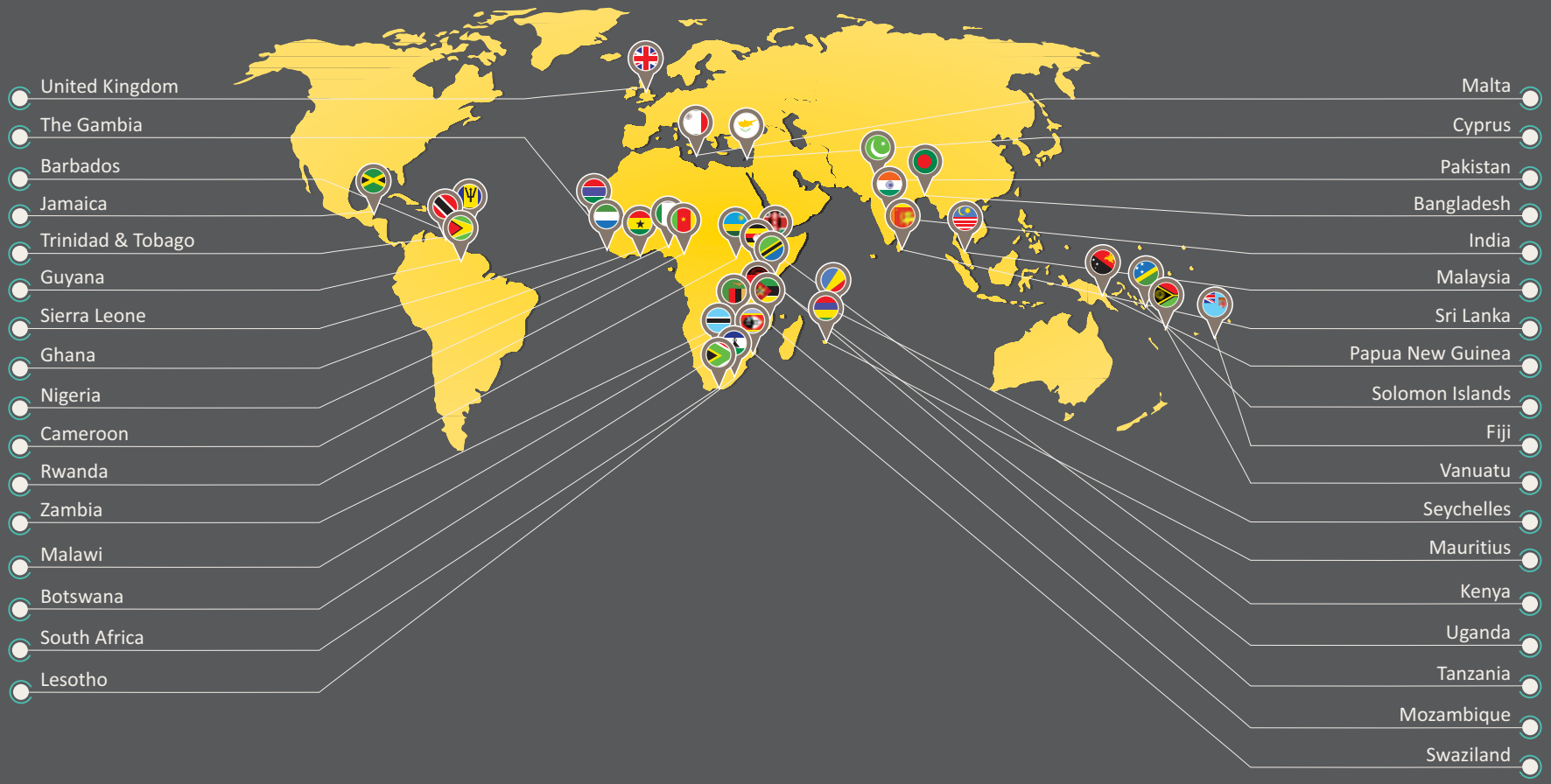
COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

Annual Report 2012-13

COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

Member Countries



Contents

Chairman's Message 02
Secretary-General's Introduction 04
About the CTO 06
Membership - At the Heart of Everything We Do 08
The Six Priority Areas of the CTO's Work 10
Executive Committee 12
Management Team 13
CTO Ambassadors 14
The CTO Network 16
CTO Operations 18
Special Features 20
Timeline of the CTO's Activities 22

"I am very pleased with the fact that the Organisation has found creative ways, in addition to its traditional operational areas, to become a key player in the global ICT arena."

Chairman's Message

I consider it an enormous privilege to send this message to members and other stakeholders as Chairman of the Commonwealth Telecommunications Organisation (CTO). During the 2012-13 operational year, the CTO registered strong growth and, more importantly, was able to position itself at the centre of the Commonwealth's ICT agenda.

Driven by its six priority areas, Mobile Broadband, Cybersecurity and Cybercrime, ICTs for People with Disabilities, Regulatory Environments, ICTs in Education and Youth and ICTs, the Organisation has become a key contributor to the Commonwealth's efforts to leverage ICTs for development.

I am very pleased with the fact that the Organisation has found creative ways, in addition to its traditional operational areas, to become a key player in the global ICT arena. Today, the Organisation is at the centre of a number of activities on a global scale, particularly cybersecurity and ICTs for disabilities, that will bring practical benefits to members and non-members alike.

It is encouraging to note the expansion of the membership network of the CTO during the year. Today the membership network of the CTO extends from industry giants such as BT and Microsoft, to British Overseas Territories such as Montserrat. This extensive and diverse network readily lends itself to the exchange of expertise and technology between members and the development of multi-stakeholder partnerships, in a way that benefits both the less-endowed and the well-endowed.

I am very hopeful that soon we will be joined by the few Commonwealth countries that are not yet Full Member Countries, so that the CTO truly reflects the scale and diversity of the Commonwealth.

"CTO services are expected to expand during the next operational year, making the CTO a key partner for knowledge building in the Commonwealth ICT sector. "

The three operational areas that have been the mainstay of the CTO have also registered impressive progress. Capacity development programmes have become more relevant to the needs of members; conferences have become platforms for knowledge sharing and networking for not only ICT stakeholders in the Commonwealth but also those beyond; and the CTO's research and consultancy work has generated a great volume of new knowledge. These services are expected to expand during the next operational year, making the CTO a key partner for knowledge building in the Commonwealth ICT sector. These achievements would not have been possible without the remarkable efforts of the Secretariat, under the leadership of Professor Tim Unwin as Secretary-General.

It is pleasing to note a new sense of purpose and focused dynamism, driven by the 2012-16 Strategic Plan. I commend Professor Unwin for his Strategic Plan, which has brought about a fundamental change in the way members and the Secretariat work together towards a common goal, and I commend all the staff of the Secretariat for the committed and enthusiastic manner in which they have implemented the plan.

I am sure that, guided by Professor Unwin's vast knowledge and long experience, added to the unwavering commitment of the management and the staff, the CTO is well on the way to reaching new heights.

Finally, on behalf of the Government and the people of Kenya, I thank all the members for the honour bestowed on our country by electing someone from Kenya as the chairperson of this august body. I hope Kenya was able to meet the expectations. We look forward to another year of success at the CTO.

Juma Kandie
Chairman, CTO

"Our conferences and events have also been a considerable success, and providing invigorating opportunities for members and others to meet together..."

Secretary-General's Introduction

This has been the first full year of the CTO's current strategic plan, which has given new vision and direction to the Organisation. Membership lies at the heart of the CTO, and I am delighted that so many of our members, old and new, have engaged actively in the new direction in which the Organisation is heading.

Managers and staff at the Secretariat have also worked tirelessly to support members in implementing their ambitious programmes to use ICTs effectively to contribute to development across the Commonwealth, and I am very grateful indeed to be working with such a dedicated and professional team.

Much of my own time over the last year has been spent in getting to know the needs of our many members, often through all-too-brief visits to their countries, and in encouraging new members to join.

I have sought to spend time in many different parts of the Commonwealth really getting to know how our operational divisions can deliver support and value-for-money services to the many exciting initiatives that are ongoing in every continent, and I am incredibly grateful to the time that ministers and senior government officials, as well as leaders of global corporations, have spent sharing with me some of their ambitions and challenges. Together, we must develop collaborative initiatives that can really benefit all of our citizens.

The value that the CTO can bring has been clearly recognised by our new ICT sector members, especially from the private sector, and I look forward to seeing much closer multi-stakeholder collaboration resulting from this in the years ahead.

The CTO's operational activities are divided across three divisions. Our capacity development work, delivered largely through the well-established Programme for Development and Training, continues to provide value-for-money training opportunities, not only in terms of the actual courses delivered, but also through the shared experiences that it provides for partners to understand the rapidly changing ICT environment. Our research and consultancy division has had a particularly impressive year, delivering well above its targets. One of the exciting features of its work has been the way in which the CTO has collaborated with a range of partners to deliver high-quality reports that are disseminated freely through our website (www.cto.int), which itself has been completely redesigned this year to provide a wealth of useful resources on ICTs and development in the Commonwealth. Our conferences and events have also been a considerable success, and providing invigorating opportunities for members and others to meet together to discuss many of the most pressing issues facing those of us working in the field of ICTs for development.

We are especially grateful to Mauritius for hosting our Annual Forum and Council meeting in 2012, and I very much look forward to what promises to be another exceptional meeting in Abuja in October 2013.

Alongside the work of our operational divisions in serving the diverse requirements of our members, the 2012-16 Strategic Plan draws attention to the need for the CTO to concentrate on doing a few things really well. Hence, over the next three years we are addressing six main priority areas: Mobile Broadband, Cybersecurity and Cybercrime, ICTs for People with Disabilities, Regulatory Environments, ICTs in Education, and Youth and ICTs.

> "Membership lies at the heart of the CTO, and I am delighted that so many of our members, old and new, have engaged actively in the new directions in which the organisation is heading."

I would like here to express my gratitude to all those who have kindly agreed to serve on the Advisory Boards that we are setting up to help take forward our initiatives in each of these areas. Some of the exciting work that has already been generated in these areas includes the collaboration with the International Telecommunication Union (ITU) and others in supporting the development of child online protection policies in six African countries, as well as the summit on ICTs and disabilities held around the Paralympics in London in August 2012. One theme running through my short introduction to this year's annual report has been the importance of partnerships and collaboration. There are many different ICT initiatives taking place across the Commonwealth, and in closing, I would like to re-emphasise that the CTO is committed to working collaboratively in partnership with like-minded organisations to help governments, the private sector and civil society in our member countries deliver effective ICT initiatives that will help transform the lives of all of our citizens.

As the oldest, largest, and I hope most vibrant ICT organisation in the Commonwealth, we have a responsibility to take a real leadership role in helping to reduce the duplication and overlap of efforts, so as to ensure that the best use is made of limited resources in delivering effective action. I am grateful to the very many people and organisations that have offered to walk this path with us. Together we can make a real difference to the lives of poor and marginalised people and communities across the Commonwealth.

Professor Tim Unwin
Secretary-General

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). Using its experience and expertise, the CTO supports 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 Organisation'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, the Americas, Africa and Asia-Pacific over 3,700 bilateral and multilateral telecommunications and ICT capacity building projects in the form of policy, operational and regulatory training, and expert assistance. Moreover, the CTO has been at the forefront of generating cutting-edge knowledge through its research and consultancy services, as well as sharing knowledge through its conferences and workshops held across the world. This long history as a development facilitator provides the Organisation with a unique and growing delivery capacity for ICT for Development (ICT4D) programmes and services. Recently, the CTO has significantly reviewed its mandate to reflect and respond to today's global development challenge as set out in the United Nations Millennium Development Goals (MDGs).

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.

The CTO seeks to 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 any Commonwealth ICT initiatives that reflect the needs and interests of its members.

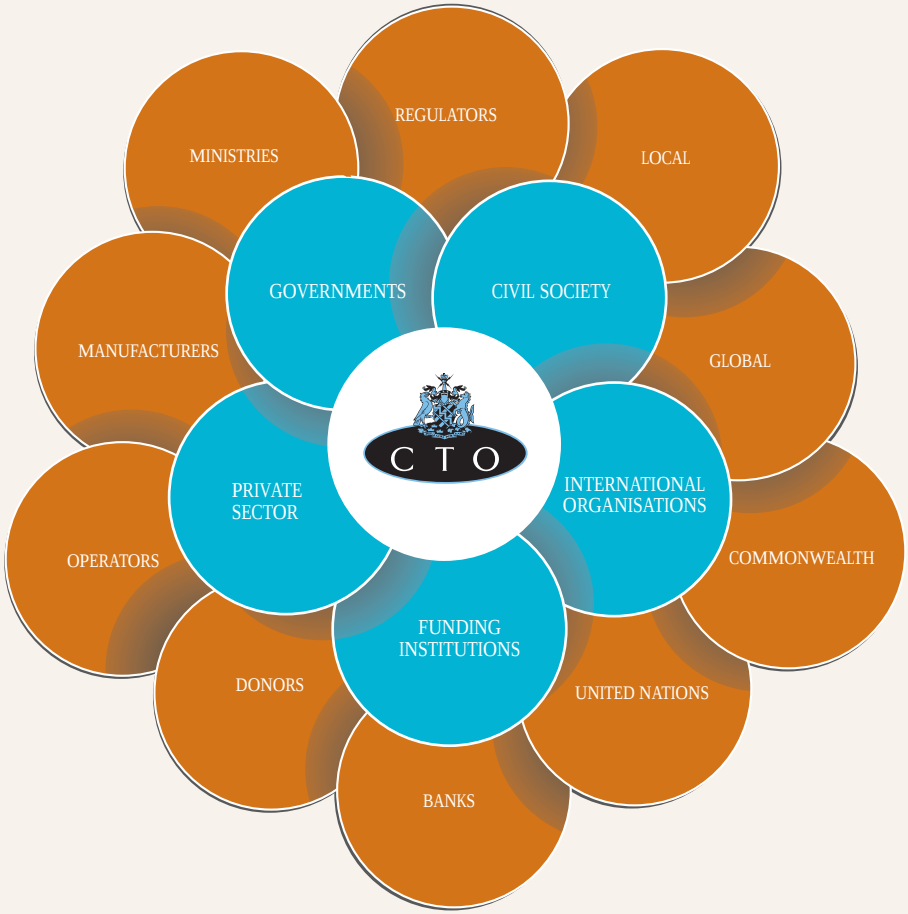
Membership - At the Heart of Everything We Do

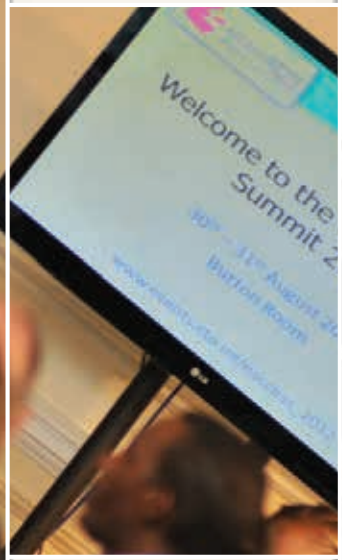
The CTO's programmes and activities are driven by its members' interests and priorities. In order to deliver real and practical value to our members, our 2012-16 Strategic Plan focuses on five main outputs:

1. Vibrant membership committed to the CTO's vision;
2. Enhanced ICT4D capacity development among 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 being a thought-leader in six priority areas of expertise:
   - > Broadband, particularly Mobile Broadband;
   - > Cybersecurity and Cybercrime;
   - > ICTs for People with Disabilities;
   - > Regulatory Environments, including convergence and digital broadcasting switchover;
   - > ICTs for Education;
   - > Youth and ICTs.

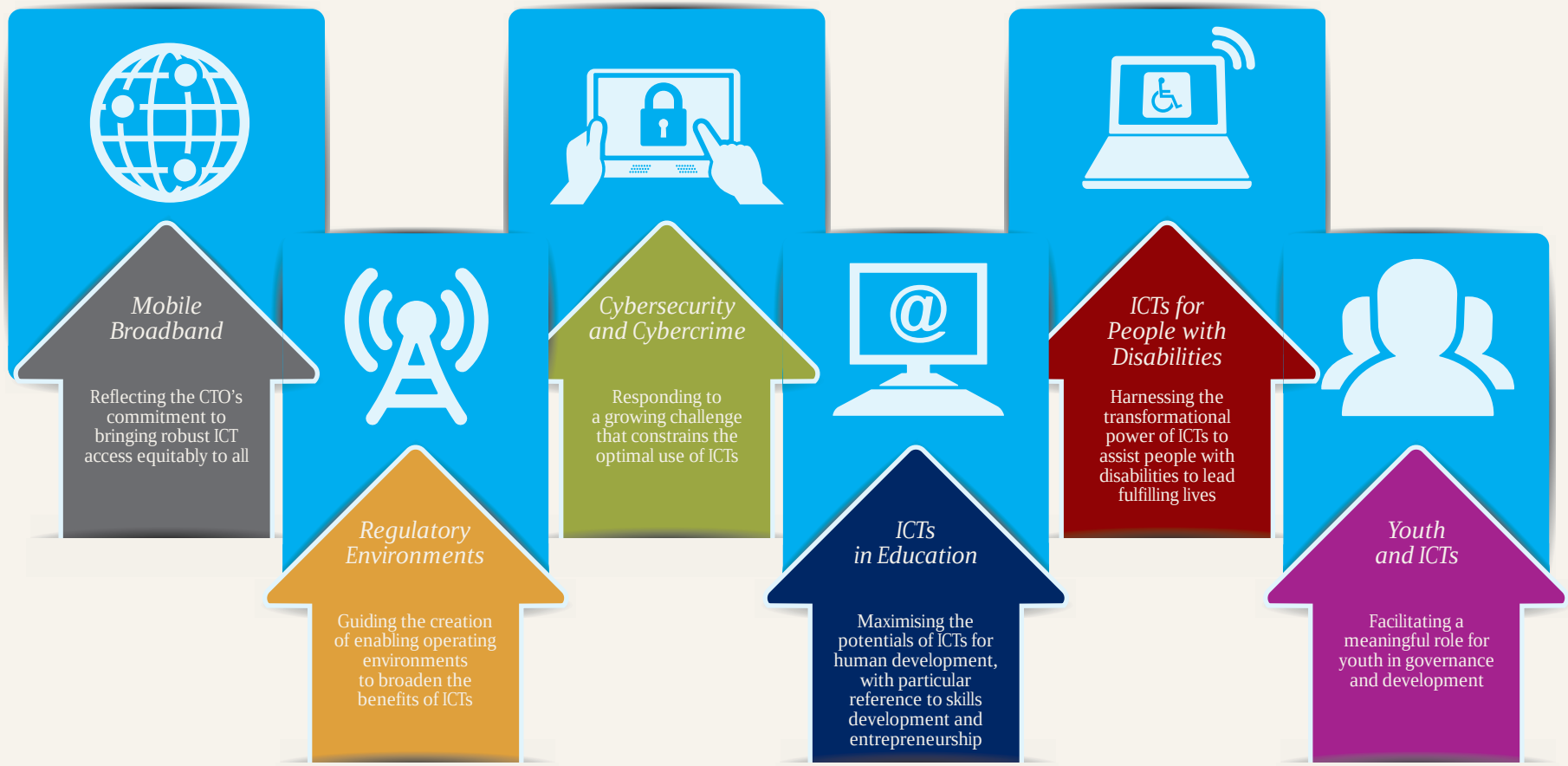
The CTO offers many benefits to its members, including:

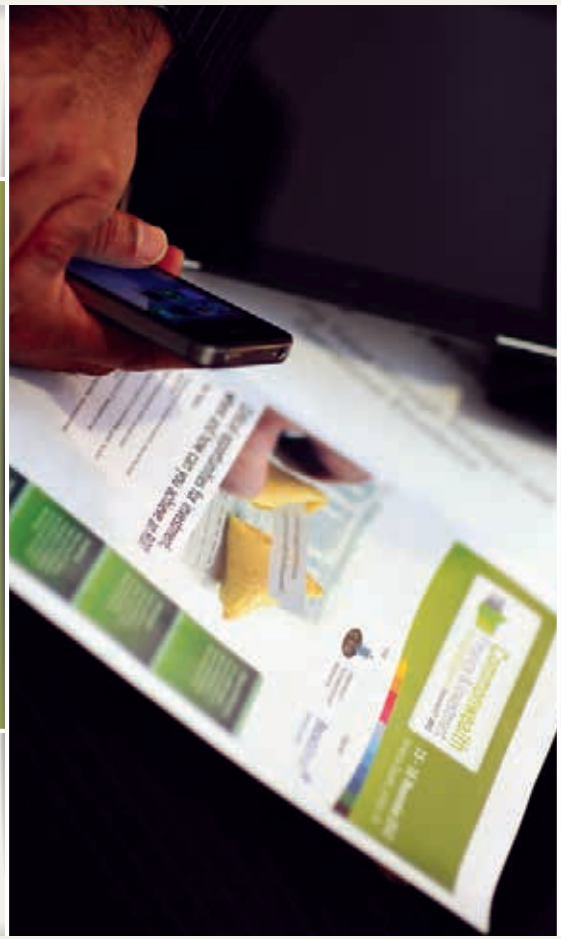
- > Building and expanding relationships, showcasing countries and raising their profile through the membership network;
- > Participating in the CTO Council meeting and the Forum, the main conference of the CTO held annually, hosted by a member country and attended by senior policymakers, heads of regulatory 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 forums for high level decision makers;
- > Receiving and providing training to build capacity in a wide range of subjects in ICTs;
- > Accessing cutting-edge research, information, toolkits, models and templates.

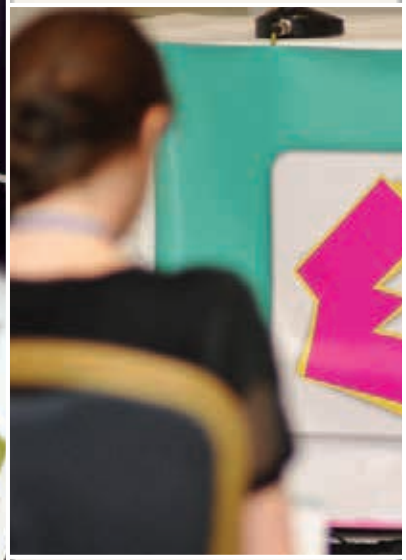



Welcome to the
Summit

The Six Priority Areas of the CTO's Work







COMMONWEALTH
ACCESSIBILITY
SUMMIT | 2012

Executive Committee

Juma Kandie >
Chairman
(Director of Human Resources and Administration, Communications Commission of Kenya)

Dr Eugene Juwah >
First Vice-Chairman
(Executive Vice-Chairman, Nigeria Communications Commission)

Chris Seecharan >
Second Vice-Chairman
(Executive Director, Telecommunications Authority of Trinidad and Tobago)

Jean Louis Beh Mengue >
Development Partner Representative
(General Manager, Cameroon Telecommunications Regulatory Board)

Abigail Sono >
Industry Partner Representative
(International Key Account Manager, Telkom South Africa)

Halima Letamo >
Chairperson of the CTO's Programme for Development Training
(Head, Capability Development, Botswana Telecommunications Corporation)

Anusha Palpita >
Immediate Past Chairperson
(Director-General, Telecommunications Regulatory Commission, Sri Lanka)

Professor Tim Unwin >
Secretary-General
Commonwealth Telecommunications Organisation

Management Team

Professor Tim Unwin
Secretary-General

Rakesh Luchmun
Director, Head of Finance and Administration

Lasantha De Alwis
Director, Head of Operations; Corporate Secretary

Marcel Belingue
Senior Manager, Head of Membership and Communications

Kojo Boakye
Programme Manager

Marianette Violeta
Deputy Manager, Finance & HR

Nigel Kay
International Events Manager

Management team as at September 2013

CTO Ambassadors

The role of CTO Ambassadors is to strengthen the Organisation's stakeholder engagement in different regions of the world. They are distinguished individuals in the field of ICTs for Development, who possess significant experience at a senior level in the public, private or civil society sectors. Through their engagement with wide networks of decision-makers and thought leaders they help ensure that the CTO is informed about, and contributes to, ICT initiatives in their regions.

Bashir Patel
Middle East

N K Goyal
South Asia

Marianne Treschow
Scandinavia

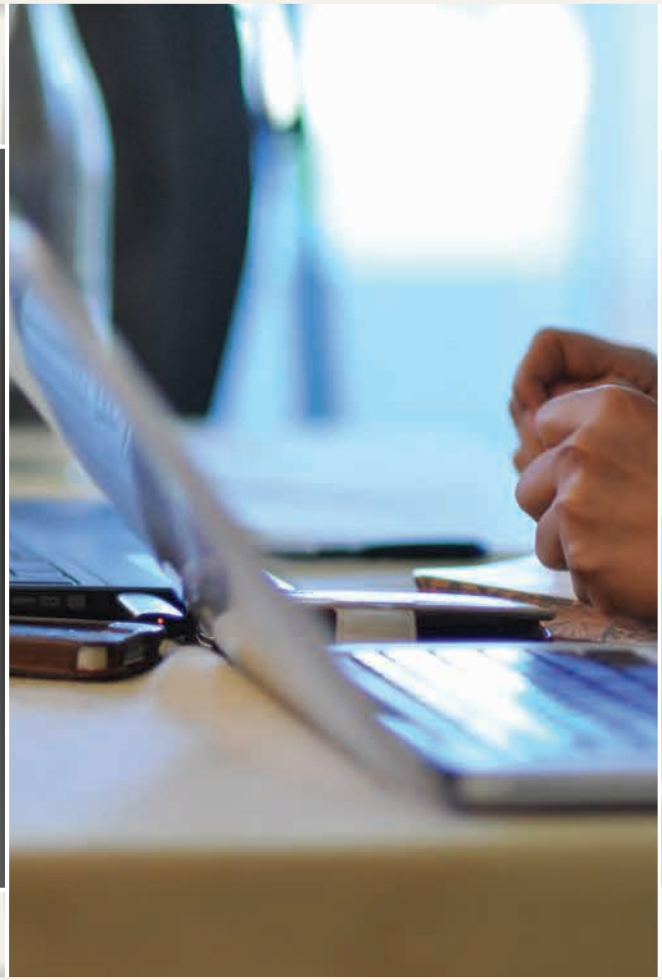
Richard Simpson
Canada

Robert Horton
Australia, New Zealand and the Pacific

The main activities of CTO Ambassadors include:

- Helping the CTO expand and deepen its network within and beyond the Commonwealth;
- Promoting the CTO's relationships with relevant stakeholders;
- Assisting in forming multi-stakeholder partnerships to be brokered by the CTO;
- Representing the CTO at meetings, conferences, seminars and workshops;
- Acting as the CTO's liaison point with relevant multilateral and bilateral agencies in their regions;
- Sharing information about the CTO with relevant stakeholders;
- Contributing to the CTO's knowledge base about ICTs.

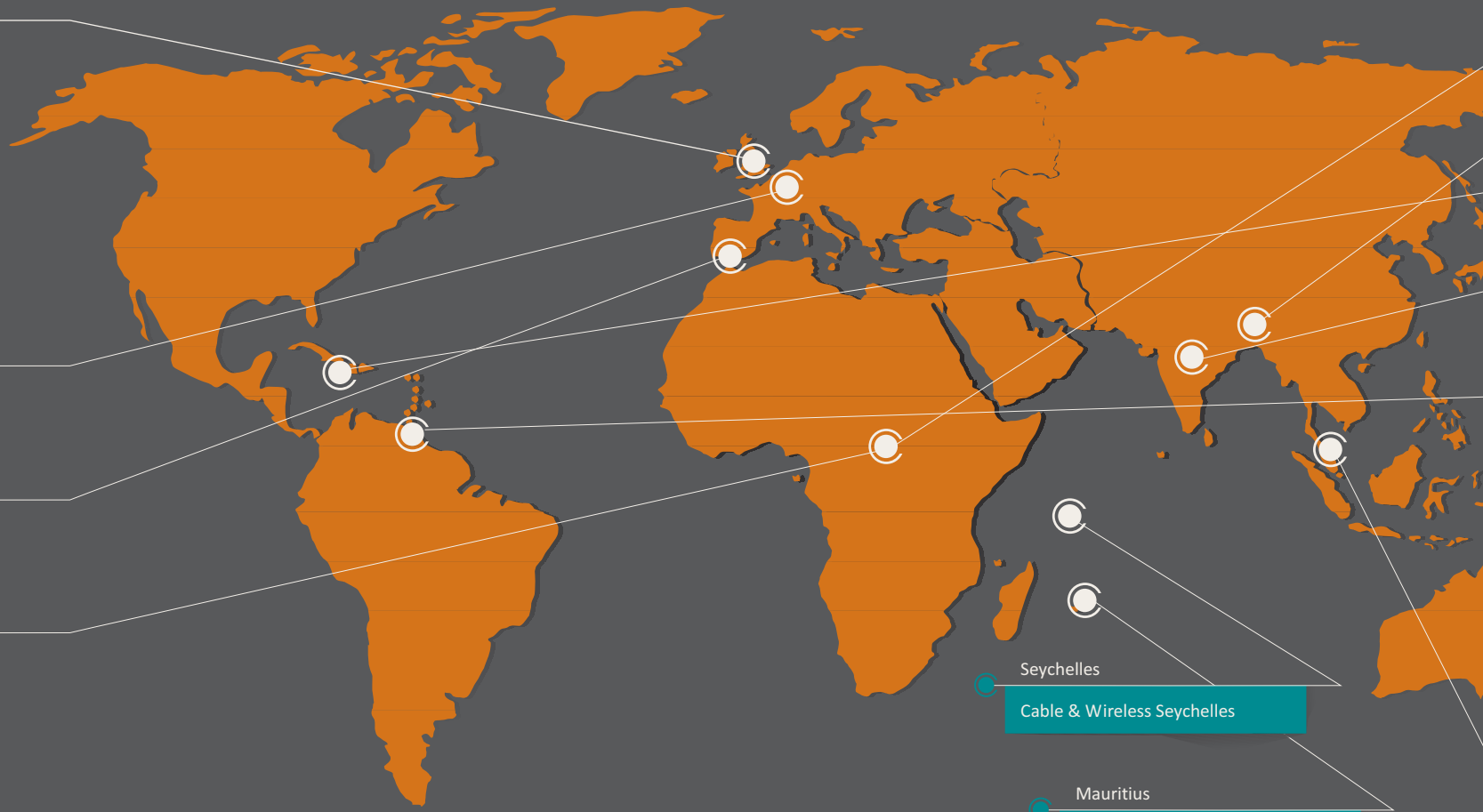
CTO



Mission
To promote, facilitate and
guide members in using
to deliver
development

The CTO Network

ICT Sector Members



United Kingdom

- Avanti
- BT
- Compubits
- Eutelsat UK
- GSM Association
- Nominet
- Promethean
- PWC London
- UK-RIM

Luxembourg

- SES Global

Gibraltar

- Gibraltar Regulatory Authority

Africa

- Broadband Infraco
- Intelsat
- Microsoft
- Microtask OY
- O3b
- Postal and Telecommunications Regulatory Authority of Zimbabwe
- Republic of South Sudan
- SENTECH

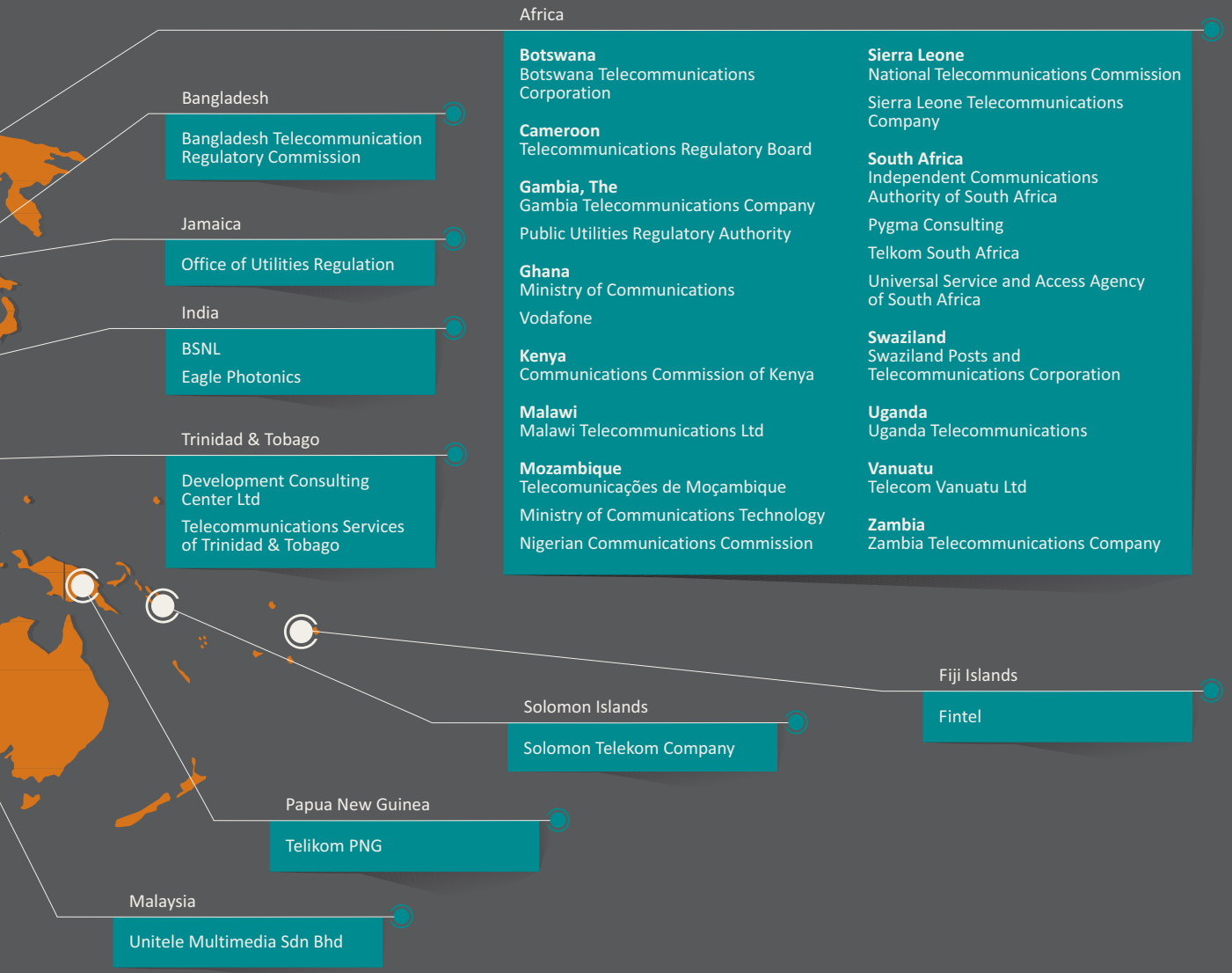
Seychelles

- Cable & Wireless Seychelles

Mauritius

- Information and Communication Technologies Authority
- Mauritius Telecom

PDT Partners



Africa

Botswana
Botswana Telecommunications Corporation

Cameroon
Telecommunications Regulatory Board

Gambia, The
Gambia Telecommunications Company
Public Utilities Regulatory Authority

Ghana
Ministry of Communications
Vodafone

Kenya
Communications Commission of Kenya

Malawi
Malawi Telecommunications Ltd

Mozambique
Telecomunicações de Moçambique
Ministry of Communications Technology
Nigerian Communications Commission

Sierra Leone
National Telecommunications Commission
Sierra Leone Telecommunications Company

South Africa
Independent Communications Authority of South Africa
Pygma Consulting
Telkom South Africa
Universal Service and Access Agency of South Africa

Swaziland
Swaziland Posts and Telecommunications Corporation

Uganda
Uganda Telecommunications

Vanuatu
Telecom Vanuatu Ltd

Zambia
Zambia Telecommunications Company

Bangladesh
Bangladesh Telecommunication Regulatory Commission

Jamaica
Office of Utilities Regulation

India
BSNL
Eagle Photonics

Trinidad & Tobago
Development Consulting Center Ltd
Telecommunications Services of Trinidad & Tobago

Fiji Islands
Fintel

Solomon Islands
Solomon Telekom Company

Papua New Guinea
Telikom PNG

Malaysia
Unitele Multimedia Sdn Bhd

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 (MoUs).

African Forum for Utility Regulators

African Telecommunications Union

AfriNIC

Asia Pacific Telecommunity

Caribbean Association of National Telecommunications Organizations

Caribbean Telecommunications Union

Commonwealth of Learning

Commonwealth Parliamentary Association

Communications Regulators' Association of Southern Africa

Comnet

East African Communications Organisation

Global Alliance for Information and Communication Technologies and Development

International Cybersecurity Protection Alliance

International Multilateral Partnership Against Cyber Threats

International Telecommunications Satellite Organisation

International Telecommunication Union

Internet Corporation for Assigned Names and Numbers

Organisation of Caribbean Utility Regulators

Pacific Islands Telecommunications Association

Southern Africa Telecommunications Association

Sri Lanka Association of Software and Service Companies

Telecom Equipment and Services Export Promotion Council

United Nations Conference on Trade and Development

West Africa Telecommunications Regulators Assembly

World Information Technology and Services Alliance

CTO Operations

Capacity Development & Training

Strengthening Capacity in Network Technology and Management

During 2012-13, CTO's Capacity Development & Training division (CDT) continued to address the skills development needs of members and clients within the Commonwealth and beyond. The division responded to requirements from 20 countries on a range of topics, reaching over 560 ICT professionals in the Caribbean, Africa and Asia-Pacific. Almost 70 per cent of CDT-led programmes focused on technology and management courses, helping to address members' needs in one or more of the CTO's strategic priority areas. In addition, out of a total of 34 courses and consultancies organised during 2012-13, nearly 50 per cent addressed one or more of the CTO's strategic priority areas, e.g. Mobile Broadband, Cybersecurity and Cybercrime or Regulatory Environments. Most CDT courses and consultancy projects were organised within the Programme for Development & Training (PDT), CDT's main assistance programme. Once again, PDT members have benefitted from the unique pooled procurement facility the programme offers.

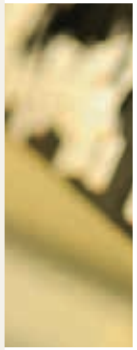
International Events and Conferences

CTO's international events provide a fine balance between networking, sharing knowledge and influencing policy. They are designed to reflect the organisation's six priority areas, as well as generic topics within the ICT sector. These events are often organised in conjunction with our members, including governments and regulatory authorities. They take place in all countries of the Commonwealth, across Africa, Europe, the Americas, Asia and the Pacific region.

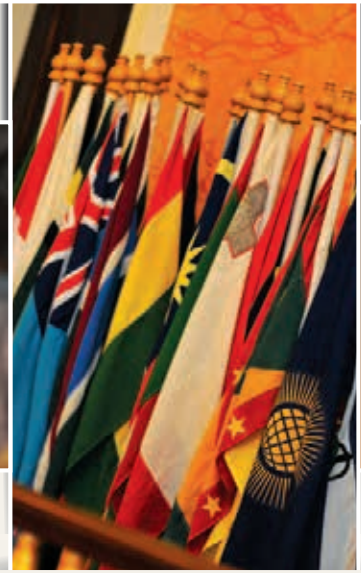
As well as one-off events and those that we convene in partnership with other organisations, the CTO runs six annual events every year which bring together heads of government departments and regulatory authorities as well as senior decision-makers from global private sector companies and civil society organisations. Most of the events run by the CTO have been held annually for more than five years. They offer a unique opportunity for both public and private sector stakeholders to discover how the right partnerships can hasten ICT developments for the benefit of all, including the marginalised across the world.

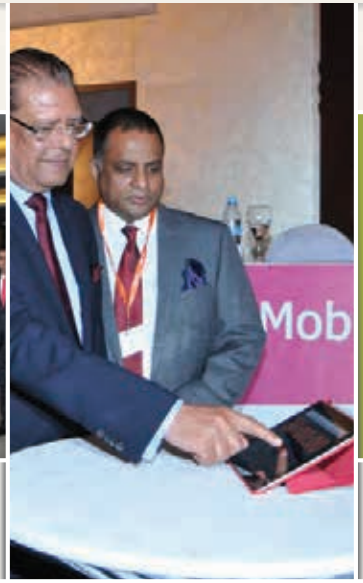
Research and Consultancy

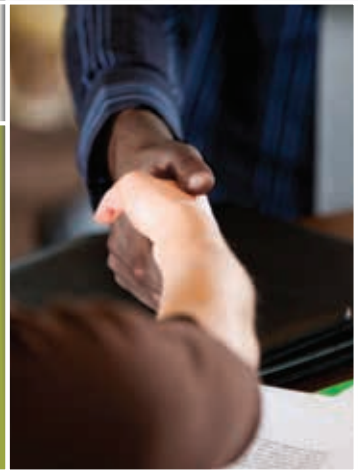
The CTO's Research & Consultancy (R&C) division undertakes research and consultancy for CTO members and non-members. In recent years, the division has become an invaluable resource for a wide range of stakeholders, including multilateral and bilateral development partners, ICT operating companies, ICT ministries and regulators, civil society organisations and various industry associations. Through its various activities, the division enables stakeholders to answer critical questions about the development of ICTs in the Commonwealth and beyond, their impact on socio-economic development, and future trends in the usage of ICTs. R&C meets stakeholders' needs by delivering reports, data sets and presentations on a range of topics, such as ICT policy and regulatory development, institutional capacity building, business analysis and improved stakeholder engagement. In doing so, the division has enabled stakeholders to gain a wider understanding of the ICT-driven world they live in, and to adapt to it in order to meet their institutional, business and socio-economic development objectives.

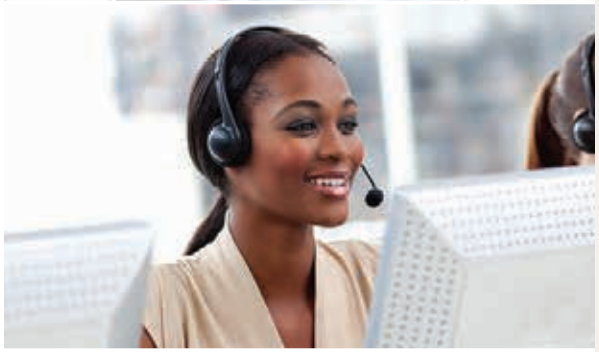


WHAT DO WE
WANT
FROM THIS









Special Features

CTO Forum 2012

The CTO Forum is the constitutionally mandated annual conference of the CTO. Open to all stakeholders, it is held in the margins of the CTO Council meeting.

The CTO Forum 2012 was held in Mauritius on 22 - 24 October, under the theme of Mobile Broadband for Development. Attended by over 150 delegates, the event addressed various aspects of mobile broadband, including policy and regulatory frameworks, infrastructure roll-out, universal service, security and privacy, satellite broadband, content and applications. The Forum also hosted a three-day Mobile Apps Marathon during which local developers produced and showcased innovative mobile applications.

Quality of Service Survey of Nigeria

After presiding over huge increases in mobile penetration, regulators around the world are placing greater emphasis on quality of service (QoS) and consumer experience. ICT user surveys have become an important tool in regulators' efforts to meet these important objectives.

The CTO successfully assisted the Nigerian Communications Commission (NCC) in undertaking a nationwide consumer satisfaction survey of more than 50,000 mobile and Internet users in Nigeria. The data enabled the CTO and the NCC to understand consumers' perceptions of the quality of ICT services available in the country and create a consumer satisfaction index to help the NCC continuously monitor and record levels of consumer satisfaction and QoS.

The project was launched in June 2012 and the CTO delivered the final reports to the NCC in December 2012. The outcomes of the survey are publicly available on the NCC's website at www.ncc.gov.ng.

e-Accessibility Summit 2012

The first ever e-Accessibility summit of the CTO was held in London on 30 - 31 August 2012 with the support of the UK Department for Culture, Media and Sport. The event brought together Ministers, senior officials and regulators in the ICT sector with representatives of disability councils of Ghana, Gibraltar, Jersey, Kenya, Malawi, Mauritius, South Africa, Sri Lanka, Trinidad and Tobago, the UK and Zambia. The event highlighted the importance of ICTs for people with disabilities and concluded with the following eight-point agreement:

1. The inclusion of e-inclusion on the CHOGM agenda;
2. Policies and practices to allow people with disabilities to have equal access to ICTs and accessible information, without having to pay a premium for it;
3. An e-inclusion champion in every Commonwealth country;
4. An e-inclusion policy in every Commonwealth country;
5. The sharing of examples of existing good practice in the Commonwealth and beyond;
6. Government and business use of ICT procurement to encourage inclusive design;
7. The Accessible Technology Charter; and
8. Effective training programmes on e-inclusion for governments, the private sector and civil society.

Diploma in Telecommunications Management (DTMS)

The DTMS is an intensive six-week programme that provides a thorough understanding of all aspects of telecommunications business management. Relevant to both technical and non-technical ICT professionals, the course includes a combination of lectures and group exercises to explain key areas of ICTs, including fixed and wireless communications networks, policy and regulation, business strategy, project management, human resource management, marketing and customer relations management, business continuity planning, and financial management. During 2012-13 two DTMS courses were held, in Africa (South Africa) and the Pacific region (Papua New Guinea), with delegates coming from over 20 organisations.

April 2012

16 17 18

4th HR4ICT Forum 2012

Department for Culture, Media & Sport, London, UK

The HR4ICT conference is designed to address technology evolutions and challenges that impact both ICT operators and their stakeholders.

23 24 25 26 27

Strategic Telecoms Human Capital Management

Cape Town, South Africa

Ongoing Research & Consultancy project for April

TTCL's new billing system

The R&C division continued with the consultancy to assist the Tanzania Telecommunications Company Ltd (TTCL) with the implementation of its new billing system.

International Events, Conferences & Summits Capacity Development & Training Research & Consultancy

2 *Ongoing CDT course from 2nd May (six weeks)*

Diploma in Telecommunications Management Studies
Port Moresby, Papua New Guinea

June 2012

20 21 22

7th Annual Connecting Rural Communities Africa Forum

National Telecommunications Commission of Sierra Leone
Freetown, Sierra Leone

Self-sustaining growth in broadband access and basic connectivity is a pressing developmental challenge animating policy makers and community activists alike. The Connecting Rural Communities Forum aims to address these challenges.

25 26 27 28 29

Licensing in a Converged Environment

Yaounde, Cameroon

27 28 29

Telecommunications and Broadcasting Regulation

Tobago, Trinidad & Tobago

International Events, Conferences & Summits

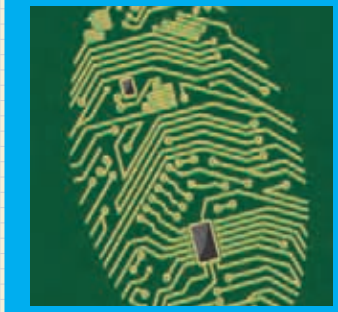
Capacity Development & Training (CDT)

July 2012

2 3 4

Telecommunications & Broadcasting Regulation
Port of Spain, Trinidad & Tobago

2 3 4 5 6



National Cybersecurity: Threats & Solutions
Bana, Cameroon

16 17 18 19

The Path to 4G
Port of Spain
Trinidad & Tobago

23 24 25 26

The Path to 4G
Kingston, Jamaica

Ongoing Research & Consultancy project for July

World Bank and business outsourcing in Ghana
The CTO developed a report on the business process outsourcing sector in Ghana and designed a policy that is now being utilised by the World Bank.

26 27 28

Pacific Broadband Forum 2012

Ministry of Public Enterprises, Communications, Civil Aviation & Tourism, Republic of Fiji

This event, organised in conjunction with the ITU, initiates a year-long capacity building and partnership programme to promote broadband rollout in the island states.

International Events, Conferences & Summits Capacity Development & Training (CDT) Research & Consultancy

August 2012

13 14

Digital Broadcasting Switchover Caribbean (DBSC) Forum

Grand Royal Antiguan Beach Resort, St John's, Antigua & Barbuda

The DBSF Caribbean conference steers broadcast planners through the well-planned and inclusive process that is a critical success factor for national undertakings throughout the Caribbean region.

20 21 22 23 24

VoIP

Port Vila, Vanuatu

30 31

Commonwealth e-Accessibility Summit

UK Department for Culture, Media & Sport, London, UK

The summit provided a platform for delegates to openly discuss the issue of accessibility for people with disabilities and identify what measures need to be taken to deploy an all-inclusive ICT policy.

International Events, Conferences & Summits

Capacity Development & Training (CDT)

September 2012

17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26

Network Interconnectivity
Port Vila, Vanuatu

Ongoing Research & Consultancy project for September

Avanti Communications

This report examined the impact of broadband on socio-economic development in Africa, with particular reference to broadband supplied through satellite.

Capacity Development & Training (CDT)

Research & Consultancy

October 2012

1 2 3 4 5

Broadband Technologies & Multimedia Services
Port Louis, Mauritius

8 9 10 11 12

Revenue Assurance in Telecommunications Industry
Johannesburg, South Africa

15 16 17 18

Fibre Optic Network Access & Fibre Cable Concepts
Freetown, Sierra Leone

22 23 24 25 26

Fibre Optic Access
Gaborone, Botswana

Ongoing Research & Consultancy project for October

We.Learn.It Project
The CTO is a member of the consortium that includes Intel and Aalto University, for the We.Learn.It project – an EU funded project that aims to improve the use of ICTs for education. The project plans to create new ways of organising learning, transfer knowledge, and facilitate collaboration among higher education institutions in the EU and beyond.

22 23 24 25 26

Ministry of Telecommunications and Postal Services of the Republic of South Sudan - MoTPS
MoTPS has accepted the institutional report submitted by the CTO which presented a suitable organisational structure, including new entities to deliver the Strategic Plan.

22 23 24

10th Annual CTO Forum

Information and Communications Technologies Authority of Mauritius, Port Louis, Mauritius

The CTO Forum is a constitutionally mandated event of the CTO, focusing on building capacity to create enabling policy and regulatory frameworks, leveraging broadband for governance and commerce and identifying business opportunities.

25 26

The CTO 52nd Council meeting

Information and Communications Technologies Authority of Mauritius, Port Louis, Mauritius

The CTO Council meeting sets the agenda for the CTO for the next 12 months.

International Events, Conferences & Summits Capacity Development & Training (CDT) Research & Consultancy CTO Council Meetings

November 2012

5 *Ongoing CDT course (six weeks)*

Diploma in Telecommunications Management Studies
Olifansfontein, South Africa

15 16

Commonwealth Finance and Investment Forum for ICT

America Square, London, UK

This Forum aims to identify critical priorities for innovative international investment to accelerate ICT development in the Commonwealth.

19 20 21 22 23

ISP Network Protocols & Management
Port Louis, Mauritius

26 27 28 29

Strategic Marketing & Sales
Port of Spain, Trinidad & Tobago

26 27 28 29 30

Quality of Service for Internet Access: Overcoming the Technical & Regulatory Challenges
Port Louis, Mauritius

26 27 28 29 30

Business Process Re-engineering
Port Louis, Mauritius

Ongoing Research & Consultancy project for November

GIFEC 5-Year Strategic Plan
Following the successful project to develop a strategic plan for the National Communications Authority of Ghana, the CTO was commissioned in 2011 to assist Ghana Investment Fund for Electronic Communications (GIFEC) to develop its five-year strategic plan. The team continues to support GIFEC to develop context-specific and forward-looking strategic objectives.

International Events, Conferences & Summits
Capacity Development & Training (CDT)
Research & Consultancy

December 2012

3 | 4 | 5 | 6 | 7

Fibre-to-the-Home Deployment
Port Louis, Mauritius

Ongoing Research & Consultancy project for December

NCC and Quality of Service

The R&C division has successfully assisted the Nigerian Communications Commissions (NCC) with a survey designed to investigate consumers' perceptions about the quality of services of Nigerian operators and the state of their customer care, using a sample of 50,000.

January 2013

21 | 22 | 23 | 24 | 25

Computer Incident Handling Management
Nairobi, Kenya

28 | 29 | 30 | 31

Maritime Radio Communications Regulations
Nairobi, Kenya

Ongoing Research & Consultancy project for January

USAID Broadband and Innovations
The R&C team was invited to join the USAID's Global Broadband and Innovations (GBI) project, which seeks to assist universal service and access funds in Africa, Latin America, Eastern Europe and Asia.

Capacity Development & Training (CDT)

Research & Consultancy

February 2013

4 5 6 7 8

Radio Spectrum Monitoring Techniques and Procedures
Port Louis, Mauritius

Interconnection Agreements & Licensing
Gaborone, Botswana

6 7 8

Consumer Complaint Management
Douala, Cameroon

11 12 13

8th Annual Digital Broadcasting Switchover Africa Forum

Department of Communications, Johannesburg, South Africa

Digital broadcasting is set to phase out analogue broadcasting in several Commonwealth markets. This event prepares stakeholders for the complex and extensive preparations to ensure a smooth transition.

11 12 13 14 15

Introduction to 3G Technology
Accra, Ghana

18 19 20 21 22

Marketing for an ICT Regulatory Environment
Port Louis, Mauritius

25 26 27 28 29

SS7 Signalling
Accra, Ghana

International Events, Conferences & Summits

Capacity Development & Training (CDT)

March 2013

25 | 26 | 27

7th Annual e-Gov Africa Forum

Uganda Communications Commission, Kampala, Uganda

This event provided a platform for sharing knowledge and best practices among peer groups steering projects in electronic delivery of healthcare, education and livelihoods.

Ongoing Research & Consultancy project for March

Draft Rules and Recommended Modalities for Sharing of Telecommunications Infrastructure for the Office of Utilities Regulation

Organised through the PDT, this ongoing consultancy aims to advise the Office of Utilities Regulation of Jamaica on ICT infrastructure-sharing models and options.

International Events, Conferences & Summits Research & Consultancy

April 2013

22 23 24 25

Ethics, Leadership and Professionalism
Windhoek, Namibia

22 23 24 25 26

IP / MPLS
Port Moresby, Papua New Guinea

22 23 24 25 26

Mobile Number Portability
Chaguaramas, Trinidad & Tobago

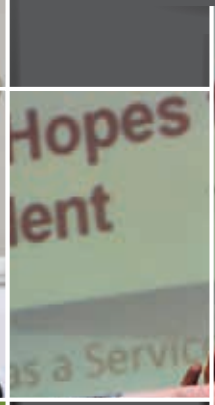
29 28 29 30 1

Mobile Number Portability
Chaguaramas, Trinidad & Tobago

About the Digital Broadcasting Switchover Forum 2013

"Very timely and relevant event. Knowledge sharing is critical in this process, especially for developing countries"

Isabelle Kandagor,
Engineer,
Communications
Commission of Kenya



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

Isidoro Pedro Silva,
Chairman
INCM, Mozambique

Testimonials

About the CTO Forum 2012

"Very positive networking for public-private sector partnerships. New possibilities of communications inter-country presented."

**Yashnath Issur,
Head of Data Centres
and Information Security,
Emtel Mauritius**

"The event was well-organised, as the content was brilliant, especially the Hack-a-Thon; that projects to all that the capacity that we always fear lacking in our human resources may well be unfounded, as demonstrated by those talented kids."

**Solo Sima, Director,
Public Utilities Regulatory
Authority, The Gambia**

About the DBSF Forum 2013

"The event provided an excellent platform for information sharing regarding modalities to be adopted in preparation for digital switchover."

**Hlompho Sefako,
Registrar,
Lesotho Communications
Authority**

"The event provided a lot of insight and guidelines in the digital broadcasting arena."

**Patrick B. Musiyabo,
Spectrum Planning Officer,
Malawi Regulatory
Communication Authority**

About the e-Gov Forum 2013

"Very well-organised event with content and resource persons of repute."

**Phaza Butale,
Legal Advisor,
Ministry of Trade
and Industry, Botswana**

"The e-Gov conference has offered an excellent access point to the African stakeholders involved in e- and m-government."

**Frans Lijnkamp,
Director of Government
Relations, RIM UK**

"...CTO's timely advice and guidance since the inception of the project has contributed tremendously to the project."

**Dr Kamugisha Kazaura,
Chief Executive Officer,
Tanzania Telecommunications
Company**

COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

64-66 Glenthorne Road
London, W6 0LR
United Kingdom

E: info@cto.int
T: +44 (0) 20 8600 3800
F: +44 (0) 20 8600 3819

www.cto.int