**REGIONAL**

**OPERATION OF THE REGIONAL BROADBAND TRAINING CENTER**

**(RG-T2461)**

**Director of the Center**

**Terms Of Reference**

1. Background

Broadband is well known as an enabler of development for countries in the pursuit of economic and social development since it drives economic growth by contributing to the enhancement of the national competitiveness, to the increase of productivity and efficiency, as well as job creation. In recent years, the economic impacts of broadband, through its acceleration, penetration, adoption and effective use have brought clear social and economic benefits, which have been substantiated with concrete statistics. It has been estimated that 10% growth of broadband penetration would raise GDP of high-income countries by 1.21% and that of low-income countries by 1.38% (World Bank, 2009). In particular, in the Latin American and the Caribbean (LAC) Region, it is estimated that an increase of 10% in broadband penetration, on average, has been associated with the increase of 3.19% in GDP; 2.61% in productivity and a net generation of more than 67,000 jobs[[1]](#footnote-1).

According to the International Telecommunications Union, the average penetration rate of fixed broadband services in the Latin-American and the Caribbean Region (LAC) is below 5 percent. When we compare this figure with the penetration rate of other countries such as Denmark or Korea, where it is around 40 percent, the disparity is clear. Moreover, substantial differences are evident when we compare rates within the LAC region. For instance, whereas Barbados has a penetration rate above 20 percent, Honduras and Guatemala achieves 1 percent. Even within each country there is a gap between those with and without internet access. In Brazil, 60 percent of households in the wealthiest income quintile report access to the Internet, as opposed to less than 3 percent of households in the poorest income quintile.

There are various benefits that broadband might bring to the economy in terms of improvement in the delivery and accessibility of education and training, promotion of equality and inclusion of rural or disadvantaged communities, support for disaster relief, remote medical assistance (known as ‘telemedicine’), increased private sector competition, social cohesion and interaction. Hence, governments are announcing significant broadband development programs in order to take advantage of the new technologies that are available.

Countries have been trying to develop a wide range of measures to foster the so called “information economy,” which is highly dependent on access to a fast and qualitative Internet. An example of these measures are the national broadband plans, a diverse set of initiatives of national governments in LAC developed in recent years, whose main objective is to accelerate the deployment and adoption of broadband services. Through these and other governmental initiatives, the demand for highly specialized experts is made clear.

Despite the recent efforts, the challenge to accelerate the access, adoption and use of broadband through a government-lead approach remains in LAC. While many government officers in telecommunications ministries or agencies in the Region are aware of the significance of broadband for the competiveness of countries, their capacity to diagnose problems and propose solutions to address various obstacles is at many times insufficient. Thus, this technical cooperation focuses on building the capacity of government officials within LAC countries to address the most prominent challenges of broadband development as well as its promotion.

**Objectives of the project.** Through the Center, there is an aim to increase the capacity of government officials to identify areas that necessitates reforms such as regulations that drive competition, foster investments, promote sustainable levels of competition and expand the usage of broadband in a variety of socio-economic contexts. The Director of the Center shall be responsible for managing the daily operations to ensure the Center meets this objective.

These terms of reference define the required background and expertise, as well as the objectives, activities, products and services to be delivered by the Director hired within the framework of the TC. Overall, the TC is designed to effectively support the operations of the Center in 2014 through 2015.

1. Consultancy objective

The main objective of this consultancy is to execute and implement work related to the Center’s operations as well as other tasked requested by the Governance Council[[2]](#footnote-2) of the Center, which includes the IDB and the ROK.

1. Characteristics of this consultancy

**Type of consultancy:** Individual/ Products and External Services Consultant

**Start date and duration:** from XX, 2014 to XXX, 2015. **Estimated duration period:** 12 months.

**Place of work /travel:** Place of work shall be Managua, Nicaragua. Travel is required. During this period, the individual is expected to travel to the beneficiary countries to conduct various tasks assigned in the Terms of Reference.

**Qualifications:** The Director must have extensive (over 15 years) experience in broadband development, ranging from policies, regulations to technologies. Management experience is highly weighted. Since the Center is a collaborative effort of the IDB, Republic of Korea and the host country, understanding the internal workings of the Multilateral Development Banks (“MDB”) and public sector is required. Accordingly, the Director must have the capability to facilitate and coordinate the different interests of various stakeholders and achieve consensus among the participating countries. The Director must be fluent in Spanish and English. Previous experience with executing capacity-building programs will be highly weighted.

**Source of funding:** RG-T2461

1. Description of activities

The activities to be implemented within this consultancy revolve around the daily operations of the Center. The individual will serve as the lead consultant in charge of delivering various services and products described below:

**Activity 1: Management of the Center**

* Formulate and implement the substantive programs of the RBC, taking into account the guidance of the IDB;
* Market and support capacity-building for beneficiary countries by providing training programs and experts to enhance knowledge and skills in Broadband and ICT;
* Lead the institutional and business development activities of the Center to ensure future sustainability.[[3]](#footnote-3)
* Represent the Center as its public face during meetings at international, regional and national functions and other relevant events.
* Coordinate resource mobilization activities by engaging main sponsors for the Center’s operations and program delivery;
* Oversee administrative and financial management proper functioning;
* Establish policies and procedures for operations;
* Support the audit, review and approval of operating budgets and expenditures;
* Ensure program activities are high quality and carried out in a timely manner;[[4]](#footnote-4)
* Provide input on course development, program improvements and be receptive to attendee concerns or requests.
* Produce clear, objective reports based on comprehensive data and that comply with the bylaws and statues of the Center;
* Manage, guide and train staff members;
* Serving as Chairperson of the Governing Council; and
* Undertake other duties as assigned by the Governance Council.

**Activity 2: Reporting to Governance Council.** The consultant shall report directly to the IDB as well as the members of the Governance Council, and is responsible for ensuring all quarterly and yearly documents are prepared in a timely, accurate, and complete manner. Documentation includes but is not limited to quarterly progress reports detailing the outputs and results of the Center’s offerings, end of year Annual report[[5]](#footnote-5), amongst others.

**Activity 3: Delivery of Capacity Building Programs.** The consultant shall ensure the proper and efficient delivery of the Center’s service offerings, comprised of the E-Learning Platform[[6]](#footnote-6), the On-site Regional Workshops[[7]](#footnote-7) and Local Off-Site Training Services. The E-Learning Platform represents the online, academic offering of the Center, while the Regional Workshops and Local Off-site Training Services (LOTS)[[8]](#footnote-8) will provide tailored and interactive programs focused on the region or country-specific needs for broadband implementation. While each component can be applied separately, the combination of all three services would function a comprehensive knowledge base for interested participants or government agencies.

1. Products
   * 1. Functioning E-Learning Platform;
     2. 1st Quarterly Progress Report which shall include results of Quarterly Regional Workshops and Local Offsite Training Sessions;
     3. 2nd Quarterly Progress Report,
     4. 3rd Quarterly Progress Report, and
     5. Annual Report at the end of the first year of operations.
2. Method of payment

Payment shall be made as per the following schedule, upon approval by the Team Leader responsible for this TC (See item VII below).

Schedule of payments:

* + 1. 30% upon contract signature;
    2. 20% upon delivery and approval of Product A and B;
    3. 20% upon delivery and approval of Product C
    4. 20% upon delivery and approval of Product D
    5. 10% upon delivery and approval of Annual Report.

1. Coordination

Supervision and coordination of the firm’s work will be the responsibility of Antonio García Zaballos (IFD/CTI), Team Leader, antoniogar@iadb.org, Telephone (202) 623-2980.

**REGIONAL**

**OPERATION OF THE REGIONAL BROADBANDTRAINING CENTER**

**(RG-T2461)**

**Program Manager of the Center**

**Terms Of Reference**

1. Background

Broadband is well known as an enabler of development for countries in the pursuit of economic and social development since it drives economic growth by contributing to the enhancement of the national competitiveness, to the increase of productivity and efficiency, as well as job creation. In recent years, the economic impacts of broadband, through its acceleration, penetration, adoption and effective use have brought clear social and economic benefits, which have been substantiated with concrete statistics. It has been estimated that 10% growth of broadband penetration would raise GDP of high-income countries by 1.21% and that of low-income countries by 1.38% (World Bank, 2009). In particular, in the Latin American and the Caribbean (LAC) Region, it is estimated that an increase of 10% in broadband penetration, on average, has been associated with the increase of 3.19% in GDP; 2.61% in productivity and a net generation of more than 67,000 jobs[[9]](#footnote-9).

According to the International Telecommunications Union, the average penetration rate of fixed broadband services in the Latin-American and the Caribbean Region (LAC) is below 5 percent. When we compare this figure with the penetration rate of other countries such as Denmark or Korea, where it is around 40 percent, the disparity is clear. Moreover, substantial differences are evident when we compare rates within the LAC region. For instance, whereas Barbados has a penetration rate above 20 percent, Honduras and Guatemala achieves 1 percent. Even within each country there is a gap between those with and without internet access. In Brazil, 60 percent of households in the wealthiest income quintile report access to the Internet, as opposed to less than 3 percent of households in the poorest income quintile.

There are various benefits that broadband might bring to the economy in terms of improvement in the delivery and accessibility of education and training, promotion of equality and inclusion of rural or disadvantaged communities, support for disaster relief, remote medical assistance (known as ‘telemedicine’), increased private sector competition, social cohesion and interaction. Hence, governments are announcing significant broadband development programs in order to take advantage of the new technologies that are available.

Countries have been trying to develop a wide range of measures to foster the so called “information economy,” which is highly dependent on access to a fast and qualitative Internet. An example of these measures are the national broadband plans, a diverse set of initiatives of national governments in LAC developed in recent years, whose main objective is to accelerate the deployment and adoption of broadband services. Through these and other governmental initiatives, the demand for highly specialized experts is made clear.

Despite the recent efforts, the challenge to accelerate the access, adoption and use of broadband through a government-lead approach remains in LAC. While many government officers in telecommunications ministries or agencies in the Region are aware of the significance of broadband for the competiveness of countries, their capacity to diagnose problems and propose solutions to address various obstacles is at many times insufficient. Thus, this technical cooperation focuses on building the capacity of government officials within LAC countries to address the most prominent challenges of broadband development as well as its promotion.

**Objectives of the project.** Through the Center, there is an aim to increase the capacity of government officials to identify areas that necessitates reforms such as regulations that drive competition, foster investments, promote sustainable levels of competition and expand the usage of broadband in a variety of socio-economic contexts. The Program Manager of the Center shall be responsible for assisting the Director with managing the daily operations to ensure the Center meets this objective.

These terms of reference define the required background and expertise, as well as the objectives, activities, products and services to be delivered by the Program Manager hired within the framework of the TC. Overall, the TC is designed to effectively support the operations of the Center in 2014 through 2015.

1. Consultancy objective

The main objective of this consultancy is to execute and implement work related to the Center’s operations as well as other tasked requested by the Director and Governance Council[[10]](#footnote-10) of the Center, which includes the IDB and the ROK.

1. Characteristics of this consultancy

**Type of consultancy:** Individual/ Products and External Services Consultant

**Start date and duration:** from XX, 2014 to XXX, 2015. **Estimated duration period:** 12 months.

**Place of work /travel:** Place of work shall be Managua, Nicaragua. Travel is required. During this period, the individual is expected to travel to the beneficiary countries to conduct various tasks assigned in the Terms of Reference.

**Qualifications:** The Program Manager must have substantial (10 years) experience related to broadband development and implementation. The candidate must have experience in developing and managing training programs. A background in academia or work experience in the field is highly valued. Since the Program Manager will be one of the main points of contact between course developers and the Center, fluency in both Korean and English is essential. Fluency in Spanish is a plus.

**Source of funding:** RG-T2461

1. Description of activities

The activities to be implemented within this consultancy revolve around the daily operations of the Center. Under the overall supervision of the Director, the Program Manager (PM) serves as the Center’s deputy. The PM assists the Director in all functions. The candidate is the in-house Subject Matter Expert/Specialist on broadband deployment and is responsible for the following:

**Activity 1: Management of the Center**

* Develop, implement and evaluate assigned programs in accordance with mandate of the Centre and guidelines provided by the Director and GC;
* Serve as main point of contact with students/participants;
* Undertake survey initiatives including training needs assessments;
* Design data collection methods and assess trends, issues and challenges with regard to broadband;
* Review, analyze and interpret survey responses, identifying problems/issues and preparing recommendations and conclusions;
* Advise beneficiary countries and facilitate provision of capacity building programs provided by the Center;
* Coordinate the content of the e-learning online platform;
* Provide substantive support during meetings and conferences, by proposing agenda topics, presenting information, preparing documents and presentations for dissemination;
* Prepare various written outputs, e.g. background papers, analysis, substantial sections of reports on progress, achievement and work of RBC;
* Support outreach activities and designing training workshops, seminars, and making presentations on assigned topics/activities;
* Coordinate activities related to program preparation, progress reports, and financial statements;
* Ensure program activities are high quality and carried out in a timely manner; [[11]](#footnote-11)
* Ensure the effective utilization, supervision and development of staff; and
* Performing other duties as required by the Director and Governance council. .

**Activity 2: Reporting to Governance Council.** The consultant shall report directly to the Director, IDB, as well as the members of the Governance Council. The PM shall support the Director in ensuring all quarterly and yearly documents are prepared in a timely, accurate, and complete manner. Documentation includes but is not limited to quarterly progress reports detailing the outputs and results of the Center’s offerings, end of year Annual report[[12]](#footnote-12), amongst others.

**Activity 3: Delivery of Capacity Building Programs.** The consultant shall support the Director to ensure the proper and efficient delivery of the Center’s service offerings, comprised of the E-Learning Platform[[13]](#footnote-13), the On-site Regional Workshops[[14]](#footnote-14) and Local Off-Site Training Services. The E-Learning Platform represents the online, academic offering of the Center, while the Regional Workshops and Local Off-site Training Services (LOTS)[[15]](#footnote-15) will provide tailored and interactive programs focused on the region or country-specific needs for broadband implementation. While each component can be applied separately, the combination of all three services would function a comprehensive knowledge base for interested participants or government agencies.

1. Products

The Program manager shall assist the Director provide the following deliverables:

* + 1. Functioning E-Learning Platform;
    2. 1st Quarterly Progress Report which shall include results of Quarterly Regional Workshops and Local Offsite Training Sessions;
    3. 2nd Quarterly Progress Report,
    4. 3rd Quarterly Progress Report, and
    5. Annual Report at the end of the first year of operations.

1. Method of payment

Payment shall be made as per the following schedule, upon approval by the Team Leader responsible for this TC (See item VII below).

Schedule of payments:

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1. Coordination

Supervision and coordination of the firm’s work will be the responsibility of Antonio García Zaballos (IFD/CTI), Team Leader, antoniogar@iadb.org, Telephone (202) 623-2980.

1. García-Zaballos, A. / López-Rivas, R.: Governmental control on socio-economic impact of broadband in LAC countries. IDB, 2012. [↑](#footnote-ref-1)
2. The Governance Council (GC) oversees the Center’s operations as its steering committee or board of trustees. Combining the duties of a supervisory authority, the Council monitors the Center’s financial and training activities, sets priorities and defines policies. It will be under the GC’s authority to conduct strategic planning, promote the Center to other countries and provide the necessary oversight to ensure that its operations are in accordance with the bylaws. The GC shall consist of 10 members: the current Director serving as Chairperson, designated representatives from the Inter-American Development Bank (IDB), the Republic of Korea (ROK), the host country of Nicaragua (HOST), and the six other beneficiary country representatives. [↑](#footnote-ref-2)
3. The Director will work closely with the Governance Council (GC) and Technical Advisory Group (TAG), to coordinate outreach activities with other international institutions, NGO’s and academia. [↑](#footnote-ref-3)
4. Provide input on course development reflecting the training needs of countries with direction from other members of the GC and surveys from the beneficiary countries. [↑](#footnote-ref-4)
5. Includes documentation of a financial audit; review of internal control procedures; student satisfaction surveys, results on the Center’s impact, as defined by how successfully the Center has achieved its mission and goals, and generated positive outcomes; overall performance, in regards to the Center’s capacity to deliver services; and recommendations to address areas there are deemed unsatisfactory. [↑](#footnote-ref-5)
6. The E-Learning Platform offers online, distance-learning programs that will address fundamental knowledge gaps in broadband implementation. Courses will be supplied online and provide the tools and materials students would need to study on their own for the duration of the course period. [↑](#footnote-ref-6)
7. The Center venue will host on-site training workshops specifically designed by subject matter experts. The workshops are interactive sessions with 14 - 21 participants and consist of lectures, seminars, round tables, and discussion groups. The workshop would allow attendees to interact with each other on a face-to-face basis, and participate in activities whereby specific, issues or policies relevant to their respective countries are addressed. [↑](#footnote-ref-7)
8. LOTS are off-site workshops taking place within a requesting country. The workshops are practical, interactive sessions and consist of seminars, lectures and discussions. LOTS provide added benefits by tailoring training to address the overall broadband development goals of a country or ministry. [↑](#footnote-ref-8)
9. García-Zaballos, A. / López-Rivas, R.: Governmental control on socio-economic impact of broadband in LAC countries. IDB, 2012. [↑](#footnote-ref-9)
10. The Governance Council (GC) oversees the Center’s operations as its steering committee or board of trustees. Combining the duties of a supervisory authority, the Council monitors the Center’s financial and training activities, sets priorities and defines policies. It will be under the GC’s authority to conduct strategic planning, promote the Center to other countries and provide the necessary oversight to ensure that its operations are in accordance with the bylaws. The GC shall consist of 10 members: the current Program Manager serving as Chairperson, designated representatives from the Inter-American Development Bank (IDB), the Republic of Korea (ROK), the host country of Nicaragua (HOST), and the six other beneficiary country representatives. [↑](#footnote-ref-10)
11. Provide input on course development reflecting the training needs of countries with direction from other members of the GC and surveys from the beneficiary countries. [↑](#footnote-ref-11)
12. Includes documentation of a financial audit; review of internal control procedures; student satisfaction surveys, results on the Center’s impact, as defined by how successfully the Center has achieved its mission and goals, and generated positive outcomes; overall performance, in regards to the Center’s capacity to deliver services; and recommendations to address areas there are deemed unsatisfactory. [↑](#footnote-ref-12)
13. The E-Learning Platform offers online, distance-learning programs that will address fundamental knowledge gaps in broadband implementation. Courses will be supplied online and provide the tools and materials students would need to study on their own for the duration of the course period. [↑](#footnote-ref-13)
14. The Center venue will host on-site training workshops specifically designed by subject matter experts. The workshops are interactive sessions with 14 - 21 participants and consist of lectures, seminars, round tables, and discussion groups. The workshop would allow attendees to interact with each other on a face-to-face basis, and participate in activities whereby specific, issues or policies relevant to their respective countries are addressed. [↑](#footnote-ref-14)
15. LOTS are off-site workshops taking place within a requesting country. The workshops are practical, interactive sessions and consist of seminars, lectures and discussions. LOTS provide added benefits by tailoring training to address the overall broadband development goals of a country or ministry. [↑](#footnote-ref-15)