



COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

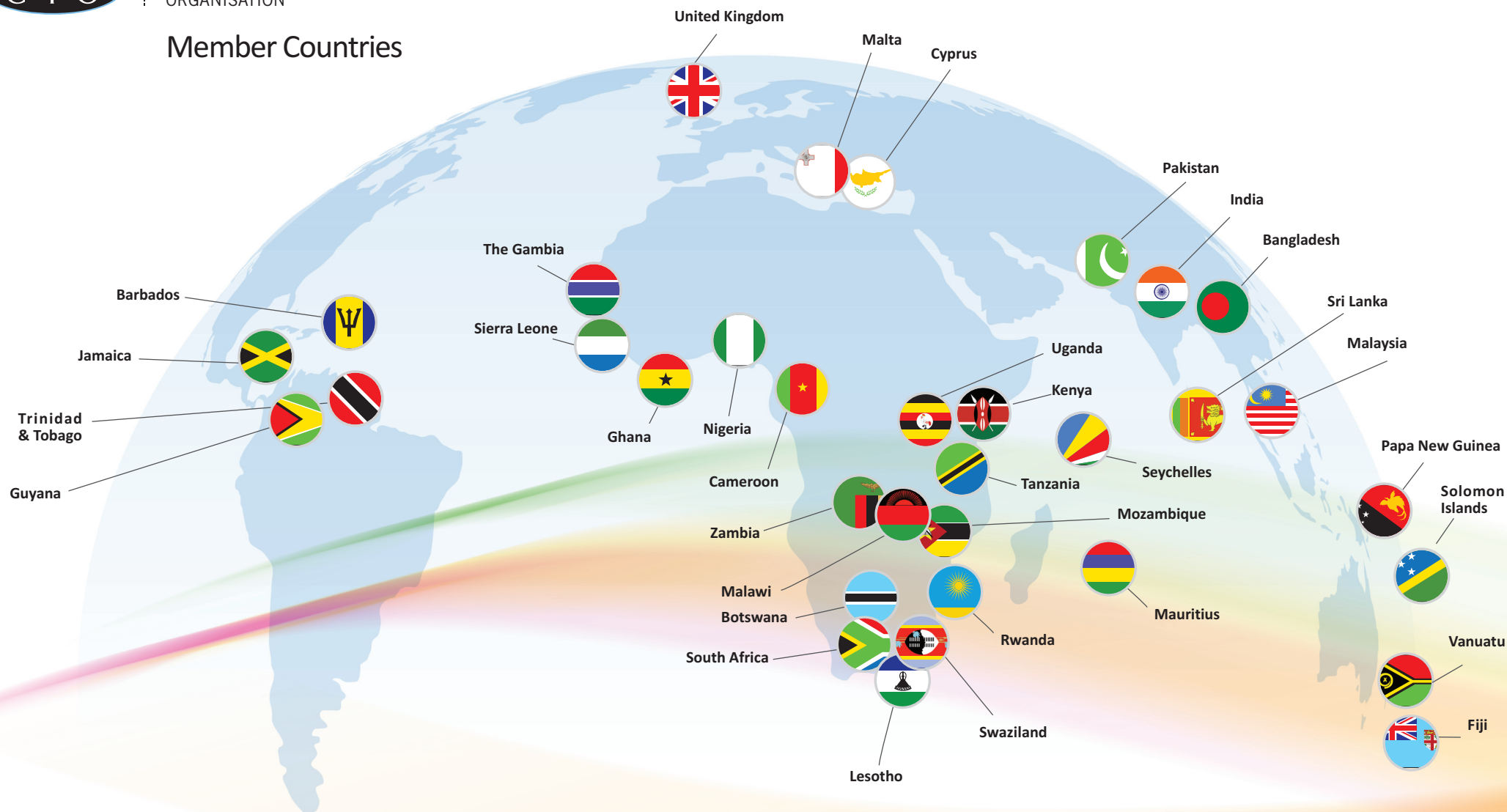
ANNUAL REPORT 2011-12





COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

Member Countries



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Chairman's Message

It was my pleasure to have been associated with the CTO, as its Chairman, during an exciting time. During the last operational year, the CTO saw its leadership change, which in more than one way has brought about a total organisational transformation.

After a lengthy and comprehensive selection process, the Executive Committee was able to recommend Prof Tim Unwin to the Council as the best candidate for the position of Chief Executive Officer, which was unanimously approved by the Council. I am proud to have been able to manage that process in a way that served the best interests of the Organisation. The operational outcomes of the CTO for the last year amply prove the wisdom of that selection.

In March 2012, the CTO adopted a new strategic plan for 2012/13-2015/16, proposed by the new CEO, which takes into consideration both the strengths of the CTO and the priorities of its members. It sets challenging yet achievable targets, designed to make the CTO more relevant to its members and to the ever-changing ICT landscape.

Although the new strategic plan became operational after the year under review, the early signs have been encouragingly positive. The realistic evaluation of the CTO's capabilities and competencies, coupled with pragmatic expectations, sets this plan apart from the previous plans as one with a very high likelihood of succeeding.

I am proud to note that the plan has benefitted from Sri Lanka's inputs, which resulted in including ICTs for education and skills development as one of the six niche areas to focus on in the coming four years. Sri Lanka stands ready to assist the CTO's activities, particularly in this field, while extending support for the implementation of the whole plan.

The success or failure of any organisation depends to a large degree on its staff, and the CTO is no exception. Over the years I have been associated with the CTO, I have been very impressed with the commitment and the contributions of its staff. The smooth transition of leadership last year owes much to the staff. It is heartening to note the renewed vigour of the staff, which, I am sure, will take the CTO to new heights.

The CTO is an organisation for and of the members. It will prosper as long as it serves the needs of the members. Members, on the other hand, have both a right and a duty to engage with the Organisation closely and shape its direction to address their priorities. In my view, this is an important contribution to the Organisation, as much as the membership fees.

Last year saw an increase in the members' engagement with the CTO in many different ways. I hope this enthusiasm will continue and be built upon by the management of the CTO in the coming years.

When I look back at the past two years when Sri Lanka was the Chairman of the CTO, I see some mixed results.



On one hand the CTO's profile grew within the global ICT community and its operational activities improved in relevance, quality and profitability. On the other hand we saw the Organisation going through some challenges, some of which might have been avoided with the exercise of foresight. Encouragingly I note the new leadership exercising a greater degree of prudence, which will hopefully prevent a recurrence of the past challenges.

On a more positive note, the manner in which the CTO has weathered the turbulent times is a sign of its resilience. Looking to the future, I see an organisation that is at the centre of the Commonwealth's ICT landscape, representing members' interests in the global ICT arena and providing guidance and support to the members.

I see a platform that will facilitate the flow of technology, expertise and capital to bring the benefits of the ICT revolution to all corners of the Commonwealth. Above all, I see an organisation that promotes the capabilities of technology with a human touch, where ICTs help the broadest possible spectrum of humanity.

It is a mark of Sri Lanka's commitment to the CTO that we made not only the mandatory contribution but a further voluntary contribution as well, which will continue in the future.

Sri Lankans never flinch at a challenge, and I tremendously enjoyed facing the many challenges that cropped up during my Chairmanship at the CTO.

One of my country's next challenges is the hosting of the Commonwealth Heads of Government meeting in 2013. I have no doubt that our hosting will be in keeping with and even beyond the standards set by previous hosts. In view of the special relationship Sri Lanka enjoys with the CTO, I look forward to a closer engagement by the CTO with this momentous event.

It is my duty to thank the Council and the Executive Committee, without whose unstinting support and wise counsel I would not have been able to carry out the onerous duties of the office of the Chairman.

I wish to convey my appreciation to the staff, particularly to the former CEO, Dr Ekwow Spio-Garbrah and the new CEO, Prof Tim Unwin.

It is due in no small part to their commitment that the Organisation is shaping to become a key player in the global ICT agenda.

Mr Lalith Weeratunga
Chairman
Telecommunications Regulatory
Commission of Sri Lanka



...About the CTO Forum 2011

“CTO continues to provide a sterling service and guidance to emerging markets”

Ahmad Zia Mian, Director General, Office of Utilities Regulation, Jamaica

“Truly an excellent platform to disseminate and acquire relevant knowledge packaged in context”

Pierre Bowrin, ICT Policy Advisor, Government of St Kitts & Nevis





CEO's Message

The CTO is the oldest and largest membership organisation in the Commonwealth supporting governments, the private sector and civil society in using ICTs to deliver effective development interventions. It has been a huge privilege to take over as Chief Executive Officer following the Council meeting in Port of Spain in September 2011, and I would like to record my considerable thanks to members of Council, our Executive Committee, and all of the staff in the CTO's Secretariat for their support and advice over the last year.

It is also very fitting that I should pay tribute here to the work of my predecessor, Dr Ekwow Spio-Garbrah.

During the previous eight years, Dr Ekwow Spio-Garbrah placed the CTO firmly at the forefront of international organisations working in the field of ICTs for development, and also emphasised the crucial importance of partner-ships in delivering effective interventions. I am sure that all his friends will join me in wishing him well in his new role as CEO of the Christian Action Faith Ministries International.

2011-2012 has been an extremely busy year for the CTO, beginning with the development of our new Strategic Plan (2012/13-2015/16), and then putting in place the structures and policies to deliver it effectively.

This has required considerable changes, and once again I am very grateful for the support of members and the Secretariat for the positive spirit with which they have embarked on this journey. We have made a good start in implementing the Plan, but there is still a long way to go.

The CTO is above all a membership organisation. At the heart of the new Plan has been the creation of a new Corporate Services Department within the organisation, which is designed to provide a focus for our interactions with members as well as our communications, and eventually our marketing divisions.

We have developed a clear set of value propositions that will provide the basis for our relations with members and partners, full details of which may be found on page 12. We are determined to involve all governments of the Commonwealth as Full Member Countries of the CTO, and also have in place a clear strategy for engaging new ICT Sector Members, especially from the private sector. It is far better to do a few things well than to try to take on too many diverse activities. To this end, Council has agreed that we should close several previous areas of unproductive activity, such as CTO-Ventures and the Commonwealth Telecommunications Development Fund.



Instead our focus is now on delivering support to our members in six niche areas of activity:

- Broadband, especially mobile broadband for rural development (including food security)
- Cybersecurity and cybercrime
- The use of ICTs in education, with particular reference to skills development and entrepreneurship
- ICTs for people with disabilities
- ICTs for youth

- Regulatory environments (including convergence and digital broadcasting switchover)

This annual report provides an overview of some of the many activities that we are undertaking in these areas, and we look forward to building on them further in the future.

In delivering support for our members, it is critically important that the CTO is respected for delivering excellent value-for-money services and pursuing everything that we do in an open and transparent manner.

To this end we have adopted formal ethical guidelines that will provide a framework for all of our activities in the year ahead.

It is an exciting time to be a part of the CTO. We welcome new members who want to help us become the preferred partner organisation for governments, the private sector and civil society in delivering effective ICTs for development (ICT4D) in the Commonwealth and beyond.

ICTs are having a huge impact on societies across the world. Working together, we can ensure that these technologies are used effectively in the interest of all of our peoples, including the very poorest and most marginalised.

Prof Tim Unwin

Tim Unwin



...About E-Gov Africa 2012

“The conference was well organised and productive. The issues discussed were relevant and topical for most African countries, and generated a lot of discussion which I hope will stimulate several countries to take concrete actions to implement some of the ideas”

Dr Eugene A Nyarko, WHO Resident Representative





About the CTO

Who we are

The CTO is the oldest and largest Commonwealth organisation engaged in multilateral collaboration in the field of Information and Communication Technologies (ICTs).

The CTO uses its experience and expertise to support members in integrating ICTs to deliver effective development interventions that emancipate, enrich, equalise and empower people within the Commonwealth and beyond.

What we do

The work of the CTO goes back to the CTO's creation in 1901 as the Pacific Cable Board. Since then, the CTO has been at the centre of continuous and extensive international communications development funding, co-operation and assistance programmes. Since 1985, the organisation has delivered to its recipient members in Europe, the Caribbean, Americas, Africa and Asia-Pacific regions over 3,500 bilateral and multilateral telecommunications and ICT capacity-building projects in the form of policy, operational and regulatory training and expert assistance.

This long history as a development agency provides the organisation with a unique and growing delivery capacity of ICT-for-development programmes and services.

Recently, the CTO has significantly reviewed its mandate to reflect and respond to today's global development challenges as set out in the United Nations' Millennium Development Goals (MDGs).



A large group of approximately 40 people, mostly men in suits and some women in professional dresses, are posed for a group photo in front of a large, multi-story hotel building. Several tall palm trees are visible in the background. The sky is blue with scattered white clouds. The group is arranged in several rows, with some individuals in the front row wearing lanyards.

Our Mission

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

Our Vision

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

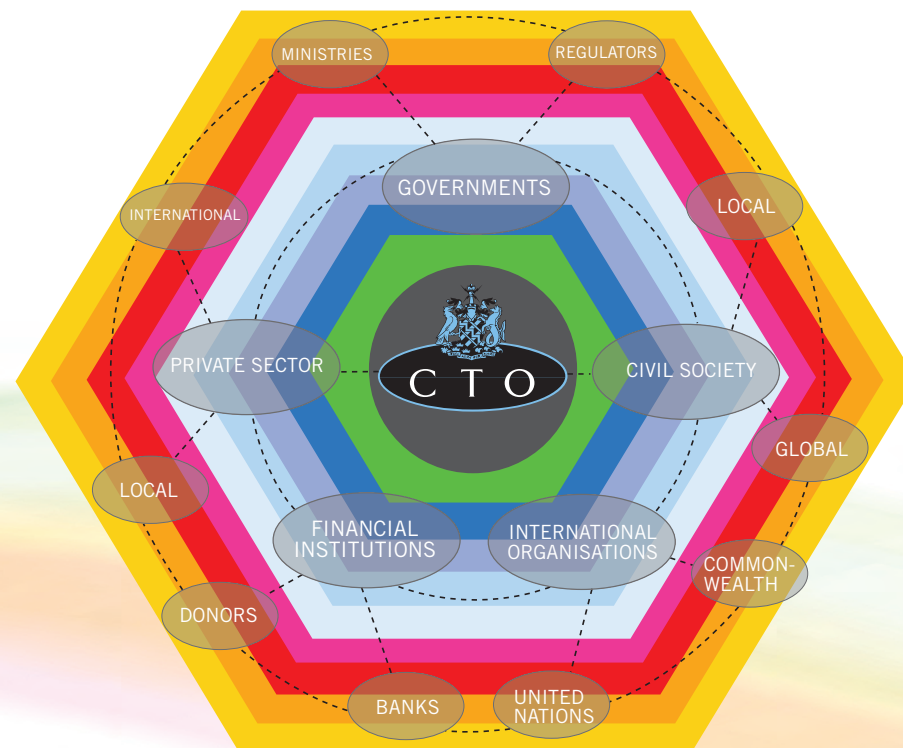
Membership - At the heart of everything we do

The CTO is driven by members' interests and priorities, and its programmes and activities are based on the needs of its members. In order to deliver real and practical value to its members, under the new Strategic Plan of the CTO for 2012/2013-2015/16, the CTO is focusing on five main outputs:

- 1) Vibrant CTO membership committed to its vision
- 2) Enhanced ICT4D capacity development amongst members
- 3) More effective multi-stakeholder ICTs for development (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 six niche areas of expertise:
 - Broadband, particularly mobile broadband
 - Cybersecurity
 - ICTs in education and skills development
 - ICTs for people with disabilities
 - ICTs for youth
 - Regulatory environments, including convergence and digital broadcasting switchover

The CTO offers many benefits to its members including:

- Building and expanding relationships, showcasing and raising members' profiles through the membership network
- Participating in the CTO Council meeting and the Forum, the main conference of the CTO held annually, hosted by a member country and attended by senior policy makers, heads of regulatory authorities and high level decision makers from the private sector
- Playing a role in the governance of the Organisation by election to the CTO's Executive Committee
- Participating at CTO conferences on topical subjects, as speakers, exhibitors and delegates
- Organising, through the CTO, and attending, tailored high level summits of high level decision makers
- Receiving training to build capacity in a wide range of subjects in ICTs
- Accessing cutting-edge research, information, toolkits, models and templates





...About the e-Gov 2012 Conference

"The event exceeded my expectations and I would like to congratulate the host country, sponsors, speakers, support staff and all participants"

Isodoro Pedro Silva, Chairman, National Institute of Communications of Mozambique



The Six Niche Areas of the CTO's Work



Broadband particularly mobile broadband

Reflecting the CTO's commitment to bringing robust ICT access equitably to all



Cybersecurity & cybercrime

Responding to a growing challenge that constrains the optimal use of ICTs



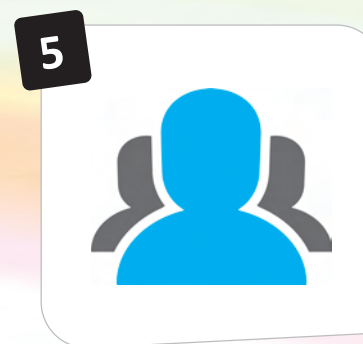
ICTs in education

Maximising the potential of ICTs for human development, with particular reference to skills development and entrepreneurship



ICTs for people with disabilities

Harnessing the transformational power of ICTs to assist people with disabilities to lead fulfilling lives



ICTs for youth

Facilitating a meaningful role for youth in governance and development



Regulatory environments

Guiding the creation of enabling operating environments to broadbase the benefits of ICTs



...About the Diploma in Telecommunications Management Studies course

“The course was relevant and helpful towards our challenges in work environments and for me personally, it was worth it and the facilitators very professional”

Abey Makhate, Learning & Development Ops Specialist, Database Support, Telkom South Africa

Executive Committee



**Mr Lalith
Weeratunga**

*Chairman,
Telecommunications
Regulatory Commission
of Sri Lanka*



**Dr Eugene
Juwah**

*Second Vice Chairman,
(Executive Vice
Chairman
of the Nigerian
Communications
Commission)*



**Mr Juma
Kandie**

*First Vice Chairman
(Director of Human
Resources and
Administration at the
Communications
Commission of Kenya)*



**Mr Appalsamy
Dass Thomas**

*Industry Partner
Representative in
the ExCo (Chairman,
Mauritius Telecom)*



**Mr Jean Louis
Beh Mengue**

*Development Partner
Representative in
the ExCo (General
Manager of the Cameroon
Telecommunications
Regulatory Board)*



**Prof Tim
Unwin**

*Secretariat,
Chief Executive Officer, CTO*

Management Team

Mr Lasantha De Alwis
*Corporate Secretary/
Head - Membership*

Mr Bashir Patel
Chief Operating Officer

Prof Tim Unwin
Chief Executive Officer

Mr Rakesh Luchman
*Acting Head of Finance
& Administration*

Mr Marcel Belingue
Senior Manager Programmes

Mr Kojo Boakye
Programme Manager

Ms Vineeta Shetty
*Deputy Manager
International Events*

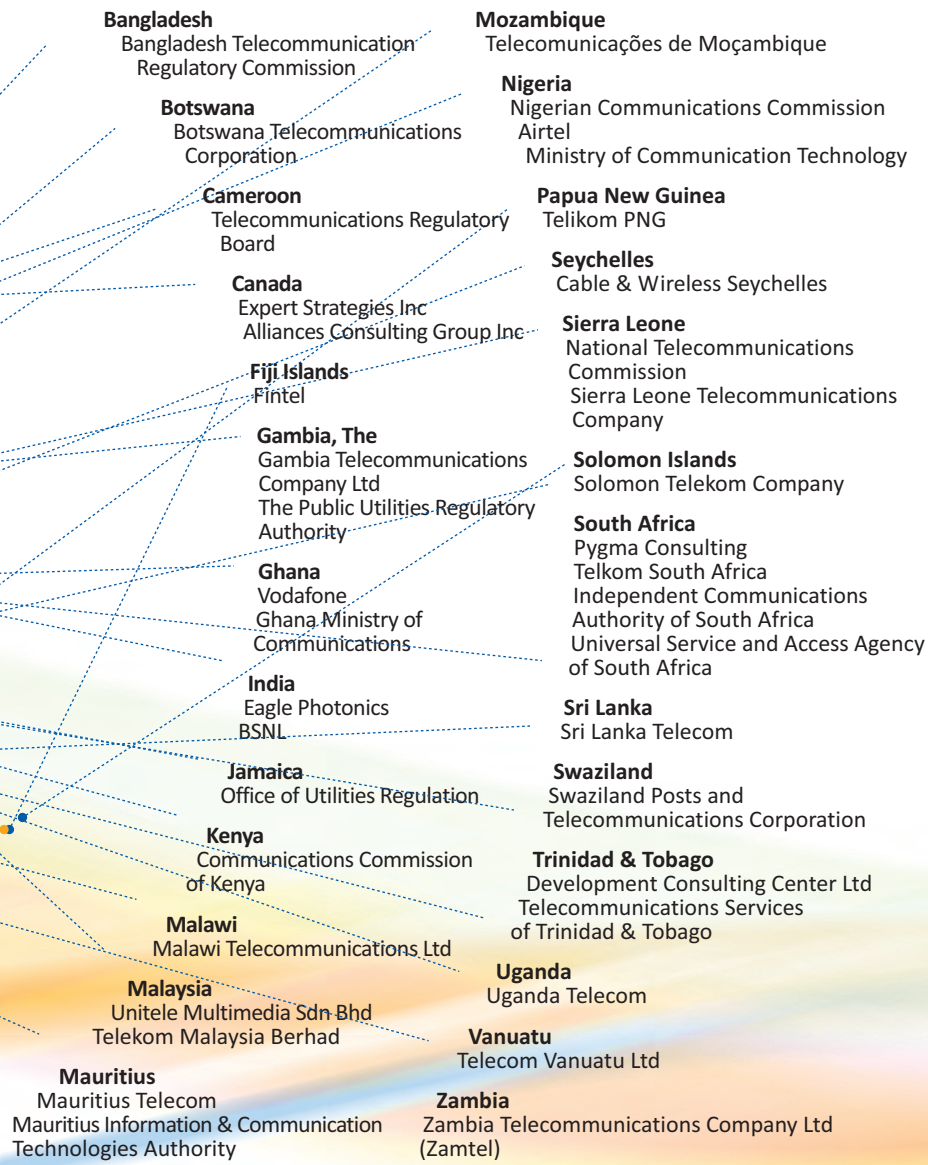


CTO's Network

ICT Sector Members

4G Africa
Avanti Communications Group plc
Communications Regulatory
Authority of Namibia
Ericsson
Eutelsat
Gibraltar Regulatory Authority
GSM Association
Intelsat
Microtask Oy
Postal and Telecommunications
Regulatory Authority, Zimbabwe
PricewaterhouseCoopers
Research In Motion Ltd
Rwanda Utilities Regulatory Agency
Republic of Southern Sudan
SES
Tonga Communications Corporation

PDT Members



MoU Partners

To enable it to implement its mission and mandate, the CTO has established a range of collaborative links with the following organisations that have a complementary mandate, through memorandums of understanding.

ADR Group	COMNET	International Telecommunications Satellite Organization
African Forum for Utility Regulators	ETIS	
African Telecommunications Union	The European Computer Driving Licence Foundation	The Internet Corporation for Assigned Names and Numbers
African Training and Research Centre in Administration for Development	European Telecommunications Network Operators' Association	Organisation of Caribbean Utility Regulators
Asia-Pacific Telecommunity	Global Alliance for Information and Communication Technologies and Development	Pacific Islands Telecommunications Association
Caribbean Association of National Telecommunication Organizations	Global VSAT Forum	Public Security Innovation Center
Caribbean Telecommunications Union	International Telecommunications Union	Singapore Mediation Centre
Centre for Effective Dispute Resolution	International Maritime Organization	Southern Africa Telecommunications Association
Chartered Institute of Arbitrators	International Mobile Satellite Organization	Sri Lanka Association of Software and Service Companies
Commonwealth of Learning	International Multilateral Partnership Against Cyber Threats	Telecom Equipment and Services Export Promotion Council
Commonwealth Parliamentary Association	International Telecommunications Users Group	West Africa Telecommunications Regulators Assembly
The Communications Regulators' Association of Southern Africa		



CTO's Operations

International Events, Conferences and Summits

- Facilitate knowledge sharing and stakeholders' interactions
- About six events and conferences per year, plus summits
- Most events run for over five years, at various locations around the world, on topical subjects such as
 - Rural connectivity
 - Broadband
 - Cybersecurity
 - Digital broadcasting switchover
- Bring together the highest levels of public sector and private sector
- Platform for interplay of views of policy makers, regulators, operators, technology providers, financiers and others
- Opportunity for showcasing, profile raising and advocacy, moving on to closed-door consultations and high level summits

Capacity Development and Training (CDT)

- Centred around the Programme for Development & Training (PDT), a training procurement service with its own membership
- History of over 25 years
- Addresses members' needs in facing emerging challenges
- Covers the entire spectrum of ICTs; policy, regulation, technology, management, finance etc
- International network of eminently qualified trainers
- Global, regional, in-country and in-company training
- Constantly evolving course catalogue and a training calendar
- Optimum value for money training

Research and Consultancy

- Trusted partner of policy makers, regulators, donor agencies and the private sector
- Undertakes research, studies, consultancies and advisory services
- Delivered through a combination of in-house and external experts
- Access to a pool of over 150 experts in various fields of ICTs
- Ability to draw on the information base built over a hundred years of the Organisation's history
- Deals in all aspects of ICTs, and well recognised for regulatory frameworks and strategic planning
- Strikes a balance between developmental needs and commercial considerations

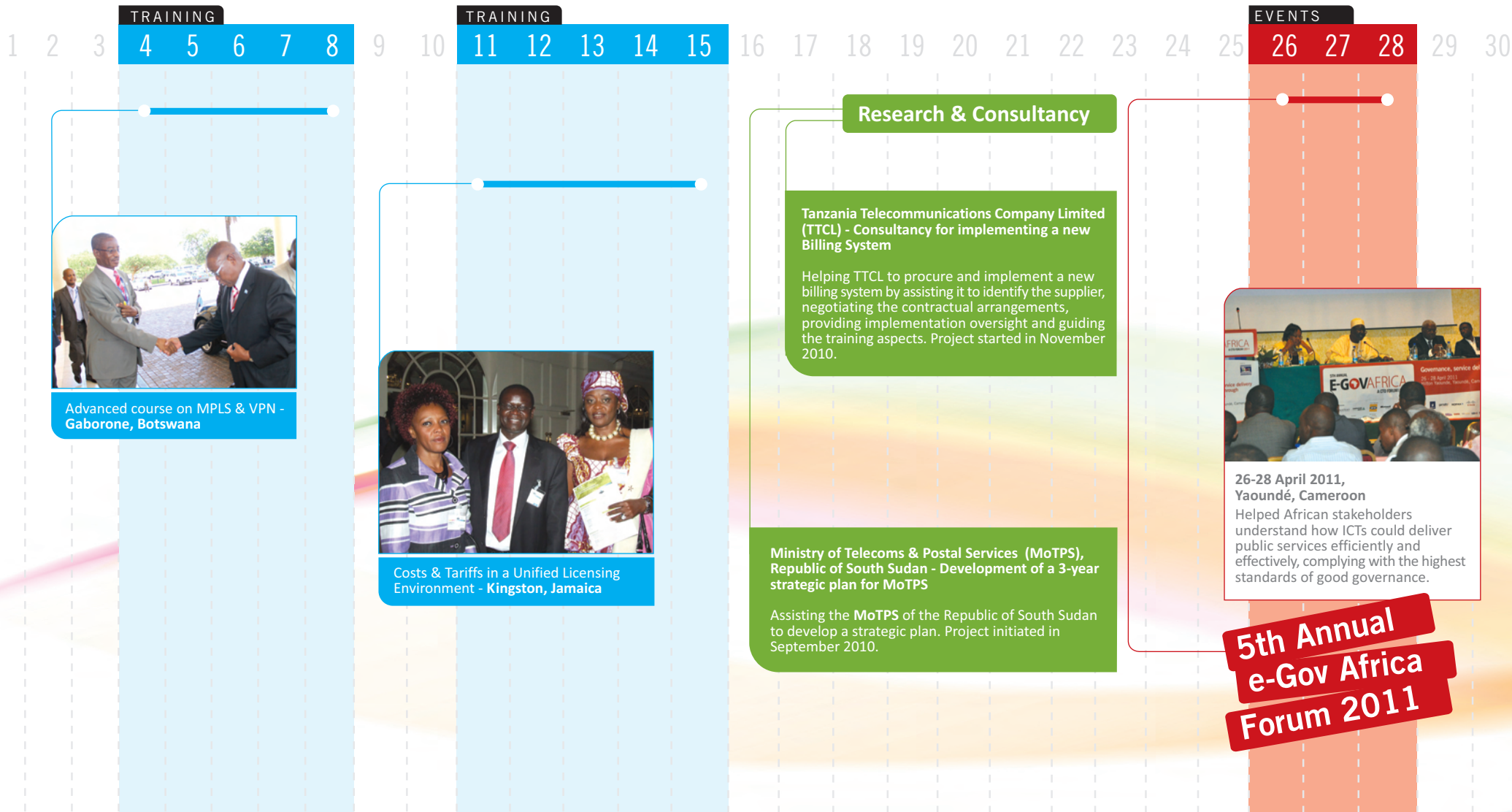


...About the HR4ICT 2012 Conference

"A great forum for thought-provoking discussions, which has you rethinking your current HR strategy"

Jenifer Boateng, Head of HR Centres of Expertise, Vodafone Ghana

April 2011



May 2011

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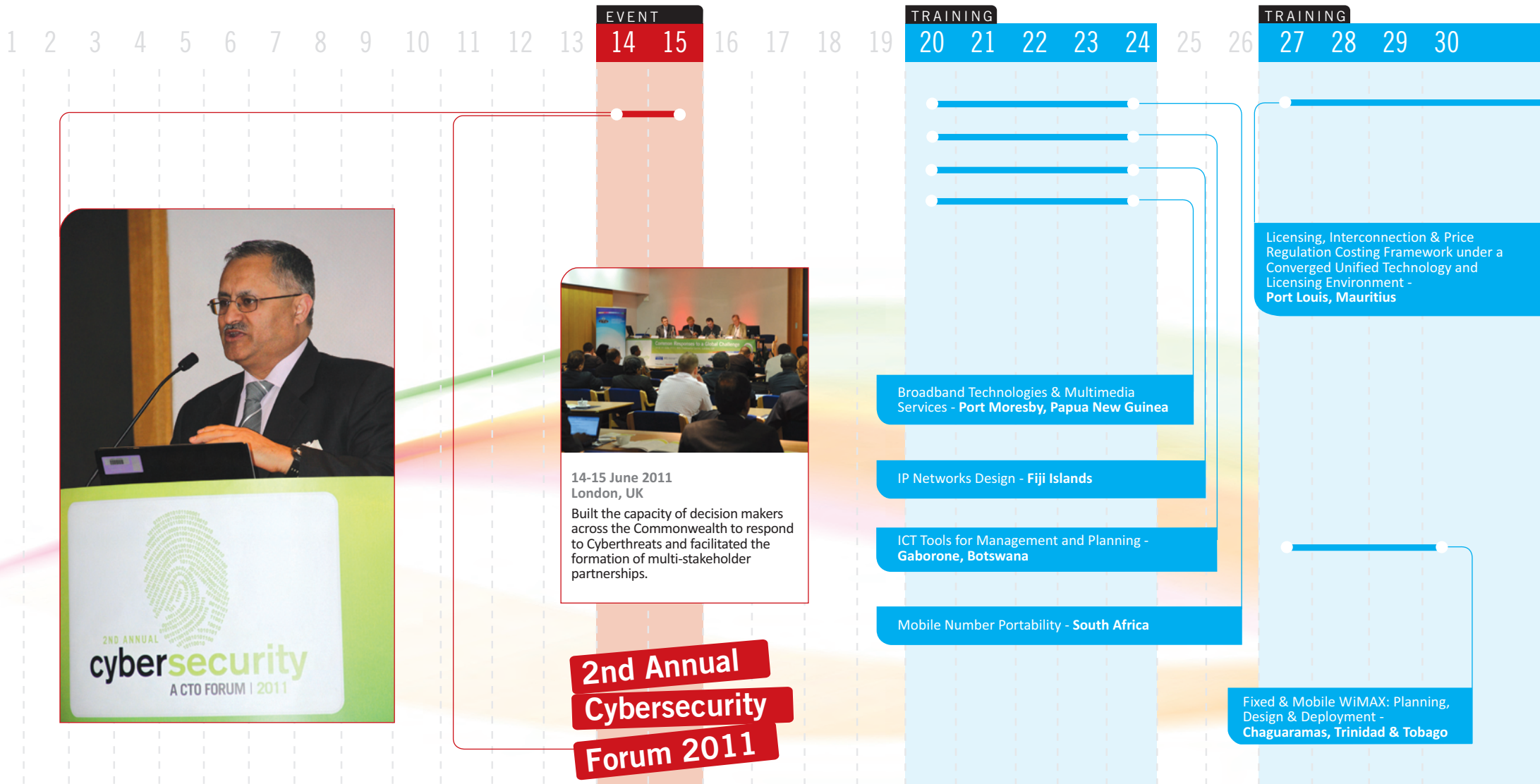
TRAINING



Next Generation Technologies Market
and Pricing - Kingston, Jamaica



June 2011



July 2011

TRAINING



WiMax Planning and RF Engineering - Johannesburg, South Africa

TRAINING



Fibre Optic Access Networks - Abuja, Nigeria

TRAINING



Talent Management, Knowledge Management and Change in a Dynamic Environment - Olifantsfontein, South Africa

TRAINING

WiMax Planning and RF Engineering - Kingston, Jamaica

Fibre in Access Networks - Suva, Fiji Islands

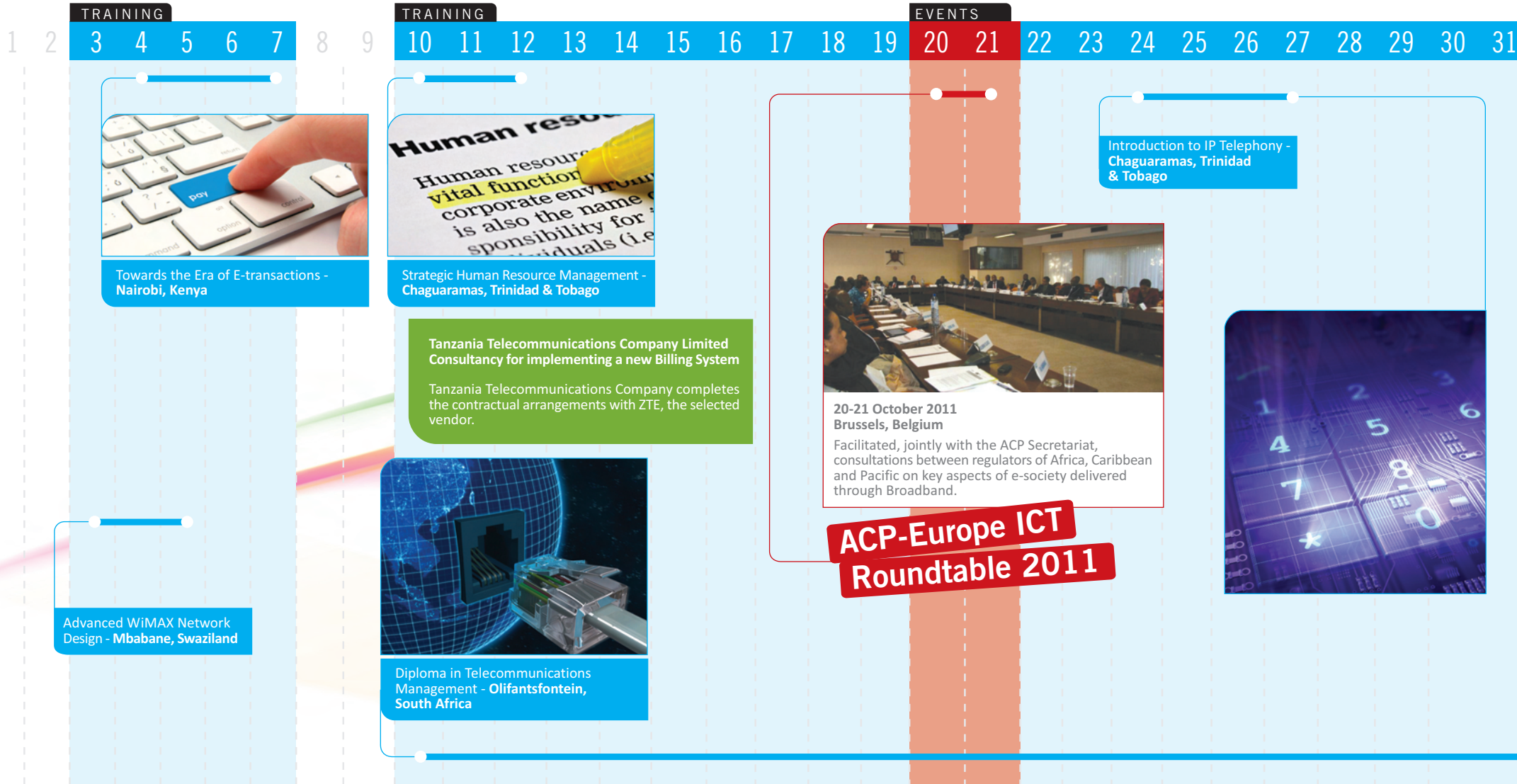
Broadband Pricing, Local and International Leased Line Pricing & Portfolio Management - Accra, Ghana



September 2011



October 2011



November 2011

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Tariff Policies, Models and Methods -
Mbabane, Swaziland



Research & Consultancy

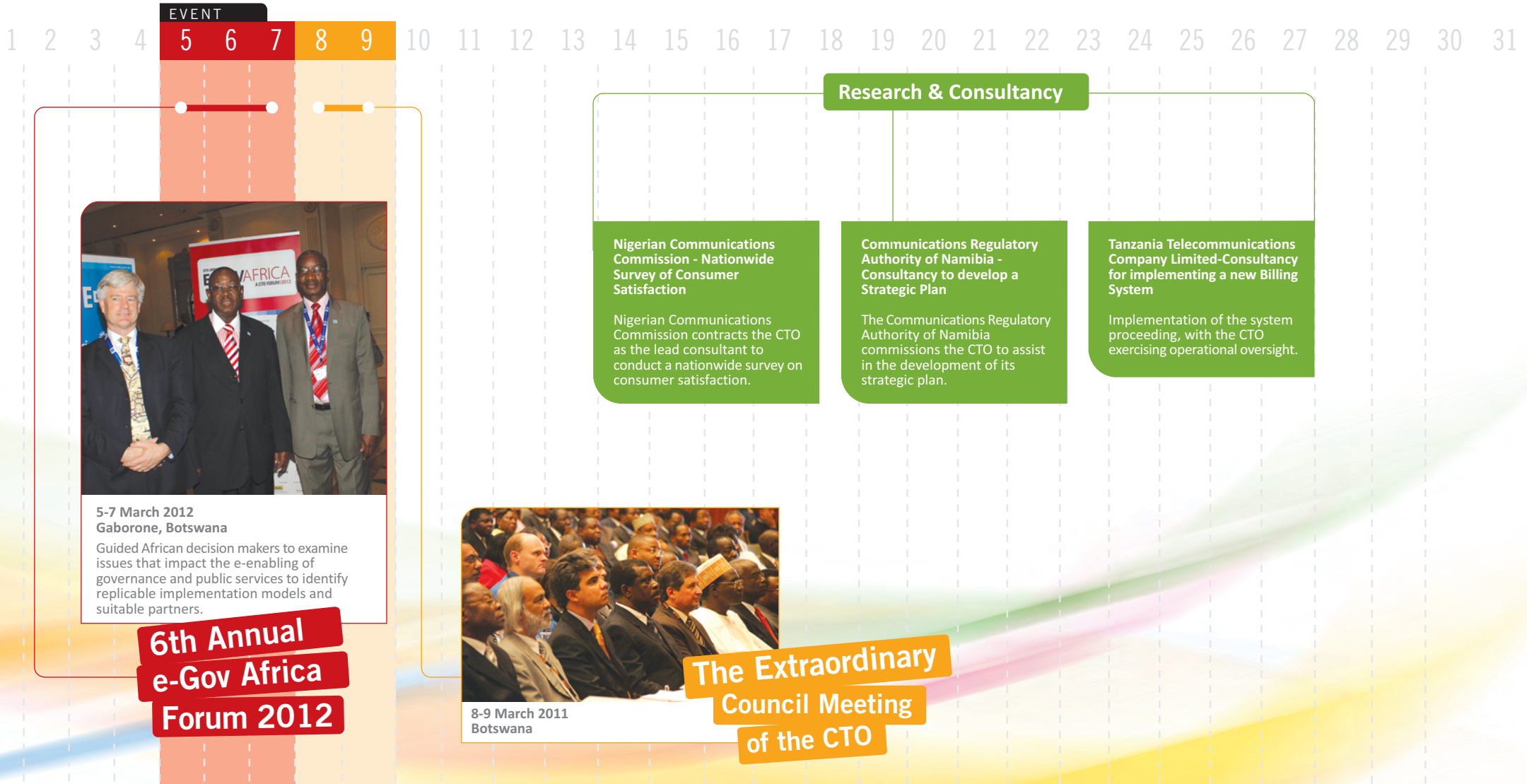
Strategic plan for Ghana Investment Fund for Electronic Communications (GIFEC)

GIFEC commissions the CTO to develop a 5-year
strategic plan for GIFEC.

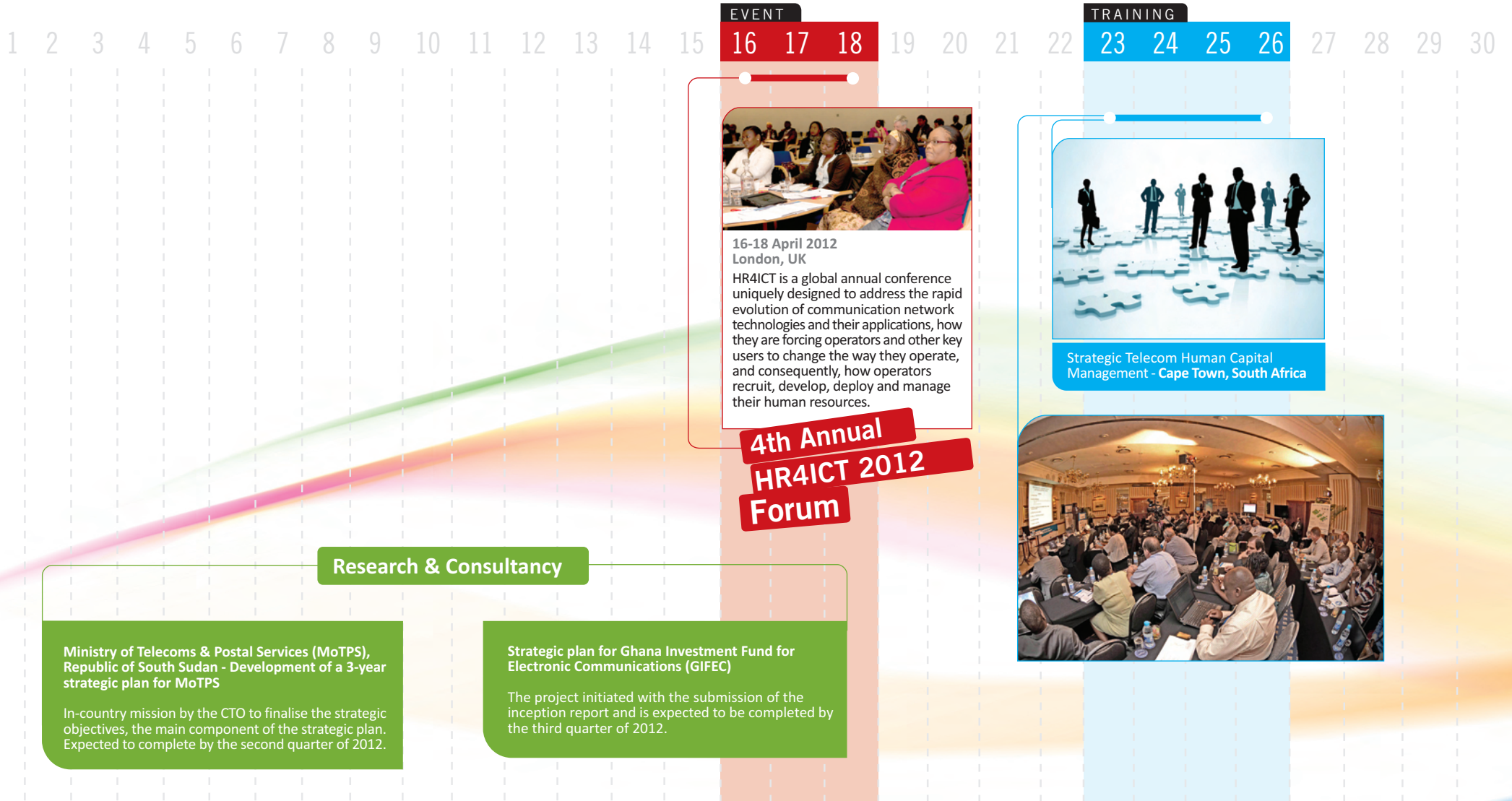
February 2012



March 2012



April 2012





...About the Diploma in Telecommunications Management Studies course

"Thank you CTO. This course has truly opened the door to the talent here at Telikom PNG. We are extremely proud of having run a successful Diploma in Telecommunications Management programme in PNG and look forward to hosting more development programmes in partnership with CTO in the near future"

Charles Litau, Acting CEO, Telikom PNG, Papua New Guinea



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