highlight the key requirements for support in the implementation of their ICT4D strategies, perhaps on a regional basis, and to which selected private sector investors and financiers would be invited.

4.4.3 Facilitating initiatives that seek to provide financial support from the private sector for initiatives in member countries

The CTO has already explored vehicles through which finance can be generated to support member country initiatives. Member countries continue to express an interest in how best to source financing for the initiatives that they wish to provide. The CTO has built up a network of contacts in the financial field, ranging from the IFC to consultancy firms and smaller investment companies, all of which have expressed interest in exploring ways through which the CTO can create mutual synergies. The CTO will hold more detailed discussions with its existing contacts about how best to implement such a strategy, but typical activities under this heading are likely to include small, tailored and high-level meetings hosted by financial organisations and the CTO to which interested members are invited.

4.4.4 Support for innovative private sector ICT initiatives in member countries

There is much rhetoric about the need for international organisations to support innovative developments in the ICT sector taking place within poorer countries of the world. The CTO will seek to identify ways through which its members can indeed support such initiatives, as for example through the development of applications, hardware and content that can be shared across the Commonwealth.

4.5 CTO as a thought leader in niche areas.

There are many global initiatives in the field of ICT4D. It is crucial that the CTO therefore differentiates itself from other initiatives, and identifies key areas where it can become known as the thought leader and partner of first choice. This plan seeks to combine ongoing structural support for members across the broad spectrum of ICT4D work, with areas where the CTO will create specific niche expertise.

The CTO will continue to deliver research, capacity development and events for members across broad thematic areas of ICT4D including e-health, e-learning, e-government, e-rural development, and the financing of IC4D initiatives. Indeed, the CTO will seek to be much more responsive to the specific needs and requests of its members for such activities. The CTO will also emphasise that in line with its overall mission and objectives (the four 'e-s'), it is committed to inclusion (as with gender, age and ethnicity) across all of its activities

However, it is essential that the CTO carves out specific niche areas in which it can become known as a world leader. These have been chosen based on existing CTO expertise, wider Commonwealth agendas, and a lack of sufficient global attention therein. Council has therefore approved that during this plan period the CTO will focus especially on:

- *Broadband, especially mobile broadband for rural development (including food security)* – this is a growing need, reflects the CTO's commitment to reaching some of the most marginalised people, and is an area where the CTO has existing competence and experience
- *Cybersecurity and cybercrime* – a currently highly topical area, where the CTO has an existing reputation
- *ICTs for people with disabilities* – a critically important area where ICTs can be truly transformative

- *Regulatory environments (including convergence and digital broadcasting switchover)* – there is a fundamental need across the Commonwealth (and indeed elsewhere) for efficient regulatory environments to be established that satisfy national and international needs, whilst also providing attractive opportunities for private sector investment. The changing roles of regulators, the need for harmonisation on wireless spectra, the protection of IPR, and the fostering of partnerships are all important aspects of this agenda. Within this general agenda, the CTO has particularly championed digital broadcasting switchover issues.
- *The use of ICTs in education, with particular reference to skills development and entrepreneurship* – this is an area of current topicality and was particularly recommended by the Chair of Council
- *Youth and ICTs* – a key theme for the Commonwealth, but one where despite much rhetoric other global organisations have not yet really placed sufficient emphasis

4.5.1 Hosting conferences/events in areas of niche expertise

The CTO will continue to host events across its current portfolio, but add to these new types of event specifically for its niche areas. In some instances, the niche could also be included within a mainstream event. This was typified by the youth element that was included in the CTO's e-Gov Africa conference hosted in Botswana in March 2012. The CTO will also seek to work closely with partners in delivering some of these events, to help reduce overlap and duplication in the range of global ICT4D events that are currently ongoing.

4.5.2 Research and publication

If the CTO is to be a thought leader, it needs to conduct its own research, and publish a range of materials, from papers to toolkits, in the areas where it has expertise. The Research/Consultancy Division will identify sources of possible funding, especially for its niche areas, and submit proposals to them. The Division will also seek to work collaboratively with others working in these fields, making the outputs of all such research available through the CTO website. A key area of interest to some members is the provision of benchmarking services, whereby members can share experiences and good practices amongst each other and develop guidelines of good practices. If there is sufficient demand and resources from members to implement such a benchmarking exercise, this is something that will be included under this heading.

4.5.3 Maintaining advisory groups on niche areas

An important area of innovation in the plan is to create small advisory groups of international experts in all areas of the CTO's claimed expertise. In the first instance, these will be created for he CTO's niche areas, but if necessary the structure can be extended to other areas of its work. A formal plan will be prepared for the creation of these expert groups, but in outline it is anticipated that:

- each group will contain around 5 advisors
- they will be drawn from academia, civil society and the private sector, and will be diverse in terms of gender, ethnicity and geographical origin
- their main role will be to provide advice to the CTO Secretariat in taking forward aspects of work relating to their area of expertise
- these will be honorary posts, for which there will be no payment, but all advisors will be invited to attend any CTO events without paying registration fees
- they will usually be involved in moderating discussions through the CTO's online forum on themes of direct relevance to their areas of expertise

One of the key initial roles of the advisory groups will be to provide recommendations for existing published material that the CTO should provide links to on outside website, so that people seeking to identify relevant information and materials on the subject matter can readily find it via the CTO.

4.5.4 Dissemination of CTO consultancy reports

One indication of the CTO's thought leadership is evidenced through the reports that it produces. These will all be made freely available in .pdf format through a clearly identified section of the CTO website. Likewise, all lectures given by members of the Secretariat (in various formats), and advisors should they wish, will also be made available through this site.

4.5.5 Knowledge repository

The CTO intends that its new website will be one of the leading sources of information on ICT4D across the world, focusing especially on Commonwealth countries. The resources section of the site will contain drop-down menus for every country in the Commonwealth, and the CTO will source and make available basic ICT related information on each country. Over and above this, the CTO will encourage all Full Member Country governments to provide other ICT4D related information pertaining to their countries, so that this can be shared globally through the CTO site.

The knowledge repository will also include an area for moderated forums of relevance to the CTO's areas of expertise. Many of these will be led by the CTO's advisors, and these forums will also be used before and after conferences and events. The CTO website will include this functionality, but the CTO will also maintain a moderated presence on well-established platforms such as Twitter and Facebook.

4.5.6 Maintaining broad overview of support for members in globally significant fields

The introduction to Section 4.5 provided a summary of what is intended under this heading. The CTO will continue to provide support for capacity development, research/consultancy and events across the range of ICT4D themes, but will also focus especially on 6 niche areas of activity.

4.5.7 Participation of CTO management and staff as thought leaders in conferences/events

For the CTO as an organisation to be seen as a real thought-leader in ICT4D, it is essential that its personnel are themselves recognised as thought-leaders. It is therefore important that management and staff regularly participate in international events hosted by other people, and take on roles varying from keynote speakers to moderators of sessions. In addition, the CTO will convene seminars in its headquarters approximately once a month, both to raise internal staff knowledge on particular themes, and also to involve leading ICT4D figures more widely in its work. The seminar programme commenced in 2012, and will be open also to external attendees.

4.6 A Robust CTO Secretariat

The existence of a robust CTO Secretariat underlies all of the above activities. Ensuring the highest possible quality of professionalism, efficiency and delivery within the Secretariat is absolutely essential for achieving even the smallest part of the above vision. Building a committed team with a strong shared vision for the future, who enjoy working with each other, and who exude a sense of passion for their work is fundamental for the success of this strategic plan.

The highest priorities for the CTO in the first year of the plan will be to address the following four aspects of the Secretariat's internal organisation:
- An integrated database for all of its membership activities;
- A completely new website that will be clearer, more professional, and offer more functionality;
- A new staff handbook that is fully compliant with UK employment law; and
- Replacement of the present system of Commission paid to all staff and management.

There are eleven main elements to the Secretariat aspects of the Strategic Plan.

4.6.1 Constitutional review and implementation

The CTO Council meeting in September 2011 required the Secretariat to undertake a review of the Constitution. The first stage of this was reported to Council meeting in March 2012. As part of the Constitutional review, this plan recommends that a formal risk register should be prepared, whereby the Executive Committee should regularly appraise the risks facing the CTO. The risk register will indicate the risks, the probability of each risk, potential impact of risk, mitigation, and actions required by certain dates. The risk register will be updated every six months, with changes being reported to the Executive Committee.

4.6.2 Human Resources review and implementation

An external human resources compliance review was initiated in October 2011, and completed in March 2012. This has led to revisions to the Staff Handbook that were agreed by all staff and are to be implemented from 1st April 2012.

4.6.3 Viable financial strategy in place to deliver on activities

There are three main aspects to this element of the plan:
- Maintenance of a balanced and realistic budget.
- Strengthened revenue streams.
- Replacement of the system of commission whereby staff are paid an individual commission on any income that they generate for the CTO.

Council has reiterated that the CTO is an international organisation in which the payment of commission to staff has no place. With effect from April 2012 it is to be replaced by the introduction of higher base salaries, a revised team bonus structure, and the implementation of specific, measurable, achievable, realistic and time-specific performance targets.

4.6.4 Creation and implementation of effective internal information and communication strategy

As a membership organisation, it is absolutely essential for the CTO to have an integrated system for the management of its membership and finances. During 2012, the CTO will explore updates to its central financial software systems. Additionally, five other specific issues will be addressed:
- *Creation of an integrated membership management system*. This will cover *all* of its members, partners and stakeholders, integrating the CDT data with other existing data on members. The intention is that this should be in place by June 2012.
- *Newsletter*. It is essential for all members of the Secretariat to be kept regularly informed about what colleagues are doing, so that they are aware of the rich diversity of activities ongoing in the CTO. An internal newsletter was first issued in October 2011, and with effect from January 2012 this was made available to all members. Copies and an archive will also be made available through the CT website.
- *Computer services*. As an organisation involved in ICTs, it is essential that the CTO is at the cutting edge with respect to its own services, including telephony.
- *Office décor*. The CTO offices are being redesigned both with signage and in terms of the layout of space so as to provide a diversity of working environments for staff. A gallery of former Chairs of Council and CEOs is also being prepared, and will be displayed in the building.
- *Agreed protocols and templates for internal communications*. Standard protocols and templates for all internal communications will be introduced (see also Section 4.6.9).

4.6.5 Creation of effective external communications strategy.

Although a marketing communications plan was approved by the Council in 2010, there is now a need to develop a new external communication strategy within the CTO. Although much activity takes place in this area, a new external communication strategy needs to be put in place. This will have at least seven elements, which are summarised briefly below:

- *A new website*. The CTO's current website needs to be redesigned. A review has therefore already started as to the functionality that is needed, and how it can best be delivered. It is intended that a new site be in place by the end of May 2012, delivering greater clarity, ease of use and functionality.
- *External report*. Consideration should be given to the character and frequency of the CTO's external reports, over and beyond its formal annual report, and materials prepared for Council.
- *Quality event displays and banners*. Attention will be given to developing additional high quality materials that can be used to convey a high quality image for the CTO at international events and conferences.
- *CTO Ambassadors.* The CTO's ambassadors play an important role in publicising the work of the CTO and in attracting new members and partners to the organisation. A new structure will be developed with them during the first six months of 2012, so as to maximise their potential and involvement in the CTO's work.
- *Information provision to members*. Part of the new strategy will explicitly seek to identify the sorts of information that the CTO's members require, and how this can best be delivered.
- *Newsletter*. As noted in 4.6.4 above, the recently introduced internal newsletter has been made available externally from the start of 2012 to provide information about what the CTO is doing
- *Social networking media*. The external communication strategy will consider how best to use social media in a range of contexts, including information sharing amongst members, provision of live information during conferences, and other such networking activities.

4.6.6 Maintenance of effective alumni network

The CTO has an extensive network of past employees, interns and visiting fellows, as well as PDT course participants. In particular, it has been successful in receipt of Commonwealth Professional Fellows funded by the UK's Commonwealth Scholarship Commission. A formal alumni network, supported by appropriate software through its website, to enable a mutually supportive relationships to be maintained will be fostered.

4.6.7 Appropriate financing of CTO pension funds.

During late 2011 and early 2012 a review was undertaken of the CTO's arrangements for paying appropriate contributions into its pension funds. The outcomes of this review were presented to Council in March 2012, and will be implemented during the plan period.

4.6.8 Employment of dedicated and high quality staff.

It is important that all vacancies are swiftly filled by the recruitment of high quality staff. Restructuring of the financial packages paid to staff as mentioned in 4.6.3 above will contribute to this. However, it is essential that a staffing structure is implemented swiftly to match the new strategic plan. In particular, it will be important to ensure that sufficient staff are employed to manage membership relationships effectively. It is also important that interns are paid an appropriate salary, and that fellows are given appropriate training opportunities.

4.6.9 Effective meeting structures in place

One of the challenges of the CTO is that managers and staff are frequently travelling, and that if meetings are scheduled too far in advance, then they often need to be rescheduled. Nevertheless it is expected that as a basic structure there should be
- Monthly management meetings (chaired by CEO)
- Quarterly meetings for all staff and managers (chaired by CEO)
- Fortnightly operational meetings (chaired by COO)
- Team meetings as required, usually weekly or fortnightly (chaired by managers)

Minutes for all such meetings should be taken, and distributed within one week of the meeting's occurrence.

4.6.10 Staff training

Training is an important element of staff development and work fulfilment. The new appraisal scheme should identify specific areas where training is required, but the HR team will also seek to identify additional training opportunities for staff. The CTO seminar programme (see 4.5.7 above) will provide staff with training in relevant areas of expertise. As an absolute minimum all staff must attend at least one day's training a year, but more usually the expectation is that they should spend 5 days in such training.

4.6.11 Team building and staff morale

For the CTO to deliver its mission, it is essential that the Secretariat functions cohesively as an integrated team, and that staff morale is raised. Three core aspects of this dimension of the plan have been identified:

- *Team building activities*. The CTO will implement a series of off-site activities to enhance team cohesion
- *Working environment*. The internal décor of the Secretariat office has already been mentioned in Section 4.6.4 and is an urgent priority. When complete, the central well will have high quality imagery on the walls to reflect the CTO's activities, and the main Meeting Room will also be decorated accordingly. The possibility of reshaping the working environment more comprehensively, perhaps through revising the desk structure, and reclaiming the ground floor of the building for events and displays may also be considered. It is crucial to have a physical environment for the Secretariat, where staff look forward to working and performing at their best.
- *Fitness*. A new scheme has been introduced whereby staff have reduced membership fees for a nearby fitness club. This is intended to help staff retain fitness and thus performance levels at work, reduce absenteeism through ill-health, and increase team spirit by partaking of exercise together.

5. Monitoring and Evaluation

Effective ongoing monitoring is essential for the satisfactory delivery of the strategic plan. The logframe approach provides details of the indices to be measured and reported on annually to Council so that they are aware of progress against targets.

All staff performance targets will be linked to specific sections of the logframe, and regular monitoring of staff through the appraisal system will help to ensure that targets are met. This will be particularly important as the CTO shifts away from a commission based system of reward.

Regular updating of the risk register, on a six monthly basis, will also help to ensure that an appropriate monitoring framework is in place.

Council might also invite an external review of the CTO towards the end of the Strategic Plan, although there would be considerable financial implications. Whilst ideally there would have been an external review prior to the development of this Plan, the time frame and expense precluded such an approach, and instead membership and stakeholder surveys were undertaken to gain an understanding of the issues as seen beyond the Secretariat.

Annex 1

Summary overview of membership and partnership benefits and contributions[6]

The CTO is an international membership organisation, enabling members to contribute to and access:
- Governments and organisations in the 54 Member Countries of the Commonwealth
- 2.14 billion people - some 30% of the world's population
- Combined GDP of Member Countries (2010) of £5,281,720,111,796
- Mobile subscriptions in Member Countries (2010) ranging from 5.5 per 100 people to 184.7 per 100 people, with an average of 84.2 per 100 people
- Fixed telephone lines in Member Countries (2010) ranging from 0.33 per 100 people to 59.9 per 100 people, with an average of 17.7 per 100 people
- Internet usage in Member Countries (2010) ranging from 1.28 per 100 people to 85 per 100 people, with an average of 27.6 per 100 people.

Members
Membership is usually on an annual renewable basis, but the CTO is happy to consider three and five year membership arrangements. All membership other than for public sector bodies is subject to the CTO's ethical framework and a basic due diligence check.

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[6] This document is intended to be made available to those considering joining the CTO as either members or partners. Each row can be abstracted and used separately in relevant materials sent to potential members or partners. The statistics at the beginning are designed to provide summary information that is of relevance to anyone considering joining the CTO.

Membership Category	Member Benefits	Member contributions
FULL MEMBER COUNTRIES		
Represented by a Government Department, Regulatory Authority or other public sector body nominated by the relevant Government 	**Population >100,000 or GDP > £650 m**	**£20,000**
Population <100,000 or GDP <650 m	**£5,000**		• Council Membership of the country with voting rights • Eligibility to stand for Executive Committee membership, and to be elected as Chair or Vice Chair • Opportunity to raise *national profile* through CTO events and portal • Access to CTO *partnership brokering services* with relevant ICT4D stakeholders (other governments, private sector, civil society, international organisations) • Opportunities to support own *national economic interests* such as export potential and BPO by participation in CTO activities • Opportunities for developing *shared Commonwealth positions* on key issues (as with elections for international bodies) • *Information sharing* and *networking* through free registration of 3 people at all CTO general conferences • *Tailored high level meetings and summits* with other governments and leading private sector, civil society and international organisations • Quality *consultancy* on ICT4D at rates below market price • Access to relevant *research and information* available through CTO portal	• Providing leadership to the CTO in role as Council member • Advocacy on behalf of CTO • Hosting conferences and events • Providing information (policies, activities etc.) to be shared through CTO website • Active participation in CTO conferences and events • Providing dedicated and committed CTO point of contact • Providing ad hoc support for particular CTO activities • Creating opportunities for CTO engagement in country • Support for CTO in attracting additional members • Publicising membership through diverse media • Membership fees paid in a timely fashion • Willingness to participate in peer-review *benchmarking* exercises with governments from other Full Member Countries

	• Access to *toolkits, models and templates* available through CTO portal • High quality *training and capacity development* through CDT (for additional fee) at rates below market price • Participation in peer-review *benchmarking* exercises with governments from other Full Member Countries	
ICT SECTOR MEMBERS[7]		
Government Departments[8] |		Free participants in events
Population >100,000 or GDP > £650 m	**£20,000**	**3**
Population <100,000 or GDP <650 m	**£5,000**	**1**		• Right to attend the CTO Forum • Non-voting attendance at CTO Council meetings • Eligibility to stand for Executive Committee membership • Access to CTO partnership brokering services with relevant ICT4D stakeholders (other government departments, private sector, civil society, international organisations) • Information sharing and networking through free registration of people (3 for £20,000; 1 for £5,000) at all CTO general conferences • Tailored high level meetings and summits with governments, leading private sector, civil society and international organisations • Quality consultancy on ICT4D at rates below market price	• Advocacy on behalf of CTO • Hosting conferences and events • Providing information (policies, activities etc.) to be shared through CTO website • Active participation in CTO conferences and events • Providing dedicated and committed CTO point of contact • Providing ad hoc support for particular CTO activities • Creating opportunities for CTO engagement in country • Support for CTO in attracting additional members • Publicising membership through diverse media • Membership fees paid in a timely fashion

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[7] Formerly known just as Sector Members. The main reason for the change in nomenclature is that "Sector" is often seen as being synonymous with Private Sector, and the CTO wishes to have a broader term that includes the diversity of Private Sector, Civil Society, Governments and International Organisations.
[8] Can be from either Commonwealth or non-Commonwealth countries. For Full Member Countries, this category can apply to additional Government Departments or public sector bodies over and above that representing the Government; for other countries, it can apply to any Government Department or public sector body.

	• Opportunity to raise Department's profile through CTO events and portal • Access to relevant research and information available through CTO portal • Access to toolkits, models and templates available through CTO portal • Opportunities to support national economic interests through participation in CTO activities • Opportunities for developing shared international positions on key issues (as with elections for international bodies) • High quality training and capacity development through CDT (for additional fee) at rates below market price	
Regulatory Authorities 		**Free participants in events**
Population >100,000 or GDP > £650 m	**£20,000**	**3**
Population <100,000 or GDP <650 m	**£5,000**	**1**		• Right to attend the CTO Forum • Non-voting attendance at CTO Council meetings • Eligibility to stand for Executive Committee membership • Access to CTO partnership brokering services with relevant ICT4D stakeholders (governments, private sector, civil society, international organisations) • Information sharing and networking through free registration of people (3 for £20,000; 1 for £5,000) at all CTO general conferences • Knowledge sharing opportunities through participation in specific regulatory events • Quality consultancy on ICT regulation at rates below market price • Access to relevant research and information on regulation available through CTO portal	• Advocacy on behalf of CTO • Hosting conferences and events • Providing information (policies, activities etc.) to be shared through CTO website • Active participation in CTO conferences and events • Providing dedicated and committed CTO point of contact • Providing ad hoc support for particular CTO activities • Creating opportunities for CTO engagement in country • Support for CTO in attracting additional members • Publicising membership through diverse media • Membership fees paid in a timely fashion • Willingness to participate in peer-review *benchmarking* exercises with governments

			Access to regulatory toolkits, models and templates available through CTO portal Opportunities for developing shared Commonwealth positions on key issues (as with elections for international bodies) High quality training and capacity development in regulatory issues through CDT (for additional fee) at rates below market price Participation in peer-review *benchmarking* exercises with governments from other Full Member Countries	from other Full Member Countries
Private Sector Companies[9]			• Opportunities to contribute to policy making forums with governments, other private sector companies, civil society and international organisations • Opportunity to raise *corporate profile* through participating in CTO events and portal • Access to CTO *partnership brokering services* with relevant ICT4D stakeholders (particularly governments, other private sector companies, civil society and international organisations) • *Information sharing* and *networking* through free registration of people at all CTO general conferences (see Table at left for levels or participation) • Opportunities to *second staff* to CTO so that they gain relevant ICT4D experience • *Tailored high level meetings and summits* with leading government, civil society and international organisations	• Active participation in CTO conferences and events • Hosting relevant events where appropriate • Providing dedicated and committed CTO point of contact • Providing keynote speakers and additional sponsorship (if desired) for relevant events • Support for CTO in attracting additional members • Publicising membership through diverse media • Advocacy on behalf of CTO • Membership fees paid in a timely fashion • Where relevant, offering staff on secondment to CTO
		Free participants in events		
Revenue > 1 billion	**£20,000**	**3**		
Revenue 100 million - 1 billion	**£10,000**	**2**		
Revenue <100 million	**£5,000**	**1**		

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[9] Includes all types of private sector companies, but specifically Telecommunications Operators and ICT companies.

	• Quality *consultancy* on ICT4D at rates below market price • Access to relevant *research and information* available through CTO portal • Access to *toolkits, models and templates* available through CTO portal • Opportunity for high quality *training and capacity development* through CDT (for additional fee) at rates below market price • Opportunities for additional sponsorship for particular events with company keynote speaker • Access to key stakeholders in markets of Member Countries • Right to attend the CTO Forum • Non-voting attendance at CTO Council Meetings • Eligibility to stand for Executive Committee membership	
Civil Society Organisations **£5,000**	• Opportunity to raise *profile* through CTO events and portal • Access to CTO *partnership brokering services* with relevant ICT4D stakeholders (particularly governments, civil society and international organisations) • *Information sharing* and *networking* through free registration of 1 person at all CTO general conferences • *Tailored high level meetings and summits* with leading government, private sector and international organisations	• Active participation in CTO conferences and events • Providing dedicated and committed CTO point of contact • Support for CTO in attracting additional members • Publicising membership through diverse media • Advocacy on behalf of CTO • Membership fees paid in a timely fashion

	- Opportunities to contribute to policy making forums with governments, private sector companies and international organisations - Quality *consultancy* on ICT4D at rates below market price - Access to relevant *research and information* available through CTO portal - Access to *toolkits, models and templates* available through CTO portal - Opportunity for high quality *training and capacity development* through CDT (for additional fee) at rates below market price - Right to attend the CTO Forum - Non-voting attendance at CTO Council Meetings - Eligibility to stand for Executive Committee membership	
International Organisations **£10,000**	- Right to attend the CTO Forum - Non-voting attendance at CTO Council Meetings - Eligibility to stand for Executive Committee membership - Access to CTO *partnership brokering services* with relevant ICT4D stakeholders *Information sharing* and *networking* through free registration of 2 people at all CTO general conferences *Tailored high level meetings and summits* with leading stakeholders - Quality *consultancy* on ICT4D at rates below market price - Opportunity to raise *organisational or national profile* through CTO events and portal	- Active participation in CTO conferences and events - Hosting relevant events where appropriate - Providing dedicated and committed CTO point of contact - Support for CTO in attracting additional members - Publicising membership through diverse media - Advocacy on behalf of CTO - Membership fees paid in a timely fashion

	• Access to relevant *research and information* available through CTO portal • Access to *toolkits, models and templates* available through CTO portal • Opportunities for developing *shared positions* on key issues (as with elections for international bodies) • High quality *training and capacity development* through CDT (for additional fee) at rates below market price • Opportunities to contribute to policy making forums	

Partners

The CTO is primarily a membership organisation, but there may be occasions when an organisation is unable to pay membership fees, for example because of its constitution or its preference for contributions in-kind. The CTO is happy to agree with such requests, providing that a potential member satisfies the CTO's ethical framework and a due diligence check. All such partnerships are confirmed through the signature of a Memorandum of Understanding, and are usually initially for a period of three years. The CTO's partnerships are based on transparent reciprocity between what both partners benefit from and contribute to the partnership, and usually always have one or more specific activities and actions associated with them. Typical elements that can be included in the partnership understanding are listed in the Table below, but need not be confined to these.

Partnership Category	Typical Partner Benefits	Typical Partner contributions
Private Sector Companies (both international and local)	• Access to collective knowledge within CTO • Shared delivery of multi-stakeholder partnership ICT4D activities • Achievement of Corporate Social and Environmental Responsibility agendas • Able to network with and influence members of the CTO • Gaining greater knowledge about ICT4D roll-out in countries with which they may not be familiar • Opportunity for company to be profiled in relevant collateral materials • Opportunity to speak at international meetings convened by CTO • Knowledge access through contribution to CTO advisory bodies	• Shared delivery of multi-stakeholder partnership ICT4D activities • Expertise on business success factors in delivery of ICT4D initiatives • Support for delivering CTO-led ICT4D in-country initiatives • Assistance in delivering CTO mission • Providing access to business and other networks • Encouraging new members and partners to join CTO • Providing information on latest business developments in their areas of expertise • Joint applications submitted for funding of ICT4D research and activities • Providing staff time to support CTO's advisory networks

	• Joint applications submitted for funding of ICT4D research and activities • Experiences gained and contacts made from jointly hosting events • Increased knowledge about market information	• Sponsorship and in-kind support for CTO events[10] • Providing information for CTO website
Civil Society Organisations	• Access to collective knowledge within CTO • Shared delivery of multi-stakeholder partnership ICT4D activities • Help in achieving organisation's mission • Able to network with and influence other members of the CTO • Gaining greater knowledge about latest ICT4D developments • Opportunity for organisation to be profiled in relevant collateral materials • Opportunity to speak at international meetings convened by CTO • Knowledge access through contribution to CTO advisory bodies • Joint applications submitted for funding of ICT4D research and activities • Experiences gained and contacts made from jointly hosting events • Cost-sharing in delivery of joint-activities	• Shared delivery of multi-stakeholder partnership ICT4D activities • Support for delivering CTO-led ICT4D in-country initiatives • Assistance in delivering aspects of CTO mission • Providing access to civil society and other networks • Encouraging new members and partners to join CTO • Providing information and briefings on latest developments in their areas of expertise • Joint applications submitted for funding of ICT4D research and activities • Providing staff time to support CTO's advisory networks • Sponsorship and in-kind support for CTO events • Providing information for CTO website and publications • Cost-sharing in delivery of joint-activities

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[10] Such sponsorship could be provided as part of the partnership agreement, or provided on a one-off basis.

Commonwealth and International Organisations (including UN bodies)	• Access to collective knowledge within CTO • Shared delivery of multi-stakeholder partnership ICT4D activities • Help in achieving organisation's mission • Able to network with and influence other members of the CTO • Gaining greater knowledge about latest ICT4D developments • Opportunity for organisation to be profiled in relevant collateral materials • Opportunity to speak at international meetings convened by CTO • Knowledge access through contribution to CTO advisory bodies • Experiences gained and contacts made from jointly hosting events • Contributions from CTO staff to organisation's publications • Cost-sharing in delivery of joint-activities	• Shared delivery of multi-stakeholder partnership ICT4D activities • Support for delivering CTO-led ICT4D in-country initiatives • Assistance in delivering aspects of CTO mission • Providing access to international networks • Encouraging new members and partners to join CTO • Providing information and briefings on latest developments in their areas of expertise • Providing staff time to support CTO's advisory networks • Sponsorship and in-kind support for CTO events • Providing information for CTO website and publications • Cost-sharing in delivery of joint-activities
Bilateral Donor Organisations	• Access to collective knowledge within CTO • Shared delivery of multi-stakeholder partnership ICT4D activities • Help in achieving organisation's mission • Able to network with and influence other members of the CTO • Gaining greater knowledge about latest ICT4D developments • Opportunity for organisation to be profiled in relevant collateral materials • Opportunity to speak at international meetings convened by CTO • Knowledge access through contribution to CTO advisory bodies	• Shared delivery of multi-stakeholder partnership ICT4D activities • Support for delivering CTO-led ICT4D in-country initiatives • Assistance in delivering aspects of CTO mission • Providing access to other bilateral donors with interests in ICT4D • Encouraging new members and partners to join CTO • Providing information and briefings on latest developments in their areas of expertise • Providing staff time to support CTO's advisory networks

	• Experiences gained and contacts made from jointly hosting events • Cost-sharing in delivery of joint-activities	• Sponsorship and in-kind support for CTO events • Providing information for CTO website and publications • Cost-sharing in delivery of joint-activities
Regional/International Banks	• Access to collective knowledge within CTO • Shared delivery of multi-stakeholder partnership ICT4D activities • Help in achieving bank's mission • Able to network with and influence other members of the CTO • Access to information about financing opportunities amongst CTO members • Gaining greater knowledge about latest ICT4D developments • Opportunity for organisation to be profiled in relevant collateral materials • Opportunity to speak at international meetings convened by CTO • Knowledge access through contribution to CTO advisory bodies • Experiences gained and contacts made from jointly hosting events	• Expertise on financing ICT4D initiatives • Shared delivery of multi-stakeholder partnership ICT4D activities • Support for delivering CTO-led ICT4D in-country initiatives • Assistance in delivering aspects of CTO mission • Providing access to banks and organisations with interests in ICT4D • Encouraging new members and partners to join CTO • Providing information and briefings on latest developments in their areas of expertise • Providing staff time to support CTO's advisory networks • Sponsorship and in-kind support for CTO events • Providing information for CTO website and publications
Public Sector (including Government Departments, Regulatory Authorities)	• Access to collective knowledge within CTO • Shared delivery of multi-stakeholder partnership ICT4D activities within their country • Help in achieving government's policies and strategies • Able to network with and influence other members of the CTO	• Expertise on ongoing ICT4D initiatives in their country • Shared delivery of multi-stakeholder partnership ICT4D activities • Support for delivering CTO-led ICT4D in-country initiatives • Assistance in delivering aspects of CTO mission

	• Gaining greater knowledge about latest ICT4D developments of relevance • Opportunity for country to be profiled in relevant collateral materials • Opportunity to speak at international meetings convened by CTO • Knowledge access through contribution to CTO advisory bodies • Experiences gained and contacts made from jointly hosting events • Cost-sharing in delivery of joint-activities	• Providing access to other government departments with interests in ICT4D • Encouraging new members and partners to join CTO • Providing information and briefings on latest developments in their countries • Providing staff time to support CTO's advisory networks • Sponsorship and in-kind support for CTO events • Providing information for CTO website and publications about their countries