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| Report by the Secretary-General | |
| ITU CAPACITY DEVELOPMENT MANUAL | |
| **Purpose**  This document reports on progress made on the harmonization of ITU capacity-development and training activities in accordance with the outcomes of the 2022 session of the ITU Council.  **Action required by the Council**  This document is transmitted to the Council **for information**.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **References**  Council document [C22/56](https://www.itu.int/md/S22-CL-C-0056/en) | |

**Background**

The ITU Council, at its virtual consultation in June 2021, considered the final report on the feasibility study on establishing an ITU training institute. The Council concluded that the secretariat would review ITU’s capacity-development activities and develop a proposal on how they could be improved and strengthened, taking into consideration the findings and recommendations of the report.

One of the main recommendations of the feasibility study report was to harmonize ITU capacity development activities across ITU and to develop a common framework for ITU’s activities. The ITU Academy should be further enhanced and strengthened in this regard, to become the main entry point for ITU capacity development and training. This would reduce duplication of efforts, create synergies across the bureaux, as well as leverage on existing resources and training content. It would also facilitate easier access to training opportunities for ITU’s membership through the ITU Academy platform and improve the quality of the training delivered by applying a harmonized framework and training delivery process.

ITU Council, at its session held in 2022, considered the proposal presented by the ITU secretariat for working towards a harmonized capacity development framework in ITU, through an internal task force established at the beginning of 2022, including representatives of the three Bureaux and the General Secretariat, with the objective to oversee the harmonization of capacity development in ITU and work towards consolidating ITU’s capacity development and training activities under the ITU Academy umbrella. Council-22 approved the proposal and invited future Councils to review periodically the implementation of ITU training activities.

**Updates on working towards a harmonized capacity-development framework in ITU, under the umbrella of the ITU Academy**

Between March 2023 and March 2024, the intersectoral Task Force on Capacity Development continued its work on developing guidelines for harmonizing ITU processes related to capacity development, including content development, quality assurance, review, and upgrade of content, as well as planning and delivery of courses and workshops. These guidelines were consolidated into an **ITU Capacity Development Manual,** which was finalized in March 2024.

Objectives

The main objective of the Manual is to harmonize ITU’s capacity development and training activities and bring them under the umbrella of the ITU Academy. By offering guidance on how to organize and deliver ITU training activities for the ITU membership, the Manual will also contribute towards reducing duplication, leveraging existing training material and expertise across the bureaux, creating synergies, and improving training delivery. All of this will result in an increase in the quality of ITU’s capacity development activities and higher impact resulting from the training offered to the ITU membership.

Process

The development of the Manual was an outcome of a thorough and methodical approach, which included:

* A comprehensive inventory and assessment of current practices across all bureaux
* Detailed formulation of guidelines for every component of training initiatives
* Information sessions for Directors and staff from different bureaux.
* Collaborative refinement and revisions through discussions during Task Force meetings
* Peer review by staff engaged in capacity development efforts across all bureaux and regions
* Presentation to ITU Senior Management

Target audience

The primary target audience of the Manual is the ITU staff across the entire organization delivering capacity development activities to the ITU Membership.

In addition, consultants and experts working with ITU in the organization and delivery of training, are also invited to consult this Manual, not only to ensure a harmonized approach, but also to benefit from clear guidance on the different steps involved in the process of organizing a quality ITU training event.

Scope of the Manual

Capacity development is a broad concept and can encompass a range of different activities, including training, awareness raising, information sharing, co-creation, and other types of activities.

This Manual is focusing on training activities. Training is considered to be the most impactful capacity development activity as it aims to increase knowledge and skills of an individual. For an activity to be considered a training activity, it should be made up of knowledge transfer elements and include activities that can be used to verify that there has been an increase in knowledge and/or skills of the participants. Training activities can have different formats, including face-to-face, online instructor-led, self-paced (authored), or blended formats.

The Manual focuses on training activities that are mainly targeting the ITU membership (primarily professionals working in ICT-related fields).

Structure of the Manual

The Manual encompasses various stages of the activity lifecycle for both training courses and workshops.

It is comprised of two main parts. The first part contains a “Checklist” section for organizing training courses and training workshops, which outlines the various steps, described in detail subsequently in each section: designing the training, developing materials, promotion, delivery, assessment and awarding of certificates, and training evaluation and feedback. The second part is an Annex on ITU Academy guidelines, which provides practical tutorials on how to use the platform.

Next steps

The Manual will be disseminated to ITU staff through an internal Service Order. The Task Force will then work with each Bureau and the General Secretariat to disseminate the Manual to staff and organize information sessions on how to use the Manual for planning training activities.

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