COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

CTO

CAPACITY BUILDING FOR DEVELOPMENT IMPACT

SUPPORTING DIGITAL TRANSFORMATION IN THE COMMONWEALTH AND BEYOND

Contents

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Overview

The Commonwealth Telecommunications Organisation (CTO) is committed to building the human capacity of the Commonwealth by raising awareness and providing training on all aspects of information and communication technologies (ICT). In keeping with this commitment, the CTO is introducing its **Capacity Building for Development Impact (CBDI)**, an innovative training service that is available to all CTO Members.

The CTO has responded to the phenomenal technical innovations that have been transforming the communications industry and the world by charting a new course to enable it to deliver greater value to its members.

The new CBDI programme is designed to support members with all aspects of their digital transformation plans by cultivating a trained, skilled workforce, able to develop, plan, implement and maintain ICT solutions that have a development impact.

The CBDI has adopted a new approach to capacity-building — one that makes greater use of technology for training delivery and customises its programmes to have a measurable development impact. In addition, the CBDI is designed to help members achieve their organisational goals and assist in accelerating their digital transformation activities.

Digital transformation

The CTO defines Digital Transformation as "a process that integrates digital technology into all areas of an organisation or nation, changing the operation of its people and systems to deliver value"

The availability of a trained, skilled workforce able to develop, plan, implement and maintain ICT solutions that have a development impact is essential for the Commonwealth. The CTO's new approach therefore is to support digital transformation.

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Purpose of this document

The purpose of this document is to introduce to all CTO members to its Capacity Building for Development Impact service which represents the CTO's new approach to capacity building. The document will explain the types of training that are available to assist members in properly identifying training needs and specifying the training programme that will advance digital transformation and have a measurable developmental impact.

Training programmes

In the current environment of uncertainty, businesses need to be agile, relevant and responsive to the evolving marketplace. They need employees who are knowledgeable and skilled to function effectively in a dynamic work environment. The CTO will be offering three levels of capacity building programmes:

1. BASIC TRAINING

Objective

To build awareness and educate on all aspects of ICT.

Basic training programmes will be provided mainly through the Online Learning Resource Centre (OLRC). This new facility will offer high-level information on essential workplace insights and self-paced short courses for enhancing employees' understanding of ICT, improving basic skills and performance.

The OLRC when fully operationalised will offer a range of soft skills, management and technical courses designed to equip employees with skills to support organisational growth and development.

2. ROLE-BASED TRAINING

Objective

To equip trainees to function in a specific role.

Role-based training is customised, and tailor-made to suit specific roles and functions. After the facilitator-led courses, participants will be able to apply their learnings through role-play in different scenarios that reflect local circumstances. Role-based training can be offered online or face to face.

3. TECHNOLOGY APPLICATION TRAINING

Objective

Integration of theory and practice in the implementation of an ICT project.

Technology application training programs entail the identification of a challenge, the selection of an ICT solution and the formulation of a project that uses the ICT solution to overcome the challenge. One or more training courses will be developed that will enable trainees to implement the project, monitor and adjust the project's elements for optimum impact. These programmes require the engagement of many stakeholders — the requesting agency, the technology solution provider, the ICT service provider and other enabling stakeholders which may include international development agencies.

Determining your training needs

Correctly identifying training needs is foundational for developing an organisation's training programme. Every effort must be made to determine training needs to ensure that training is effective and produces the desired outcomes.

State the current employee capabilities, skills, knowledge and behaviours that are possessed by employees. This can be obtained from skills audits, individual training plans and performance appraisals/reviews.

Measure the skills gap, that is, determine the variance/ gap between the skills needed and the skills sets available in the organisation.

Once the required training courses and CTO training programme have been determined, the Capacity Building Request Form should be completed and submitted to the CTO.

Steps for determining training needs

Organisational Strategy and performance contracts

Skills Audits, performance appraisals

Causes of lack of knowledge, skills, behaviours

STEP 1
Identify Organisational goals and desired work

STEP 2
Identify required knowledge, skills, behaviors

STEP 3
Performance Gap Analysis

STEP 4
Specifiy Training Needs

1 BASIC TRAINING

2 ROLE-BASED TRAINING

3 TECHNOLOGY APPLICATION TRAINING

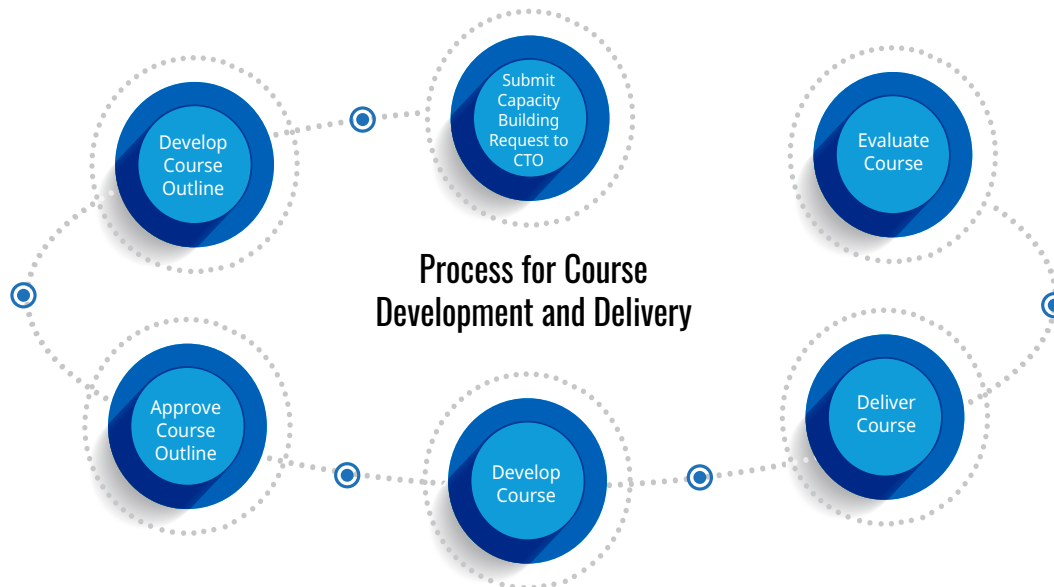Submit Capacity Building Request Form to CTO

The process for course development and delivery

On receipt of the Capacity Building Request form, the CTO will work with the Member to develop the course outline and a budget for the programme. The CTO will identify a suitable trainer and develop the detailed course modules and material and the course will be delivered.

Once the course is delivered there will be an evaluation process that will measure the impact of the training on the organisation.

The process for course development and delivery is represented in the diagram below.

Develop Course Outline

Submit Capacity Building Request to CTO

Evaluate Course

Process for Course Development and Delivery

Approve Course Outline

Develop Course

Deliver Course

Requesting information and training from the CTO

To learn more about the CTO's training programmes, please contact:

Ms. Letang Kekwaletswe,
Member Development Officer

▶ Email: Letang.Kekwaletswe@cto.int
▶ Telephone: +44 20 8600 3800
▶ Fax: +44 20 8600 3819

To request training from the CTO, please complete the Capacity Building Request Form on page 10 and return to the Member Development Officer.

Let's get started

The CTO is very excited about its new approach to capacity building and looks forward to serving all of its members in building the capacity of their employees, public servants and senior ICT stakeholders.

Please follow the steps for determining your training needs, send in your training requests and let's get started.

Commonwealth Telecommunications Organisation

Capacity Building Request form

Please complete this form and submit to Ms. Letang Kekwaletswe, Member Development Officer at: Letang.Kekwaletswe@cto.int

Name of organisation	
Name of country	
Target group/trainee	
Proposed date	
Requesting Official	*Name*
	Position
	Email
	Phone

Description of training course

Describe the request in detail, stating the needs and provide background information. For the technology application programme, please state the challenge and project identified.

Type of training *Please tick as appropriate*	Basic	Role-based	Technology application
	○	○	○

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About the CTO

The CTO is an intergovernmental organisation committed to facilitating the effective adoption of information and communication technologies (ICT) for development. The CTO supports the implementation of digital transformation programmes across the Commonwealth and beyond.

The CTO offers the following ICT services to its members:

▶ Capacity development
▶ Research
▶ Technical support
▶ Consultancy and advisory
▶ ICT awareness and education activities

To learn more about our learning programmes or to enrol, contact the Capacity Development and Training team at:

Email: programmes@cto.int   Tel: +44 20 8600 3800   Fax: +44 20 8600 3819

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