



Telecommunication
Development Bureau (BDT)
ITU Office For Europe



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Geneva, 11 February 2021

- Administrations of ITU Member States
- Regulators
- ITU Sector Members
- Academia
- Regional and International Organizations

Subject: ITU Online Training Course for Europe on “Business Planning for ICT Infrastructure Development” – ITU Academy

Dear Sir/Madam,

I have the pleasure to inform you that the International Telecommunication Union (ITU) is organizing a **Training for Europe on ICT Infrastructure business planning** that will be held in online format through the ITU Academy, **from 15 March to 14 May 2021**.

This training is based on the [ICT Infrastructure Business Planning Toolkit](#) launched by ITU last year. We invite you to visit our [website](#) in order to obtain additional/detailed information, including registration and other relevant material. The training and discussions will be held in English. Please note that there are no participation fees for the training.

The training is open to experts and professionals with the aim to conduct practical working on the field to foster data-based investment decisions on network expansion and deployment. A training outline with the list of topics addressed during the training and the methodology to be used is contained in Annex 1 below.

In case you wish to take advantage of this training programme, please register **by 5 March 2021**.

We very much hope that you will be able to participate and share your views and valuable experience with the participants, which will contribute to enriching the discussions and the outputs of this Training Course.

Yours faithfully,

[Originally Signed]

Jaroslav Ponder,
Head of the ITU Office for Europe

Annex 1



International Telecommunication Union



**Online Training Course on
"Business Planning for ICT Infrastructure Development"
15 March – 14 May 2021**

COURSE OUTLINE

COURSE DESCRIPTION

Title	ITU Online Training Course for Europe on “Business Planning for ICT Infrastructure Development”
Objectives	<p>The Business Planning for ICT Infrastructure Development training course offers regulators, policymakers, and stakeholders a practical approach for the accurate economic evaluation of broadband infrastructure installation and deployment plans in urban and rural areas.</p> <p>The expert guidance offered in this course is based on the ITU ICT Infrastructure Business Planning Toolkit and has the aim at facilitating the development of a credible and coherent business plans adaptable to a wide range of broadband infrastructure deployment projects.</p> <p>The main objective of this hands-on training is to build knowledge and skills of participants on the principles of business planning and practicing it, in the context of supporting policy and regulatory decision-making on infrastructure development.</p> <p>It will discuss on the main aspects related to the theme, such as: estimation of demand, expected revenues and operational costs, definition of parameters related to investments and definitions related to the Weighted Average Cost of Capital (WACC). There is also a specific section aimed at identifying public mechanisms for financing ICT infrastructure projects.</p>
Dates	15 March – 14 May (TBC)
Duration	<p>7 weeks (1 week break 5-9 April)</p> <ul style="list-style-type: none"> - 6h/week during weeks 1,2,3 - 7h in total during weeks 5, 6, 7, 8 - 25 hours total
Registration deadline	5 March (TBC)
Training fees	free
Course code	N/A

LEARNING OUTCOMES

Upon completion of this course, participants will have knowledge regarding:

- theories related with how to evaluate projects by using the Net Present Value (NPV) of a cash flow;
- a practical methodology for the accurate economic evaluation of broadband infrastructure installation and deployment plans;
- the principles and technical practices related to building business plans that support policy and regulatory decision-making for infrastructure development

Upon completion of this course, participants will understand:

- the main aspects regarding using business planning as a public policy tool;
 - how to analyse and compare different infrastructure projects;
 - the key elements for a successful business planning implementation for ICT infrastructure development (estimating demand, revenues, CAPEX, OPEX and WACC);
- financing mechanisms for the implementation of a broadband public policy.

Upon completion of this course, participants will have skills to:

- identify, quantify and objectively compare different infrastructure projects in order to evaluate a given public policy based on solid technical parameters;
- estimate the demand for broadband services;
- estimate the revenues from broadband services provision;
- estimate the investments required to deploy fixed and mobile broadband networks;
- estimate operational expenses related to the provision of broadband services;
- estimate the weighted average capital cost (WACC) of a broadband infrastructure project;
- understand and analyse the financing mechanisms related to broadband infrastructure projects.

TARGET

Regulators and Government Officials seeking to gain a deep understanding of ICT Business Planning design and implementation.

*Participants should have English language and Microsoft Excel intermediate level knowledge, as well as good knowledge of the main gaps in the telecommunication/ICTs infrastructure of their country.

TUTORS/INSTRUCTORS

NAME OF INSTRUCTOR(S)	CONTACT DETAILS
Tiago Sousa Prado	pradotia@msu.edu

EVALUATION AND CERTIFICATION

Phase 1 – Business Planning on-line sessions (60 points)

Participation in two discussions in the Forum per week: 20 points

Final Exam: 40 points

ITU Academy Certificate

Phase 2 – Business Planning Clinic (40 points)

Clinic Results Presentation

Passing Score: 60 points

ITU Academy Certificate (Advanced level)

TRAINING SCHEDULE AND CONTENTS

Week / Session	Activity	Exercises and interactions
Week 1	Training week 1 (6h) Forum Chat	Lectures: Tue/Thu/Fri 4-5.30 pm (CET) Chat: Tue/Thu/Fri 5.30-6 pm (CET)
Week 2	Training week 1 (6h) Forum Chat	Lectures: Tue/Thu/Fri 4-5.30 pm (CET) Chat: Tue/Thu/Fri 5.30-6 pm (CET)
Week 3	Training week 1 (6h) Forum Chat <i>Final Examination–</i>	Lectures: Tue/Thu/Fri 4-5.30 pm (CET) Chat: Tue/Thu/Fri 5.30-6 pm (CET)
Week 4	<i>Introduction of the Phase 2: Business Planning Clinic</i> <i>Phase 2.1 – Instructions (2h/country)</i>	Dates and times to be defined.
Week 5	<i>Phase 2.2 a – Clinic (2h/country)</i>	Dates and times to be defined.
Week 6	<i>Phase 2.2 b – Clinic (2h/country)</i>	Dates and times to be defined.
Week 7	<i>Phase 2.3 – Presentations + video interview (1h/country)</i>	Dates and times to be defined.

METHODOLOGY

The training course is proposed to be taught in two phases.

- In the first phase (three weeks) the ICT Business Planning Toolkit will be covered (where two modules of the toolkit will be presented each week);
- in the second phase there will be a Business Planning Clinic for each participant country (four weeks).

For the first phase each week, the students will need to read proposed listed documents, execute practical exercises using the MS Excel, interact in a collaborative forum, and participate in an online chat to a wrap-up of the day and Q&A.

Throughout the days of the course, the instructor will be available (number of hour per week indicated by Table 1 allocated for online chat and forum discussions) to answer questions and provide feedback on practical exercises in a timely manner.

Phase 1: 3 weeks duration classes: 4.5h/week online class (1.5h per day); 1.5h/week for online chat (following each of the training day). 2h/week forum: instructor is replying topical forum questions after the end of the week.

Phase 2: Business Planning Clinic: During this phase, each participant country will select a chapter to run an assisted real case Business Planning model.

1. Instruction and Planning (by country): 2 hours per country.
 - a. Explanation of the assistance and objectives of this exercise, and assistance to the countries on selecting the infrastructure projects that will be addressed
2. Project Execution: 4 hours of mentorship per country (group of students from the same country).
3. Project evaluation, findings' presentation: 1 hour/group
 - a. Including max. 5 minutes video interview with participants. The interview is a brief testimonial from each group on the overall training experience. The objective is to produce a short quick-wins to report back on the ITU impact achieved through this activity. The instructor must provide guidance and keep record of the recordings

Reference material: ITU ICT Infrastructure business planning toolkit ([link](#)), 2019.

COURSE COORDINATION

<p>Course coordinator: Name: Tiago Sousa Prado Email address: pradotia@msu.edu</p>	<p>ITU coordinators: Name: Vladimir Daigele / Carmen Prado / Julian McNeill Email address: Daigele, Vladimir vladimir.daigele@itu.int ; Prado Wagner, Carmen carmen.prado@itu.int ; McNeill, Julian <julian.mcneill@itu.int></p>
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SELECTION PROCESS

Candidates

The selection of candidates is at the discretion of the Programme Committee. Due to the nature of the training, the number of participants will be limited to *a total number of 40 from maximum 15 countries*. The Training is open only to professionals from regulatory authorities and ministries from [Europe region](#).

Confirmation of selection will be provided by **9 March** 2021 EOB.

REGISTRATION

ITU Academy portal account

To be able to register for the course you **MUST** first create an account in the ITU Academy portal at the following address:

https://academy.itu.int/index.php?option=com_hikashop&view=user&layout=form&Itemid=559&lang=en

Course registration

<https://academy.itu.int/training-courses/full-catalogue/business-planning-ict-infrastructure-development-europe>