



INTERNATIONAL TELECOMMUNICATION UNION

**TELECOMMUNICATION
DEVELOPMENT BUREAU**
ITU-D STUDY GROUPS

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SECOND MEETING OF STUDY GROUP 1: GENEVA, 30 AUGUST - 3 SEPTEMBER 1999
SECOND MEETING OF STUDY GROUP 2: GENEVA, 6 - 10 SEPTEMBER 1999

FOR ACTION

Question 15/2: Human resource management and development to successfully meet the challenges of sector reform and transformation, with special emphasis to employment including consideration of gender issues

STUDY GROUP 2

SOURCE: RAPPORTEUR FOR QUESTION 15/2

TITLE: CASE STUDY FRAMEWORK

Action required: Participants are invited to comment on the proposed case study framework.

Abstract: The document is a framework to guide the experts that will develop the case studies.

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The overall objective of the case studies is to assist senior policy makers, regulators and operators in meeting the challenges of sector reform and organizational transformation within the new telecommunications environment.

The case studies will document and analyse the experiences of different countries with a view of providing a learning tool that will include lessons from experience, best practices, guidelines and recommendations.

The framework of the study is documented below:

INTRODUCTION (i.e. purpose and structure of case study)

PART 1 – OVERALL CHARACTERISTICS OF THE REGION

- a) Regional map
- b) Regional overview
 - Political structure and characteristics (governance)
 - Economy
 - Social capability (levels of general education and technical competence (including desegregated data by age) as well as the commercial, industrial and financial institutions that bear on the ability to finance and operate the sector). HRD and HRM issues should be highlighted.

This subdivision could contain a section highlighting common characteristics as well as one section for each country for both political structure and economy.
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- c) History of Telecommunications in the region
 - Common characteristics
 - 1 section per country including a description of the current market and industry infrastructure (names and ownership of wireline, wireless and international carriers)
 - Network

A quantitative and qualitative description of the existing network should be included.
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- Market

A description of the existing Telecommunications market should cover:

- d) Number of actual and potential customers (by segment e.g. business, residential, city, rural)
- e) Telecom services (wireline, wireless) presently offered
- f) A quantification and qualification of the latent demand
- g) Existing pricing approaches (e.g. cross-subsidization, etc.)

- Analysis

- Challenges and opportunities

d) Key indicators

- Demographic indicators
- Economic indicators
- Telecommunications indicators

PART 2 – LEGAL / GOVERNING INFRASTRUCTURE

A. STATUS

For each country, the existing and planned legal infrastructure should be described.

The following elements should be covered:

- Specific Telecommunications legislation
- Explicit Telecom policy objectives
- Which governing body controls privatization initiatives?
- Are Telecom operations, policy making and regulatory functions carried out by separate organizations?
- What is the scope of the Regulatory Agency's mandate?
- Are specific powers granted to a Regulatory Agency?
- Is the country a WTO member or is membership planned?
- Which governing body establishes and issues operating licenses?
- Are carriers obligated to interconnect with other service providers?
- Is there a commitment to "open entry"?

B. REFORM PLAN

- Is there a specific plan to reform existing legislation as well as an associated time schedule? If so, what is the status of the reform as well as lessons learned?
- The approach chosen should be well documented (e.g. reform incumbent, and/or privatization, and/or new entrants, and/or other such as BOT).

The reasons for selecting this approach should also be discussed as well as anticipated benefits.

- If reform has started a discussion of the experience and lessons to date should also be included
- Managerial and commercial competence:
 - Were the human dimensions of the reform specifically included in the plan? If so, please document (including data reflecting gender aspects in proportion of men and women) while highlighting the acquisition of new skills and the restructuring of work in ways that will support the reform.

C. ANALYSIS AND RECOMMENDATIONS

PART 3 – REGULATORY INFRASTRUCTURE

For each country, existing and planned infrastructure should be documented.

A. STATUS

The following elements should be covered:

- Is there an existing Regulatory Board? If not, is there a specific plan to establish (or reform) a Regulatory Board and an associated time schedule?
- Number of positions on the Regulatory Board
- Term of the appointment (number of years, full-time, part-time)
- Are there specific qualifications required by Board members?
- Number of support staff positions existing and planned including functions covered and organization chart (e.g. legal, accounting) as well as number of men and women
- Competence of the support staff (e.g. in the areas of accounting, finance, law, economics, engineering)
- Is there a plan to develop and update new skills required in the new environment?
- Is there a strategy to mainstream gender into the plan? If so, please document.
- Are there explicit and published rules of procedures to be followed by applicants and interested parties?
- Is there a provision for public hearings as required?
- Are alternative dispute resolution approaches being used by the Board?
- Are there provisions to appeal the Board's decision?
- How are the Board's expenses recovered?

- Describe the basic regulatory powers granted to the Agency relative to : profit levels, price levels, quality of service, customer complaints interconnection, competitive safeguards, spectrum licenses and management standards, market entry, universal access objectives, access to rights of way, numbering, portability privacy, security and content, internet and information society matters, broadcasting, cable TV.
- Describe the overall degree of autonomy and transparency of the entity.

B. ANALYSIS AND RECOMMENDATIONS

PART 4 – TRANSFORMATION OF INCUMBENT OPERATOR

A. EXISTING ORGANIZATION AND PROCESSES

- Organizational chart and number of employees broken down by function
- Network planning and provisioning process
- Service assurance process
- Service provisioning process (i.e. marketing, sales and distribution)
- Training process
- Administrative support services (e.g. legal, communications, Rates and Regulations, HRM, logistics, financial, audit planning)
- Financial process
- Information systems
- Key indicators used
- Define existing corporate / management culture

B. TRANSFORMATION PLAN

- Document the main elements of the plan as well as objectives and anticipated benefits
- Document actual experience (lessons) and include a comparison of planned versus actual benefits

Analyse and assess which new organizational competencies need to be acquired as well as those that have become obsolete in terms of:

- technology
- financial
- process / managerial (corporate, management culture)
- skills required by workers (HRD implications)

- Employment trends and issues

C. ANALYSIS AND RECOMMENDATIONS

PART 5 – REFERENCE CASE

This section will contain relevant statistics as well as business practices and approaches followed by one or more “reference countries”. Reference countries will be chosen because they are considered to follow best practices and are viewed as having successfully reformed their sector and/or transformed their Telecommunications organizations.

This section will include a comparative analysis of the countries that are part of this regional case study versus reference case countries.

PART 6 – OVERALL ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS (INCLUDING GENDER ISSUES)

This section should be structured so as to give maximum value to those wanting to learn from these case studies through practical guidelines and recommendations.
