

**Evaluation of the Asian and Pacific Training
Centre for Information and Communication
Technology for Development
(APCICT)**

Final Report

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This report and any errors or omissions are the sole responsibility of the evaluator.

28 February 2010

Richard Flaman
Evaluator

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LIST OF ACRONYMS

ACPR	Advisory Committee of Permanent Representatives and Other Representatives Designated by the Commission
APCICT	Asian and Pacific Training Centre for Information and Communication Technology for Development
APT	Asia-Pacific Telecommunity
ASD	Administrative Services Division
AVA	APCICT Virtual Academy
CICT	Committee of Information and Communications Technology (of ESCAP)
DAC	Development Assistance Committee
DPN	Digital Partnership Network (of APCICT)
e-Co Hub	e-Collaborative Hub (of the APCICT)
ES	Executive Secretary of ESCAP
ESCAP	Economic and Social Commission for Asia and the Pacific
GA	General Assembly (of the United Nations)
GC	Governing Council
GDP	Gross domestic product
HLP	High-Level Panel (of the UN Secretary-General)
HR	Human resources
HRD	Human Resources Development
ICT	Information and communication technology
IDD	Information and Communications Technology and Disaster Risk Reduction Division
IFIs	International Financial Institutions
ITU	International Telecommunication Union
KECF	Korea-ESCAP Cooperation Fund
MDGs	Millennium Development Goals
NRL	Non-Reimbursable Loan
ODA	Official development assistance
OECD	Organization for Economic Cooperation and Development
PMD	Programme Management Division
RI	Regional Institutions
TOR	Terms of Reference
TOT	Training of Trainers
UNDG	United Nations Development Group
UNDP	United Nations Development Programme

MANAGEMENT RESPONSE

This section provides the response by ESCAP management to the evaluation and to the specific recommendations. The full text of the recommendations is presented in Chapter 5 of this report.

General remarks by management	
<p>We agree with most of the recommendations contained in the report, especially the ones specific to APCICT's work. There are some exceptions where it is felt the recommendations are either already being complied with, or cannot be implemented for reasons specified. In cases where the recommendations have implications across the ESCAP secretariat or relate to action by the Commission, appropriate steps for follow up or coordination are proposed.</p> <p>A number of recommendations refer to the need to establish better programmatic linkages between ESCAP's head office in Bangkok, and offices located elsewhere. The secretariat has initiated a process to address this issue through the development of a policy and guidelines for operational collaboration between regional institutions and Bangkok-based divisions. The policy and guidelines will apply to all offices away from Bangkok, including the five regional institutions, the ESCAP Pacific Operations Centre (EPOC), and the three newly established subregional offices.</p>	
Report Recommendation	Management Response
Strategic recommendations	
<p># 1 That APCICT continue as a regional institution of ESCAP</p> <p>Based on the evaluation findings and conclusions in respect of APCICT's performance, it is strongly recommended that the Commission decide that APCICT <u>continue to operate beyond its existing five-year mandate</u>. As a continuing institution, APCICT will no doubt strengthen ESCAP's capacity, visibility and credibility in implementing its regional ICT-for-development policy and strategy.</p>	<p>We agree.</p>
<p># 2 That APCICT develop a comprehensive 5-year business strategy and plan</p> <p>To support its continuation as a regional institution, it is recommended that APCICT develop a <u>comprehensive business strategy and plan</u> covering the next five years of its operation, as has also been recommended by the GC during its fourth session. Knowing that the regional ICT training market is</p>	<p>We agree.</p> <p>Since its inception in 2006, APCICT has gone through an 'initiation' and a 'development' phase, and is currently in its 'expansion' phase. APCICT has already prepared a preliminary 'Future Strategy' paper for the period beyond 2010 which highlights key thrust areas for expanding the reach and impact of its work under its</p>

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<p>growing and evolving, the business strategy would identify those aspects of training and related areas of demand that might be met by APCICT. Further, the APCICT business strategy would update and determine the APCICT business model in terms of optimal mix of training and related products and services, internal capacities needed to develop and deliver those products and services, and the financial resources to do so. The strategy and plan would cover APCICT's short term (1-2 year) and medium term (3-5) planning periods, but also look to the longer term as well. It should be updated on an annual basis, and constitute the base for its annual programme of work.</p> <p>The APCICT business strategy and plan should be developed for submission to the GC at its fifth annual meeting in late 2010. The plan would also look at all statutory, institutional (covering both the ESCAP secretariat and APCICT), governance, coordination, ICT policy and other requirements that would need to be met or put in place to allow for optimal continuation beyond the current five-year mandate. The primary focus of the strategy should be on <i>what</i> APCICT should be delivering (i.e. the main pillars and associated clear set of objectives and priorities), and then <i>how</i> it should be delivered (i.e. form to follow function, internal capacities). Critical components of the 'how', of course, would cover, <i>inter alia</i>, financing and human resourcing. The strategy and plan should therefore include a strong conventional <i>business case</i> for financing and other resources, and for the diversification of its funding base.</p>	<p>three pillars of training, research and advisory services.</p> <p>As recommended, the business strategy and plan to be developed will take into account the varied and dynamic nature of the ICT for development landscape in the region, areas of APCICT's comparative advantage, the increasing demand from member States for APCICT services, the strategic role of partnerships, and the requirement of technical, financial and human resources necessary to support and sustain its vision for the future.</p> <p>The business strategy and plan will be developed in consultation with relevant stakeholders, and will be presented to the GC at its next annual meeting in 2010 for feedback and suggestions.</p>

Report Recommendation	Management Response
<p># 3 That APCICT develop an action plan and methodology for strategy development</p> <p><u>An 'action plan' to develop the business strategy</u> should be developed and work should begin by no later than May of 2010, to allow for sufficient time through consultative and participatory mechanisms, much as had been done by APCICT during its initiation phase. A proper strategic planning methodology should be adapted, much of which could be based on the aforementioned "Guidebook for ESCAP Regional Institutions on Resource Mobilization". The finished APCICT business strategy and plan could serve as a model for other RIs. The action plan will determine the process, scope, key issues, timing, target design of the envisaged strategy, review and approval mechanisms and resources needed.</p>	<p>We agree.</p> <p>Given the detailed and multi-faceted nature of the business strategy, an action plan for its preparation will serve to give focus to the development of the strategy and expedite its completion in an inclusive and participatory manner.</p> <p>Given the Commission Session, to be held in Incheon in May 2010, and other scheduled activities, the timeline for the preparation of the action plan and the commencement of work on the business strategy is planned to be June-end 2010 instead of May 2010.</p>
<p># 4 That quinquennial comprehensive reviews of APCICT be conducted</p> <p>It is recommended that the secretariat conduct an independent <u>comprehensive evaluation</u> of the performance of the APCICT toward the end of each five year period, the results of which should be submitted to the Commission to inform key decisions on its overall policies associated with the APCICT. The evaluation would be carried out by an independent external evaluator but managed by the secretariat, as is the case of the present evaluation. An appropriate budget should be set aside to carry out this activity. Carrying out such an evaluation does not preclude the need for annual or other periodic reviews and evaluations, whether for APCICT as a whole or for individually funded projects managed by the APCICT. A similar policy may be considered for all of ESCAP's regional institutions.</p> <p>In addition to relevance, effectiveness and sustainability, it is recommended that the ESCAP secretariat include "efficiency" as the fourth dimension to be addressed in comprehensive evaluations. Efficiency, cost-</p>	<p>The secretariat agrees to manage an evaluation of the performance of APCICT towards the end of each 5 year period.</p> <p>The secretariat also agrees that the performance of all organizational units, including divisions, subregional offices and regional institutions should be evaluated periodically.</p> <p>Further, it agrees that to ensure periodic evaluation, it is necessary to plan and budget for them in a systematic manner. While an ESCAP evaluation plan is formulated for each biennium, the secretariat recognizes that a policy for budgeting different types of evaluations has yet to be fully developed.</p> <p>Further, as stated in the ESCAP M&E System, "efficiency", together with relevance, effectiveness and sustainability, are standard criteria for programme evaluation at ESCAP, and the notion of "sustainability" is far broader than that of financial sustainability.</p>

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<p>effectiveness and value-for-money are important considerations and they should be explicitly factored into future evaluations of APCICT. The notion of sustainability should also be broadened beyond that of financial sustainability to include economic and institutional sustainability.</p> <p>It is further recommended that the ESCAP secretariat consider introducing an explicit budget line and amount in annual RI programme financial plans to cover costs associated with annual, periodic or comprehensive evaluations or reviews. The Commission may further consider introducing a policy whereby all RIs are subject to a comprehensive evaluation at least every five years.</p>	
Operational recommendations pertaining to the ESCAP secretariat and APCICT	
<p># 5 Adopt a set of programming principles</p> <p>It is recommended that the ESCAP secretariat and APCICT (as well as other RIs) adopt a sound set of development and programming principles based on the UN development system and on UN System Coherence and Reform, as generally discussed in Section 3.3.3 of this report. Further, it is recommended that development activities be driven in the first instance by such principles, and that these should flow in a logical way from the ESCAP programme of work to the regional institutions. Such principles would strengthen the UN dimension of APCICT's and other RI's identity and comparative advantages. These principles, including those principles that are currently adopted by APCICT, should be reflected in all key APCICT documents (e.g. statutes, strategies, plans) and should be consistent and mutually supportive of the host country's principles of development. The reflection and operationalization of such principles should ensure a proper balance to the 'UN' ESCAP - Republic of Korea collaboration.</p>	<p>We agree.</p> <p>The implementation of the recommendation has been initiated through the development of an ESCAP Technical Cooperation Strategy Update, which is currently under review internally in the secretariat for subsequent consideration and approval by the Senior Management Team (SMT).</p> <p>The draft TC Strategy Update, <i>inter alia</i>, includes the following key capacity development and programming principles, in support of ESCAP's repositioning as a leading regional hub for inclusive and sustainable development, reform, including (1) a more balanced multi-sectoral approach to development; (2) stronger participation of so-called special needs countries (including least developed countries); (3) common set of standards, norms, conventions and development approaches; (4) a more inclusive partnership development; (5) a stronger coordinated regional voice of member States on global issues; (6) a more comprehensive policy advocacy framework based on statistics and analysis.</p>

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	<p>In addition, the draft TC Strategy Update reflects a further strengthening of ESCAP's capacity development work based the following key principles: RBM, system-wide coherence and "Delivering as One", and, country ownership. In that context, the TC Strategy Update also proposes to shift towards a programme approach to maximize impact and ensure sustainability of ESCAP's technical cooperation work.</p> <p>Once the above revised TC Strategy has been finalized and adopted in the house, it will guide the planning and design, implementation and M&E of ESCAP's technical cooperation in the context of the programme of work, and it will also be applied to the Regional Institutions including APCICT.</p> <p>Capacity development activities, including the work of regional institutions, are planned within the context of the overall ESCAP programme of work. As such they are included in the overall programme of work of the UN Secretariat, which is governed by the principles referred to in the recommendation. Ongoing efforts to more fully integrate the regional institutions in ESCAP's programme planning process continue.</p>
<p># 6 Maintain focus</p> <p>It is strongly recommended that APCICT maintain its focus on ICT training and human resources development directed toward national socio-economic development, as currently set out in its statute and covering resolution. There may be strong pressures from member countries, the secretariat or others to expand APCICT's scope by adding more and more modules to its 'Academy', by expanding its advisory services function, or by other means. Rationalizations for scope expansion are easily made, but the best protection against scope-shift will in the first instance be found in the legislation and clearly articulated strategies and plans.</p>	<p>We agree that APCICT must maintain its focus on building human and institutional capacity for use of ICT for development.</p> <p>The many instances of adoption of the Academy programme by national governments and training institutions, as well as replication of the programme by partners independent of APCICT's support are indicators of the relevance and success of this endeavor. However, given the increasing demand for APCICT's services and the constantly evolving nature of the domain of ICT for development, it is felt that a judicious balance needs to be struck between continuing existing programmes, and expanding their scope in a cost effective manner within the framework of the statute.</p>

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	<p>APCICT will therefore continue to incorporate considerations of member States' demand for its services, its mandate as defined in the statute, and considerations of resource availability and efficiency, in its operations.</p>
<p># 7 Maintain the Academy as the flagship product</p> <p>To ensure that the Academy continues as a relevant and effective flagship product and that future successes can be built on this success, it is recommended that the Academy be subject to constant 'renewal' and modularization. Further, to optimize localization, the number of modules should be kept to a minimum and in line with the current 'theme' of the academy (i.e. ICT for leadership). Where demands for other related themes emerge over time, other 'academies' might be considered. The business strategy and plan recommended above should pay specific attention to this aspect.</p>	<p>We agree.</p> <p>The Academy has been adopted into national capacity building frameworks in many countries and there is strong demand from member States for further national roll outs. Given the success achieved in its implementation, we concur with the importance of maintaining the Academy as APCICT's flagship product.</p> <p>APCICT continuously seeks feedback from member States and partner institutions, and regular evaluative mechanisms such as participant surveys and needs assessment exercises are inbuilt in the programme's design for renewal of its content. APCICT will also develop an ICT human resource capacity assessment tool as part of a monitoring and evaluation framework for ICT capacity building projects.</p> <p>With regard to keeping the number of modules to a minimum, as mentioned in the previous response, ICT for development is a dynamic field and striking a balance between demands from member States', the Centre's mandate, and resource availability and efficiency, is important.</p> <p>APCICT will continue to leverage partnerships for implementing the Academy programme and enhancing its impact. Moreover it will explore cost effective means for promoting the Academy modules such as utilizing e-Collaborative Hub (APCICT's online knowledge sharing platform) and the APCICT Virtual Academy (the online, distance learning version of the Academy). These platforms as well as the upcoming online Academy Partners Resource Centre will also be</p>

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	utilized for renewal and update of the Academy's training content.
<p># 8 Strengthen ESCAP secretariat ICT policy and institutional linkages</p> <p>It is recommended that a stronger statement of ICT policy be made in ESCAP's programme of work and that the institutional linkages between APCICT and the ESCAP secretariat be strengthened. APCICT should be directly involved in IDD activities associated with ICT policy development since APCICT has developed considerable knowledge and experience in the field in implementing much of the existing ICT strategy as contained in the Strategic Framework and Programme of Work. Particular attention might be given to strengthening IDD's substantive APCICT back-stopping support, and to better involve APCICT in all of ESCAP's ICT activities (i.e. its many other workshops, meetings, policy initiatives, etc).</p>	<p>In reference to the first part of the recommendation, we do not agree that a stronger statement of ICT policy is necessary as the Committee on ICT has clearly listed the priorities: (i) integration of ICT in development policies, plans and programmes, (ii) transfer and applications of ICT at the regional and subregional levels, (iii) development of human and institutional capacity in the use of ICT, and (iv) ICT applications for disaster risk reduction. With regard to the need to strengthen institutional linkages, we refer to the above "General Remarks by Management".</p> <p>In reference to the second part of the recommendation, APCICT is already directly involved in ICT policy/strategy formulation related events, including the drafting and implementation of the strategic framework and programme of work for the subprogramme. Also, APCICT participated in the biennial Committee of ICT (CICT) and Committee on Disaster Risk Reduction (CDRR) meetings, and the annual Commission Session.</p> <p>On the third part of the recommendation, while we agree that there is need for close collaboration between IDD and APCICT, the direct involvement by APCICT in IDD activities remains subject to resource availability, i.e. limited staffing and budget and heavy workload. Participation by APCICT in all IDD events would distract human and budgetary resources affecting work delivery.</p>

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<p># 9 Link with broader capacity development methodologies</p> <p>It is recommended that APCICT strengthen its partnership with UNDP, other UN development agencies and other parts of the ESCAP secretariat in terms of linking national ICT training activities to well-established methodologies in capacity development / assessments and development-oriented strategic planning. These methodologies (including those dealing with capacity assessments per se) are proven in the field, and address capacity development from a system-wide and multi-dimensional perspective. This would help both national partners and APCICT to better understand how ICT training fits within broader organizational and system-wide capacity development or change management programmes.</p> <p>APCICT might be able to tap into significant expertise available at the UNDP Regional Service Centre in Bangkok. In this regard, there may also be an opportunity for APCICT to partner with other parts of the ESCAP secretariat.¹ UNDP and other UN development agencies have a strong in-country presence. For example, UNDP has established long-standing in-country relationships with central and local governments in such areas as governance, energy and environment, poverty reduction and other emerging priority sectors of socio-economic and human development. General agreements to collaborate might be sought with the regional offices of the respective UN agencies.</p>	<p>To an extent, this recommendation is already being addressed in APCICT’s programmes in a variety of ways. For instance, the Academy programme and its modules were developed through an inclusive and participatory approach starting from training needs assessment. More than 20 countries and 60 government officials contributed their feedback in the process. APCICT calls this the <i>‘We DID it in Partnership Approach’</i> where DID stands for ‘Develop’, ‘Implement’ and ‘Deliver’ the Academy through strategic partnerships.</p> <p>A number of APCICT’s Academy programme partners are national training institutions responsible for capacity building of policymakers, civil servants and other government officials. These institutions typically address a wide range of training needs to which APCICT contributes its core competency of training for ICT for development. Through such partnerships including localization and adoption of the Academy programme and curriculum, APCICT’s efforts do become part of a larger, multi-dimensional national capacity building framework and overall human resource planning.</p> <p>APCICT has also been providing a platform for sharing of ICT capacity building expertise and methodologies, both for as well as amongst partners and member States, through channels such as the e-Collaborative Hub.</p> <p>Furthermore, APCICT has gathered significant experience in conducting training needs assessment and participant feedback surveys. These form an integral part of workshop execution and the process of development of new Academy modules.</p> <p>APCICT actively reaches out to country</p>

¹ A recent evaluation was carried out on “ESCAP’s approach to capacity building” which explores in detail such general opportunities.

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	<p>offices of UNDP and other agencies to explore prospects of collaboration, especially during roll out of the Academy programme at the national level. In Kyrgyzstan, for example, following the inaugural Academy national workshop attended by UNDP in 2009, the agency supported subsequent roll out of the programme in 6 out of 7 provinces of the country.</p> <p>APCICT will continue to aim for partnerships with national level training institutions and encourage adoption of APCICT's programmes by governments. It will also continue to undertake outreach to UN agencies such as UNDP and others as part of APCICT programme roll outs at the national level, and explore avenues to enhance these partnerships.</p>
<p># 10 Provide interim bridge financing</p> <p>APCICT is facing a heavy and increasing workload, and has another 1.5 years remaining in its current mandate. Some of the above recommendations imply an even greater workload on already constrained APCICT resources. It is recommended, therefore, that APCICT be given additional financial and human resources to successfully complete its current mandate and to prepare for its continuation as a regional institution of ESCAP.</p>	<p>We agree that APCICT resources need to be focused on the successful completion of its current mandate and preparation for its continued operation. The approach for doing this will be outlined in the APCICT business strategy and plan (see recommendation 2).</p> <p>Further, the secretariat will encourage member and associate member countries to contribute financial resources during the 66th Commission session.</p>
<p># 11 UN coordination</p> <p>Similar to the preceding recommendation, the ESCAP secretariat should consider putting in place mechanisms whereby RI activity might be better coordinated with the work of other UN development agencies in the region, and to concentrate especially on those specific UN entities whose work may be more closely aligned with the work of the particular RI. This coordination work should not be left simply to the RI alone.</p>	<p>We agree and note that the recommendation relates to (i) outreach and partnerships by each regional institution as well as to (ii) coordination and support to regional institutions by ESCAP HQs.</p> <p>On (i), we refer to our response to recommendation number 9.</p> <p>On (ii), we refer to the above General Remarks by Management on the development of organization-wide policy and guidelines for operational collaboration between regional institutions and Bangkok-based divisions. The provision of support</p>

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	<p>to regional institutions to ensure that their work is better coordinated with the work of other UN agencies in the region will be duly addressed in the policy and guidelines.</p>
<p># 12 NRL arrangements</p> <p>While, the use of NRL resources should be based on existing guidelines available from the Human Resources Management Section, the ESCAP secretariat might initiate consultations with the Government of the Republic of Korea in order to optimize such arrangements for NRLs from the Republic of Korea. Areas that might be addressed include the setting of skills requirements, providing financial incentives where they may be needed, and factoring in staff performance to the host country's NRL career development and related promotional opportunities. NRL arrangements should be made for a longer period of time (e.g. 2-3 years), with an opt-out clause for either party, based on performance.</p>	<p>While we agree that incentive structures such as the ones outlined in the recommendation are important to support NRL experts' performance and development, we find the recommendation somewhat misguided for the following reasons:</p> <p>1: United Nations policies, guidelines and procedures on the use of NRL emanate from various General Assembly resolutions and administrative issuances. It would not be appropriate for the ESCAP secretariat to approach any individual Member State to address the issues outlined in the recommendation.</p> <p>2: In accordance with the above-mentioned policies, guidelines and procedures, NRL experts are not considered staff members of the United Nations. As such, they are not entitled to UN staff development or related incentives and benefits. At the end of an NRL expert's tenure, a performance evaluation/appraisal of services performed by the NRL expert is written by the ESCAP secretariat and, if requested, transmitted to the donor authorities concerned. The use of performance appraisals provided by ESCAP for career development or other purposes is at the full discretion of the donor.</p> <p>3: Already, in line with the recommendation, the service provided by an NRL expert is normally for a period not exceeding three years.</p>

Report Recommendation	Management Response
General Recommendations for the Commission	
<p># 13 RI funding condition. In order to avoid the potential of a RI becoming overly dependent on a single source of funding (host country), the Commission might introduce a resource mobilization target in the resolution or statute whereby a minimum amount of RI financing (e.g. 25-50%) might be obtained from non-host country sources.</p>	<p>While we agree that diversification of funding sources supports the financial sustainability of regional institutions, we find the strategy suggested in the recommendation to be inflexible.</p> <p>More comprehensive and flexible guidance on the matter is available in the Guidebook for ESCAP Regional Institutions on Resource Mobilization.</p> <p>The financial sustainability of regional institutions under the auspices of ESCAP will be considered in the preparations by the secretariat for the mid-term review of the conference structure of the Commission, scheduled for 2011 (cf. Commission resolution 64/1).</p>
<p># 14 Overall governance of RIs. Several actions might be taken by the Commission on the initiative of the ESCAP secretariat to clarify and strengthen the overall governance of the RIs.² First, the Commission may wish to review the role and mandate of the APCICT GC (and other GCs) with a view to clarifying the GC role as one of an ‘advisory’ nature or as one of a ‘governing’ nature, or both. The different aspects that may be considered cover, <i>inter alia</i>: (1) the selection criteria for membership; (2) the term of membership in order to reduce turnover and enhance continuity; (3) an obligation of GC members to contribute a minimal annual voluntary amount of funding to the RI; (4) the precise role in reviewing and/or recommending for approval the RI annual programme of work; and (5) meeting frequency. Prior to taking on a role of approving (and not just advising on) the RI’s annual work plan, it would be important that GC members become fully aware of and have ongoing, in-depth engagement with the RI’s work.</p>	<p>We agree that the overall governance of the regional institutions could be clarified and strengthened.</p> <p>The overall governance of the regional institutions under the auspices of ESCAP will be considered in the preparations by the secretariat for the mid-term review of the conference structure of the Commission, scheduled for 2011 (cf. Commission resolution 64/1).</p>

² It should be noted that previously the work programmes of the RIs were not an integral part of ESCAP’s sub-programmes, and hence the GCs had a clearer role on this aspect

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<p>Second, if such a governance review is carried out, it should be done in the context of reviewing the Commission's overall conference structure (which includes the Commission, eight subsidiary Committees (including the CICT) and the 5 regional institutions). In that context, it would also be beneficial to review the governing structure of all five regional institutions at the same time, including the role and mandate of the Commission, the Committees and the Governing Councils in that regard. On the basis of a decision by the Commission, the statutes of the regional institutions could then be changed accordingly.</p> <p>Third, it is noted that the annual report of RIs to the Commission contains GC's recommendations and issues for consideration by the Commission. However, it is recommended that the secretariat apply other mechanisms to ensure that Commission oversight of RIs in fact takes place (e.g. that clause 6 in current resolution 61/6 has meaningful application). This might be achieved through a specific delegated authority to the GCs and/or the secretariat to monitor or follow up on the implementation of recommendations.</p>	

EXECUTIVE SUMMARY

This report contains the findings, conclusions and recommendations from the evaluation of the Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT). The evaluation was conducted between late December 2009 and February 2010 by an external consultant. It covers the operations of the APCICT programme over its 3.5 year 'start-up' period which extends from its inauguration in June 2006 to end-2009.

The APCICT was established through Commission resolution 61/6 dated 18 May 2005 and was inaugurated in June 2006 in Incheon, Republic of Korea. The objective of the APCICT, as stated in its statute, is to build the capacity of members and associate members of ESCAP through training programmes in the use of information and communication technology (ICT) for the purpose of socio-economic development. Initial funding is provided as a voluntary contribution by the Government of the Republic of Korea to cover the APCICT's institutional and operational costs for its first five years of operation.

The ESCAP secretariat is mandated under Commission resolution 61/6 to undertake a comprehensive review of the work of the APCICT, the overall purpose of which is to provide the knowledge base for the Commission to assess the performance of the APCICT at its sixty-sixth session in 2010 as a basis for determining whether to proceed with the operation of the Centre.

The methodology for this evaluation adheres to the ESCAP secretariat's Monitoring and Evaluation System. Evaluation activities included: (1) documentation review; (2) structured interviews with key ESCAP secretariat stakeholders, selected Governing Council (GC) members, senior representatives of the Government of the Republic of Korea and Incheon City administration, selected member States' Permanent Representatives in Bangkok, and other external organizations; and (3) web-based electronic surveys of members and associate members of the Commission, APCICT national partners, GC members, and ESCAP secretariat key stakeholders.

The main conclusions of the evaluation are:

- The establishment of the APCICT as a regional institution has been an effective and relevant collaboration between ESCAP and the Government of the Republic of Korea. As a start-up operation, it is well on its way to meeting its objectives as set out in its statute. The APCICT is broadly seen by its many stakeholders and partners as a success story and as a credit to both ESCAP and the Government of the Republic of Korea, and as having established itself as a credible regional hub for the delivery of ICT training and human resources capacity building services to member States.
- The successful start-up operation of the APCICT is a function of: (1) the initial *vision* of ICT for development training, (2) flexible implementation *strategies* and programmes of work based on sound needs analyses and partnerships, (3) *host country* support and commitment, (4) *teamwork*, dedication and professionalism amongst a small but dedicated core group of staff and contract resources, and most importantly (5) *leadership* as measured through the entrepreneurial managerial style of the Director of APCICT.
- The APCICT's flagship programme, the *Academy of ICT Essentials for Government Leaders*, is proving to be a real success. The Academy needs to be dynamic and flexible, even to the point

where different 'Academies' might be designed over time to address broadly different sets of ICT training requirements.

The main conclusions relating to specific performance and other criteria of the APCICT are as follows:

Relevance: the mandate of the APCICT, as stipulated in its statute, and its programme operations are highly relevant to the majority of member and associate members of ESCAP. APCICT services and products have been utilized by its target groups to a considerable extent, and this applies in particular to the use of the Academy.

Effectiveness: the APCICT is well on its way to achieving its objective as outlined in its statute. The governance and management of the APCICT is somewhat complex: well defined and highly effective in some areas and diffuse or less effective in other areas. The APCICT management team is the single-most important factor explaining APCICT's effectiveness during its first 3.5 years of operation.

Financial sustainability: the APCICT's financial sustainability is assured through verbal commitments made by the Government of the Republic of Korea for continued financial and in-kind support to be provided at present levels for at least the next five years, combined with reasonable potential for the raising of additional voluntary resources from other sources, including other member States. However, as noted below, the APCICT's sustainability cannot be assured through the provision of needed *financial* and staff resources alone.

The economic sustainability of APCICT is assured through an expanding regional market and demand for ICT training and related human resources development, provided that its products and services remain focused, relevant, timely, current, of high quality and demand-driven.

APCICT's institutional sustainability depends on striking the balance between ICT training and related demands be met on the one hand and, on the other hand, against an adequate base of internal capacities, especially those dealing with staff resources and sound ICT policy and institutional linkages with the ESCAP secretariat and the host country.

Partnerships: the APCICT's partnerships with other relevant international, regional and sub-regional organizations not only facilitated the sharing of expertise but also enhanced APCICT's capacity to design, develop and deliver its work programme.

South-South cooperation: the APCICT promoted the notion of South-South cooperation in its work programme development and implementation. The convening power of ESCAP, the constitution of the GC, the many workshops and conferences are all seen to advance South-South cooperation.

Gender: while the APCICT has actively pursued the involvement of women in training and other activities, more efforts could be applied in addressing the needs of women and other disadvantaged groups.

Principles: the APCICT programme of work is based on a number of underlying principles that are in some cases unique to APCICT and in other cases generally applicable to ESCAP and the other RIs.

The main recommendations are:

Strategic recommendations for the Commission, the secretariat and the APCICT:

- The APCICT should continue to operate as a regional institution of ESCAP beyond its existing five-year mandate.
- The APCICT should develop a comprehensive business strategy and plan covering the next five years of its operation.
- The ESCAP secretariat should conduct an independent comprehensive evaluation of the performance of the APCICT for each five year period, and should introduce an explicit budget line to cover evaluation costs.
- In addition to relevance, effectiveness and sustainability, the ESCAP secretariat should include efficiency as the fourth dimension to be addressed in comprehensive evaluations.
- The notion of sustainability should be broadened beyond that of financial sustainability to include economic and institutional sustainability.

Operational recommendations for the ESCAP secretariat and the APCICT:

- The ESCAP secretariat and the APCICT should adopt a sound set of development and programming principles based on the UN development system and on UN System Coherence and Reform.
- The APCICT should maintain its focus on ICT training and human resources development directed toward national socio-economic development, as currently set out in its statute and covering resolution.
- To ensure that the Academy continues as a relevant and effective flagship product and that future successes can be built on this success, the Academy should be subject to constant 'renewal' and modularization. Where demands for other related themes emerge over time, other 'academies' might be considered. The business strategy and plan recommended above should pay specific attention to this aspect.
- A stronger statement of ICT policy should be made in ESCAP's programme of work and the institutional linkages between APCICT and the ESCAP secretariat should be strengthened. APCICT should be directly involved in IDD activities associated with ICT policy development.
- The APCICT should strengthen its partnerships with UNDP, other UN development agencies and other parts of the ESCAP secretariat in terms of linking national ICT training activities to well-established methodologies in capacity development / assessments and development-oriented strategic planning.
- The APCICT should be given bridging financial and human resources to successfully complete its current mandate and to prepare for its continuation as a regional institution of ESCAP.

General recommendations for the Commission:

- In order to avoid the potential of a RI becoming overly dependent on a single source of funding (host country), the Commission should introduce a resource mobilization target in the resolution or statute whereby a minimum amount of RI financing might be obtained from non-host country sources.
- Several actions might be taken by the Commission on the initiative of the ESCAP secretariat to clarify and strengthen the overall governance of the RIs:
 - First, the Commission may wish to review the role and mandate of the APCICT GC (and other GCs) with a view to clarifying the GC role as one of an 'advisory' nature or as one of a 'governing' nature, or both.
 - Second, if such a governance review is carried out, it should be done in the context of reviewing the Commission's overall conference structure (which includes the Commission, eight subsidiary Committees (including the Committee of Information and Communications Technology (CICT)) and the 5 regional institutions). In that context, it would also be beneficial to review the governing structure of all five regional institutions at the same time, including the role and mandate of the Commission, the Committees and the Governing Councils in that regard.

* * * * *

1. INTRODUCTION

1.1 Background of the evaluation

This report contains the findings, conclusions and recommendations from the evaluation of the Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT). The evaluation was conducted between late December 2009 and February 2010 by an external consultant, Richard Flaman, FMP, Canada.

The APCICT, located in Incheon, Republic of Korea, was established through Commission resolution 61/6 dated 18 May 2005.³ The agreements between the United Nations and the Government of the Republic of Korea regarding the headquarters of APCICT and administrative and financial arrangements were signed in January 2006. APCICT was inaugurated in June 2006. The objective of APCICT, as stated in its statute⁴, is to build the capacity of members and associate members of ESCAP through training programmes in the use of information and communication technology (ICT) for the purpose of socio-economic development.

The ESCAP secretariat is mandated under Commission resolution 61/6 to undertake a comprehensive review of the work of APCICT, which would serve as the basis for the Commission's assessment of the performance of APCICT at its sixty-sixth session in 2010 (see Annex 11 for the text of Resolution 61/6 and of the APCICT Statute). As indicated in resolution 61/6, the review is based on the findings of a self-assessment of APCICT's performance, which was presented to the Commission at its sixty-fourth session in 2008⁵, and includes *"an assessment of its financial sustainability and the complementary and value-added contribution of its work to that of other concerned international organizations"*.

1.2 Purpose, objectives and outputs

As outlined in the Terms of Reference for this evaluation⁶, the overall purpose is to provide the knowledge base for the Commission to assess the performance of APCICT at its sixty-sixth session in 2010 as a basis for determining whether to proceed with the operation of the Centre. The specific objectives are:

- (i) *"To assess the performance of APCICT against the objective contained in the statute of APCICT;*
- (ii) *"To determine the extent to which the work of APCICT was complementary and value-added to the work of other relevant international organizations;*
- (iii) *"To assess the financial sustainability of APCICT; and*
- (iv) *"To formulate concrete, action-oriented recommendations, based on the findings".*

The outputs of the evaluation include: an evaluation work plan and logical framework (contained in Annex 10) detailing the approach of the evaluator; a set of questionnaires and interview questions;

³ ESCAP resolution 61/6, "Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development," sixty-first session of the Commission, May 2005 (E/ESCAP/61/6).

⁴ Annex to ESCAP resolution 61/6, "Annex (resolution 61/6): Statute of the Asian and Pacific Training Centre for Information and Communication Technology for Development," sixty-first session of the Commission, May 2005. (E/ESCAP/1359).

⁵ ESCAP, "Performance review of the Asian and Pacific Training Centre for Information and Communication technology for development," sixty-fourth session of the Commission, April 2008 (E/ESCAP/64/29).

⁶ The full text of the Terms of Reference for this evaluation is contained in Annex 13.

web-based surveys of key stakeholders; draft and final evaluation reports; and a presentation on preliminary findings.

An executive summary of the report, including its conclusions and recommendations will be prepared for the 66th session of the Commission. The evaluation report will be made available to member States in its entirety. Upon completion of a management response, the evaluation report will be made publically available on ESCAP's website: www.unescap.org/evaluation.

1.3 Scope

The evaluation scope as outlined in the TOR covers main issues pertaining to APCICT's relevance, effectiveness and financial sustainability. The specific questions addressed are:

Relevance

- (i) *"To what extent is the mandate of APCICT, as stipulated in its statute, relevant to the majority of member and associate members of ESCAP? To what extent are APCICT services utilized by its target group(s)?"*
- (ii) *"To what extent has the work of APCICT been complementary and added value to the work of other relevant international organizations? To what extent does APCICT have a comparative advantage in relation to the work of other relevant international organizations?"*
- (iii) *"To what extent has the work of APCICT contributed to the achievements and delivery of the ESCAP programme of work?"*

Effectiveness

- (i) *"To what extent has APCICT been effective in achieving its objective as outlined in its statute: to contribute towards increased capacity of policy makers, project managers and trainers from ESCAP members and associate members through training programmes in the use of ICT for socio-economic development?"*
- (ii) *"To what extent have the governance (the Governing Council, Commission, and the Committee on ICT) and management (APCICT management, ESCAP secretariat and APCICT's backstopping division (IDD)) structures contributed to the effective delivery of APCICT's programme of work?"*
- (iii) *"To what extent have partnerships with other relevant international, regional and subregional organizations facilitated the sharing of expertise and minimized the duplication of efforts within the region?"*

Financial sustainability

- (i) *"To what extent has APCICT developed and implemented a strategy for securing the financial sustainability of its operations?"*
- (ii) *"To what extent has support from ESCAP member states, UN partners, donors, other multilateral and national partners been obtained to ensure the financial sustainability of APCICT?"*
- (iii) *"To what extent has innovative financing or fundraising arrangements been considered or adopted towards securing the financial sustainability of APCICT?"*

2. METHODOLOGY

The methodology for this evaluation adheres to the ESCAP secretariat's Monitoring and Evaluation System. The evaluation supports the learning process of both the ESCAP secretariat (in terms of its role and relationship to APCICT as a regional institution) and APCICT (in terms of supporting its strategic management functions), assesses APCICT performance to date in selected areas and informs decision-making on APCICT's overall governance, accountability and management. The evaluation identifies lessons learned that might be used for programme recalibration as well as for other capacity development initiatives. The specifics relating to the methodology and associated limitations are discussed below.

2.1 Methodology

A mixed method approach was employed utilizing qualitative and quantitative data collection methods in order to allow for the triangulation of data, which provides a sound basis for the substantiation of findings and conclusions. Triangulation refers to empirical evidence gathered through three major sources of information: perception, validation and documentation. Validation of the information and findings was achieved through cross-referencing of sources. The main methods for data collection and analysis comprised the following:

- Structured interviews with key ESCAP secretariat stakeholders of relevant divisions including staff from the Office of the Executive Secretary and the Programme Management Division (PMD) involved in planning, approval processes, monitoring, evaluation and management issues. This includes meetings, presentations and structured interviews in Incheon with all APCICT management and staff;⁷
- Interviews and consultations (face-to-face and telephonic) with: (1) selected Governing Council (GC) members, (2) senior representatives of the Government of the Republic of Korea and Incheon City administration, (3) selected member States' Permanent Representatives interviewed in Bangkok, and (4) other external organizations;
- Web-based electronic surveys of key stakeholder groups: (1) members and associate members of the Commission, (2) APCICT national partners, (3) GC members, and (4) ESCAP secretariat key stakeholders. The survey instruments for each group were similar (with the exception of the survey of Commission members - which was limited to six basic questions). A copy of the questionnaire used for the survey of Governing Council members is contained in Annex 12 (a) and the survey questions for Commission members and associate members is contained in Annex 12 (b).
- Desk review of relevant documents: project documents, APCICT progress and performance reports, policy and planning papers, internal records, studies, APCICT training and knowledge products (see Annex 13);⁸

⁷ Annex 1 contains a list of the individuals and organizations consulted during the evaluation.

⁸ To support the evaluation, PMD and APCICT prepared an extensive and structured electronic library on a compact disk of ESCAP, APCICT and related ICT documents and records. Of the many documents collected, a smaller number of key documents were identified by PMD and APCICT, and these were subject to a more detailed review.

- Production and analysis of a range of APCICT performance metrics in such areas as training delivery, workshops, partnerships, web-based activity, and financial activity; and
- Provision of technical support, meetings and review sessions via an ESCAP secretariat Reference Group comprising representatives from APCICT, PMD and the Information and Communications Technology and Disaster Risk Reduction Division (IDD).

2.2 Limitations

The main limitation to this evaluation is the fact that it has been carried out in a very compressed timeframe. This, combined with other limitations noted below, are not felt to have unduly constrained the rendering of a fair analysis, the drawing of general conclusions and formulating main recommendations.

- Interviews and consultations were limited by a two-week mission to Bangkok and Incheon over the period 11 – 22 January 2010 during which time only key stakeholders could be interviewed. To supplement these inputs, basic and short turn-around electronic surveys were conducted for the main stakeholder groups, as noted previously. For some groups, this resulted in a sub-optimal response rate, albeit considered adequate for the purposes of this evaluation, as seen below, while for other groups the response rates were higher, as expected.⁹

Stakeholder Group Surveyed	# Surveyed	# Responses	Response Rate
1. ESCAP Members	62	13	19 %
2. Governing Council	8	7	87 %
3. National Partners	29	21	72%
4. Key Secretariat Stakeholders	15	14	93 %

- Considering the short period of time that APCICT has been in operation, the evaluation was not able to cover socio-economic development impact of APCICT's work at the country level. Further, it is not likely that such development impacts at the country level can be measured and attributed to APCICT training or other services due to the many causal linkages and numerous other contributing factors. Nonetheless, at some point, efforts might be taken to assess the nature and degree to which such training may *contribute* to country level development impacts and development effectiveness.
- The evaluation addresses the overall performance of the APCICT in terms of its main service pillars, APCICT's work programmes and ESCAP's programme of work for the two biennial periods 2006-07 and 2008-09. The evaluation did not look in detail at the separate Project Documents¹⁰ which have been signed to release funding, nor at their results frameworks.

⁹ The evaluator was informed that response rates to ESCAP surveys are generally low. For example, the response rate to a survey in support of the October 2007 "Evaluation of the Japan-ESCAP Cooperation Fund 1996-2006" was less than 10%. The reasons for the reported low survey response rates should be further analyzed by ESCAP with a view to developing strategies to improve them.

¹⁰ These are: (1) Project 1894-AC706001 which secured the initial five-year funding of \$10 million of the Republic of Korea inputs and ESCAP inputs; (2) Project 2044-ROK08003 which secured \$200,000 of donor funding for the development of the APCICT Virtual Academy; and (3) Project 2074-ROK09003 which secured an additional \$200,000 for the development of two new modules for the Academy of ICT Essentials for Government Leaders.

- A very limited budget was allocated for the evaluation (representing about 0.83% of the 2006-2009 cumulative APCICT budget amount).¹¹ While budget controls are a necessary management prerogative, the expectations for a quality analysis to support the strategic management of the APCICT and a high level Commission decision on its continuation might have been matched with a higher evaluation budget as more relevant evidence – especially at the country level -- could be collected. The ESCAP secretariat might consider reviewing its guidelines for setting evaluation budget set-asides for especially major / terminal evaluations.¹²
- In addition to relevance, effectiveness and sustainability, “efficiency” is usually the fourth dimension to be addressed in evaluations.¹³ This area is not explicitly addressed in the TOR. Some aspects of efficiency are reviewed, however, through a broader look the cost-effectiveness of APCICT’s training and service delivery modalities. Efficiency, cost-effectiveness and value-for-money are important considerations and should be explicitly factored into future evaluations.

¹¹ It should be noted that in APCICT’s case there was adequate provision set aside for ‘Consultants’ in the budget, which might have been used for evaluation purposes. The fungibility of this budget line, however, in and of itself does not ensure that these funds would be used for evaluation purposes. Only an explicit budget line allocated for evaluation purposes would serve this purpose.

¹² It should be noted that this suggestion is in line with earlier recommendations received from OIOS (Report of OIOS on its audit of regional commissions, A/58/785; Inspection of results-based management practices at ESCAP, INS-07-003).

¹³ As described in the “ESCAP Monitoring & Evaluation System - Evaluation Guidelines”, ESCAP/PMD/M&E/2, October 2009.

3. FINDINGS

This chapter presents and organizes the main findings of the evaluation according to the scope and main evaluation questions listed in Chapter 1. Section 3.1 presents a general overview of APCICT performance, the findings from which support the assessments of relevance, effectiveness and sustainability addressed in Section 3.2. Other assessments are presented in Section 3.3. Several annexes contain detailed supporting information.

3.1 APCICT performance: from concept to implementation

Since its inauguration as a subsidiary body of ESCAP in 2006, the APCICT has progressed from concept to a fully operational entity with a focused set of ICT training products and services. As a 'start-up' operation, the evaluation found that APCICT in its first 3.5 years of operation is well on its way to achieving its objective as outlined in its statute: i.e. to build the capacity of members and associate members through training programmes in the use of ICT for socio-economic development.¹⁴ The annual GC reports combined with other routine and periodic APCICT reporting constitute a comprehensive and well-documented record of implementation strategies and performance results. The following sections highlight the main findings on performance through the implementation phases: initiation, development and expansion.

3.1.1 Concept, design and initiation (2004-2006)

(a) Concept

The initial concept of a regional ICT training center was developed by the previous Executive Secretary (ES) in the early 2000's in response to increasing needs among member countries for ICT human resources capacity development and associated implications for social and economic development. Such needs were articulated in a range of ICT related global conferences and UN General assembly resolutions concerned with the prevailing 'digital divide' and increasing awareness of the importance of ICTs to national development, poverty reduction and the achievement of the Millennium Development Goals (MDGs).¹⁵

To further develop the concept, the ESCAP secretariat commissioned a feasibility study on the proposal for the establishment of an ESCAP Asian and Pacific Centre for Information and Communication Technology (APCICT) which at the time was proposed to be located at Incheon.¹⁶ The study reviewed and confirmed the need for ICT training in the region, the supply of courses to meet those needs, and the focus that the APCICT should have in order that it not duplicate or overlap with the activities of other organizations. The study concluded that the APCICT would be sustainable from a financial, economic and institutional standpoint and would complement the activities of other training organizations as well as other ICT related institutions that would be co-located in Incheon. The report also proposed a broad outline of the APCICT training programmes.¹⁷

¹⁴ It should be noted that the capacity building development outcomes and impacts can only be measured after a sufficiently long period of time.

¹⁵ As laid out in Resolution 61/6, these include *inter alia* GA Resolution 57/4 of 25 April 2001 on regional cooperation in ICTs for development, the 12 December 2003 Declaration of Principles and the Plan of Action at the first phase of the World Summit on the Information Society, and the 15 January 2003 Tokyo Declaration by Governments of the Asian and Pacific region as the region's input to the World Summit.

¹⁶ ESCAP, "Feasibility Study on The Proposed Asia-Pacific Centre on ICT Development", ACPR/291/1429, 4 March 2005; based on "Report on ESCAP Proposal for the Establishment of the APCICT", Prof. John Ure, 24 February 2005.

¹⁷ Ibid, pp 5 – 6.

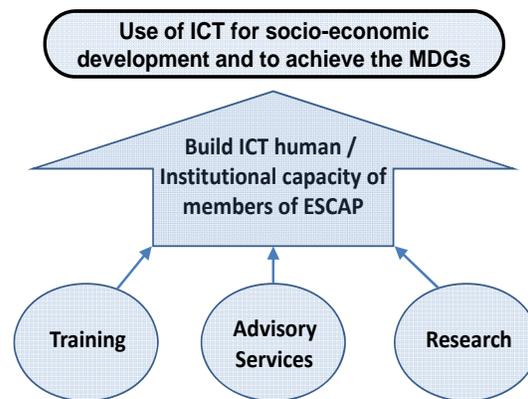
In support of the feasibility study and attached as a separate report to the Advisory Committee of Permanent Representatives and Other Representatives designated by the Commission (ACPR), the ESCAP secretariat conducted an ICT training needs survey of ESCAP members and associate members. The main finding was “... all respondents agreed that ICT is becoming one of the most important driving forces for socio-economic development. Most member countries agreed that there is a gap between the present supply of, and demand for, ICT professionals in their countries due to the lack of professional ICT trainers, lack of institutional frameworks for ICT training, low capacity of institutions, and insufficient financial resources” (Ref. ACPR/291/INF.1, 22 February 2005, page 1).

Shortly after the submission of the feasibility study, Resolution 61/6 on the establishment of the APCICT was formally adopted at the sixty-first session of the Commission in May 2005 (E/ESCAP/61/6), along with its accompanying Statute.¹⁸ The Headquarters Agreement and the Agreement on Administrative and Financial Arrangements, which accord the Centre the status of a United Nations institution with applicable privileges and immunities, were signed by representatives of ESCAP and the Government of the Republic of Korea on 31 January 2006.

(b) Design

The statute of the APCICT sets out its mandate and main functions, as graphically illustrated in Figure 3.1 opposite. This may be seen as the APCICT ‘business model’ which is based on its three main service areas or ‘pillars’. This has remained intact since its inception, with the exception of the research pillar which was recently expanded to include knowledge management. It is within this framework that APCICT rolled out its implementation strategy covering its development phase (2007–2008) and expansion phase (2009–2011). At the time of this evaluation, APCICT was well into its expansion phase.

Figure 3.1. Mandate of UN-APCICT



(c) Unique considerations

The evaluation found that resolution 61/6 contained some special caveats. First, the decision was based in part on the need “. . . to avoid any possible duplication between the work of the Centre and the human resources development work of the Telecommunity and other concerned international organizations”. Clause 5 of the resolution called upon the ES to ensure close coordination with the Asia-Pacific Telecommunity (APT) and to avoid possible duplication. The APT and the International Telecommunication Union (ITU) were specifically mentioned in the resolution as facilitating ICT capacity building in the region. Concerns over duplication were understandable at the time, in light of the UN Secretary-General’s High-Level Panel (HLP) on UN System-wide Coherence¹⁹ and the existence of other ICT related capacity building entities in the region.²⁰ This issue is picked up in more detail in Section 3.2.2 (c) of this report.

¹⁸ It is interesting to note that the initial title of the organization proposed in the feasibility study did not include the operative word ‘training’, but was subsequently included in the legal name of the APCICT in Resolution 61/6, presumably to ensure that its focus remained on this area.

¹⁹ United Nations, “Delivering as One”, the Secretary General’s High Level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment, 9 November 2006.

²⁰ Based on a review of the statutes of the other four regional institutions, it was found that no mention was made of potential duplication or overlap of these institutions with other related organizations in the region.

Second, Resolution 61/6 gave the APCICT a non-permanent five-year mandate through the inclusion of what is seen as a 'sun-set' clause. Clauses 9 and 10 of the resolution state that based on a comprehensive review (i.e. the present evaluation report), the Commission at its sixty-sixth session in 2010 will assess APCICT's performance and determine whether it should continue to operate thereafter. Hence, the APCICT is the only regional institution (RI) of ESCAP to have been launched with non-permanent status. This evaluation sees the inclusion of the need for a comprehensive review as a sound management principle. Management would retain the option of continuing or discontinuing a programme or institution such as the APCICT based on the findings and recommendations of such reviews, whether or not such a condition is embedded within the founding resolution. As these are important considerations in the present evaluation, they are addressed in more detail in Sections 3.2 and 3.3 of this report.

(d) Launch

Located in Incheon, Republic of Korea, the official launch of APCICT on 15-16 June 2006 coincided with the inaugural session of the Governing Council (GC)²¹ which at that time adopted its rules of procedure and endorsed the APCICT strategy and work programme for the upcoming year. The modern and well-equipped APCICT office and training facilities have been provided in kind by the Incheon City Government and initial funding provided as a voluntary contribution by the Government of the Republic of Korea to cover institutional and operational costs for its first five years of operation (financing details are provided later on in this report).

The APCICT was initially staffed by an Officer-in-Charge from the ESCAP secretariat supported by two Non-Reimbursable Loan (NRL) experts. In September 2006 a new Director was formally recruited and appointed. By the end of 2006, other key positions were staffed, and several other staffing actions have been made since that time. Annex 3 contains an organigramme of the current structure of APCICT. Annex 9 presents a 'map' of the key positions that have been staffed over the period 2006 – 2009, noting some turnover in several cases.

²¹ In April 2006, in accordance with paragraph 8 of the statute, the Commission elected representatives of the following countries, along with the host country, the Republic of Korea, to be members of the GC of the APCICT for the period 2006-2009: Bangladesh, Fiji, India, Indonesia, Iran (Islamic Republic of), Kazakhstan, Mongolia and Thailand. The inaugural session of the GC was attended by the representatives of six member countries: Bangladesh, India, Indonesia, Mongolia, Republic of Korea and Thailand. An observer from China also attended. In April 2009, the Commission elected the following countries to be members of the GC for the period 2009-2012: Bangladesh, Cambodia, India, Indonesia, Kazakhstan, Mongolia, Sri Lanka and Thailand. In addition to the host country, these countries are the current members of the GC of APCICT.

3.1.2 Pillar 1: APCICT training

The start-up of any organization is a challenging task – and it has been so for the APCICT. It was with the appointment of the new Director in late 2006 and the addition of a few key staff that APCICT was able to develop and execute its initial implementation strategy, approved by the GC, which focused primarily on the first pillar of its business model: training. An initial challenge was to decide on precisely what types of ICT training were needed to meet what sorts of demands from member countries, as neither the resolution nor statute gave any concrete indications of what these might be.

The aforementioned APCICT feasibility study, as noted, proposed a broad programme focusing on courses for ICT policy makers and specialized training for IT managers, a trainer development course and ICT training consulting/research. Still, this left open for consideration a very broad range of potential training activities against limited resources and pressing demands from APCICT governing and funding authorities to deliver early results.

(a) Two-track approach.

Consequently, the initial implementation strategy adopted was based on a two-track approach: (1) conducting a number of short-term single-event activity-based training and workshop activities that were seen to address high priority areas (and deliver quick results), and (2) developing a medium to longer term 'core' training programme based on a more thorough assessment of member countries' priority needs. With respect to the first track, a significant number of training events, workshops, conferences and other events were carried out over the 2007-2009 period. As these activities are the most significant for APCICT in terms of performance, results and resource investment, they are listed in Annex 4, along with an indication of the number of trainees/ participants. The first major event was a two-day Regional Forum of 187 participants that took place in Incheon March 2007, the theme for which was "ICT Human Capacity Development: Where are we, where are we going, and What will it take to fill the gap?".

Other events covered one-off thematic events (e.g. e-government, information security and ICT accessibility, gender empowerment through ICT, e-business strategies, and the production of statistics for the information economy). The evaluation found that these events were not only successful in their own right (based on a review of participant evaluations of selected events), but also that they served as lessons to APCICT in both fine-tuning its short-term activities and informing the development of its medium to longer term training programme. Based on a self-analysis, the main lessons learned by APCICT are listed in Box 1.

The second track focused on the development of longer-term APCICT 'flagship' initiatives, around which it might produce an identity and service offering unique from other ICT training providers.

This involved carrying out some basic research into ICT human resources development in the region and a round of focus group consultations. A survey of ICT training needs in 21 countries was then

Box 1. Some lessons learned from activity-based training

- One-off training courses have limited impact, follow-up mechanisms and sustainability
- Demand is for a structured and comprehensive training curriculum
- Better selection of participants that have an understanding of basic ICT concepts
- Training content needs to be customized and localized
- Participating countries' ownership and institutional frameworks are a must for sustainability
- Relevance and quality depend on inclusive and participatory development

carried out, supported by interviews and other organized events. These activities led to the development of a modular training programme involving expert group meetings in early 2008²², manuscript development, peer reviews by regional experts and government officials²³ and testing.

(b) The 'Academy'

The above activities led to the development of what is now seen as APCICT's flagship training programme: the *'Academy of ICT Essentials for Government Leaders'*. The Academy consists of eight modules (see Box 2) supported by a handbook on Instructional Design. It was officially launched on 16 June 2008 in Incheon during the Global Forum on Building the Inclusive Internet Economy / OECD Ministerial Conference - which also happened to be the second anniversary of APCICT's own launch.

As an ICT curriculum based training programme, its main objective is to equip policy makers and decision-makers at all levels of government with essential ICT knowledge and

Box 2. The Academy Modules

- M1 The Linkage between ICT Applications and Meaningful Development**
- M2 ICT for Development Policy, Process and Governance**
- M3 e-Government Applications**
- M4 ICT Trends for Government Leaders**
- M5 Internet Governance**
- M6 Network and Information Security and Privacy**
- M7 ICT Project Management in Theory and Practice**
- M8 Options for Funding ICT for Development**

skills to fully leverage opportunities presented by ICTs to achieve national development goals and help bridge the digital divide. Other targeted beneficiaries include ICT trainers and educators in public and other ICT training institutes, and public sector project managers.

Since its launch, APCICT has developed and implemented a national roll-out strategy and methodology whereby the Academy is being localized, customized, implemented, owned and sustained by national partner organizations.²⁴ The evaluation found this strategy to be sound and effective. It has thus far been implemented in twelve countries: Mongolia, Philippines, Indonesia, Timor Leste, Afghanistan, Tajikistan, Kyrgyzstan, and the Pacific Islands states of Cook Islands, Kiribati, Samoa, Tonga and Tuvalu.²⁵ Partnerships is an important dimension of APCICT's modus operandi and is discussed separately in Section 3.1.5. Table 3.1 presents a break-out of the number of Academy training events by geographic level.

²² Ten ICT for Development experts and government agencies from six countries were involved: Canada, Fiji, India, Philippines, Republic of Korea and Singapore, plus APCICT staff.

²³ As evidence of APCICT's inclusive and broad participatory approach, three sub-regional workshops were conducted over the period April–May 2008 involving twenty-two countries. These were held in South Asia (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka), Western and Central Asia (Armenia, Azerbaijan, Kazakhstan, Kyrgyz Republic, Mongolia, Turkmenistan, Uzbekistan), and South East Asia (Cambodia, Indonesia, Lao PDR, Philippines, Thailand, Timor Leste, Viet Nam).

²⁴ The methodology is based on four major steps: (1) Initiation, which includes partner assessment and discussion, leading to a partner agreement; (2) Planning, which establishes a roll-out target at the central and local levels, a roll-out strategy for localization and customization, and curriculum design; (3) National Roll-out, which involves a pilot, an official launch, a training of trainers (TOT), and national workshop; and (4) Evaluation, which involves the collection of case-studies and post-facto analysis.

²⁵ As at end 2009, eight partnership agreements have been signed with country national partners: Afghanistan, Mongolia, Pacific Islands, Philippines, India, Indonesia, Timor Leste and Kyrgyzstan.

Table 3.1 Break-out of Academy training events by geographic level, 2008-09

APCICT Training Event	2008	2009	Total
Regional Level	2	2	4
Sub-Regional Level	4	1	5
National Level	1	11	12
Organized by partners independent of APCICT support	0	11	11
Total	7	25	32

Based on a review of evaluative feed-back from the participants in the national roll-out events, the evaluation found that the Academy has been well received and is relevant to national socio-economic development needs. Further evidence of the national ownership and localization of the Academy exists in the translation of the Academy into a number of languages (i.e. Indonesia version in Bahasa, and a Russian version translated by the National Information Technology Centre in Kyrgyzstan and launched in Tajikistan - all translated versions are available through the APCICT Virtual Academy or AVA).²⁶ As well, in partnership with the Economic Commission for Africa, the Academy was launched in Rwanda. More specific findings on relevance, effectiveness and sustainability of the Academy, supported by survey results, are presented in Section 3.1.5.

The survey responses from APCICT national partners indicated that all Academy modules are relevant but with some variance with respect to the degree of that relevance. For example, the first two modules dealing with the Linkage between ICT Applications and Meaningful Development (M1) and ICT for Development Policy (M2) were seen as the most relevant, while those dealing with internet governance (M5), project management (M7) and options for funding (M8) somewhat less so. Part of the explanation for the variance is seen in the relative differences in ICT advancement in the different countries.

Likewise, there was some variance in the perceived quality of the Academy modules, based on the survey responses from APCICT national partners. Generally for the eight modules, the quality was reported as 'very high' or 'high', though a number of responses indicated only 'acceptable', 'needs improvement' or 'don't know'. The variance may be explained in part by the different exposures that partners have had to the modules. For the Academy as a whole, 42% of respondents felt that its quality was 'very high' with the remaining 58% rating it as 'high'.

²⁶ It is interesting to note that the translations were made in partnership with APCICT but the process was led by the Academy partners.

(c) APCICT Virtual academy (AVA)

To meet expanding demand and to make the Academy products and training programme available to a wider audience, APCICT through project and funding support from the Republic of Korea developed and launched in June 2009 a web-based or virtual version, referred to as the AVA (APCICT Virtual Academy). This is seen as an on-line distance learning platform. A network of AVA 'mentors' has been set up to support learners in the distance learning process.²⁷ A web version of the eight modules can be accessed on-line, and DVD-ROMs were published in June of 2009. Since its launch, there has been a total of 1,273 course enrollments in the AVA as of January 2010. From the survey of APCICT partners, the majority (74%) of respondents felt that the quality of the AVA was 'very high' or 'high', with the remaining 26% reporting that it was acceptable, needed improvement or didn't know.

(d) Training targets and results

A review of the relevant ESCAP programme of work documents and programme performance reports revealed that APCICT contributed to the expected accomplishments of ESCAP sub-programme 7. Table 3.2 on the following page presents the number of workshops and related events conducted over the 2007 – 2009 period, including the number of individuals trained.

In terms of quantitative results, the evaluation found that APCICT's performance under its first pillar of training was significant and to have well exceeded the ESCAP sub-programme results targets. No quantitative targets were set for the period 2006-2007, although it is reported that APCICT did contribute to the expected accomplishments.²⁸

APCICT's results for the 2008-2009 Biennium targeted 85 percent "*. . .of policy makers and officials benefiting from [APCICT] activities . . . who indicate that their level of competency has increased in the use of ICT for socioeconomic development*".²⁹ Using training evaluation tools and other surveys carried out by APCICT after each event, it was reported that the majority of trainees benefitted from APCICT's training and related workshop events. For 2008, 85.7% of trainee respondents reported that they agreed or strongly agreed that their training met their expectations across a number of measures, depending on the nature of the event (e.g. relevance of the event and materials, impact, trainer and training design, quality of materials). For 2009, that figure rose to 86.1%. Annex 5 contains a sampling of commentary and feed-back on qualitative aspects of APCICT's training delivery. In terms of the numbers of training participants, APCICT's achievement of 1,105 far exceeded the ESCAP 2008-2009 programme of work target of 240.³⁰

As noted in Section 1 of this report, the socio-economic development impact of APCICT's training could not be assessed. However, APCICT internal analysis points to a number of intermediary impacts that are seen to contribute to national development goals. Table 3.3 further on in this report highlights a number of such impacts with supporting evidence.

²⁷ As at end 2009, a total of 19 mentors have been established across in 14 member countries and in five other institutions such as ECA, ESCWA, SOPAC and the AIT in Bangkok. According to information provided to the evaluation, SOPAC is planned to be merged with the Pacific Community in early 2010.

²⁸ See ESCAP, "Management Issues – Programme Performance Report for the Biennium 2006-2007", E/ESCAP/64/20, 14 February 2008, page 17.

²⁹ ESCAP, Management Issues – Draft Programme of Work for the Period 2008-2009", E/ESCAP/63/22, 22 February 2007, page 56.

³⁰ Ibid, page 61.

Table 3.2 APCICT Training performance metrics, 2007 - 2009 ³¹

APCICT Event/Training	2007	2008	2009	Total
1. Training - Academy				
1.1 # Academy Workshops	0	7	14	21
1.2 # People Trained	0	189	571	760
1.3 # Women trained	0	41	135	176
1.4 Women's participation rate	0	21%	24%	23%
2. Training - Other				
2.1 # Workshops	4	4	6	14
2.2 # People Trained	153	85	131	369
2.3 # Women trained	85	25	57	167
2.4 # Women's participation rate	56%	29%	44%	45%
3. Other events (conferences/ forums/ seminars/ meetings)				
3.1 # Events	3	1	3	7
3.2 # People participating	425	120	67	612
3.3 # Women participating	67	40	14	121
3.4 # Women's participation rate	16%	33%	21%	20%
Total (# workshops / events)	7	12	23	42
Total (# people trained/ participating)	578	394	711 ¹	1683 ²
Total (# women trained/ participating)	152	106	195 ¹	453
Notes				
1. Total # people trained/ participating, and total # women trained/ participating, may not equal the column total. This is explained by the fact that some events are excluded from the totals in order to avoid double counting of trainees/ participants in back-to-back events.				
2. This total includes only the participants of APCICT-specific sessions and not the overall number of participants (even though APCICT was the co-organizer). If the broader number is taken into account, the total number of persons trained/participating would be 3,151 (instead of 1,683).				

³¹ Note: (1) the total number of people trained/ participating, and total number of women trained/ participating, may not equal the column total since some events are excluded during totaling to avoid double counting of trainees/ participants in back-to-back events; (2) for two events held in 2009, namely AECF and LGA/DRR Thematic Session, the table counts only the participants of APCICT-specific sessions and not the overall number of participants (even though APCICT was the co-organizer). If the broader number is taken into account, the total number of persons trained/participating would be 3,151 (instead of 1,683).

3.1.3 Pillar 2: APCICT advisory services

The statute states only in general terms that APCICT is to provide “. . .advisory services on human resources development programmes to members and associate members”, and this is understood to be restricted to the ICT dimensions of HRD. According to the 2008-09 biennium work programme, APCICT was targeted to deliver and did deliver four rounds of advisory services on human resources development.

APCICT defines the service area as supporting “. . . countries in conducting capacity assessments, developing strategic plans for ICT human resources development, and providing a development-oriented framework to ICT-based interventions. The Centre also offers customized training consulting on course design and curriculum development, and their incorporation into national capacity building frameworks”.³²

Table 3.3. Evidence of intermediate development impact of APCICT training, 2007-2009³³

Impact Area	Selected evidence
Programme Adoption	<ul style="list-style-type: none"> Academy integrated into national capacity building frameworks in Afghanistan, Indonesia, Mongolia & Philippines Partners in Indonesia, Pacific Islands (Kiribati), Kyrgyzstan, Mongolia and Philippines have organized Academy workshops independent of APCICT support
Policy Formulation	<ul style="list-style-type: none"> Indonesia: Knowledge sharing by Academy alumni led to establishment of National e-Government Forum and drafting of e-Government regulations Timor Leste: after Academy training, Government planning to end monopoly of a single telecom company, introduce competition and lower costs
Academia	<ul style="list-style-type: none"> Indonesia: University of Indonesia developing Masters Degree programme based on Academy curriculum Mongolia: Academy of Management has adopted Academy in its regular training programme
Resource Mobilization/ Partnerships	<ul style="list-style-type: none"> Programme has generated co-funding from UNDP in Kyrgyzstan The Academy is being supported by the European Union in the Pacific Islands for ICT capacity building of Pacific-ACP parliamentarians National partners have made substantial in-kind contributions to Academy programme roll-outs
Promotion of South-South Cooperation	<ul style="list-style-type: none"> Academy made available in Africa via collaboration with UN-Economic Commission for Africa Academy workshop in Timor Leste hosted by Academy alumni from Indonesia Academy alumni from Mongolia delivered TOT in Dushanbe, Tajikistan

As such, the evaluation found that this second pillar of the APCICT business model is only generally defined and to be in its nascent stages of development. Other than the area on customized training consulting, service offerings in such areas as capacity assessments, strategic planning and

³² ESCAP, “Hub for ICT Human Capacity Building”, published brochure, undated, page 10.

³³ Source: ESCAP/APCICT, “APCICT: Programmed Output, Delivery and Impact for the 08-09 Biennium”, internal report, November 2009. Due to time constraints, this evidence of impact could not be independently verified by the evaluation.

development-oriented frameworks require specialized methodologies and expertise. It is interesting to note that the APCICT partnered with the UNDP Asia-Pacific Development Information Programme which resulted, in part, in two joint publications. There may be significant additional opportunities for APCICT to collaborate with other UN organizations that have established methodologies in these specialized areas. This idea is picked up further in Section 5 of this report.

From the preceding analysis on training, it is not surprising that the bulk of APCICT resources have been devoted to training and related activities. The evaluation found that the delivery of ICT training advisory services produced limited results. The results that have been reported by APCICT appeared to be oriented more to training delivery (This includes advice on localizing, delivering and rolling out the Academy). It is significant to note that, based on a request from the Government of the Republic of Korea, APCICT provided advice on the incorporation of an ICT for development component in the Government's international cooperation strategy.

One activity that APCICT has pursued in support of broader HRD capacity development is the "Future ICT Leaders Programme". This programme focuses on equipping the future workforce of Asia and the Pacific with the requisite ICT tools and the knowledge of their application for promoting socio-economic development. While this is not seen as an advisory service per se, APCICT has sponsored 12 internships to graduate students in order to build their ICT capacities. APCICT has also partnered with the ASEAN University Network, the Government of the Republic of Korea Ministry of Foreign Affairs and Trade, and Daejeon University to offer two-month work opportunities to exchange students from ASEAN countries.

3.1.4 Pillar 3: APCICT research & knowledge management

Similar to the advisory services pillar, APCICT's research pillar is only broadly defined in the statute and is not covered in any detail in the ESCAP programme of work. Nonetheless, considerable investments in research, knowledge management and related outreach activities have been made over 2007-2009 in order to position APCICT as a regional hub for ICT training knowledge development and sharing. In their combination, these outputs, briefly described below, have exceeded any implicit performance expectations contained in the ESCAP programme of work.

(a) e-Collaborative hub (e-Co Hub)

This output aims to enhance the learning and training experience by providing easy access to relevant resources on the APCICT website, and by making available an interactive online space for sharing knowledge and experiences on ICTs for development. APCICT has reported that the e-Co Hub has been critical in providing a dedicated online platform for knowledge sharing on ICT for development, particularly in Asia and the Pacific for members of the *Digital Partnership Network* (DPN). The DPN was launched on 8 October 2007 at the Second Regional e-Government Training Workshop in Incheon. It is a community of policymakers, trainers, academics, researchers and development practitioners, forming a pool of experts in the area of ICTD and capacity building. Table 3.4 on the following page presents key metrics associated with the e-Co Hub over the past two years.

While experience is limited to only two years, the trend line points to considerable growth, including an increasing number of members from non-ESCAP countries. From the survey of APCICT partners, the majority (69%) of respondents felt that the overall quality and relevance of the e-Co Hub were 'very high' or 'high', with the remaining 31% reporting that it was acceptable or didn't know.

Table 3.4. APCICT e-Co Hub Metrics, 2008 - 2009

Metric	2008	2009
1) Cumulative # of DPN members	270	612
2) % Members from ESCAP countries	90	40
3) Cumulative # of countries	30	115
4) % ESCAP countries	90	40
5) # Unique visitors	5,427	14,943
6) Cumulative # knowledge resources	230	480

(b) Research publications

APCICT has produced a total of 11 publications on ICT human capacity building and different aspects of ICT for development. These range from ICT human resources development trends, indicators and methods; training needs assessment, and instructional design. APCICT collaborated with the UNDP to produce two primers on small and medium enterprises and ICT, and ICT for disaster management. The Centre also sponsored three ICT World Today journals in partnership with the Korea Information Society Development Institute. Due to resource constraints, the evaluation did not look at the quality of these products, or of their utility on the part of their intended users. APCICT is currently developing for publication a **briefing note and case study series** that are intended to support the first two service pillars as well as expand the knowledge management platform.

(c) APCICT website

Supporting all of the above research, knowledge management and sharing, outreach, advisory services, AVA and training delivery activities, the APCICT website has been in place since early 2007 and continues to be expanded and refined. Some dashboard metrics over the past two years are given in Table 3.5.³⁴

Table 3.5. Web-site Metrics, 2008 - 2009

Metric	2008	2009
# visits	19,691	55,133
# countries / territories	188	199
# ESCAP countries	50	52
# Pageviews	72,377	145,339

(d) APCICT outreach

APCICT has developed an outreach programme that may be seen as the beginning of a more structured public relations, information and communications function. In discussions with ESCAP secretariat staff, the evaluation was informed by UNIS that APCICT is considerably more proactive than the other regional institutions (RIs) in terms of media engagement and public relations (not to mention partnership activity, discussed next). Table 3.6 provides an indication of the nature and level of this activity since APCICT's launch. Media coverage comprises all news articles featuring APCICT issued by development organizations, media agencies and UN media around the world.

³⁴ Although the website was operational in 2007, no data is available for that year.

Table 3.6. APCICT Outreach Metrics, 2008 - 2009

Outreach measure	2006	2007	2008	2009	Total
APCICT Press releases (English)					
- UNIS	4	5	10	13	32
- other	0	4	13	16	33
- total	4	9	23	29	65
Media coverage (English)	4	8	30	33	75
Media coverage (Korean)	2	16	9	5	32

3.1.5 APCICT partnerships

The forging of strategic partnerships is one of the main planks of the APCICT implementation strategy and is also one of its underlying principles of work programme development. Without the many partnerships that have been developed it is highly likely that APCICT would not have fulfilled its mandate. APCICT’s strategy rests on working with a broad range of public and private organizations, including the UN and other development agencies. In fact, the many partners with whom APCICT works may be seen as a significant extension of APCICT capacity to deliver: this is especially valid for the national partners involved in the roll-out of the Academy. Figure 3.2 is extracted from APCICT work programming documents and shows the six main groupings of partners.

Figure 3.2. UN- APCICT Partnership Strategy



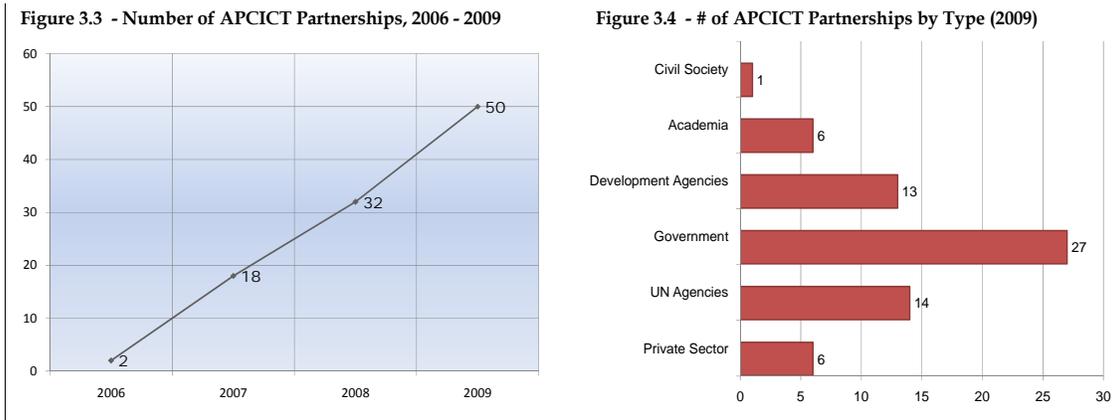
In the findings presented in the preceding subsections, the evaluation found that APCICT’s approaches to partnerships were not only comprehensive but also somewhat complex. The nature of the partnership relationships varied considerably, depending on the particular activity APCICT was pursuing. Based on a preliminary analysis of data provided by APCICT (see Annex 6 for a detailed list of all APCICT partnerships grouped by major type), the evaluation found that the nature of the partnership relationship fell into one or more of the following broad categories:³⁵

- 1) **Funding partner.** Secured by a written and legal agreement where APCICT is the *executing agency*. The primary partners would be Government of the Republic of Korea, Incheon City as Host Partners, plus other donors (includes in-kind funding).
- 2) **Implementing (National) Partner.** One that is paid and/or takes on the task of implementing / delivering / rolling out the Academy or other APCICT products. In some cases, APCICT played the role of implementing agency.
- 3) **Formal collaboration.** Partnership is secured through a written agreement – e.g. Microsoft, ADB – where both parties work on a common or joint output / activity.

³⁵ It should also be noted that a single partner could play multiple roles with APCICT (i.e. a mix of one-to-many, and many-to-one relationships).

- 4) **Informal collaboration or cooperative arrangement.** Includes partners that play the role of event co-organizers (e.g. to organize specific training activities/meetings/events without a specific written agreement e.g., various Ministries of the Government of the Republic of Korea, ITU, the ESCAP secretariat’s Social Development Division, etc).
- 5) **Information sharing.** Where either or both parties simply share information, cross-post on websites, contribute articles or chapters in each other’s publications, etc.

Figures 3.3 and 3.4 plot the growth in the numbers of APCICT partners over the period 2006 – 2009 and the total number of partners by type as at end-2009 respectively. The growth and total number of partnerships, combined with their complexity, was reported to impose a significant workload burden on APCICT staff. Partnership relationships are complex activities, requiring specialized skills and supporting systems. Nonetheless, the evaluation found that APCICT had been particularly proactive and successful in seeking out and managing partnership relationships (also as part of its ‘outreach’ activity). However, a key challenge is in the managing of mutual expectations in terms of relative roles and responsibilities, and of what one partner expects of the other. Without substantive capacity and supporting tools, there is some risk of jeopardizing some of these relationships, which in turn could jeopardize APCICT operational efficacy.



There may be considerable opportunities for the APCICT to strengthen its partnerships with those UN development agencies, particularly UNDP, that have a strong in-country presence. As noted above, UNDP has considerable strength in capacity development and strategic management methodologies and expertise, and have established long-standing relationships with central and local governments in such areas as governance, energy and environment, poverty reduction and other emerging priority sectors of socio-economic and human development. This is not to say that APCICT has been inactive in this area. For example, UNDP in Kyrgyzstan has been involved in the roll-out of the APCICT Academy in several provinces.

3.1.6 Financial framework

(a) Funding

According to articles 18 and 20 of the statute of APCICT, the financial resources of the Centre shall come from: (a) voluntary contributions by members and associate members of the Commission; (b) voluntary contributions for technical cooperation projects or other extra-budgetary voluntary

contributions for the activities of APCICT. Annex 7.1 presents APCICT's funding over the period 2006-2009.³⁶

As noted in Section 1 of this report, under the covering APCICT HQ agreement, the Government of the Republic of Korea has agreed to provide US\$ 7.5 million, to be paid in five installments of US\$ 1.5 million per year, to cover APCICT's institutional and operational costs for its first five years of operation. The actual release of funds per year is noted in Annex 7. The Government also agreed to provide office space for the Centre comprising approximately 1,689 square meters at Songdo Techno Park in Incheon, free of rent and other encumbrances. In a separate agreement, the Government provided three NRL experts to support the technical cooperation activities of APCICT.

Through the Korea-ESCAP Cooperation Fund (KECF), the Government of the Republic of Korea has also contributed US\$ 200,000 over two years in support of an APCICT project entitled "Provision of ICT human capacity-building training programmes through the APCICT Virtual Academy", the implementation of which started in June 2008 and is expected to be completed by June 2010. KECF has also contributed US\$ 200,000 over two years starting in June 2009 in support of a project entitled "Development of a new training module on climate change and ICT for the Academy of ICT Essentials for Government Leaders."

The Government of the Republic of Korea has provided in-kind contributions in 2009 to support a number of training activities through the Incheon city government and the Korea Communications Commission. The Centre has also received in-kind contributions from other agencies of the Government. It is significant to note that APCICT has also received voluntary contributions from three other member states, the most significant of which is perhaps Papua New Guinea which demonstrates their strong commitment to the roll-out of the Academy and other support services from APCICT:

- US\$ 10,000 contributed from the Government of Macao, China towards institutional support for the Centre over the period 2007 - 2008.
- US\$ 40,000 contributed from the Government of Papua New Guinea over the period 2008 - 2009.
- US\$ 10,000 contributed from the Government of India in 2009.

(b) Expenditures

Annex 7.2 presents APCICT expenditure activity by budget line over the period 2006-2009. As noted previously, the period 2006 - 2007 was devoted primarily to initial start-up and programme development activities. Programme delivery began in earnest in 2008 and picked up significantly during 2009, as illustrated by the various metrics in the preceding sub-sections. Total expenditures for the 2008-2009 biennium therefore increased by over 90% from those of the preceding biennium. These increases were seen across most budget lines, with the exception of costs accorded to the GC and initial office accommodation.³⁷

³⁶ It should be noted that APCICT submits annual financial statements and semi-annual progress reports on the status of implementation of its activities to the donor country. In addition, a report on the performance of the Centre (E/ESCAP/65/22) was submitted to the Commission at its sixty-fifth session, in April 2009. The Governing Council, as part of its annual reporting function, includes a separate report on the administrative and financial status of the APCICT. The most recent report to ESCAP on financial activity was dated November 2009 (IDD/APCICT/GC(4)/1).

³⁷ It was reported that the GC costs were low at the time due to their shifting to another budget line.

(c) The financial sustainability challenge

It is significant to note that the costs for project personnel and support staff declined over the period 2008-2009 when actual programme delivery increased substantially.³⁸ Increasing workload demands and levels of outputs placed on APCICT staff have not been matched by any increase in project personnel and support staff. This is reported to have placed (and continues to place) considerable pressure on APCICT, and is an issue that has been reported almost annually to the GC, to the ESCAP secretariat through the biannual project reports, and through other venues. While the evaluation found that the levels of motivation and morale among staff were high, the continued sustainability of current levels of APCICT performance (e.g. as measured in overtime hours worked) or productivity could be in jeopardy without either augmenting staff and other APCICT capacities, and/or simply not responding to member countries' increasing demands for service. Findings on the financial sustainability challenge are discussed further in Section 3.2.3 (b) of this report.

3.1.7 ICT policy / strategy framework

This sub-section looks at the alignment of APCICT's work programme and overall performance to the ESCAP secretariat's ICT and strategic framework, as well as to that of the Government of the Republic of Korea.

(a) ESCAP ICT policy framework

ESCAP's programme of work for the two biennial periods of 2006-2007 and 2008-2009 sets out the policy framework and broad implementation strategy for ICTs for development. From the preceding analysis and findings, the evaluation found that APCICT has directly supported the ESCAP programme dealing with ICTs in terms of both the policy direction and strategy. For the two biennial periods, APCICT supported sub-programme 7: information, communications and space technology.

The objective of the sub-programme as stated in the 2006-2007 biennial plan is to improve access to and the development, transfer and application of information, communication and space technology in order to maximize the benefits of globalization. For the 2008-2009 period, the stated objective is "*to improve equitable access to, and use of, information, communication and space technology so as to ensure benefits are available to all, leading to the region's economic and social advancement and the achievement of the Millennium Development Goals*".³⁹ For the same biennium, the expected accomplishment specific to APCICT was "*Improved national and institutional capacity through training programmes in the use of information and communication technology for the purposes of socioeconomic development*".⁴⁰ For these periods, the sub-programme was the responsibility of the former Information, Communication and Space Technology Division.

Using the 2008-2009 programme plan as the base for the ESCAP secretariat's ICT policy framework, the strategic direction of subprogramme 7 "*. . . derives mainly from the internationally agreed development goals, including the Millennium Development Goals, the 2005 World Summit Outcome . . . , the World Summit on the Information Society [WSIS], the Shanghai Declaration, Building the information society in Asia and the Pacific, and other relevant mandates*" (Ibid, pages 56-57).

³⁸ The evaluation found this to be attributable primarily to the vacancy of the Programme Officer (P3) post for most of 2009.

³⁹ ESCAP, Management Issues – Programme of Work for the Period 2008-2009", E/ESCAP/63/22, 22 February 2007, page 54. For the ESCAP biennial period 2010-2011, APCICT supports sub-programme 5: Information and communications technology and disaster risk reduction. The sub-programme is under the responsibility of the renamed Information and Communications Technology and Disaster Risk Reduction Division (thankfully contracted to IDD).

⁴⁰ Ibid, page 54.

(b) The Republic of Korea ICT policy framework

In the course of this evaluation and based on interviews with senior Government of the Republic of Korea officials, it was learned that APCICT's mandate is well aligned with the Republic of Korea's ICT and related development policies and strategies. The observation was made that the Republic of Korea's country experience serves as a good model for many other (developing) countries in that it itself had advanced from a developing to a developed economy in a very short period of time, with much of that advancement attributed to use of ICTs. In this regard, the Republic of Korea is well positioned to help bridge the 'digital divide'.

A related linkage is the locating of the APCICT in the Songdo IFEZ (Incheon Free Economic Zone) district within the Metropolitan City of Incheon. The IFEZ is rapidly becoming one of the major zones for high tech industries and institutions in the region (e.g. ICTs, multimedia, biotechnology, a global university campus, etc.) and is located very close to the modern international airport. The APCICT was the first UN organization to be invited to Incheon City, and agreements have already been made to locate the ESCAP sub-regional office and UNDP policy office in Incheon as well.⁴¹

3.2 APCICT performance assessment

This sub-section brings together the many findings presented in the preceding section on APCICT implementation performance against the three performance criteria of relevance, effectiveness and financial sustainability. These criteria define the evaluation scope questions in the TOR and Section 3.1 of this report. The summary findings are organized in the same fashion. It is important to note that the various questions and findings on relevance, effectiveness and sustainability are highly inter-related, so while evidence of findings may be presented in the context of one area, they may also be seen as evidence in support of findings in the other areas.

3.2.1 Relevance

(a) Relevance of mandate

The mandate of APCICT, as stipulated in its statute, is highly relevant to the majority of member and associate members of ESCAP. The evidence for this was found in the initial feasibility study for the APCICT, confirmed in this evaluation through the interviews, surveys and other consultations with selected members (especially those that sit on the GC), and also from participant responses to routine evaluations of the many training sessions and workshops conducted over the past three years. While the response rate to the survey of ESCAP members and associate members was very low, all of the respondents that could offer an opinion either 'strongly agreed' or 'agreed' that the APCICT mandate was relevant. All of the GC members that responded - who are understandably very familiar with APCICT - 'strongly agreed' or 'agreed' on question of relevance of the APCICT mandate.

It has been well-documented that ICTs have considerable potential to tackle poverty alleviation across all sectors of socio-economic development: e.g. health, education, livelihoods, civic amenities, infrastructure, legal rights, social and gender equality, disaster preparedness and response and so on.

⁴¹ The evaluation was also informed that the Republic of Korea is becoming a donor country, and will be committing an increasing percentage of its GDP to ODA (official development assistance), and some of that may be channeled to APCICT (and this bears on APCICT's financial sustainability, discussed in previously and picked up again in Section 6.2 of this report).

Integration of ICTs in national development programmes and policies is acquiring a greater level of attention. One of the biggest constraints however is a lack of the awareness on the part of senior decision-makers to leverage ICTs for development. As such awareness and understanding is expanded, the relevance of ICTs to development will also expand, thus creating new demands for ICT HR training and capacity development.

(b) APCICT target groups

With respect to the second question on relevance, APCICT services and products have been utilized by its target groups to a considerable extent, and this applies in particular to the use of the Academy. Substantial evidence of this is presented in the preceding section and includes the active engagement of national partners, the national roll-out in several countries, the translation of academy products into the local languages. All of APCICT's partners who responded to the survey 'strongly agreed' (with one respondent 'somewhat agreeing' and one 'disagreeing')⁴² that APCICT's services had been utilized by its target group(s) including national governments, policymakers, ICT professionals, ICT trainers and ICT training institutes.

(c) Complementarity of APCICT work

The evaluation found that the products and services of APCICT mapped exceptionally well to the needs of member countries, based on the findings of the initial feasibility study, needs assessments and ongoing assessments carried out by APCICT. Further, the demand-driven and programme approaches to the development of its Academy modules, customization and localization for national rollouts, and highly participatory approaches were the first main guarantors of relevance, complementarity, and value-added. In the survey of APCICT national partners, all respondents agreed or strongly agreed that APCICT had provided a value-added contribution to the work of their organizations. This is supported by the unanimous survey responses from the ESCAP secretariat's key stakeholders who responded that they 'strongly agreed' that APCICT's work had similarly been complementary and had added value.

The funding received by APCICT's flagship Academy programme from various international organizations on several of the initiatives listed below bears testimony to the above-noted finding. Other evidence gathered by APCICT over the course of its programme delivery activities point to the take-up, utilization, national ownership and sustainability of its services (especially with respect to the Academy).

- **Philippines:** the Career Executive Service Board has adopted the Academy as a full accredited training programme. The Board has added the Academy in the qualifying examination for civil servants.
- **Indonesia:** the University of Indonesia is developing a Masters Degree Programme based on the Academy curriculum. In addition, the Academy is being integrated into the Technical Guidance component of the Chief Information Officers Programme.
- **Afghanistan:** the Civil Service Commission announced the adoption of 6 Academy modules into the training curriculum for civil servants.
- **Republic of Korea:** the Academy modules are being used in its International Development Cooperation Programme.

⁴² The one national partner disagreed with the statement due to the fact that the Academy had yet to be rolled out nationally.

- **Kyrgyzstan:** the UNDP is supporting the government in the roll-out of the Academy for government officials in six of the seven provinces.
- **Pacific Islands:** the Academy is being supported by the European Union in the Pacific Islands for ICT capacity building of Pacific-ACP parliamentarians.
- **Timor Leste:** after the delivery of Academy training, the Government is considering plans to end the existing telecom monopoly.
- **ADB:** has handpicked the Academy as the framework to implement its regional project on “Improving Public Services through ICT”.

(d) Comparative advantage

This evaluation had neither the time nor the resources to directly assess the degree to which APCICT had a comparative advantage in relation to the work of other relevant international organizations (this issue is somewhat related to that of duplication: this is addressed in Section 3.2.2 (c) of this report dealing with effectiveness). However, in the course of interviews and discussions with a number of organizations, it was generally felt by most of those interviewed that APCICT’s comparative advantage was found in its highly focused training on selected aspects of ICT human resources development – particularly government leaders – and its specialized Academy curriculum to meet this demand. The ADB reference noted above is significant evidence of this.

(e) ESCAP’s programme of work

The evaluation found that APCICT contributed substantially to the achievements and delivery of the ESCAP programme of work. Not only had APCICT exceeded the established targets for results, but it had gone above and beyond what was expected – in terms of the numbers of people trained, in terms of the number of workshop/conference events conducted, and in terms of knowledge and awareness expanded through its outreach, partnerships, website and e-networks. A number of those interviewed commented that APCICT was the most successful of all of ESCAP RIs.

Key stakeholders in the ESCAP secretariat (i.e. management, the back-stopping divisions, other divisions) are perhaps in the best position to attest to the achievement of APCICT’s objective. Of the 12 respondents, 11 ‘strongly agreed’ that APCICT had contributed to the achievements and delivery of the ESCAP programme of work, with one respondent ‘somewhat agreeing’.

3.2.2 Effectiveness

(a) Achieving its objectives

The evaluation found that APCICT is well on its way to achieving its objective as outlined in its statute: i.e. to build the capacity of members and associate members through training programmes in the use of ICT for socio-economic development. All partners surveyed on this question, with the exception of one, ‘agreed’ or ‘strongly agreed’ with this finding.⁴³ Similarly, APCICT’s partners responded in the survey that APCICT’s capacity building programme had filled in an existing gap in the ability of developing countries in the Asia Pacific region to leverage ICTs for socio-economic development.

⁴³ As with the previous question, the respondent who disagreed commented that they had yet to roll-out the Academy and would reserve its assessment until this had been done.

The ESCAP secretariat's key stakeholders are similarly in the best position to assess the degree to which APCICT had achieved its objectives. The majority (11 of 13 who responded to this question) 'strongly agreed' that this has been the case, with the other two respondents 'agreeing somewhat'.

(b) APCICT governance and management

The evaluation found that the governance and management of APCICT to be somewhat complex: well defined and highly effective in some areas and diffuse or ineffective in others. As noted previously, these formal arrangements are set out by the Commission in the statute of APCICT and in the HQ and other agreements between the ESCAP secretariat and the Government of the Republic of Korea. In this evaluation, the aim was to assess the extent to which the various governance and management structures contributed to the effective delivery of APCICT's programme of work. Governance was provided by the Governing Council, the Commission and (more obscurely) by the Committee on ICT while management covered APCICT management per se, and the ESCAP secretariat, including ASD, PMD, and APCICT's backstopping division, IDD. Governance and management are also seen as defining the institutional or management arrangements of APCICT. Since assessments of these dimensions of APCICT effectiveness were done at a general level, only general findings are presented. A more detailed assessment would be needed at some point, possibly covering the management and governing structure of all five ESCAP regional institutions.

(i) Governing Council (GC)

The GC appears to have been effective in its defined advisory role, which is set out in the covering statute. Rules of procedure have been adopted and four annual sessions have been held since the launch of the APCICT. Based on the documentary record, the meetings have been well-organized and attended, supported by substantial reports on all aspects of APCICT work programmes, operations, and financial and administration activity. The well-prepared GC reports emanating from these meetings commend the performance of APCICT (adding further to the evidence base of its effectiveness, and the strong role that APCICT has played in functioning as the secretariat to the GC), with the last two sessions recommending that APCICT become an ongoing regional institution of ESCAP. The GC was also reported by those involved to be a good forum among the participating member states for the sharing of ICT and related socio-economic development information, trends and issues.

Based on the survey results, it is not surprising that 7 of the 8 members of the GC 'strongly agreed' that it had been effective in its support of APCICT (the 8th member 'somewhat agreeing'). This feeling is generally corroborated by key ESCAP secretariat stakeholders, but with more respondents 'agreeing somewhat' (25%). In discussions with some of the members and other stakeholders, it was suggested that the role and mandate of the GC should be reviewed in terms of whether it is primarily an advisory body, or a decision-making body, or both.

(ii) The Commission

Clause 6 of Resolution 61/6 "*Invites all members and associate members to participate actively in monitoring and evaluating the work of the Centre in order to ensure that its activities do not duplicate those of other institutions and agencies in the region*". The evaluation could not directly assess the contribution of the Commission to the delivery of the APCICT programme. The fact that a small percentage of member states responded to the survey at all is some indication of the interest taken in APCICT. From the survey, only two of the key ESCAP secretariat stakeholders responded that they 'strongly agreed' that the Commission played such a role, while the remaining responses ranged from 'somewhat agreeing', to 'disagreeing' or having 'no comment'.

(iii) Committee on ICT (CICT)

The CICT was established by resolution 64/1 in 2008 in which its role and responsibilities are set out. Many of those consulted, including staff of the APCICT, were not aware of the existence of this committee, and this evaluation did not interview any of its members. The above mentioned resolution indicates that the CICT shall meet biennially, and by the time of the evaluation the CICT had met only once, with its first session held in Bangkok in November 2008.⁴⁴ In its first report, the CICT came up with 19 recommendations on a diverse set of ICT matters, ranging from on-the-ground agriculture ICT applications to high-in-the-sky satellite applications. A number of these recommendations, however, were factored into APCICT work programmes. These include, inter alia, recommendations dealing with strengthening cooperation in the application of ICTs to achieve the MDGs, concentrating on human resources development and capacity building in countries with special needs, promoting public-private partnerships, and addressing ICT related needs of disaster risk reduction.

Only three of the ESCAP secretariat key stakeholders' survey respondents 'strongly agreed' that the CICT had contributed to APCICT performance (with the remaining respondents 'somewhat agreeing' (5), 'disagreeing' (3), or having 'no comment' (2)). A similar pattern of responses was received from GC members – a group that one might assume would be more familiar with the work of the CICT. From the above general findings, there would seem to be room for improvement for the CICT in terms of its role and linkages to the APCICT.

(iv) APCICT Management

The many findings supported by evidence across the several dimensions of APCICT performance reported in Section 3.1 of this report point to strong and effective management on the part of the APCICT management team.⁴⁵ This factor was the single-most important of all factors explaining APCICT's effectiveness during its first 3.5 years of operation. All of the ESCAP key stakeholder respondents to the survey 'strongly agreed' with the statement that APCICT management had contributed to the effective delivery of APCICT's programme of work (one respondent had no comment).

A few measures of management are selected here as illustrative of this finding. First, sound strategic and operational direction had been provided to the organization during its start-up and development phases. The extensive use of participatory approaches to needs assessments resulted in the development and delivery of demand-driven ICT training products and services assessed by their participants and this evaluation to have been relevant, effective and sustainable.

Second, APCICT has put in place a sound planning system whereby its programme of work is developed, maintained and reviewed on a regular basis (i.e. annually by the GC). Other levels of plans were developed and implemented at the project and operational levels, ensuring that the scarce resources are allocated across clear priorities associated primarily with training, but also to the other two APCICT service pillars. Third, sound internal and the ESCAP secretariat-based systems of

⁴⁴ A draft report was prepared from this meeting – see E/ESCAP/CICT/L.3, 21 November 2008. Paragraph 43 reported that “Some delegations noted with appreciation the work of APCICT in developing human resources and building institutional capacities in ESCAP developing member countries since its inception in 2005. One delegation expressed its hope that APCICT would become a regional hub for ICT capacity-building and promote regional cooperation therein”, page 6. This is also seen as additional evidence of APCICT's performance.

⁴⁵ The Management Team here refers primarily to the Director of APCICT. However, the supporting role of the Deputy Director and the 'team' structure of APCICT as a whole were also found to be a major contributing factor and this is discussed further in Section 4 of this report.

reporting and control were in place and operational. The evaluation found that the many routine and periodic performance reports were comprehensive and well received by their audiences (i.e. the GC and the ESCAP secretariat's back-stopping divisions).

Fourth, it was reported and evidence was found by this evaluation that APCICT had put in place effective internal systems of document and records management, supported by an intranet and library.⁴⁶ This strengthening of the internal 'corporate memory' added considerably to the ongoing operational sustainability of the organization.

Finally, despite the evidence of some significant staffing challenges as noted in preceding sections of this report and in Annex 9, management was able to optimize the utilization of existing staff resources – as evidenced by the high volume and quality of outputs. Some delays and gaps in the staffing of key posts were noted, resulting in reported cases of work overload and potential for burn-out. It was reported that the Director was often-times required to get involved in hands-on operational activities due to staff shortages. NRL staff were reported to have added considerable value to the APCICT operation, although some opportunities for improving or streamlining this sourcing mechanism were raised in discussions with APCICT management and staff.⁴⁷ The many staffing concerns conveyed by APCICT to the GC appear not to have been addressed.⁴⁸

(v) ESCAP secretariat backstopping divisions

No major concerns were reported in terms of the ESCAP secretariat divisions providing programme and administrative back-stopping support to the APCICT: PMD and the Administrative Services Division (ASD). However, some concerns were expressed with respect to the substantive backstopping provided by IDD. Although a more detailed assessment would be required, it was reported that there has been minimal interaction between APCICT and the ICT group within the IDD, with communication limited to only one of the IDD ICT experts. Although IDD has conducted many ICT related workshops and meetings, APCICT has been invited to very few of them. In fact, close to half of the ESCAP secretariat's key stakeholder respondents to the survey 'disagreed' with the statement that IDD had contributed to the effective delivery of APCICT's programme of work. There is an opportunity to improve this substantive link.⁴⁹

⁴⁶ As with the assessment of other dimensions of management, this evaluation could not examine these aspects in detail due to time and resource constraints. However, supporting evidence for these observations are found in the various internal and GC reports, and also through discussions with key stakeholders most familiar with the ACICT operation (ESCAP back-stopping divisions, Government of the Republic of Korea, City of Incheon).

⁴⁷ For example, incentive systems for NRL assignments might include APCICT staff performance assessments that could be formally factored in to the promotional and career development procedures of the hosting government organization. Second, to off-set some of the wage disparities of NRL and ESCAP posts, some financial incentives may be considered. Third, the duration of the assignments could be extended to two or three years from the current one-year. Much of the first year is a learning curve, and hence a longer term would strengthen continuity and contribution.

⁴⁸ The evaluation was informed that the issue of staffing might best be addressed by APCICT management and the GC (or the member States in general). As per its statute, the financial resources of APCICT are provided as voluntary contributions by member states and other extra-budgetary voluntary contributions (and not from ESCAP secretariat). The current funding of US\$ 1.5 million per year from the host country plus the amounts from other countries could be used by APCICT to enhance its staff resources, as required. There is no provision in the statute, nor in the headquarters agreement, that limit the number of staff at APCICT.

⁴⁹ The evaluation was informed that the IDD is in the process of developing a new ICT strategy for ESCAP, and also that ESCAP is currently carrying out an internal institutional review, the "Organizational Effectiveness Initiative". It is hoped that the roles and relationships between IDD and APCICT will be clarified and strengthened in terms of the policy linkages and the substantive linkages, including backstopping support.

(c) Partnerships and addressing the issue of duplication

As noted in Section 3.1.5, the evaluation found that APCICT's partnerships with other relevant international, regional and subregional organizations not only facilitated the sharing of expertise but also enhanced APCICT's capacity to design, develop and deliver its work programme. The majority of the ESCAP secretariat's key stakeholder respondents to the survey 'strongly agreed' or 'somewhat agreed' with the statement that APCICT's partnerships had facilitated the sharing of expertise within the region. Although, as noted, the extent to which such partnerships had minimized the duplication of efforts within the region could not be determined, from the broad range of discussions with various stakeholders and supported by survey feed-back, the evaluation found that over the past few years 'duplication' had ceased to become a major issue. This was corroborated by the survey of the ESCAP secretariat's key stakeholders who agreed or strongly agreed with the statement that APCICT's partnerships with other relevant international, regional and sub-regional organizations had minimized the duplication of effort within the region.

The main initial sources of concern over duplication as noted in the covering resolution (see also Section 3.1.1 (c) of this report) applied to the ITU and APT. From APCICT's documentary record, the evaluation found that APCICT had been quite proactive in engaging both APT and ITU. This included invitations to these organizations to participate in APCICT regional workshops and conferences, to solicit input on the design of the Academy, and to solicit cooperation in the launch of the Academy through participation in Training-of-Trainer workshops. The records show that ITU has been quite responsive to these invitations, while APT has not.

From interviews and discussions with APCICT supported by a telephone interview with ITU, the evaluation found that there were no duplication issues between these two organizations; rather, there was a strong continued willingness to collaborate and even seek public-private-partnerships arrangements in the future.

In a written response to the survey questionnaire, APT reported that they did not have any activities requiring them to liaise with APCICT. However, in terms of general perceptions on the relevance of APCICT, APT somewhat agreed that its mandate had remained relevant to the majority of member and associate members of ESCAP, and that its services had been utilized by its target group(s). However, APT disagreed with the contention that APCICT had a comparative advantage in relation to the work of other relevant international organizations or that APCICT had been complementary and had added value to the work of other relevant international organizations. Due to time constraints, the evaluation could not determine the rationale for these responses. The APT response to the survey questions merits follow-up on the part of the ESCAP secretariat.

Beyond the historic concerns over duplication, it was reported that regional demands for ICT human resources capacity building have expanded considerably over the past few years. Most of those consulted on this issue felt that even if there was duplication in training service delivery across a number of organizations, the member country demands for such training and capacity building would still not be met – and the issue has become more one of a need for *coordination* rather than avoiding *duplication*.⁵⁰

⁵⁰ It is worthwhile to note that the issue of duplication of work, particularly with the APT and ITU, was assessed in some detail in the initial Feasibility Study by John Ure. The report found that “. . . while there will be some common areas of training activities with the APT, there is unlikely to be duplication and certainly not substitution”. (Ibid, page 4). The same general finding applied to a number of other regional training organizations in the region.

3.2.3 Financial sustainability

(a) The technical questions

This evaluation was tasked to answer three main questions on financial sustainability (see Section 1.3 of this report). In answer to the first question, the evaluation found that APCICT had not as yet developed or implemented a strategy for securing the financial sustainability of its operations. This is not to say that APCICT or its GC have not addressed the issue, as reported in Section 3.1.6 of this report. APCICT recently developed an internal draft strategy paper on its future, which in part addresses sustainability issues, including those of a financial nature.⁵¹ Further, general discussions have been carried out between the ESCAP secretariat/APCICT and the Government of the Republic of Korea (including the City of Incheon) and verbal assurances have been received from the host country that it will continue its present level of financial and in-kind funding for at least the next five years.⁵² This was also confirmed through interviews with senior officials of the host country funding organizations.⁵³

In response to the second technical question, financial and in-kind support had been received from a number of ESCAP member states, UN partners, donors, other multilateral and national partners (as reported in Section 3.1.6 and detailed in Annex 7). This support has been directed more toward ongoing programme development and operations, rather than to ensuring the financial sustainability of APCICT. As noted above, the only (verbal) commitment to ongoing financial sustainability has been provided by the Government of the Republic of Korea, the host country.

Finally, in response to the third question, the evaluation found that APCICT had applied only moderate efforts to applying innovative financing or fundraising arrangements (including those of an in-kind nature) but, similar to the above finding, attention has been given primarily to work programme activities.

(b) Tackling the financial sustainability challenge

To address this challenge at an operational level, some productivity measures have been considered and implemented by APCICT to close the gap between increasing demand for services on the one hand and its fixed resource base on the other hand. These include the development and launch of the AVA, having national partners do more of the implementation work, introducing internal productivity tools and support systems, engaging short-term contract or NRL experts, placing a greater emphasis on teamwork and allocation of work-tasks, and increasing the use of the website and other automated tools for external users, among others. However, through discussions with APCICT staff and other concerned stakeholders, the evaluation found that APCICT is likely at the point where no further increases in service delivery workload can be considered without incremental input resources (primarily staff and programme funding), or other trade-offs would need to be considered.

⁵¹ APCICT, "APCICT: Strategy for 2010 and Beyond", internal discussion paper, January, 2010.

⁵² The APCICT Feasibility Study addressed the financial sustainability from three perspectives: ". . .when (a) initial capital costs are fully funded; (b) recurrent or running costs such as staff costs, costs of repair and maintenance, utility costs, and the costs of travel and accommodation of participants, are being met; and (c) replacement costs of equipment, sunk costs, etc., are guaranteed" (Ibid, page 17) and basically confirmed that long-term sustainability would depend on a continued commitment from the host country.

⁵³ In answering the technical questions, the results of the surveys of the various stakeholder groups did not add much to the above findings.

The main responses to the APCICT workload demand / resource constraint situation is to either place some pressure on member countries for voluntary contributions, and/or to put the case back to APCICT to diversify its resource base and to fund-raise.⁵⁴ In the former case, as noted, other member countries have contributed and, as discussed in Section 3.2 of this report, the Government of the Republic of Korea has indicated its commitment to provide continued funding to APCICT at current levels for at least the next five years. In the latter case, the ESCAP secretariat has produced a guidebook for all RIs on resource mobilization and strategic planning⁵⁵ to offset the lack of regular resources to RIs.⁵⁶ Resource mobilization is an activity that requires considerable effort and resources. Without some major changes in the funding model and/or the APCICT mandate and strategy, long-term sustainability from a financial standpoint may be in question. Other aspects of sustainability are discussed below.

(c) Beyond financial to economic and institutional sustainability

The securing of adequate financial resources to ensure the sustainability of the APCICT is a necessary although insufficient condition on its own. Any organization can be sustained on 'life-support', so to speak, through continued infusions of capital, even though it may have long outlived its mandate, had long become irrelevant and/or had lost any comparative advantage or value added to member country development goals. The APCICT feasibility study addressed additional questions of economic and institutional sustainability, and these aspects are discussed briefly below.

The feasibility study stated that economic sustainability ". . . takes into account the wider economic and social benefits of ICT training and policy-making where the cost of providing access and training in the use of ICTs is outweighed by the estimated benefits" (Ibid, page 17). Although no cost-benefit analysis has been carried out, it is generally felt that from this standpoint, APCICT has demonstrated through its performance a sound case for economic sustainability. Further, based on feed-back from most of those consulted, supported by the various needs assessments and ICT trends in the region, it is highly likely that the market or demand for ICT training and HR capacity development will continue to be strong, if not increase, over the foreseeable future. The market for APCICT's services and products is seen to remain strong and provided that APCICT can meet its niche demands within this market, its economic sustainability is most likely assured.

The question of institutional sustainability is another matter.⁵⁷ While the APCICT feasibility study found that it would likely be institutionally sustainable, the several concerns found in this evaluation with respect to the constraints of staffing to meet demands, weaknesses in some institutional linkages with the ESCAP secretariat (i.e. IDD), the demands in managing partnership relationships, and some

⁵⁴ APCICT has been consistent for the past two years in its requests to the GC that it act on APCICT's funding constraints. For example, in its most recent report to the GC, APCICT set out a number of measures to address this situation, among which one was to encourage ". . . all members and associate members of ESCAP to make a regular annual contribution, on a voluntary basis, to the operations of the Centre. The United Nations shall administer a joint contribution trust fund into which these contributions shall be deposited" (Ibid, pages 5-6). Little could be found in terms of GC or ESCAP action or follow-up to these requests.

⁵⁵ ESCAP, "Guidebook for ESCAP Regional Institutions on Resource Mobilization", August, 2007.

⁵⁶ On this aspect, the evaluation was informed that other RIs do receive some funding for certain posts from ESCAP regular resources. It may be useful for the ESCAP secretariat to analyze the funding models for the five RIs with a view to recommending to the UN General Assembly, through the Commission and ECOSOC, a common approach and policy, particularly with respect to the application of regular resources.

⁵⁷ "Institutional Sustainability is sometimes also called organizational sustainability, this refers to the ability of a centre such as the APCICT to hold together its essential resources for long-term activity. It consists of (a) the core staff of management, support staff and trainers; (b) the web of participating organizations in the countries sending staff to be trained, and (c) the network of institutes of learning and research and private sector companies that support the Centre in various ways, including the secondment of trainers and researchers, providing equipment and knowledge, and so on", APCICT Feasibility Study, page 18.

confusion over general accountability structures (i.e. who is responsible for what) would suggest that APCICT's longer-term institutional sustainability is open to some question. If resources continue to be constrained, then some decisions will be required to limit and/or further focus delivery, which could jeopardize APCICT's relationships with the broader ESCAP memberships in terms of not meeting ICT training expectations.

The staffing of the Director position has been pivotal in APCICT's ability to achieve its objectives and produce results. Most of those consulted stated that much of the success of the operation was a function of the leadership and management that had been applied by the Director.

3.3 Other assessments

This sub-section covers a couple of cross-cutting performance issues dealing with South-South cooperation, gender and APCICT programming principles.

3.3.1 South-South cooperation

The evaluation found that APCICT had promoted the notion of South-South cooperation in its work programme development and implementation. At the first level, APCICT as an ESCAP RI may be seen as an institution constructed through South-South cooperation. The convening power of ESCAP, the constitution of the GC, the many workshops and conferences are all seen to advance South-South cooperation (and indeed has been one of ESCAP's main implementation modalities). Specific examples of APCICT's promotion of South-South cooperation include:

- The Academy workshop that was held in Timor Leste was supported by Academy alumni from Indonesia;
- Academy alumni from Mongolia delivered Training of Trainers (TOT) in Tajikistan;
- The Academy has been made available in Africa through collaboration with the UN Economic Commission for Africa; and
- Discussions are underway with the UN Economic and Social Commission for Western Asia to extend the Academy to their region.

3.3.2 Gender

The findings on APCICT's training performance presented in Section 3.1.2 (c), and in particular the number of women participants benefitting from training programmes contained in Table 3.2 provides some quantitative indication of the gender dimension. The percentages are seen to be low but are primarily a function of government's nominating participants to the training/workshop events. The GC has encouraged APCICT to take a stronger role in addressing the needs of women and other disadvantaged groups.⁵⁸ APCICT's response was to ". . . collaborate with the ministries related to gender empowerment and relevant civil society organizations in formulating specialized training programmes targeted at female policymakers, such as the IT Capacity Building Programme for Women organized by the Republic of Korea Ministry of Gender Equality, Korea Productivity Center, Indonesia's Ministry of Women's Empowerment and APCICT in Jakarta".⁵⁹

⁵⁸ For example, the second GC report, pages 3 and 4.

⁵⁹ See APCICT, ESCAP AC706001Project Progress Report for the period 1 January through 30 June 2009, page 18, and also the third GC report, page 9.

The APCICT also reported that it proactively encouraged women to participate in APCICT-organized events as session leaders and facilitators. They included experts in the field, country representatives providing case study examples and industry representatives. Further, Academy Module 1 on the Linkages between ICT Applications and Meaningful Development included a section dedicated to gender equality that examines the barriers women face when accessing ICTs, and ways in which women have used technology to build networks in order to voice their concerns and advocate gender equality. The e-Co Hub has a space dedicated to the sharing of resources, case studies and experiences on gender (Ibid, page 18).

3.3.3 Principles

The APCICT programme of work is based on a number of underlying principles that are in some cases unique to APCICT and in other cases generally applicable to ESCAP and the other RIs (see Box 3).⁶⁰ No reference could be found in APCICT documentation or in ESCAP's strategic frameworks⁶¹ to the principles of the broader UN Development System which are, inter alia, *universality, neutrality, multilateralism*, the *voluntary* and grant nature of assistance and the capacity to respond to the needs of all recipient countries in accordance with their own policies and priorities for development. Part 1 of the UN secretariat strategic framework outlines these principles (which apply to the entire UN secretariat). It should be noted that ESCAP is considered as part of the 'development pillar' of the UN system.

Further, no reference could be found in APCICT's documentation to the underlying principles associated with UN System Coherence and Reform. Specific reference was made in the High Level Panel's report to the regional commissions.⁶² These principles include national ownership and people-centered approaches; core comparative advantage; and maximum effectiveness and accountability.⁶³ Operationally, without explicit reference to them, the evaluation found that these principles are embedded to varying extents in the APCICT work programme, especially the principle dealing with national ownership and the national roll-out of the Academy, and also comparative advantage in terms of APCICT finding a unique niche of training service delivery.

It may be argued that operationally APCICT may be seen as part of the broader UN development system and consequently subject to the principles as outlined above. Further, it would seem that ESCAP's programme of work might be driven by a set of principles that could be applied to all of its programmes and its regional institutions. Such programming principles might address the predictability of funding (an issue of ongoing concern for

Box 3. APCICT Underlying Principles

- **Contribute to ESCAP's mandate and programme of work**
- **Align with regional and national needs on human and institutional ICT capacity building**
- **Develop programmes that provide value-added and complementary contribution**
- **Adopt focused and integrated programming (vs. ad-hoc and activity based approaches)**
- **Develop and implement programmes by forging strategic partnerships**

⁶⁰ Extracted from an internal APCICT PPT presentation "APCICT: Unlocking Human Potential through ICT", 15 January 2010.

⁶¹ The ESCAP strategic framework for 2010-2011 mentions the application of a number of principles applied to internal governance (i.e. the principles of greater effectiveness, accountability and ownership by member States, clause 9), but no direct mention is made of programming principles or principles associated with development per se.

⁶² It should be noted that a draft ESCAP Technical Cooperation strategy update is currently being reviewed by the Senior Management Team of ESCAP.

⁶³ See United Nations, "Delivering as One", the Secretary General's High Level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment, 9 November 2006.

all RIs), transparency (also an issue dealing with internal governance), progressivity (in terms of relative allocations of resources and development support to member countries as a function of development status), among perhaps others. Lessons might be learned from other UN system development agencies.

The above-noted principles define a unique advantage and strength of the UN system as a whole. However, the evaluation found that these strengths were not well factored into the APCICT identity or operation. The relationship between the ESCAP secretariat and APCICT could itself be strengthened by a stronger statement and application of these principles.

3.3.4 Priority countries

It is stated in the 2008-2009 ESCAP programme of work that the “. . . subprogramme will place emphasis on assistance towards the least developed countries, countries with economies in transition and small island developing States to strengthen their national capacities in the use of information, communication and space technology, especially for the achievement of the Millennium Development Goals” (Ibid, page 57). The evaluation found that APCICT has focused its efforts on countries identified as priority states by ESCAP. It was also reported by APCICT that it had actively responded to requests received from member states for its services, and hence the selection of countries may be seen as a judicious mix of both approaches.

Annex 8 highlights countries by priority grouping where APCICT’s flagship Academy programme has already been rolled out or is in an advanced stage of planning, thus demonstrating the mainstreaming of ESCAP’s priorities in country selection.

4. CONCLUSIONS

The establishment of the APCICT as a regional institution has been an effective and relevant collaboration between ESCAP and the Government of the Republic of Korea. In meeting the objectives of this evaluation, it is concluded that:

- APCICT is well on its way to meeting its objectives as set out in its statute;
- its work, to the extent that it could be measured from several sources, has been complementary and value-added to the work of other international organizations; and
- its financial sustainability is assured through verbal commitments made by the Government of the Republic of Korea for continued financial and in-kind support to be provided at present levels for at least the next five years, combined with reasonable potential for the raising of additional voluntary resources from other sources, including other member States.

On the first point above, APCICT has directly supported ESCAP's subprogramme 7 dealing with ICT training in terms of both policy direction and strategy. In fact, APCICT has exceeded its training results targets by a wide margin in both quantitative and qualitative terms. Of special note is the development and national rollouts of the Academy, but also the development of the Virtual Academy, the e-Co Hub and Development Partnership Network (DPN), partnerships, the APCICT web-site and expansion into knowledge management.

On the second point above, it can be concluded that initial concerns over duplication of ICT training related work with other regional organizations can be allayed for the following reason: (1) no direct evidence of duplication could be found; (2) even if such evidence were to become evident, the regional demands for ICT training are seen to be very high and increasing, and the question becomes more one of coordination of service delivery rather than one of duplication; and (3) APCICT has taken extraordinary efforts to coordinate its work with other organizations through its many partnership arrangements, regional workshops and conferences and outreach initiatives, thus mitigating potential for duplication.

On the third point above, APCICT's sustainability cannot be assured through the provision of needed *financial* and staff resources alone. The *economic* sustainability of APCICT is assured through an expanding regional market and demand for ICT training and related human resources development, provided that its products and services remain focused, relevant, timely, current, of high quality and demand-driven. APCICT's *institutional* sustainability depends on striking the balance between ICT training and related demands be met on the one hand and, on the other hand, against an adequate base of internal capacities, especially those dealing with staff resources and sound ICT policy and institutional linkages with the ESCAP secretariat and the host country.

The many findings contained in Section 3 present an APCICT start-up story based on an initial sound vision that was implemented through a focused strategy and entrepreneurial management. Contributing to APCICT's positive performance were the application of sound development principles of national ownership, a programme-approach to demand-driven service delivery, focus, responsiveness, inclusiveness and broad-based participatory and consultative approaches. APCICT is broadly seen by its many stakeholders and partners as a success story and as a credit to both ESCAP and the Government of the Republic of Korea, and as having established itself as a credible regional hub for the delivery of ICT training and human resources capacity building services to member States.

Bringing all this together and supported by the observations by many of those closest to its operations, it can be concluded that the main factors explaining APCICT's positive performance are:

- **Vision.** The initial vision for ICT training for development was translated into the APCICT as an ESCAP-Government of the Republic of Korea collaboration, bringing together their comparative strengths and synergies.
- **Strategy.** The APCICT vision and mission was reflected in flexible implementation strategies and programmes of work based on sound needs analyses, demand-driven service delivery, focus, partnerships, participation and quality.
- **Host country commitment.** This was expressed primarily through substantial financial and in-kind support and the facilities and accommodation made available in Songdo, combined with ongoing interaction and communication between APCICT and the Republic of Korea entities on substantive matters dealing with ICTs.
- **Teamwork.** A small but dedicated core group of staff and contract resources, exhibited a high degree of professionalism, morale, commitment, dedication and organizational values leading to a focus on results and 'client-satisfaction'.
- **Leadership.** As measured through the entrepreneurial managerial style of the Director of APCICT in terms of communicating and 'marketing' the APCICT vision and services, setting direction and priorities, motivating staff, inspiring and leading by example, perseverance, organizing, seeking out partnerships, and setting up feed-back/learning loops.

From the above general conclusions, it should be stated that APCICT's continued effectiveness and relevance are not necessarily assured simply through the provision of funding at current levels. An excessive emphasis on financial sustainability could result in over-looking other challenges of sustainability from a broader perspective. In this light, corollary conclusions and lessons include:

- **The Academy.** APCICT's flagship programme, the Academy, is proving to be a real success. However, additional demands from ESCAP members to add more and more modules could end up diluting the effectiveness of the Academy by spreading its content over too diverse a range of ICT issues, and by diverting attention and resources from the need to routinely review, amend and update its curriculum and existing modules. Priorities for and the nature of ICT training will shift and change as the broader ICT sector itself quickly evolves and grows over time, and in different ways across member States. The Academy itself needs to be dynamic and flexible, even to the point where different 'Academies' might be designed over time to address broadly different sets of ICT training requirements.
- **ICT training as a dimension of broader national capacity development.** At the national socio-economic development level, ICT training is but one of many dimension's of human resources capacity development. And human resources (HR) is but one dimension of broader organizational and system-wide capacity (e.g. others comprising the legal and policy frameworks, financial frameworks, etc). ICT training delivered outside of and/or de-linked from the context of broader national HR and institutional capacity development initiatives could risk non-relevance in the longer term even if participants of the day find the content to be relevant. For example, ICT related capacity building is usually part of a larger national capacity building programme and must be coordinated and sequenced with other types of training and capacity building (e.g. development policy frameworks, governance and service delivery reform etc.). APCICT is cognizant of these challenges, but positioning ICT-training delivery within the context of more comprehensive and system-wide capacity development programmes

would go a long way in ensuring long-term sustainability of ICT training results. The right methodologies are needed to do this.

- **APCICT's advisory services.** These, as noted, are as yet still under development and thus far are more directly aligned to specific training/workshop types of events, including the Academy. There is the risk that APCICT may be seen by its client countries and/or that it might position itself as having expertise in training and human resources development that go beyond its focus areas. There was the suggestion that this pillar of the APCICT model is better called (training) technical or professional support. Care must be taken in positioning itself as a training policy *advisor* or a *provider* of training technical services/support. This comes down to managing mutual expectations as to what is and can be delivered in terms of such support.
- **ESCAP secretariat – Republic of Korea balance.** The Government of the Republic of Korea has brought essential and visible support to the APCICT, and the ICT policy linkages between the two sides are strong and mutually re-enforcing. There has been no evidence of any undue influence by the Government of the Republic of Korea on APCICT's programme agenda. The ESCAP secretariat has provided less visible though important programme, financial and administrative backstopping support. The ESCAP secretariat's UN and ICT policy role has also been less visible in the APCICT operation (e.g. in the area of UN development principles, discussed in the preceding section). A strong IDD back-stopping role to APCICT and two-way communication are seen as important for both sides.
- **ICT understanding and awareness.** The importance of ICTs in helping countries to achieve national socio-economic development goals and the MDGs is well researched and documented. The awareness and understanding of this importance is slowly expanding beyond the technical and professional levels within government organizations, to the higher executive, political and even legislative levels. But this is seen as a slow process as national attention is focused on usually more pressing concerns (employment, poverty, fiscal and monetary constraints, etc) and the linkages to ICTs is often subordinated to competing priorities. The relevance of ICTs from the ESCAP secretariat's viewpoint and the role of APCICT could be under some risk if sound ICT policy, programme, funding and institutional frameworks are not developed by the ESCAP secretariat.

5. RECOMMENDATIONS

This section presents the main recommendations of the evaluation, based on the findings and conclusions drawn in the preceding sections. First, a number of strategic yet action-oriented recommendations are made with respect to the APCICT, which is the fourth objective of this evaluation. These are made in a logical sequence of the sorts of policy and management decisions that would be required by the Commission, member States, the ESCAP secretariat or by the APCICT, as the case may be. Second, a number of operational recommendations of a more operational nature are made with respect to the APCICT and its relationship with the ESCAP secretariat, in no particular order of priority. Third, some recommendations of a technical nature are made for the APCICT and for broader consideration by the ESCAP secretariat. The recommendations have been developed through discussion and consultation with the APCICT and the Reference Group set up for this evaluation.

5.1 Strategic recommendations

1 That APCICT continue as a regional institution of ESCAP

Based on the evaluation findings and conclusions in respect of APCICT's performance, it is strongly recommended that the Commission decide that APCICT continue to operate beyond its existing five-year mandate. As a continuing institution, APCICT will no doubt strengthen ESCAP's capacity, visibility and credibility in implementing its regional ICT-for-development policy and strategy.

2 That APCICT develop a comprehensive 5-year business strategy and plan

To support its continuation as a regional institution, it is recommended that APCICT develop a comprehensive business strategy and plan covering the next five years of its operation, as has also been recommended by the GC during its fourth session. Knowing that the regional ICT training market is growing and evolving, the business strategy would identify those aspects of training and related areas of demand that might be met by APCICT. Further, the APCICT business strategy would update and determine the APCICT business model in terms of optimal mix of training and related products and services, internal capacities needed to develop and deliver those products and services, and the financial resources to do so. The strategy and plan would cover APCICT's short term (1-2 year) and medium term (3-5) planning periods, but also look to the longer term as well. It should be updated on an annual basis, and constitute the base for its annual programme of work.

The APCICT business strategy and plan should be developed for submission to the GC at its fifth annual meeting in late 2010. The plan would also look at all statutory, institutional (covering both the ESCAP secretariat and APCICT), governance, coordination, ICT policy and other requirements that would need to be met or put in place to allow for optimal continuation beyond the current five-year mandate. The primary focus of the strategy should be on *what* APCICT should be delivering (i.e. the main pillars and associated clear set of objectives and priorities), and then *how* it should be delivered (i.e. form to follow function, internal capacities). Critical components of the 'how', of course, would cover, *inter alia*, financing and human resourcing. The strategy and plan should therefore include a strong conventional *business case* for financing and other resources, and for the diversification of its funding base.

3 That APCICT develop an action plan and methodology for strategy development

An 'action plan' to develop the business strategy should be developed and work should begin by no later than May of 2010, to allow for sufficient time through consultative and participatory mechanisms, much as had been done by APCICT during its initiation phase. A proper strategic planning methodology should be adapted, much of which could be based on the aforementioned "Guidebook for ESCAP Regional Institutions on Resource Mobilization". The finished APCICT business strategy and plan could serve as a model for other RIs. The action plan will determine the process, scope, key issues, timing, target design of the envisaged strategy, review and approval mechanisms and resources needed.

4 That quinquennial comprehensive reviews of APCICT be conducted

It is recommended that the secretariat conduct an independent comprehensive evaluation of the performance of the APCICT toward the end of each five year period, the results of which should be submitted to the Commission to inform key decisions on its overall policies associated with the APCICT. The evaluation would be carried out by an independent external evaluator but managed by the secretariat, as is the case of the present evaluation. An appropriate budget should be set aside to carry out this activity. Carrying out such an evaluation does not preclude the need for annual or other periodic reviews and evaluations, whether for APCICT as a whole or for individually funded projects managed by the APCICT. A similar policy may be considered for all of ESCAP's regional institutions.

In addition to relevance, effectiveness and sustainability, it is recommended that the ESCAP secretariat include "efficiency" as the fourth dimension to be addressed in comprehensive evaluations. Efficiency, cost-effectiveness and value-for-money are important considerations and they should be explicitly factored into future evaluations of APCICT. The notion of sustainability should also be broadened beyond that of financial sustainability to include economic and institutional sustainability.

It is further recommended that the ESCAP secretariat consider introducing an explicit budget line and amount in annual RI programme financial plans to cover costs associated with annual, periodic or comprehensive evaluations or reviews. The Commission may further consider introducing a policy whereby all RIs are subject to a comprehensive evaluation at least every five years.

5.2 Operational recommendations pertaining to the ESCAP secretariat and APCICT

The following recommendations are related to ongoing operational matters of the APCICT and its relationship to the ESCAP secretariat. Some of the recommendations also have potential for broader application to all of ESCAP's RIs.

5 Adopt a set of programming principles

It is recommended that the ESCAP secretariat and APCICT (as well as other RIs) adopt a sound set of development and programming principles based on the UN development system and on UN System Coherence and Reform, as generally discussed in Section 3.3.3 of this report. Further, it is recommended that development activities be driven in the first instance by such principles, and that these should flow in a logical way from the ESCAP programme of work to the regional institutions. Such principles would strengthen the UN dimension of APCICT's and other RI's identity and comparative advantages. These principles, including those principles that are currently adopted by APCICT, should be reflected in all key APCICT documents (e.g. statutes, strategies, plans) and

should be consistent and mutually supportive of the host country's principles of development. The reflection and operationalization of such principles should ensure a proper balance to the 'UN' ESCAP - Republic of Korea collaboration.

6 Maintain focus

It is strongly recommended that APCICT maintain its focus on ICT training and human resources development directed toward national socio-economic development, as currently set out in its statute and covering resolution. There may be strong pressures from member countries, the secretariat or others to expand APCICT's scope by adding more and more modules to its 'Academy', by expanding its advisory services function, or by other means. Rationalizations for scope expansion are easily made, but the best protection against scope-shift will in the first instance be found in the legislation and clearly articulated strategies and plans.

7 Maintain the Academy as the flagship product

To ensure that the Academy continues as a relevant and effective flagship product and that future successes can be built on this success, it is recommended that the Academy be subject to constant 'renewal' and modularization. Further, to optimize localization, the number of modules should be kept to a minimum and in line with the current 'theme' of the academy (i.e. ICT for leadership). Where demands for other related themes emerge over time, other 'academies' might be considered. The business strategy and plan recommended above should pay specific attention to this aspect.

8 Strengthen ESCAP secretariat ICT policy and institutional linkages

It is recommended that a stronger statement of ICT policy be made in ESCAP's programme of work and that the institutional linkages between APCICT and the ESCAP secretariat be strengthened. APCICT should be directly involved in IDD activities associated with ICT policy development since APCICT has developed considerable knowledge and experience in the field in implementing much of the existing ICT strategy as contained in the Strategic Framework and Programme of Work. Particular attention might be given to strengthening IDD's substantive APCICT back-stopping support, and to better involve APCICT in all of ESCAP's ICT activities (i.e. its many other workshops, meetings, policy initiatives, etc).

9 Link with broader capacity development methodologies

It is recommended that APCICT strengthen its partnership with UNDP, other UN development agencies and other parts of the ESCAP secretariat in terms of linking national ICT training activities to well-established methodologies in capacity development / assessments and development-oriented strategic planning. These methodologies (including those dealing with capacity assessments per se) are proven in the field, and address capacity development from a system-wide and multi-dimensional perspective. This would help both national partners and APCICT to better understand how ICT training fits within broader organizational and system-wide capacity development or change management programmes.

APCICT might be able to tap into significant expertise available at the UNDP Regional Service Centre in Bangkok. In this regard, there may also be an opportunity for APCICT to partner with other parts of the ESCAP secretariat.⁶⁴ UNDP and other UN development agencies have a strong in-country presence. For example, UNDP has established long-standing in-country relationships with central and local governments in such areas as governance, energy and environment, poverty reduction and

⁶⁴ A recent evaluation was carried out on "ESCAP's approach to capacity building" which explores in detail such general opportunities.

other emerging priority sectors of socio-economic and human development. General agreements to collaborate might be sought with the regional offices of the respective UN agencies.

10 Provide interim bridge financing

APCICT is facing a heavy and increasing workload, and has another 1.5 years remaining in its current mandate. Some of the above recommendations imply an even greater workload on already constrained APCICT resources. It is recommended, therefore, that APCICT be given additional financial and human resources to successfully complete its current mandate and to prepare for its continuation as a regional institution of ESCAP.

11 UN coordination

Similar to the preceding recommendation, the ESCAP secretariat should consider putting in place mechanisms whereby RI activity might be better coordinated with the work of other UN development agencies in the region, and to concentrate especially on those specific UN entities whose work may be more closely aligned with the work of the particular RI. This coordination work should not be left simply to the RI alone.

12 NRL arrangements

While, the use of NRL resources should be based on existing guidelines available from the Human Resources Management Section, the ESCAP secretariat might initiate consultations with the Government of the Republic of Korea in order to optimize such arrangements for NRLs from the Republic of Korea. Areas that might be addressed include the setting of skills requirements, providing financial incentives where they may be needed, and factoring in staff performance to the host country's NRL career development and related promotional opportunities. NRL arrangements should be made for a longer period of time (e.g. 2-3 years), with an opt-out clause for either party, based on performance.

5.3 General Recommendations for the Commission

The evaluation uncovered a number of opportunities for improving the APCICT operation and its relationships with other entities – recommendations that may also apply to other RIs. These may be considered during the development of the APCICT business strategy and plan, or as separate items:

13 RI funding condition. In order to avoid the potential of a RI becoming overly dependent on a single source of funding (host country), the Commission might introduce a resource mobilization target in the resolution or statute whereby a minimum amount of RI financing (e.g. 25-50%) might be obtained from non-host country sources.

14 Overall governance of RIs. Several actions might be taken by the Commission on the initiative of the ESCAP secretariat to clarify and strengthen the overall governance of the RIs.⁶⁵ First, the Commission may wish to review the role and mandate of the APCICT GC (and other GCs) with a view to clarifying the GC role as one of an 'advisory' nature or as one of a 'governing' nature, or both. The different aspects that may be considered cover, *inter alia*: (1) the selection criteria for membership; (2) the term of membership in order to reduce turnover and enhance continuity; (3) an obligation of GC members to contribute a minimal annual voluntary amount of funding to the RI; (4)

⁶⁵ It should be noted that previously the work programmes of the RIs were not an integral part of ESCAP's sub-programmes, and hence the GCs had a clearer role on this aspect

the precise role in reviewing and/or recommending for approval the RI annual programme of work; and (5) meeting frequency. Prior to taking on a role of approving (and not just advising on) the RI's annual work plan, it would be important that GC members become fully aware of and have ongoing, in-depth engagement with the RI's work.

Second, if such a governance review is carried out, it should be done in the context of reviewing the Commission's overall conference structure (which includes the Commission, eight subsidiary Committees (including the CICT) and the 5 regional institutions). In that context, it would also be beneficial to review the governing structure of all five regional institutions at the same time, including the role and mandate of the Commission, the Committees and the Governing Councils in that regard. On the basis of a decision by the Commission, the statutes of the regional institutions could then be changed accordingly.

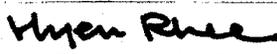
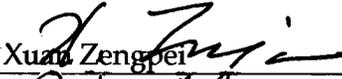
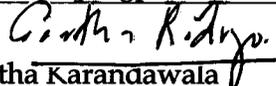
Third, it is noted that the annual report of RIs to the Commission contains GC's recommendations and issues for consideration by the Commission. However, it is recommended that the secretariat apply other mechanisms to ensure that Commission oversight of RIs in fact takes place (e.g. that clause 6 in current resolution 61/6 has meaningful application). This might be achieved through a specific delegated authority to the GCs and/or the secretariat to monitor or follow up on the implementation of recommendations.

* * * * *

ANNEXES

1. Management Response and follow-up action plan
2. Individuals Consulted
3. APCICT Organigramme
4. List of APCICT's Events (2007 - 2009)
5. Indicative Qualitative Feedback on APCICT's Training
6. List of APCICT's Partners and Type of Relationship by Group, 2006 - 2009
7. APCICT Funding and Expenditures, 2006 - 2009
8. APCICT Involvement in Priority Countries
9. APCICT 'Staffing Map'
10. Evaluation Framework / Logic Model
11. Resolution 61/6 and APCICT Statute
12. Survey Questionnaire (Governing Council Members)
13. List of Documents
14. APCICT Evaluation Terms of Reference
15. CV of Richard Flaman (Evaluator)

Management Response

Title of Evaluation	Evaluation of the Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT)	
	Signature	Date
Executive Secretary	 Noeleen Heyzer	19 April 2010
Head of APCICT	 Hyeun Suk Rhee	19 April 2010
Chief, IDD	 Xuata Zengpei	19 April 2010
Secretary of the Commission	 Geetha Karandawala	16 April 2010
Chief, ASD	 Peter Van Laere	16 April 2010
Officer-in-Charge, PMD	 Richard Kalina	16 April 2010
General Remarks by Management		
<p>We agree with most of the recommendations contained in the report, especially the ones specific to APCICT's work. There are some exceptions where it is felt the recommendations are either already being complied with, or cannot be implemented for reasons specified. In cases where the recommendations have implications across the ESCAP secretariat or relate to action by the Commission, appropriate steps for follow up or coordination are proposed.</p> <p>A number of recommendations refer to the need to establish better programmatic linkages between ESCAP's head office in Bangkok, and offices located elsewhere. The secretariat has initiated a process to address this issue through the development of a policy and guidelines for operational collaboration between regional institutions and Bangkok-based divisions. The policy and guidelines will apply to all offices away from Bangkok, including the five regional institutions, the ESCAP Pacific Operations Centre (EPOC), and the three newly established subregional offices.</p>		

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
1. Strategic recommendations				
<p># 1 That APCICT continue as a regional institution of ESCAP</p> <p>Based on the evaluation findings and conclusions in respect of APCICT's performance, it is strongly recommended that the Commission decide that APCICT <u>continue to operate beyond its existing five-year mandate</u>. As a continuing institution, APCICT will no doubt strengthen ESCAP's capacity, visibility and credibility in implementing its regional ICT-for-development policy and strategy.</p>	<p>We agree.</p>	<p>The continuation of APCICT operations will be considered by the Commission at its 66th session.</p>	<p>Responsible: OES</p> <p>Collaborating: PMD, APCICT, IDD</p>	<p>By the end of the 66th session of ESCAP on 19 May 2010</p>
<p># 2 That APCICT develop a comprehensive 5-year business strategy and plan</p> <p>To support its continuation as a regional institution, it is recommended that APCICT develop a <u>comprehensive business strategy and plan</u> covering the next five years of its operation, as has also been recommended by the GC during its fourth session. Knowing that the regional ICT training market is growing and evolving, the business strategy would identify those aspects of training and related areas of demand that might be met</p>	<p>We agree.</p> <p>Since its inception in 2006, APCICT has gone through an 'initiation' and a 'development' phase, and is currently in its 'expansion' phase. APCICT has already prepared a preliminary 'Future Strategy' paper for the period beyond 2010 which highlights key thrust areas for expanding the reach and impact of its work under its three pillars of training, research and advisory services.</p> <p>As recommended, the business</p>	<p>APCICT will commission efforts to develop a full scale business strategy and plan for the years beyond 2011. The strategy and plan will be subject to necessary amendments in order to align with the Technical Cooperation Strategy Update (mentioned under</p>	<p>APCICT</p>	<p>31 October 2010 (for the business strategy and plan)</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>by APCICT. Further, the APCICT business strategy would update and determine the APCICT business model in terms of optimal mix of training and related products and services, internal capacities needed to develop and deliver those products and services, and the financial resources to do so. The strategy and plan would cover APCICT's short term (1-2 year) and medium term (3-5) planning periods, but also look to the longer term as well. It should be updated on an annual basis, and constitute the base for its annual programme of work.</p> <p>The APCICT business strategy and plan should be developed for submission to the GC at its fifth annual meeting in late 2010. The plan would also look at all statutory, institutional (covering both the ESCAP secretariat and APCICT), governance, coordination, ICT policy and other requirements that would need to be met or put in place to allow for optimal continuation beyond the current five-year mandate. The primary focus of the strategy should be on <i>what</i> APCICT should be delivering (i.e. the main pillars and associated clear set of objectives and priorities), and then <i>how</i> it should be</p>	<p>strategy and plan to be developed will take into account the varied and dynamic nature of the ICT for development landscape in the region, areas of APCICT's comparative advantage, the increasing demand from member States for APCICT services, the strategic role of partnerships, and the requirement of technical, financial and human resources necessary to support and sustain its vision for the future.</p> <p>The business strategy and plan will be developed in consultation with relevant stakeholders, and will be presented to the GC at its next annual meeting in 2010 for feedback and suggestions.</p>	<p>recommendation 5) as and when it is finalized.</p>		

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>delivered (i.e. form to follow function, internal capacities). Critical components of the 'how', of course, would cover, <i>inter alia</i>, financing and human resourcing. The strategy and plan should therefore include a strong conventional <i>business case</i> for financing and other resources, and for the diversification of its funding base.</p>				
<p># 3 That APCICT develop an action plan and methodology for strategy development</p> <p><u>An 'action plan' to develop the business strategy</u> should be developed and work should begin by no later than May of 2010, to allow for sufficient time through consultative and participatory mechanisms, much as had been done by APCICT during its initiation phase. A proper strategic planning methodology should be adapted, much of which could be based on the aforementioned "Guidebook for ESCAP Regional Institutions on Resource Mobilization". The finished APCICT business strategy and plan could serve as a model for other RIs. The action plan will determine the process, scope, key issues, timing, target design of the envisaged strategy, review and approval mechanisms and resources</p>	<p>We agree.</p> <p>Given the detailed and multi-faceted nature of the business strategy, an action plan for its preparation will serve to give focus to the development of the strategy and expedite its completion in an inclusive and participatory manner.</p> <p>Given the Commission Session, to be held in Incheon in May 2010, and other scheduled activities, the timeline for the preparation of the action plan and the commencement of work on the business strategy is planned to be June-end 2010 instead of May 2010.</p>	<p>APCICT will frame an action plan for commencing work on developing its detailed business strategy by June-end 2010.</p>	<p>APCICT</p>	<p>30 June 2010</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
needed.				
<p># 4 That quinquennial comprehensive reviews of APCICT be conducted</p> <p>It is recommended that the secretariat conduct an independent <u>comprehensive evaluation</u> of the performance of the APCICT toward the end of each five year period, the results of which should be submitted to the Commission to inform key decisions on its overall policies associated with the APCICT. The evaluation would be carried out by an independent external evaluator but managed by the secretariat, as is the case of the present evaluation. An appropriate budget should be set aside to carry out this activity. Carrying out such an evaluation does not preclude the need for annual or other periodic reviews and evaluations, whether for APCICT as a whole or for individually funded projects managed by the APCICT. A similar policy may be considered for all of ESCAP's regional institutions.</p>	<p>The secretariat agrees to manage an evaluation of the performance of APCICT towards the end of each 5 year period.</p> <p>The secretariat also agrees that the performance of all organizational units, including divisions, subregional offices and regional institutions should be evaluated periodically.</p> <p>Further, it agrees that to ensure periodic evaluation, it is necessary to plan and budget for them in a systematic manner. While an ESCAP evaluation plan is formulated for each biennium, the secretariat recognizes that a policy for budgeting different types of evaluations has yet to be fully developed.</p> <p>Further, as stated in the ESCAP M&E System, "efficiency", together with relevance, effectiveness and sustainability, are standard criteria for programme evaluation at ESCAP, and</p>	<p>1. Include a performance evaluation of APCICT, with an appropriate budget, in every five year APCICT institutional support project, starting with the project covering the period 2011-2015</p> <p>2. Taking into account past evaluations, availability of staff capacity for managing evaluations, and the need to stagger the conduct of institutional evaluations:</p>	<p>APCICT; Supporting units: IDD and PMD</p> <p>CAPSA and APCTT; Supporting units: MPDD, TID and PMD</p>	<p>During the development of every APCICT institutional support project, starting with the project covering the period 2011-2015 [to be developed in April 2011]</p> <p>During the development of institutional support projects for 2012-2013 [November 2011]</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>In addition to relevance, effectiveness and sustainability, it is recommended that the ESCAP secretariat include “efficiency” as the fourth dimension to be addressed in comprehensive evaluations. Efficiency, cost-effectiveness and value-for-money are important considerations and they should be explicitly factored into future evaluations of APCICT. The notion of sustainability should also be broadened beyond that of financial sustainability to include economic and institutional sustainability.</p> <p>It is further recommended that the ESCAP secretariat consider introducing an explicit budget line and amount in annual RI programme financial plans to cover costs associated with annual, periodic or comprehensive evaluations or reviews. The Commission may further consider introducing a policy whereby all RIs are subject to a comprehensive evaluation at least every five years.</p>	<p>the notion of “sustainability” is far broader than that of financial sustainability.</p>	<p>Consideration of the inclusion of performance evaluations of CAPSA and/or APCTT with earmarked, appropriate budgets in the respective institutional support projects for 2012-2013.</p> <p>3. Development of a rolling plan for ensuring that major parts of the secretariat’s programmatic work, such as the work of a regional institution, a subregional office or a division, are evaluated periodically.</p>	<p>PMD; Supporting unit: OES</p>	<p>In time to constitute a basis for the development of the 2012-2013 ESCAP Evaluation Plan [October 2010]</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
2. Operational recommendations pertaining to the ESCAP secretariat and APCICT				
<p># 5 Adopt a set of programming principles</p> <p>It is recommended that the ESCAP secretariat and APCICT (as well as other RIs) adopt a sound set of development and programming principles based on the UN development system and on UN System Coherence and Reform, as generally discussed in Section 3.3.3 of this report. Further, it is recommended that development activities be driven in the first instance by such principles, and that these should flow in a logical way from the ESCAP programme of work to the regional institutions. Such principles would strengthen the UN dimension of APCICT's and other RI's identity and comparative advantages. These principles, including those principles that are currently adopted by APCICT, should be reflected in all key APCICT documents (e.g. statutes, strategies, plans) and should be consistent and mutually supportive of the host country's principles of development. The reflection and operationalization of such principles should ensure a proper balance to the</p>	<p>We agree.</p> <p>The implementation of the recommendation has been initiated through the development of an ESCAP Technical Cooperation Strategy Update, which is currently under review internally in the secretariat for subsequent consideration and approval by the Senior Management Team (SMT).</p> <p>The draft TC Strategy Update, <i>inter alia</i>, includes the following key capacity development and programming principles, in support of ESCAP's repositioning as a leading regional hub for inclusive and sustainable development, reform, including (1) a more balanced multi-sectoral approach to development; (2) stronger participation of so-called special needs countries (including least developed countries); (3) common set of standards, norms, conventions and development approaches; (4) a more inclusive partnership development; (5) a stronger coordinated regional voice</p>	<p>Ensure that the concerns raised by the evaluator on APCICT and programming principles are adequately addressed in the finalization of the TC Strategy Update</p>	<p>Responsible Unit: PMD</p> <p>Collaborative units: IDD, OES and APCICT</p>	<p>End of 2010</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>'UN' ESCAP – Republic of Korea collaboration.</p>	<p>of member States on global issues; (6) a more comprehensive policy advocacy framework based on statistics and analysis.</p> <p>In addition, the draft TC Strategy Update reflects a further strengthening of ESCAP's capacity development work based the following key principles: RBM, system-wide coherence and "Delivering as One", and, country ownership. In that context, the TC Strategy Update also proposes to shift towards a programme approach to maximize impact and ensure sustainability of ESCAP's technical cooperation work.</p> <p>Once the above revised TC Strategy has been finalized and adopted in the house, it will guide the planning and design, implementation and M&E of ESCAP's technical cooperation in the context of the programme of work, and it will also be applied to the Regional Institutions including APCICT.</p> <p>Capacity development activities, including the work of regional institutions, are planned within the context of the overall ESCAP programme of work. As such they are included in the overall programme of</p>			

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
	<p>work of the UN Secretariat, which is governed by the principles referred to in the recommendation. Ongoing efforts to more fully integrate the regional institutions in ESCAP's programme planning process continue.</p>			
<p># 6 Maintain focus</p> <p>It is strongly recommended that APCICT maintain its focus on ICT training and human resources development directed toward national socio-economic development, as currently set out in its statute and covering resolution. There may be strong pressures from member countries, the secretariat or others to expand APCICT's scope by adding more and more modules to its 'Academy', by expanding its advisory services function, or by other means. Rationalizations for scope expansion are easily made, but the best protection against scope-shift will in the first instance be found in the legislation and clearly articulated strategies and plans.</p>	<p>We agree that APCICT must maintain its focus on building human and institutional capacity for use of ICT for development.</p> <p>The many instances of adoption of the Academy programme by national governments and training institutions, as well as replication of the programme by partners independent of APCICT's support are indicators of the relevance and success of this endeavor. However, given the increasing demand for APCICT's services and the constantly evolving nature of the domain of ICT for development, it is felt that a judicious balance needs to be struck between continuing existing programmes, and expanding their scope in a cost effective manner within the framework of the statute.</p> <p>APCICT will therefore continue to</p>	<p>The business strategy to be prepared by APCICT will address this issue (recommendation 2).</p>	<p>APCICT</p>	<p>31 October 2010</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
	<p>incorporate considerations of member States' demand for its services, its mandate as defined in the statute, and considerations of resource availability and efficiency, in its operations.</p>			
<p># 7 Maintain the Academy as the flagship product</p> <p>To ensure that the Academy continues as a relevant and effective flagship product and that future successes can be built on this success, it is recommended that the Academy be subject to constant 'renewal' and modularization. Further, to optimize localization, the number of modules should be kept to a minimum and in line with the current 'theme' of the academy (i.e. ICT for leadership). Where demands for other related themes emerge over time, other 'academies' might be considered. The business strategy and plan recommended above should pay specific attention to this aspect.</p>	<p>We agree.</p> <p>The Academy has been adopted into national capacity building frameworks in many countries and there is strong demand from member States for further national roll outs. Given the success achieved in its implementation, we concur with the importance of maintaining the Academy as APCICT's flagship product.</p> <p>APCICT continuously seeks feedback from member States and partner institutions, and regular evaluative mechanisms such as participant surveys and needs assessment exercises are inbuilt in the programme's design for renewal of its content. APCICT will also develop an ICT human resource capacity assessment tool as part of a monitoring and evaluation framework for ICT capacity building projects.</p>	<p>The business strategy to be prepared by APCICT will address this issue (recommendation 2).</p>	<p>APCICT</p>	<p>31 October 2010</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
	<p>With regard to keeping the number of modules to a minimum, as mentioned in the previous response, ICT for development is a dynamic field and striking a balance between demands from member States', the Centre's mandate, and resource availability and efficiency, is important.</p> <p>APCICT will continue to leverage partnerships for implementing the Academy programme and enhancing its impact. Moreover it will explore cost effective means for promoting the Academy modules such as utilizing e-Collaborative Hub (APCICT's online knowledge sharing platform) and the APCICT Virtual Academy (the online, distance learning version of the Academy). These platforms as well as the upcoming online Academy Partners Resource Centre will also be utilized for renewal and update of the Academy's training content.</p>			
<p># 8 Strengthen ESCAP secretariat ICT policy and institutional linkages</p> <p>It is recommended that a stronger</p>	<p>In reference to the first part of the recommendation, we do not agree that a stronger statement of ICT policy is necessary as the Committee on ICT has</p>			

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>statement of ICT policy be made in ESCAP's programme of work and that the institutional linkages between APCICT and the ESCAP secretariat be strengthened. APCICT should be directly involved in IDD activities associated with ICT policy development since APCICT has developed considerable knowledge and experience in the field in implementing much of the existing ICT strategy as contained in the Strategic Framework and Programme of Work. Particular attention might be given to strengthening IDD's substantive APCICT back-stopping support, and to better involve APCICT in all of ESCAP's ICT activities (i.e. its many other workshops, meetings, policy initiatives, etc).</p>	<p>clearly listed the priorities: (i) integration of ICT in development policies, plans and programmes, (ii) transfer and applications of ICT at the regional and subregional levels, (iii) development of human and institutional capacity in the use of ICT, and (iv) ICT applications for disaster risk reduction. With regard to the need to strengthen institutional linkages, we refer to the above "General Remarks by Management".</p> <p>In reference to the second part of the recommendation, APCICT is already directly involved in ICT policy/strategy formulation related events, including the drafting and implementation of the strategic framework and programme of work for the subprogramme. Also, APCICT participated in the biennial Committee of ICT (CICT) and Committee on Disaster Risk Reduction (CDRR) meetings, and the annual Commission Session.</p> <p>On the third part of the recommendation, while we agree that there is need for close collaboration between IDD and APCICT, the direct involvement by APCICT in IDD</p>			

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
	<p>activities remains subject to resource availability, i.e. limited staffing and budget and heavy workload. Participation by APCICT in all IDD events would distract human and budgetary resources affecting work delivery.</p>			
<p># 9 Link with broader capacity development methodologies</p> <p>It is recommended that APCICT strengthen its partnership with UNDP, other UN development agencies and other parts of the ESCAP secretariat in terms of linking national ICT training activities to well-established methodologies in capacity development / assessments and development-oriented strategic planning. These methodologies (including those dealing with capacity assessments per se) are proven in the field, and address capacity development from a system-wide and multi-dimensional perspective. This would help both national partners and APCICT to better understand how ICT training fits within broader organizational and system-wide capacity development or</p>	<p>To an extent, this recommendation is already being addressed in APCICT's programmes in a variety of ways. For instance, the Academy programme and its modules were developed through an inclusive and participatory approach starting from training needs assessment. More than 20 countries and 60 government officials contributed their feedback in the process. APCICT calls this the '<i>We DID it in Partnership Approach</i>' where DID stands for 'Develop', 'Implement' and 'Deliver' the Academy through strategic partnerships.</p> <p>A number of APCICT's Academy programme partners are national training institutions responsible for</p>	<p>In partnership with member States and other international development agencies, APCICT will develop an ICT human resource capacity assessment and monitoring tool based on established methodologies, which can also contribute to development-oriented strategic planning.</p>	<p>APCICT</p>	<p>31 December 2010</p>

⁶⁶ A recent evaluation was carried out on "ESCAP's approach to capacity building" which explores in detail such general opportunities.

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>change management programmes.</p> <p>APCICT might be able to tap into significant expertise available at the UNDP Regional Service Centre in Bangkok. In this regard, there may also be an opportunity for APCICT to partner with other parts of the ESCAP secretariat.⁶⁶ UNDP and other UN development agencies have a strong in-country presence. For example, UNDP has established long-standing in-country relationships with central and local governments in such areas as governance, energy and environment, poverty reduction and other emerging priority sectors of socio-economic and human development. General agreements to collaborate might be sought with the regional offices of the respective UN agencies.</p>	<p>capacity building of policymakers, civil servants and other government officials. These institutions typically address a wide range of training needs to which APCICT contributes its core competency of training for ICT for development. Through such partnerships including localization and adoption of the Academy programme and curriculum, APCICT's efforts do become part of a larger, multi-dimensional national capacity building framework and overall human resource planning.</p> <p>APCICT has also been providing a platform for sharing of ICT capacity building expertise and methodologies, both for as well as amongst partners and member States, through channels such as the e-Collaborative Hub.</p> <p>Furthermore, APCICT has gathered significant experience in conducting training needs assessment and participant feedback surveys. These form an integral part of workshop execution and the process of development of new Academy modules.</p>			

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
	<p>APCICT actively reaches out to country offices of UNDP and other agencies to explore prospects of collaboration, especially during roll out of the Academy programme at the national level. In Kyrgyzstan, for example, following the inaugural Academy national workshop attended by UNDP in 2009, the agency supported subsequent roll out of the programme in 6 out of 7 provinces of the country.</p> <p>APCICT will continue to aim for partnerships with national level training institutions and encourage adoption of APCICT's programmes by governments. It will also continue to undertake outreach to UN agencies such as UNDP and others as part of APCICT programme roll outs at the national level, and explore avenues to enhance these partnerships.</p>			
<p># 10 Provide interim bridge financing</p> <p>APCICT is facing a heavy and increasing workload, and has another 1.5 years remaining in its current mandate. Some of the above recommendations imply an</p>	<p>We agree that APCICT resources need to be focused on the successful completion of its current mandate and preparation for its continued operation. The approach for doing this will be outlined in the APCICT business</p>	<p>Call for voluntary contributions by members and associate members of ESCAP</p> <p>(Commission session</p>	<p>Responsible: PMD</p> <p>Collaborating units: OES, APCICT</p>	<p>May 2010</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>even greater workload on already constrained APCICT resources. It is recommended, therefore, that APCICT be given additional financial and human resources to successfully complete its current mandate and to prepare for its continuation as a regional institution of ESCAP.</p>	<p>strategy and plan (see recommendation 2).</p> <p>Further, the secretariat will encourage member and associate member countries to contribute financial resources during the 66th Commission session.</p>	<p>agenda item 4(d) on Technical cooperation activities of ESCAP and announcement of intended contributions)</p>		
<p># 11 UN coordination</p> <p>Similar to the preceding recommendation, the ESCAP secretariat should consider putting in place mechanisms whereby RI activity might be better coordinated with the work of other UN development agencies in the region, and to concentrate especially on those specific UN entities whose work may be more closely aligned with the work of the particular RI. This coordination work should not be left simply to the RI alone.</p>	<p>We agree and note that the recommendation relates to (i) outreach and partnerships by each regional institution as well as to (ii) coordination and support to regional institutions by ESCAP HQs.</p> <p>On (i), we refer to our response to recommendation number 9.</p> <p>On (ii), we refer to the above General Remarks by Management on the development of organization-wide policy and guidelines for operational collaboration between regional institutions and Bangkok-based divisions. The provision of support to regional institutions to ensure that their work is better coordinated with the work of other UN agencies in the region will be duly addressed in the policy and guidelines.</p>	<p>Include guidance on how best to support regional institutions in ensuring that their work is better coordinated with the work of other UN agencies in the region in the policy and guidelines on operational collaboration</p>	<p>Responsible: OES</p> <p>Support: ASD, PMD, SMT, including the heads of regional institutions and subregional offices</p>	<p>December 2010</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p># 12 NRL arrangements</p> <p>While, the use of NRL resources should be based on existing guidelines available from the Human Resources Management Section, the ESCAP secretariat might initiate consultations with the Government of the Republic of Korea in order to optimize such arrangements for NRLs from the Republic of Korea. Areas that might be addressed include the setting of skills requirements, providing financial incentives where they may be needed, and factoring in staff performance to the host country's NRL career development and related promotional opportunities. NRL arrangements should be made for a longer period of time (e.g. 2-3 years), with an opt-out clause for either party, based on performance.</p>	<p>While we agree that incentive structures such as the ones outlined in the recommendation are important to support NRL experts' performance and development, we find the recommendation somewhat misguided for the following reasons:</p> <p>1: United Nations policies, guidelines and procedures on the use of NRL emanate from various General Assembly resolutions and administrative issuances. It would not be appropriate for the ESCAP secretariat to approach any individual Member State to address the issues outlined in the recommendation.</p> <p>2: In accordance with the above-mentioned policies, guidelines and procedures, NRL experts are not considered staff members of the United Nations. As such, they are not entitled to UN staff development or related incentives and benefits. At the end of an NRL expert's tenure, a performance evaluation/appraisal of services performed by the NRL expert is written by the ESCAP secretariat and,</p>			

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
	<p>if requested, transmitted to the donor authorities concerned. The use of performance appraisals provided by ESCAP for career development or other purposes is at the full discretion of the donor.</p> <p>3: Already, in line with the recommendation, the service provided by an NRL expert is normally for a period not exceeding three years.</p>			
3. General recommendations for the Commission				
<p># 13 RI funding condition. In order to avoid the potential of a RI becoming overly dependent on a single source of funding (host country), the Commission might introduce a resource mobilization target in the resolution or statute whereby a minimum amount of RI financing (e.g. 25-50%) might be obtained from non-host country sources.</p>	<p>While we agree that diversification of funding sources supports the financial sustainability of regional institutions, we find the strategy suggested in the recommendation to be inflexible.</p> <p>More comprehensive and flexible guidance on the matter is available in the Guidebook for ESCAP Regional Institutions on Resource Mobilization.</p> <p>The financial sustainability of regional institutions under the auspices of ESCAP will be considered in the preparations by the secretariat for the mid-term review of the conference structure of the Commission, scheduled for 2011 (cf. Commission resolution 64/1).</p>	<p>Preparations for the mid-term review of the conference structure of the Commission</p>	<p>Responsible: PMD</p> <p>Support: OES, SMT</p>	<p>31 January 2011</p>

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p># 14 Overall governance of RIs. Several actions might be taken by the Commission on the initiative of the ESCAP secretariat to clarify and strengthen the overall governance of the RIs.⁶⁷ First, the Commission may wish to review the role and mandate of the APCICT GC (and other GCs) with a view to clarifying the GC role as one of an ‘advisory’ nature or as one of a ‘governing’ nature, or both. The different aspects that may be considered cover, <i>inter alia</i>: (1) the selection criteria for membership; (2) the term of membership in order to reduce turnover and enhance continuity; (3) an obligation of GC members to contribute a minimal annual voluntary amount of funding to the RI; (4) the precise role in reviewing and/or recommending for approval the RI annual programme of work; and (5) meeting frequency. Prior to taking on a role of approving (and not just advising on) the RI’s annual work plan, it would be important that GC members become fully aware of and have ongoing, in-depth engagement with the RI’s work.</p>	<p>We agree that the overall governance of the regional institutions could be clarified and strengthened.</p> <p>The overall governance of the regional institutions under the auspices of ESCAP will be considered in the preparations by the secretariat for the mid-term review of the conference structure of the Commission, scheduled for 2011 (cf. Commission resolution 64/1).</p>	<p>Preparations for the mid-term review of the conference structure of the Commission</p>	<p>Responsible: PMD</p> <p>Support: OES, SMT</p>	<p>31 January 2011</p>

⁶⁷ It should be noted that previously the work programmes of the RIs were not an integral part of ESCAP’s sub-programmes, and hence the GCs had a clearer role on this aspect

Report Recommendation	Management Response	Follow-up Action	Responsible Units	Expected Completion Date
<p>Second, if such a governance review is carried out, it should be done in the context of reviewing the Commission's overall conference structure (which includes the Commission, eight subsidiary Committees (including the CICT) and the 5 regional institutions). In that context, it would also be beneficial to review the governing structure of all five regional institutions at the same time, including the role and mandate of the Commission, the Committees and the Governing Councils in that regard. On the basis of a decision by the Commission, the statutes of the regional institutions could then be changed accordingly.</p> <p>Third, it is noted that the annual report of RIs to the Commission contains GC's recommendations and issues for consideration by the Commission. However, it is recommended that the secretariat apply other mechanisms to ensure that Commission oversight of RIs in fact takes place (e.g. that clause 6 in current resolution 61/6 has meaningful application). This might be achieved through a specific delegated authority to the GCs and/or the secretariat to monitor or follow up on the implementation of recommendations.</p>				

Annex 2: Individuals Consulted

(listed in alphabetic order, by major stakeholder group)

1. ESCAP Secretariat

1.1 Programme Management Division (PMD)

Mr. René Bastiaans	Chief, Technical Cooperation Section
Mr. Edgar Dante	Programme Management Officer
Ms. Rikke Munk Hansen	Programme Evaluation Officer
Ms. Keiko Kimura	Chief, Programme Planning, Budget and Evaluation Section
Ms. Sabrina Lenoir	Associate Programme Evaluation Officer
Mr. Shigeru Mochida	Deputy Executive Secretary and Officer-in-Charge, PMD
Ms. Shatho Joy Nfila	Associate Programme Evaluation Officer

1.2 Other Divisions and Sections

Mr. Barry Cable	Chief, Transport Division
Mr. Richard Kalina	Chief of Staff, a.i., Office of the Executive Secretary
Mr. Nagesh Kumar	Chief, Macroeconomic Policy and Development Division
Mr. Hak-Su Kim	Former Executive Secretary, ESCAP (via telephone interview)
Ms. Nanda Krairiksh	Chief, Social Development Division (and former Chief, PMD)
Ms. Atsuko Okuda	IT Officer, ICT and Development Section
Mr. Ravi Ratnayake	Chief, Trade and Investment Division
Mr. Xuan Zengpei	Chief, Information and Communications Technology and Disaster Risk Reduction

2. Bangkok-based Interviews with Other Officials

Ms. Amarjargal Amar	Third Secretary, Embassy of Mongolia
H.E. Mr. L. Dashpurev	Ambassador Extraordinary and Plenipotentiary and Permanent Representative to ESCAP, Embassy of Mongolia, and also Member of the APCICT Governing Council
H.E. Mr. Mohammad Hatta	Ambassador Extraordinary and Plenipotentiary and Permanent Representative to ESCAP, Embassy of the Republic of Indonesia, Bangkok and also Member of the APCICT Governing Council (via telephone interview)
Ms. Eun-Ju Kim	Head, International Telecommunication Union, Regional Office, Bangkok (via telephone interview)
Mr. Hak Fan Lau	Chief, United Nations Information Services
Ms. Pauline Tamasis	Practice Leader, Democratic Governance, UNDP Regional Centre in Bangkok
Mr. John Ure	Consultant, TRPC, Singapore; formerly with University of Hong Kong

3. Host Country and Government of the Republic of Korea

3.1 Meetings held at Embassy of the Republic of Korea, Bangkok

Mr. Hae-Wook Cheong	Minister and Permanent Representative to ESCAP, and also Member of the APCICT Governing Council
Mr. Jae-Yong Lee	First Secretary
Ms. Jae Eun Kim	Assistant to the Permanent Representative

3.2 Meetings held in the Republic of Korea

(1) Incheon Metropolitan City

Mr. Kwak Ha Hyeong	Director General, International Cooperation Division
Mr. Kyun-Won Jung	UN Team Leader
Mr. Jin -Pyung Kim	UN Team Leader

(2) Korea Communications Commission (KCC), Seoul

Dr. D. Yung-Man Jun	Director, International Organization Division, International Cooperation Bureau
Mr. Ki-Hun Paek	Director General, International Cooperation Bureau,
Ms. Jae-Sung Yeon	Assistant Director, International Organization Division

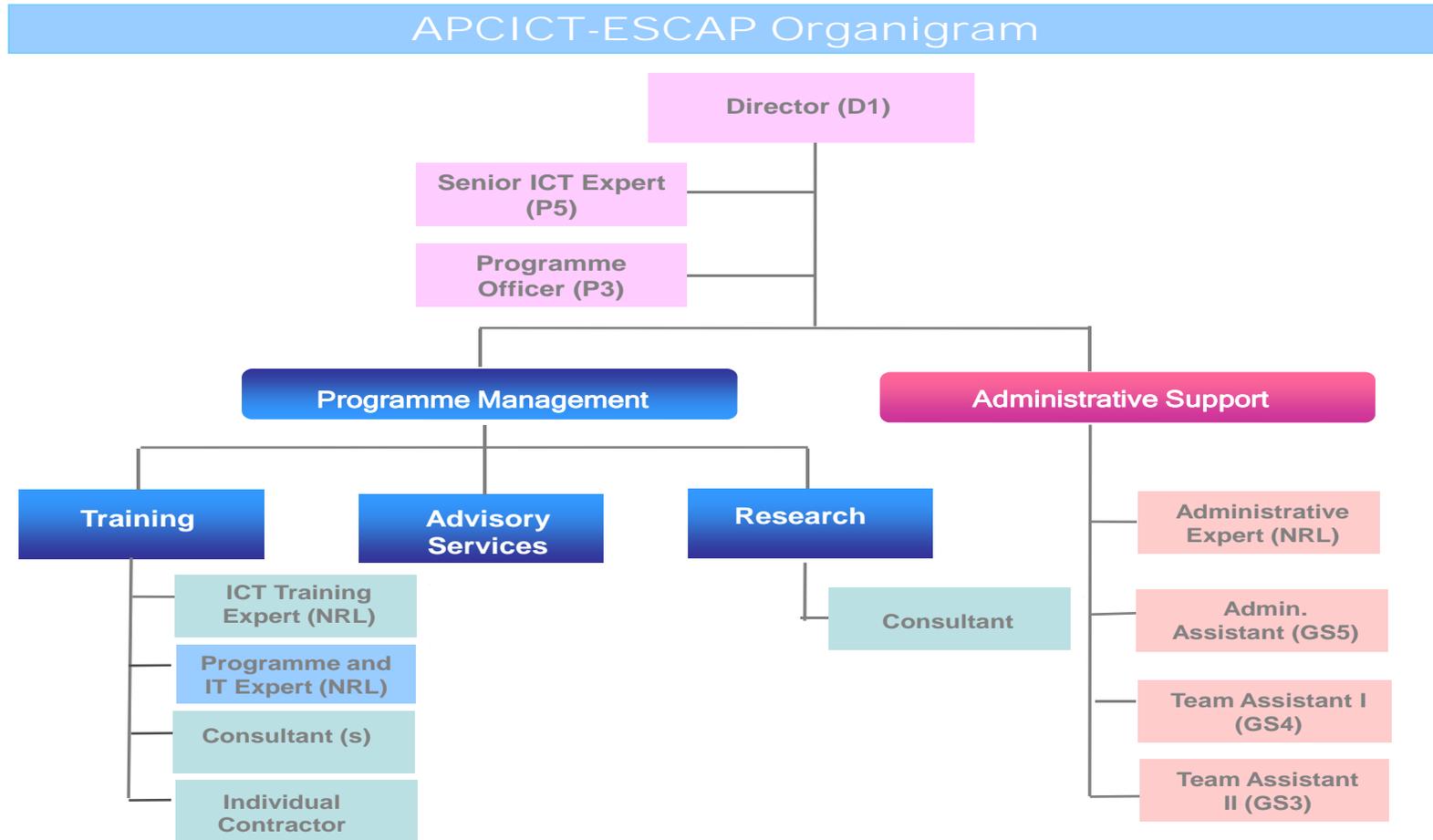
(3) Ministry of Foreign Affairs and Trade (MOFAT), Seoul

Ms. Kyoung-Shin Kim	Third Secretary, Economic Organization and Environment Division, MOFAT
Mr. Sang-Pyo Suh	Director, Economic Organization and Environment Division

4. APCICT, Incheon, Republic of Korea

Ms. Joo-Eun Chung	Staff Assistant
Ms. Yoo-Nee Jeong	ICT Capacity Building Expert
Mr. Ki-Kwon Kim	Deputy Director
Mr. Kyu-Tack (James) Lim	Programme Officer
Ms. Nipha Preedanond	Administrative Assistant
Mr. Hyung-Won (Alex) Ryu	Staff Assistant
Ms. Hyeun-Suk Rhee	Director
Mr. Anshuman Varma	Programme Officer

Annex 3: APCICT Organigramme



Annex 4: List of APCICT's Events (2007 - 2009)

#	Workshop/Event title Academy Events	# of Participants	# of Women
Academy Events			
Regional Workshops / TOTs			
1	Academy of ICT - Authors and Experts Group Meeting, Incheon, Republic of Korea, 4-5 Jan 2008	10	3
2	1st Academy Regional TOT Workshop, Cheonnan, Republic of Korea, 16-28 Aug 2008	32	14
3	2nd Academy Regional TOT Workshop, Seongnam, Republic of Korea, 9-14 March 2009	43	11
4	M8 Regional Workshop, Incheon, Republic of Korea, 9-10 Nov 2009	58	11
Sub-total (I)		143	39
Sub-regional Workshops			
1	Academy of ICT - Sub Regional Dialogue- South Asia, Hyderabad, India, 14-19 April 2008	22	3
2	Academy of ICT - Sub Regional Dialogue- Western & Central Asia, Incheon, Republic of Korea, 5-10 May 2008	17	2
3	Academy of ICT - Sub Regional Dialogue- South East Asia, Jakarta, Indonesia, 21-24 May 2008	26	5
4	Academy of ICT - Sub Regional Dialogue - Pacific, Cook Islands, 2-5 Sept, 2008	27	5
5	Academy Launch of Russian version and Workshop in Tajikistan, 30 Sept - 2 Oct, 2009	58	9
Sub-total (II)		150	24
National Workshops conducted by APCICT			
1	Academy of ICT - National Workshop in Mongolia, 10-12 December, 2008	55	9
2	Academy of ICT - National and TOT Workshop, Tagaytay City, Philippines, 17-19 Feb, 2009	27	13
3	Academy of ICT - National Workshop, Nuku'alofa, Tonga, 24-25 February 2009	39	12
4	Academy of ICT: National Roll-Out, Bali, Indonesia, 30 March -2 April, 2009	28	4
5	Academy of ICT - 2nd National Roll-Out, Bogor, Indonesia, 27- 30 April, 2009	31	1
6	ICT Project Management TOT - Kabul, Afghanistan, 31 May to 4 June, 2009	43	0
7	Academy of ICT - National Workshop in Tuvalu, Funafuti, 25-30 June, 2009	22	6
8	Academy of ICT - 3rd National Workshop in Indonesia, Solo, 30 June to 3 July, 2009	35	9
9	Academy of ICT - National Workshop in Timor Leste, Dili, 7-10 July, 2009	63	12
10	Academy of ICT - National Workshop in Apia, Samoa, 9-10 July, 2009	37	7
11	Academy of ICT - National Workshop in Naga City, Philippines, 16-23 July, 2009	51	28
12	Academy National Workshop in Kyrgyzstan, 5-7 Oct, 2009	36	12
Sub-total (III)		467	113

#	Workshop/Event title Academy Events	# of Participants	# of Women
Academy National Workshops conducted by partners independent of APCICT support (Not APCICT events)			
1	Academy of ICT - 2nd National Workshop, Mongolia (by AoM), May 2009		
2	Academy National Workshop in Kiribati, 23-25 Sept, 2009	45	
3	Half-day CES CIRCLE Forum session on ICT4D and e-Governance in General Santos City, CARAGA Region, Mindanao, Philippines, Oct 7, 2009	79	
Nos. 4 to 9	6 provincial Academy workshops conducted by Almaz Bakenov in Kyrgyzstan, Oct 14 - Nov 5, 2009	120	
10	Academy portion of CESB's Executive Leadership Program in Bohol, Philippines, Oct 24-25, 2009	39	
11	8th Annual CES National Conference in Iloilo City, Philippines, Nov 11, 2009	200	
Sub-total (IV)		483	0
Non-Academy Events			
2007 non-Academy events			
2	Regional Forum on ICT, Incheon, Republic of Korea, 5-6 March, 2007	187	22
3	Workshop on Planning, Designing, Implementing, and Managing e-Government, Incheon, Republic of Korea, 7-9 March, 2007	34	7
4	High level seminar on e-Gov, Kathmandu, Nepal, 5-7 May, 2007	32	1
5	International Entrepreneurship Training for Women: APEC Women's e-Biz Training 2007, Seoul, Republic of Korea, 16-21 July, 2007	52	41
6	Workshop on Planning, Designing, Implementing, and Managing e-Government, Incheon, Republic of Korea, 8-12 Oct, 2007	37	7
7	Training for Women's IT Capacity Building in the APEC Region, Jakarta, Indonesia, 25- 29 Nov, 2007	30	30
8	International Conference on Theory and Practice of Electronic Governance, Macao, China, 10-13 Dec, 2007	206	44
Sub-total (V)		578	152
2008 non-Academy events			
1	Global Forum on Building Inclusive Internet Economy (OECD Ministerial Meeting), Seoul, Republic of Korea, 16 June, 2008	120	40
2	Pacific Islands Forum Officials' e-Government Workshop, Incheon, Republic of Korea, 21 Oct, 2008	22	7
3	Regional Workshop on the Enhancement of ICT Accessibility for PWD, Incheon, Republic of Korea, 29 Sep-2 Oct, 2008	14	6
4	UNCTAD - Training Course on The Production of Statistics on The Information Economy, Incheon, Republic of Korea, 18-22 Feb, 2008	25	9
5	Asia Pacific Information Security Training Workshop, Seoul, Republic of Korea, 1-5 Sep, 2008	24	3
Sub-total (VI)		205	65

#	Workshop/Event title Academy Events	# of Participants	# of Women
2009 non-Academy events			
1	APISC Security Training Course, Seoul, Republic of Korea, 11-14 May, 2009	21	2
2	IT Capacity Building Programme for Women in the APEC Region Jakarta, Indonesia, 25-29 May, 2009	27	21
3	ICT/DRR Thematic Session & Expert Group Meeting, Incheon, Republic of Korea, 11-13 Aug, 2009	9	3
4	IT Capacity Building Programme for Women in the APEC region, Seoul, Republic of Korea, 17-18 Sept, 2009	23	23
5	PIF Official's e-Government Workshop, Incheon, Republic of Korea, 13-14 Oct, 2009	16	2
6	First Academy Partners Meeting, Incheon, Republic of Korea, 14 Nov 2009	58	11
7	AECF Breakout Session, Incheon, Republic of Korea, 11 Nov, 2009	0	0
8	Regional Workshop on Accessibility, Incheon, Republic of Korea, 13-15 Oct, 2009	27	6
9	ADB-NIA Project Inception Workshop, Seoul, Republic of Korea, 7th-11th Dec, 2009	17	3
Sub-total (VII)		198	71
Data for Evaluator (19th Jan 2010)			
	No. of Academy workshops in 2008	7	
	No. of Academy workshops in 2009 (excl. Academy Partners Meet in Nov 2009)	14	
	Trained in 2008	189	41
	Trained in 2009	571	135
Total of above two rows			
Other Training			
	Trained in 2007	153	85
	Trained in 2008	85	25
	Trained in 2009	131	57
Total of above 3 rows (5+4+6=15 events)		369	167
Conferences/Meetings			
	Participants in 2007	425	67
	Participants in 2008	120	40
	Participants in 2009	67	14
Total of above 3 rows (3+1+3=7 events)		612	121
Distance Learning Component			
1	Distance Learning Course on E-Business Strategies, Incheon, Republic of Korea, 2007, 29 Jan - 27 Apr, 2007	366	130
2	APCICT Virtual Academy (AVA)	374	115
Sub total		740	245

Annex 5: Indicative Qualitative Feedback on APCICT's Training

The following provides a sampling of qualitative feed-back from a number of sources on the quality and effectiveness of APCICT's training and related activities

1. Quotes from the ESCAP Commission Session Reports

Some delegations commended the excellent training and other activities in ICT conducted by APCICT.

Some delegations acknowledged the significant achievements made by APCICT in ICT capacity building through the Academy of ICT Essentials for Government Leaders.

APCICT had become a platform for developing and promoting the use of ICT among member countries.

The delegation of India...announced its decision to provide financial support to APCICT

The delegation appreciated the support provided by APCICT, in cooperation with the Pacific Islands Applied Geoscience Commission, in building ICT capacity through the organization of training workshops in the Cook Islands in 2008 and in Tonga in 2009. The delegation requested APCICT to continue its assistance in ICT capacity development for the Pacific island countries.

The representative of Mongolia acknowledged the work of APCICT on the project for the establishment of an academy of ICT essentials for government leaders, and expressed an interest in collaborating with the Centre in strengthening the capacity of government officials on policy planning to build a knowledge economy.

2. Quotes from participants in Academy training sessions

"My general impression about the modules is they are very well written, very well researched, very well delivered and it's a very good starting point for us to take it forward from here". **Associate Professor, Administrative Staff College, India.**

"We liked Academy of ICT in Kyrgyzstan very much, and in the first place because it unified us. Organization of the training was a priority ... everything was well-timed, convenient, and qualitative. The handouts were clear, and we took part in this training with pleasure". **Head of Information Systems, Ministry of Defense, Kyrgyz Republic.**

"I believe that these modules have greatly increased my capacity to deliver training more effectively. As someone who is working full-time implementing IT, the most difficult thing is taking out time to develop good course content. APCICT has done a great job in putting together the remarkable content." **Executive Director, Electronic Government Directorate, Pakistan.**

"I have to say that today ICT actively connects into all spheres of human life. Therefore this training on studying of ICT essentials for government leaders is appropriate and required. Knowledge we have received has certainly expanded our views, and in the long term we will share it with other colleagues to make active ICT application here and to raise information culture among the population." **Director, Central Asian Research and Education Network (CAREN), Commonwealth of Independent States.**

Annex 6 - List of APCICT's Partners and Type of Relationship by Group, 2006 - 2009

	Partner	Type(s) of Relationship	Comments/ description	'06	'07	'08	'09
Group 1 - Government Agencies				2	8	13	23
<i>Group 1.1 - National Government Ministries/Agencies</i>				0	2	7	14
1	Afghanistan - Ministry of Communication and Information Technology	Implementing partner	Academy national roll out			1	1
2	Bhutan - Ministry of Information and Communication, Post	Implementing partner	Forthcoming Academy national roll out				
3	Cambodia - National ICT Development Authority	Implementing partner	Forthcoming Academy national roll out				
4	India - Department of Information Technology	Implementing partner	Forthcoming Academy national roll out				
5	Indonesia - Ministry of Communication and Information Technology	Implementing partner	Academy national roll out, translation and publication of curriculum in Bahasa Indonesia			1	1
6	Kiribati - Ministry of Communications, Transport and Tourism Development	Implementing partner	Academy national roll out along with SOPAC				1
7	Kyrgyzstan - National Information Technology Center	Implementing partner	Academy national roll out, curriculum translation into Russian			1	1
8	Mongolia - Information and Communications Technology and Postal Authority	Implementing partner	Academy national roll out			1	1
9	Myanmar - Civil Service Selection and Training Board	Implementing partner	Forthcoming Academy national roll out				
10	Philippines - Career Executive Service Board	Implementing partner	Academy national roll out			1	1
11	Timor Leste - Directorate National for Information and Communication Technology	Implementing partner	Academy national roll out				1
12	Tonga - Minister of Finance and National Planning	Implementing partner	Academy national roll out along with SOPAC				1
13	Tuvalu - Ministry of Communications, Transport and Tourism	Implementing partner	Academy national roll out along with SOPAC				1
14	Samoa - Ministry of Communications and	Implementing partner	Academy national roll out along with				1

	Partner	Type(s) of Relationship	Comments/ description	'06	'07	'08	'09
	Information Technology		SOPAC				
15	Sri Lanka - Information and Communication Technology Agency of Sri Lanka	Implementing partner	Forthcoming Academy national roll out				
16	Vietnam - Ministry of Information and Communications	Implementing partner	Forthcoming Academy national roll out and curriculum translation into Vietnamese				
17	Nepal - National Information Technology Centre	Event co-organizer	High level seminar on e-Government		1		
18	Government of Papua New Guinea	Funding partner	Cash donation			1	1
19	Government of Macau, China	Funding partner	Cash donation		1	1	1
20	Government of India	Funding partner	Cash donation				1
21	Government of Indonesia	Funding partner	Cash donation				1
G1.2 - Government of the Republic of Korea				2	6	6	9
22	Incheon Metropolitan City	(1) Funding partner, (2) Event co-organizer	1) LGA/DRR Conference 2009 2) AECF 2009	1	1	1	1
23	National IT Industry Promotion Agency - NIPA (Former Korea IT Industry Promotion Agency)	Event co-organizer	1st & 2nd Training Programme on Planning, Designing, Implementing, and Managing e-Government (2007)		1		
24	Korea Internet and Security Agency - KISA (Former Korea Information Security Agency and National Internet Development Agency)	(1) Funding Partner (2) Formal Collaboration (3) Event co-organizer	- Module 6 Development - APISC Information Security Training Course (2008 & 2009)		1	1	1
25	Korea Information Society Development Institute (KISDI)	Formal Collaboration	Co-publish 'ICT World Today' journal			1	1
26	Korea Communications Commission (KCC)	(1) Funding partner (2) Event co-organizer	Regional Forum on ICT Capacity Building (2007)	1	1	1	1
27	Ministry of Knowledge Economy - MKE (former Ministry of Commerce, Industry and Energy)	(1) Funding partner (2) Event co-organizer	International Women's Entrepreneurship Workshop - APEC Women's e-Biz Training 2007		1		

	Partner	Type(s) of Relationship	Comments/ description	'06	'07	'08	'09
28	Ministry of Public Affairs and Security - MOPAS (Former Ministry of Government Administration and Home Affairs)	Event co-organizer	ICT Accessibility Workshop (2009)				1
29	Ministry of Foreign Affairs and Trade - MOFAT	(1) Formal collaboration (2) Event co-organizer	1) PIT Officials' e-Government Workshop (since 2007) 2) Future ICT Leaders Programme (since 2007)			1	1
30	Ministry of Gender Equality - MOGE (Former Ministry of Gender Equality and Family)	Event co-organizer	IT Capacity Building Program for Women in the APEC Region 2007		1		1
31	National Information Society Agency - NIA (Former Korean Agency for Digital Opportunity and Promotion and National Information Agency)	Formal collaboration	1) ICT Accessibility Workshop (2009) 2) ADB-NIA-APCICT Joint Technical Assistance project			1	1
32	Korea Productivity Center (KPC)	Event co-organizer	IT Capacity Building Program for Women in the APEC Region 2009 (in Indonesia and Korea)				1
Group 2 - UN Agencies				0	2	9	9
33	International Telecommunication Union (ITU)	Event co-organizer	1) International Women's Entrepreneurship Workshop - APEC Women's e-Biz Training 2007 2) Pacific ICT Ministerial Meeting in Tonga (17-20 February, 2009) in which APCICT's Academy training was offered as a post-event workshop 3) Using ICT for Effective Disaster Management in the Pacific (7-9 Sep Samoa)				
34	United Nations Commission on International Trade Law (UNCITRAL)	Others	Provided input to M3 Speaker for AECF		1		1

	Partner	Type(s) of Relationship	Comments/ description	'06	'07	'08	'09
35	United Nations Conference on Trade and Development (UNCTAD)	Event co-organizer	Training Course on the Production of Statistics on the Information Economy			1	
36	United Nations Development Programme (incl. Kyrgyzstan office)	Formal collaboration (but no written agreement with APCICT)	Funding to APCICT's implementing partner in Kyrgyzstan for roll out of the Academy at the provincial level ICT/DRR Case study series				1
37	United Nations Global Alliance for ICT for Development (GAID)	Information Sharing	APCICT took part in UN-GAID conference and contributed to a UN-GAID publication			1	
38	United Nations Project Office for Governance (UNPOG)	Information Sharing	Sharing of information of APCICT's e-Government related activities			1	1
39	UN ESCAP Pacific Operations Centre	Information Sharing	Sharing of information of APCICT's pacific activities			1	1
40	United Nations Statistical Institute for Asia and the Pacific (SIAP)	Event co-organizer	Training Course on the Production of Statistics on the Information Economy			1	
41	UN-International Strategy for Disaster Reduction (ISDR)	Event co-organizer	ICT/DRR Thematic Session and Expert Group Meeting				1
42	United Nations University (UNU)	Event co-organizer	International Conference on Theory and Practice of Electronic Governance		1		
43	UN-Economic Commission for Africa	Formal collaboration (but no written agreement with APCICT yet)	ECA has launched the Academy programme in Africa				1
44	UN-Economic and Social Commission for Western Asia (ESCWA)	Others	APCICT is in talks with UN-ESCWA to explore roll out of the Academy in Western Asia			1	1
45	Economic and Social Commission for Asia and the Pacific (ESCAP)	(1) Formal Collaboration (2) Event co-organizer (3) Information sharing	1) Workshop on ICT Accessibility for Persons with Disabilities, 2) general consultations, support for external outreach			1	1

Partner	Type(s) of Relationship	Comments/ description	'06	'07	'08	'09
Group 3 - Civil Society Organizations			0	1	0	0
46	Asian Pacific Women's Information Network Center (APWINC)	(1)Formal collaboration (2)Event co-organizer		APEC Women's e-Biz Training 2007, IT Capacity Building Program for Women in the APEC Region 2007	1	
47	Open Society Institute-Soros Foundation, Tajikistan	Formal collaboration (but no written agreement)		translation of Academy curriculum into Tajik including allocation of funding (2010)		
Group 4 - International Development Agencies, regional and sub-regional organizations (incl. IFIs)			0	3	4	10
48	Asian Development Bank (ADB)	Formal collaboration		ADB-NIA-APCICT Joint Technical Assistance project		1
49	Asian Development Bank Institute (ADBI)	Event co-organizer		Distance Learning Course on E-Business Strategies	1	
50	ASEAN University Network	Formal collaboration		Future ICT Leaders Programme		1
51	Asia-Pacific Economic Cooperation (APEC)	Event co-organizer		1)APEC Women's e-Biz Training (2007) 2) IT Capacity Building Program for Women in the APEC Region (2007, 2009 X2)	1	1
52	Commonwealth Telecommunications Organization (CTO)	Event co-organizer		Using ICT for Effective Disaster Management in the Pacific (7-9 Sep Samoa)		1
53	European Union	Formal collaboration (but no written agreement with APCICT)		Funding to APCICT's sub-regional partner (SOPAC) for expanding Academy training in Pacific Islands		
54	Global Knowledge Partnership	Information Sharing		APCICT takes part in GKP conference	1	
55	Tajik Academician Research and Educational Network Association (TARENA)	Implementing partner		Academy workshop in Tajikistan		1

Partner		Type(s) of Relationship	Comments/ description	'06	'07	'08	'09
56	Central Asian Research and Education Network (CAREN)	Implementing partner	Academy roll out in Commonwealth of Independent States (CIS) and other Russian-speaking countries				1
57	South Pacific Islands Applied Geoscience Commission (SOPAC) / Secretariat of the Pacific Community (SPC)	Implementing partner	Academy roll out in the Pacific Island countries			1	1
58	Pacific Islands Forum	Event co-organizer	Pacific Islands Forum e-Government Workshop			1	1
59	Asia Economic Community Forum (AECF)	(1) Funding partners (2) Event co-organizer	AECF 2009				1
60	World Bank	Formal collaboration (but no written agreement with APCICT)	Funding to APCICT's national partner for Academy roll out in Mongolia, Afghanistan			1	1
Group 5 - Private Sector				0	3	2	4
61	Microsoft	Formal collaboration	MOU signed with ESCAP, provision of resource person, assisting with development of new Academy modules				1
62	Intec Co. Ltd (Mongolia)	Implementing partner	Academy national roll out in Mongolia			1	1
63	IBM	Other	Provision of resource person		1		
64	Shinhan Bank (Korea)	(1) Funding partners (2) Event co-organizer	Regional Forum 2007		1		
65	SK Telecom (Korea)	(1) Funding partners (2) Event co-organizer	Supported APCICT giveaways		1	1	1
66	Accenture	Other	Provision of resource person, potential assist with development of new Academy modules				1

Partner		Type(s) of Relationship	Comments/ description	'06	'07	'08	'09
Group 6 - Academic & Research Institutions				0	1	4	4
66	University of Indonesia	Implementing partner	Roll out of Academy in Indonesia, translation of curriculum into Bahasa Indonesia			1	1
67	Daejeon University, Republic of Korea	Formal collaboration	Future ICT Leaders Programme			1	1
68	Academy of Management, Mongolia	Implementing partner	Academy national roll out				1
69	Administrative Staff College of India	(1)Implementing partner (2) Event co-organizer	Forthcoming Academy national roll out, sub-regional workshop			1	
70	Global e-Policy and e-Government Institute of Sungkyunkwan University, Republic of Korea	Event co-organizer	PIF Officials' e-Gov Workshop			1	1
71	Sookmyung Women's University, Republic of Korea	Event co-organizer	APEC Women's e-Biz Training 2007		1		
TOTAL				2	18	32	50

Annex 7: APCICT Funding and Expenditures, 2006 - 2009

(1) APCICT Source of Funding by Year

Funding Source		2006	2007	2008	2009	Total
1.0	Voluntary Contributions of Host Country (ROK)					
1.1	Annual Contributions from Ministry of ICT of the ROK and Incheon City Government (1894)	1,109,125	1,499,980	1,499,980	1,499,980	5,609,065
	ESCAP-Korea Cooperation Fund					
1.2	AVA Project			200,000		200,000
1.3	Development of Module on Climate Change				200,000	200,000
2.0	Voluntary Contributions of other ESCAP Members					
2.1	Government of Macau, China		5,000	5,000	-	10,000
2.2	Government of Papua New Guinea		-	20,000	20,000	40,000
2.3	Government of India				10,000	10,000
3.0	In-Kind Contributions from Government of ROK					
3.1	Incheon Metropolitan City Government		15,285	2,929		18,214
3.2	Ministry of ICT of ROK/Korea Communications Commission		7,554	4,278		11,832
3.4	Information and Communication Officials' Training Institute		9,750	13,610		23,360
3.5	Korea Agency for Digital Opportunity and Promotion			35,684		35,684
3.6	Korea International Cooperation Agency				44,423	44,423
3.7	Others Korean Government Agencies			1,631	5,080	6,711
4.0	In-Kind Contributions from Private Sector and Not-For-Profit Organizations					
	Other					
4.1	Shinhan		9,436			9,436
4.2	SK Telecom		53,879	7,500		61,379
4.3	Asian Economic Community Forum Secretariat				37,100	37,100
Total		1,109,125	1,600,884	1,790,612	1,816,583	6,317,204

(2) APCICT Expenditure by Year

Expense Report - APCICT : Capacity Building in ICT Through the Asian and Pacific Training Centre for ICT for Development

Project ID 1894

(Amount in US Dollars)

Budget Items	2006 ¹	2007	2008	2009	Total
Project Personnel	208,811	371,891	477,464	425,581	1,483,747
Consultants	8,040	32,763	222,264	256,759	519,826
Support Staff	20,269	146,558	116,897	114,159	397,883
Travel on Official Business	17,064	41,521	51,804	25,803	136,192
Site-preparation					-
Project (institutional Contract) ²			18,000	- 12,809	5,191
Grants to institutions	-	10,000	66,321	24,786	101,108
Group training	-	252,238	186,984	228,030	667,252
Governing Council ³	13,803	11,319	20,178	- 468	44,832
Staff Development (Team Building)	-	2,043	1,196	-	3,239
Expendable equipment	-	-	764	34,705	35,469
Equipment and office supplies	32,304	9,492	12,164	9,394	63,354
Operation and maintenance of equipments	7,942	24,046	27,213	19,276	78,477
Reporting costs	1,574	4,062	21,564	28,022	55,222
Sundries and communications	14,194	41,350	39,020	41,171	135,735
Sub-Total	324,001	947,283	1,261,834	1,194,410	3,727,527
Programme support cost (PSC)	42,120	123,147	164,038	155,273	484,579
Total	366,121	1,070,429	1,425,872	1,349,683	4,212,106

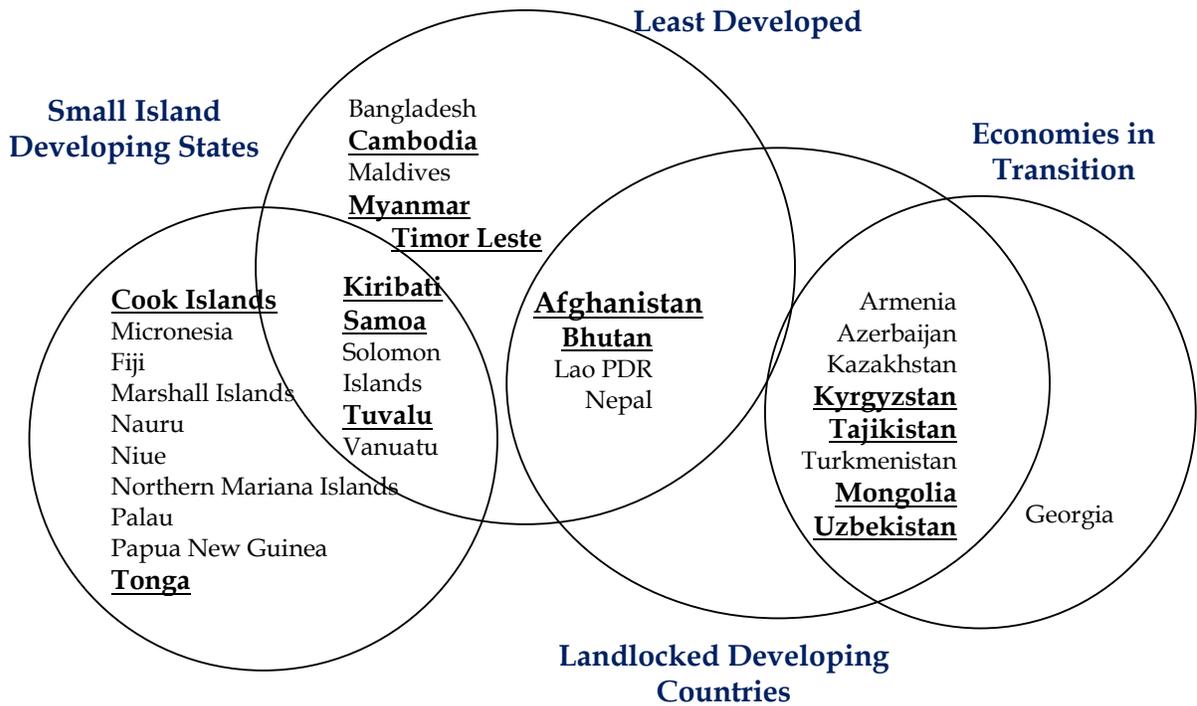
Remarks

- Total cost in 2006 is US\$756,976 including US\$ 390,855 for site preparation and procurement of furniture and equipment. The amount of US\$ 9,145 which is the balance left from US\$400,000 retained by Government of Republic of Korea for site preparation.
- Amount refunded from liquidation of prior years obligation. (Prior years adjustment)
- Total project budget for 5 years is US\$7,500,000 (including the cost of site preparation).

Cumulative Contributions To Date	US\$	5,609,065
Interest Earned		178,196
Less: Expenses To Date		<u>4,212,105</u>
Total Funds Available		<u>1,575,156</u>

Annex 8: APCICT Involvement in Priority Countries

The diagram below highlights in **bold** those countries where APCICT's flagship Academy programme has already been rolled out or is in an advanced stage of planning.



Annex 9: APCICT “Staffing Map”

The map below graphically illustrates APCICT’s staffing actions (start and end dates denoted by bullets and arrows) and staff turnover from the period 2006 – 2009.

APCICT Post	2006	2007	2008	2009
1. Professional Staff				
1.1 Director (D1)	● → (Starts in 2006, continues through 2009)			
1.2 Deputy Director (P5)	● → (Starts in 2006, ends in 2007)	● → (Starts in 2007, continues through 2009)		
1.3 Programme Officer (P3)		● → (Starts in 2007, ends in 2008)		● → (Starts in 2009, continues through 2009)
2. NRL Staff				
2.1 Programme and IT Expert	● → (Starts in 2006, ends in 2007)	● → (Starts in 2007, ends in 2008)	● → (Starts in 2008, ends in 2009)	● → (Starts in 2009, continues through 2009)
2.2 ICT Training Expert	● → (Starts in 2006, ends in 2007)	● → (Starts in 2007, continues through 2009)		
2.3 Administrative Expert	● → (Starts in 2006, ends in 2007)	● → (Starts in 2007, ends in 2008)	● → (Starts in 2008, ends in 2009)	● → (Starts in 2009, continues through 2009)
3. Support Staff				
3.1 Administrative Assistant	● → (Starts in 2006, continues through 2009)			
3.2 Team Support 1	● → (Starts in 2006, ends in 2007)	● → (Starts in 2007, ends in 2008)	● → (Starts in 2008, ends in 2009)	● → (Starts in 2009, continues through 2009)
3.3 Team Support 2		● → (Starts in 2007, ends in 2008)	● → (Starts in 2008, continues through 2009)	
Total Person Months	32.25	87	97	99

The gap in staffing of the P3 position is explained by the fact it was a P2 post, and it took some time to have it re-classified to a P3 level. The first Programme Officer hired to the post returned to his home country due to family reasons. After advertising, a second candidate was selected, but the staffing action could not be completed due to his own home country employment constraints. The vacancy announcement was issued yet again and the post finally staffed in late 2009.

Annex 10: Evaluation Framework / Logic Model

Criteria / Key Question	Sub-Questions (extracted from the TOR)	Indicators	Source of Information	Methods	Assumptions
<p>Relevance</p> <p>Is the mandate of APCICT relevant to the role and mandate of ESCAP and to its membership?</p>	<ul style="list-style-type: none"> • To what extent is the mandate of APCICT, as stipulated in its statute, relevant to the majority of member and associate members of ESCAP? • To what extent are APCICT services utilized by its target group(s)? • To what extent has the work of APCICT been complementary and added value to the work of other relevant international organizations? • To what extent does APCICT have a comparative advantage in relation to the work of other relevant international organizations? • To what extent has the work of APCICT contributed to the achievements and delivery of the ESCAP programme of work? 	<p>Reference to be given to Indicators of achievement as contained in the ESCAP Draft Programme of Work for 2008-2009, and APCICT annual work programmes.</p> <p>Perceptions from relevant stakeholders</p>	<p>Document reviews</p> <p>Governing council reports and member presentations</p> <p>Other evaluations</p> <p>APCICT performance reports and related ESCAP results reports</p> <p>Testimonials and/or verbal assurances from selected members.</p>	<p>Surveys and structured interviews</p> <p>Document review</p>	<p>The sub-questions are broad and general, and specific indicators may not be detailed in existing documentation. Some proxy of measures may be needed.</p> <p>Respondents are willing to respond to these questions.</p> <p>Focus will be in APCICT's contribution to noted areas, rather than direct measurable attribution.</p>

Criteria / Key Question	Sub-Questions (extracted from the TOR)	Indicators	Source of Information	Methods	Assumptions
<p>Effectiveness</p> <p>Have the management and operations of APCICT been effective both in terms of meeting its objectives (and in terms of being efficient)?</p>	<ul style="list-style-type: none"> To what extent has APCICT been effective in achieving its objective as outlined in its statute: i. e. to contribute towards increased capacity of policy makers, project managers and trainers from ESCAP members and associate members through training programmes in the use of ICT for socio-economic development? To what extent have the governance (the Governing Council, Commission, and the Committee on ICT) and management (APCICT management, ESCAP secretariat and APCICT's backstopping division (IDD)) structures contributed to the effective delivery of APCICT's programme of work? To what extent have partnerships with other relevant international, regional and sub regional organizations facilitated the sharing of expertise and minimized the duplication of efforts within the region? 	<p>Reference to be given to Indicators of achievement as contained in the ESCAP Draft Programme of Work for 2008-2009, and APCICT annual work programmes.</p> <p>Perceptions and testimonials given by relevant organizations</p>	<p>Document reviews</p> <p>Governing council reports and member presentations</p> <p>Other evaluations</p> <p>APCICT performance reports and related ESCAP results reports</p> <p>Testimonials and/or verbal assurances from selected members.</p>	<p>Surveys and interview</p> <p>Document review</p>	<p>The information is readily available in performance and other management reports</p>

Criteria / Key Question	Sub-Questions (extracted from the TOR)	Indicators	Source of Information	Methods	Assumptions
<p>Financial Sustainability</p> <p>To what extent has APCICT developed and implemented a strategy for securing the financial sustainability of its operations?</p>	<ul style="list-style-type: none"> To what extent has support from ESCAP member states, UN partners, donors, other multilateral and national partners been obtained to ensure the financial sustainability of APCICT? To what extent has innovative financing or fundraising arrangements been considered or adopted towards securing the financial sustainability of APCICT 	<p># of institutions making financial or in kind contributions</p> <p>\$ or in kind amounts either committed or pledged</p> <p>Existence of a financial or resource mobilization strategy</p>	<p>APCICT performance reports and related ESCAP results reports</p> <p>Financial reports and data</p>	<p>Surveys and interview</p> <p>Document review</p>	<p>The information is readily available</p>

Annex 11: Resolution 61/6 and APCICT Statute

61/6. Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development

The Economic and Social Commission for Asia and the Pacific,

Recognizing the particularly rapid development in information and communication technology and its applications, and their implications for economic and social development, which have posed unprecedented challenges for developing countries in need of efficient, informed and timely access to information, information services, tools, best practices and other information and communication technology-related resources,

Expressing grave concern over the prevailing digital divide between countries and within countries and communities, and its implications for development and the persistence of poverty,

Acknowledging the importance of information and communication technology for development and for building inclusive knowledge societies, as well as the role of the United Nations in promoting regional cooperation through partnerships with all relevant stakeholders,

Recalling the Declaration of Principles and the Plan of Action adopted on 12 December 2003 at the first phase of the World Summit on the Information Society, which called for capacity-building with an emphasis on creating a critical mass of qualified and skilled information and communication technology professionals and experts, the promotion of regional cooperation in the field of capacity-building by the United Nations and its specialized agencies, and fostering effective international and regional cooperation among Governments, the private sector, civil society and other stakeholders, including international financial institutions,

Also recalling the Tokyo Declaration adopted on 15 January 2003 by Governments of the Asian and Pacific region as the region's input to the World Summit, which identified information and communication technology development, capacity-building and fostering of partnerships as priority areas for action in advancing the region's information society,

Reaffirming its resolution 57/4 of 25 April 2001 on regional cooperation in information and communication technologies for development, and recalling General Assembly resolution 55/279 of 12 July 2001 on the Programme of Action for the Least Developed Countries for the Decade 2001-2010,

Recalling General Assembly resolutions 55/2 of 8 September 2000, by which the General Assembly adopted the United Nations Millennium Declaration and resolved, inter alia, to ensure that the benefits of new technologies, especially information and communication technologies, were available to all, and 57/144 of 16 December 2002 on the follow-up to the outcome of the Millennium Summit,

Also recalling General Assembly resolutions 57/295 of 20 December 2002 on information and communication technologies for development and 56/189 of 21 December 2001 on human resources development, in which the Assembly made several references to information technologies,

Bearing in mind General Assembly resolution 57/270 of 20 December 2002 on integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields,

Noting with appreciation Economic and Social Council resolution 2002/2 of 19 July 2002 on restructuring the conference structure of the Economic and Social Commission for Asia and the Pacific, including the establishment of a subcommittee on information, communications and space technologies,

Noting with satisfaction the outstanding success achieved by a number of countries in the region in the long-term development of their information and communication technology sectors and in harnessing new technologies for their national development,

Noting also with satisfaction the work of such international organizations as the International Telecommunication Union and the Asia-Pacific Telecommunity,

Acknowledging, in particular, the important work of the Telecommunity in facilitating capacity-building in information and communication technologies based on demand by its member States,

Recognizing the advantages of regional resource centres on information and communication technology development issues in Asia and the Pacific that may optimize the sharing of expertise on information and communication technology in the region and further improve the effectiveness of regional capacity-building activities and the sharing of tools and processes,

Expressing appreciation to the Government of the Republic of Korea for its offer to host the Asian and Pacific Training Centre for Information and Communication Technology for Development and to bear its institutional and operational costs,

Cognizant of the need to avoid any possible duplication between the work of the Centre and the human resources development work of the Telecommunity and other concerned international organizations,

1. *Decides* to establish the Asian and Pacific Training Centre for Information and Communication Technology for Development, which will contribute to the ESCAP programme of work in the area of training in information and communication technology;

2. *Adopts* the statute of the Centre, the text of which is annexed to the present resolution, as the basis for its operation;

3. *Requests* the Executive Secretary to take all necessary steps for the prompt establishment of the Centre, including the conclusion of a headquarters agreement between the host country and the United Nations;

4. *Encourages* the United Nations and other international organizations and agencies, as well as non-governmental organizations in the field concerned, to provide support to the Centre and cooperate in the implementation of its work programme;

5. *Calls upon* the Executive Secretary to establish mechanisms for close coordination between the Centre and the Asia-Pacific Telecommunity in its human resources development work programme, and to avoid possible duplication with the Telecommunity in the formulation of the Centre's work plans;

6. *Invites* all members and associate members to participate actively in monitoring and evaluating the work of the Centre in order to ensure that its activities do not duplicate those of other institutions and agencies in the region;

7. *Requests* the Executive Secretary to report annually to the Commission on the progress made by the Centre in (a) capacity-building to bridge the digital divide, (b) creating a sustainable institutional framework for the training of trainers in the field of information and communication technology and (c) enhancing regional cooperation in human resources development in that field;

8. *Also requests* the Executive Secretary to submit a report in 2008 on the performance of the Centre, in particular regarding the complementary and value-added contribution of its work to that of other relevant international organizations, which would serve as the basis for a mid-term review by the Commission at its sixty-fourth session, in 2008;

9. *Further requests* the Executive Secretary to submit a comprehensive report on the Centre's work based on the findings of the mid-term review, including an assessment of its financial sustainability and the complementary and value-added contribution of its work to that of other concerned international organizations, which would serve as the basis for a comprehensive review by the Commission at its sixty-sixth session, in 2010;

10. *Decides* to assess the performance of the Centre, on the basis of the findings of the comprehensive review, at its sixty-sixth session and to determine whether the Centre should continue to operate thereafter.

5th meeting

18 May 2005

Annex

**STATUTE OF THE ASIAN AND PACIFIC TRAINING CENTRE FOR INFORMATION
AND COMMUNICATION TECHNOLOGY FOR DEVELOPMENT**

Establishment

1. An Asian and Pacific Training Centre for Information and Communication Technology for Development (hereinafter referred to as “APCICT” or “the Centre”) is established, with a membership identical to the membership of the Economic and Social Commission for Asia and the Pacific (hereinafter referred to as “ESCAP” or “the Commission”).
2. The Centre shall have the status of a subsidiary body of ESCAP.

Objective

3. The objective of APCICT is to build the capacity of members and associate members of ESCAP through training programmes in the use of information and communication technology (ICT) for the purposes of socio-economic development.

Functions

4. In pursuance of the objective stated in paragraph 3, APCICT shall have such functions as:
 - (a) Enhancing knowledge and skills in ICT for policymakers and ICT professionals;
 - (b) Enhancing the capacity of ICT trainers and ICT training institutions by providing for training-of-trainers programmes and exchanges of trainers and experts;
 - (c) Providing advisory services on human resources development programmes to members and associate members;
 - (d) Undertaking analytical studies related to human resources development in ICT, including identifying training needs and sharing best practices on human resources development programmes and training methods.

Status and organization

5. The Centre shall have a Governing Council (hereinafter referred to as “the Council”), a Director and staff.
6. The Centre shall be located in the Republic of Korea.
7. The Centre’s activities shall be in line with relevant policy decisions adopted by the General Assembly, the Economic and Social Council and the Commission. The Centre shall be subject to the Financial and Staff Regulations and Rules of the United Nations and the applicable administrative instructions.

Governing Council

8. The Centre shall have a Governing Council consisting of a representative nominated by the Government of the Republic of Korea and eight representatives of members and associate members of ESCAP elected by the Commission. The Council shall be elected for a period of three years but shall

be eligible for re-election. The Executive Secretary or his/her representative shall attend meetings of the Council. An interim Council shall be elected by ESCAP and constituted upon the adoption of the present statute. The Council shall be reconfirmed at the sixty-second session of the Commission.

9. The Director of the Centre shall serve as Secretary of the Council.

10. Representatives of (a) States that are not members of the Council, (b) United Nations bodies and specialized and related agencies and (c) such other organizations as the Council may deem appropriate, as well as experts in fields of interest to the Council, may be invited by the Executive Secretary to attend meetings of the Council.

11. The Council shall meet at least once a year and may adopt its own rules of procedure. Sessions of the Council shall be convened by the Executive Secretary of ESCAP, who may propose special sessions of the Council at his/her own initiative and shall convene such special sessions at the request of a majority of Council members.

12. A quorum for meetings of the Council shall be a majority of its members.

13. Each member of the Council shall have one vote. Decisions and recommendations of the Council shall be made by consensus or, where that is not possible, by a majority of the members present and voting.

14. The Council shall, at each regular session, elect a Chairperson and Vice-Chairperson. They shall hold office until the next regular session of the Council. The Chairperson or, in his/her absence, the Vice-Chairperson shall preside at meetings of the Council. If the Chairperson is unable to serve for the full term for which he/she has been elected, the Vice-Chairperson shall act as Chairperson for the remainder of that term.

15. The Council shall be responsible for advising the Director on the formulation of the work programme. The Council shall review the administration and financial status of the Centre and the implementation of its programme of work. The Executive Secretary shall submit an annual report, as adopted by the Council, to the Commission at its annual sessions.

Director and staff

16. The Centre shall have a Director and staff, who shall be ESCAP staff members appointed under the appropriate United Nations regulations, rules and administrative instructions. The Director shall be appointed in a manner consistent with United Nations regulations and rules. The Council will be invited to nominate candidates for the position of Director, once the vacancy is announced, and to provide advice, as appropriate. Other members and associate members of the Commission may also submit nominations for the post.

17. The Director shall be appointed for one year and be eligible for re-appointment. The Director shall be responsible to the Executive Secretary of ESCAP for the administration of the Centre and the implementation of its programme of work.

Resources of the Centre

18. The operation of the Centre shall not involve additional regular budget resources of ESCAP. All members and associate members of ESCAP should be encouraged to make a regular annual contribution, on a voluntary basis, to the operations of the Centre. The United Nations shall administer a joint contribution trust fund in which these contributions shall be deposited.

19. The Centre will endeavor to mobilize sufficient resources to support its activities.

20. The United Nations shall maintain separate trust funds for voluntary contributions for technical cooperation projects or other extraordinary voluntary contributions for the Centre's activities.

21. The financial resources of the Centre shall be administered in accordance with the Financial Regulations and Rules of the United Nations.

Amendments

22. Amendments to the present statute shall be adopted by the Commission.

Matters not covered by this statute

23. In the event of any procedural matter arising that is not covered by the present statute or rules of procedure adopted by the Governing Council under paragraph 11 of this statute, the pertinent part of the rules of procedure of the Economic and Social Commission for Asia and the Pacific shall apply.

Entry into force

24. The present statute shall enter into force on the date of its adoption by the Commission.

Annex 12: Survey Questionnaire

The following questionnaire was used to support structured interviews of key APCICT stakeholders of the APCICT. It was also used as the basic for an electronic survey of members of the APCICT Governing Council. It is similar to the survey instruments used for the other stakeholder groups.

12 (a) Survey Questionnaire for APCICT Key Stakeholders and Members of the Governing Council of APCICT

Introduction

ESCAP is undertaking an evaluation of the Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT), one of ESCAP's regional institutions. In the context of ESCAP's programme of work, of which capacity building is a key objective, APCICT plays a unique role in developing the capacity of members and associate members of ESCAP through training programmes in the use of information and communications technology for the purpose of socio-economic development. An external consultant, Mr. Richard Flaman, has been contracted by the ESCAP secretariat to conduct the evaluation.

Your feedback will be important in enabling the evaluator to undertake a thorough analysis based on the views of APCICT's stakeholders and enable him to make recommendations on how to further enhance APCICT's role in the Asia-Pacific region.

Objectives of the evaluation

1. To assess the performance of APCICT against the objective contained in the statute of APCICT;
2. To determine the extent to which the work of APCICT was complementary and value-added to the work of other relevant international organizations;
3. To assess the financial sustainability of APCICT; and
4. To formulate concrete, action-oriented recommendations, based on the findings.

Scope of the evaluation

The following main indicative evaluation criteria and evaluation questions will be addressed in the evaluation:

Relevance

- To what extent is the mandate of APCICT, as stipulated in its statute, relevant to the majority of member and associate members of ESCAP?
- To what extent has the work of APCICT been complementary and added value to the work of other relevant international organizations?
- To what extent has the work of APCICT contributed to the achievements and delivery of the ESCAP programme of work?

Effectiveness

- To what extent has APCICT been effective in achieving its objective as outlined in its statute?
- To what extent have the governance and management structures contributed to the effective delivery of APCICT's programme of work?
- To what extent have partnerships with other relevant international, regional and subregional organizations facilitated the sharing of expertise and minimized the duplication of efforts within the region?

Financial sustainability

- To what extent has APCICT developed and implemented a strategy for securing the financial sustainability of its operations?

Survey / Interview Questions

The following questions will be used as a basis for the interview. **Please note that the list is tentative and that the evaluator may include additional questions or may not cover all the questions outlined.**

Please feel free during the interview to add any additional comments or observations on issues that have not been covered.

Thank you!

PART 1 – APCICT RELEVANCE

1. The mandate of APCICT, as stipulated in its statute, that is to contribute towards increased capacity of policy makers, project managers and trainers from ESCAP members and associate members through training programmes in the use of ICT for socio-economic development, has remained relevant to the development objectives of members and associate members of ESCAP.

- Strongly agree
- Somewhat agree
- Disagree
- No comment at this time

Comments (please elaborate or provide rationale for your choice)

2. APCICT services have been utilized by its target group(s) including national governments, policymakers, ICT professionals, ICT trainers and ICT training institutions.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

3. The work of APCICT has been complementary and has added value to the work of other relevant international organizations.

- Strongly agree
 Somewhat agree
 Disagree
 Don't know

Comments (please elaborate or provide rationale for your choice)

4. APCICT has a comparative advantage in relation to the work of other relevant international organizations.

- Strongly agree
 Somewhat agree
 Disagree
 Don't know

Comments (please elaborate or provide rationale for your choice)

5. APCICT has contributed to the achievements and delivery of the ESCAP programme of work.

- Strongly agree
 Somewhat agree
 Disagree
 Don't know

Comments (please elaborate or provide rationale for your choice)

PART 2 – EFFECTIVENESS

6. APCICT has been effective in achieving its objective as outlined in its statute, that is to contribute towards increased capacity of policy makers, project managers and trainers from ESCAP members and associate members through training programmes in the use of ICT for socio-economic development.

- Strongly agree
 Somewhat agree
 Disagree
 Don't know

Comments (please elaborate or provide rationale for your choice)

7. The following entities have contributed to the effective delivery of APCICT's programme of work:

	Strongly Agree	Somewhat Agree	Disagree	No Comment at this time
(a) Governing Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Commission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Committee on ICT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) APCICT management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- (e) ESCAP secretariat in general
- (f) The Information and Communications Technology and Disaster Risk Reduction Division (IDD) of the ESCAP secretariat in particular

Comments (please elaborate or provide rationale for your choice)

8. The accountability (roles and responsibilities) of following entities are clearly defined and document, well understood and applied:

- | | Strongly Agree | Somewhat Agree | Disagree | No comment at this time |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| (a) Governing Council | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (b) Commission | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (c) Committee on ICT | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (d) APCICT management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (e) ESCAP secretariat in general | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (f) The Information and Communications Technology and Disaster Risk Reduction Division (IDD) of the ESCAP secretariat in particular | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments (please elaborate or provide rationale for your choice)

9. APCICT's partnerships with other relevant international, regional and sub-regional organizations have facilitated the sharing of expertise within the region.

- Strongly agree
 Somewhat agree
 Disagree
 Don't know

Comments (please elaborate or provide rationale for your choice)

10. APCICT's partnerships with other relevant international, regional and sub-regional organizations have minimized the duplication of effort within the region.

- Strongly agree
 Somewhat agree
 Disagree
 Don't know

Comments (please elaborate or provide rationale for your choice)

11. APCICT's capacity building programme has filled in an existing gap in the ability of developing countries in the Asia Pacific region to leverage ICTs for socio-economic development.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

PART 3 – FINANCIAL SUSTAINABILITY

12. Diversification of sources of financial support will enhance APCICT's ability to fulfill its mandate.

- Strongly agree
- Somewhat agree
- Disagree
- No comment at this time

Comments (please elaborate or provide rationale for your choice)

13. Innovative financing or fundraising arrangements have been considered or adopted towards securing the financial sustainability of APCICT.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

Thank you, and please feel free to add any additional comments or observations on issues that have not been covered.

12 (b) Questionnaire for ESCAP Members & Associate Members

1. The role of Information and Communication Technology (ICTs) is **relevant** in supporting socio-economic development of member and associate members of ESCAP.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

2. Information and Communication Technology (ICTs) is a high priority component of ESCAP's strategic programme framework.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

3. The mandate of APCICT as a regional institution and as stipulated in its statute, that is to contribute towards increased capacity of policy makers, project managers and trainers from ESCAP members and associate members through training programmes in the use of ICT for socio-economic development, has remained relevant to the **development objectives** of the member countries.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

4. The role and work of APCICT has been well communicated and is **understood** by the pertinent ministries/agencies and national training institutes in the area of ICT capacity building in my country.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

5. APCICT has been **effective** in achieving its objective as outlined in its statute, that is to contribute towards increased capacity of policy makers, project managers and trainers from ESCAP members and associate members through training programmes in the use of ICT for socio-economic development.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know

Comments (please elaborate or provide rationale for your choice)

6. APCICT, with the mandate of building capacities of member and associate member States in the use of ICT to meet their socio-economic development goals **should continue** beyond the initial 5 years specified in its statute i.e. May 2011.

- Strongly agree
- Somewhat agree
- Disagree
- Don't know at this time

Comments (please elaborate or provide rationale for your choice)

Annex 13: List of Key Documents

To support the evaluation, PMD and APCICT prepared an extensive and structured electronic library on a compact disk of ESCAP, APCICT and related ICT documents and records. Of the many documents collected, a smaller number of key documents were identified by PMD and APCICT, and these – listed below – were subject to a more detailed review.

1. ESCAP DOCUMENTS

“ESCAP Monitoring & Evaluation System - Evaluation Guidelines”, ESCAP/PMD/M&E/2, October 2009.

“Management Issues: Technical Cooperation Activities of ESCAP and Announcement of Intended Contributions Overview of Technical Cooperation Activities and Extra budgetary Contributions”, E/ESCAP/65/21, 10 March 2009. Reports for other periods were also reviewed.

“Work of the ESCAP Regional Institutions, Asian and Pacific Training Centre For Information and Communication Technology For Development”, E/ESCAP/65/22, 26 February 2009.

“Strategy of Regional Institutions on Information and Communications Technology, Asian And Pacific Training Centre For Information and Communication Technology For Development”, E/ESCAP/CICT/3, 25 August 2008.

“Performance review of the Asian and Pacific Training Centre for Information and Communication technology for development,” sixty-fourth session of the Commission, April 2008 (E/ESCAP/64/29).

“Management Issues – Programme Performance Report for the Biennium 2006-2007”, E/ESCAP/64/20, 14 February 2008.

“Thematic and Cross-Cutting Issues and Asia-Pacific Perspectives On Selected Economic, Environmental and Social Development Issues to be Addressed at Major Global Forums In 2008: Managing Globalization. Report of the Committee on Managing Globalization on its Fourth Session, Part II”, E/ESCAP/64/6, 23 January 2008. A number of other related reports were also reviewed.

“Guidebook for ESCAP Regional Institutions on Resource Mobilization”, August, 2007.

“Management Issues – Draft Programme of Work for the Period 2008-2009”, E/ESCAP/63/22, 22 February 2007. Programmes of work for other biennia were also reviewed.

“ESCAP Reform: Consideration of the External Evaluation of ESCAP in the Context of Overall United Nations Reform: Key Findings and Proposals for Action – External Evaluation of ESCAP”, E/ESCAP/63/19, 21 February 2007

“Management Issues: Draft Strategic Framework for The Biennium 2008-2009 - Programme Overview of the Draft Strategic Framework For The Biennium 2008-2009”, E/ESCAP/1376, 17 February 2006. Programme overviews of other biennia were also reviewed.

ESCAP resolution 61/6, “Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development,” sixty-first session of the Commission, May 2005 (E/ESCAP/61/6).

Annex to ESCAP resolution 61/6, "Annex (resolution 61/6): Statute of the Asian and Pacific Training Centre for Information and Communication Technology for Development," sixty-first session of the Commission, May 2005. (E/ESCAP/1359). The statutes of the other RIs were also reviewed.

"Feasibility Study on the Proposed Asia-Pacific Centre on ICT Development", ACPR/291/1429, 4 March 2005.

Ure, John, "Report on ESCAP Proposal for the Establishment of the APCICT", 24 February 2005.

Evaluation reports for the other regional institutions.

2. APCICT DOCUMENTS

Numerous internal and published APCICT documents and reports were reviewed in the course of this evaluation. They include a range of published and internal briefing documents, documentation on partnerships (including agreements), the Academy (modules, roll-out guide), various other training documentation and so on. The main documents are referenced below.

Governing Council, annual reports for the years 2006-2009, including attachments (such as APCICT performance and financial reports).

APCICT semi-annual progress reports and project reports submitted to the ESCAP secretariat

"APCICT: Strategy for 2010 and Beyond", internal discussion paper, January, 2010.

"APCICT Programmes and Impact - 2007-2009)", January, 2010

"APCICT: Unlocking Human Potential through ICT", Internal PPT presentation, 15 January 2010.

"APCICT: Programmed Output, Delivery and Impact for the 08-09 Biennium", internal report, November 2009.

ESCAP, "Hub for ICT Human Capacity Building", published brochure, undated.

ESCAP/APCICT Project Documents and related revisions: (1) 1894-AC706001 which secured the initial five-year funding of \$10 million of inputs from the Republic of Korea and ESCAP inputs; (2) 2044-ROK08003 which secured \$200,000 of donor funding for the development of the APCICT Virtual Academy; and (3) 2074-ROK09003 which secured an additional \$200,000 for the development of two new modules for the Academy of ICT Essentials for Government Leaders.

3. OTHER DOCUMENTS

United Nations, "Delivering as One", the Secretary General's High Level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment, 9 November 2006.

UN General Assembly, "Resolution adopted by the General Assembly 60/252. World Summit on the Information Society", A/RES/60/252, Sixtieth session, 27 April 2006

UN General Assembly, "Resolution adopted by the General Assembly, 60/1. 2005 World Summit Outcome", A/RES/60/1, Sixtieth session, 24 October 2005

Annex 14: APCICT Evaluation Terms of Reference

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1. INTRODUCTION

1.1 Background

The Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT), located in Incheon, Republic of Korea, was established through Commission resolution 61/6 of 18 May 2005.⁶⁸ The agreements between the United Nations and the Government of the Republic of Korea regarding the headquarters of APCICT and administrative and financial arrangements were signed in January 2006. APCICT was inaugurated in June 2006.

The objective of APCICT, as stated in its statute⁶⁹, is to build the capacity of members and associate members of ESCAP through training programmes in the use of information and communication technology (ICT) for the purpose of socio-economic development.

The ESCAP secretariat is mandated under Commission resolution 61/6 to undertake a comprehensive review of the work of APCICT, which would serve as the basis for the Commission's assessment of the performance of APCICT at its sixty-sixth session in 2010. As indicated in resolution 61/6, the review should be based on the findings of a self-assessment of APCICT's performance, which was presented to the Commission at its sixty-fourth session in 2008⁷⁰, and include "an assessment of its financial sustainability and the complementary and value-added contribution of its work to that of other concerned international organizations".

1.2 Purpose, Objectives and Deliverables

Purpose

The purpose of the evaluation is to provide the knowledge base for the Commission to assess the performance of APCICT at its sixty-sixth session in 2010 as a basis for determining whether to proceed with the operation of the Centre.

Objectives

- (i) To assess the performance of APCICT against the objective contained in the statute of APCICT;
- (ii) To determine the extent to which the work of APCICT was complementary and value-added to the work of other relevant international organizations;
- (iii) To assess the financial sustainability of APCICT; and
- (iv) To formulate concrete, action-oriented recommendations, based on the findings.

Deliverables

The following outputs will be delivered to the Programme Management Division of the ESCAP secretariat:

1. Evaluation work plan and framework detailing the approach of the evaluator;
2. Questionnaire and interview questions;
3. Draft and final evaluation reports;
4. Presentation (PPT) on the findings, conclusions and recommendations;

⁶⁸ ESCAP, "Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development," sixty-first session of the Commission, May 2005 (E/ESCAP/61/6).

⁶⁹ ESCAP, "Annex (resolution 61/6): Statute of the Asian and Pacific Training Centre for Information and Communication Technology for Development," sixty-first session of the Commission, May 2005. (E/ESCAP/61/6).

⁷⁰ ESCAP, "Performance review of the Asian and Pacific Training Centre for Information and Communication technology for development," sixty-fourth session of the Commission, April 2008 (E/ESCAP/64/29).

The draft evaluation report, including findings and recommendations, will be shared with key stakeholders prior to finalization. The final report, which will include a management response from the Executive Secretary of ESCAP, will be submitted to the Commission at its sixty-sixth session in the format of an official document. The final evaluation report will also be circulated within the ESCAP secretariat and posted on ESCAP's public website.

1.3 Scope

The evaluation will focus on the performance of APCICT since the start of its operations in June 2006, and take into account the information contained in the 2008 performance review. The following criteria and questions will be addressed in the evaluation:

Relevance

- To what extent is the mandate of APCICT, as stipulated in its statute, relevant to the majority of member and associate members of ESCAP?
 - To what extent are APCICT services utilized by its target group(s)?
- To what extent has the work of APCICT been complementary and added value to the work of other relevant international organizations?
 - To what extent does APCICT have a comparative advantage in relation to the work of other relevant international organizations?
- To what extent has the work of APCICT contributed to the achievements and delivery of the ESCAP programme of work?

Effectiveness

- To what extent has APCICT been effective in achieving its objective as outlined in its statute: to contribute towards increased capacity of policy makers, project managers and trainers from ESCAP members and associate members through training programmes in the use of ICT for socio-economic development?
- To what extent have the governance (the Governing Council, Commission, and the Committee on ICT) and management (APCICT management, ESCAP secretariat and APCICT's backstopping division (IDD)) structures contributed to the effective delivery of APCICT's programme of work?
- To what extent have partnerships with other relevant international, regional and subregional organizations facilitated the sharing of expertise and minimized the duplication of efforts within the region?

Financial sustainability

- To what extent has APCICT developed and implemented a strategy for securing the financial sustainability of its operations?
 - To what extent has support from ESCAP member states, UN partners, donors, other multilateral and national partners been obtained to ensure the financial sustainability of APCICT?
 - To what extent has innovative financing or fundraising arrangements been considered or adopted towards securing the financial sustainability of APCICT?

2. METHODOLOGY

2.1 Methodology

The APCICT evaluation will be carried out in accordance with the norms, standards and procedures outlined in the ESCAP Monitoring and Evaluation System Overview.⁷¹

A mixed method approach will be employed utilizing qualitative and quantitative data collection methods in order to allow for the triangulation of data, which will provide a stronger basis for the substantiation of findings and conclusions. To the extent possible, a comparative analysis will be completed to help understand what would have occurred had APCICT not been established.

Data collection and analysis methods will include (but not be limited to):

- Desk review of documents, including the 2008 self-assessment of the performance of APCICT, the APCICT statute, the Headquarters Agreement, the Agreement on Administrative and Financial Arrangements, the ESCAP programme of work, reports of the relevant governing bodies, end-of-event client-satisfaction surveys, APCICT virtual academy curriculum and related documents, project documents and progress reports, media reports, news articles and other public references to the work of APCICT, earlier evaluation reports of other ESCAP regional institutions, the 2008 evaluation of ESCAP's approach to capacity development and the 2006 ESCAP External Evaluation;
- Interviews with key secretariat stakeholders, including IDD (the backstopping division), and other relevant staff;
- Interviews with key external stakeholders based in Bangkok and Incheon;
- Telephone interviews with GC members of APCICT and selected national-level partners;
- Written survey questionnaires distributed to all GC members and/or APCICT service users combined with telephone interviews, as required.

2.2 Limitations

The limitations of the review include:

- Considering the short period since the establishment of APCICT, the review will not be able to cover the impact of APCICT's work.
- The face-to-face interviews will be conducted only among the stakeholders based in Bangkok and Incheon. Other stakeholders will be reached by telephone or email.
- The purpose of the evaluation, namely to provide the knowledge basis for the Commission to decide on the continued operation of APCICT, underlines the importance of ensuring that the full membership of ESCAP owns and buys in to the findings, conclusions and recommendations of the evaluation.

3. MANAGEMENT ARRANGEMENTS

The Programme Management Division of the ESCAP secretariat will manage the evaluation. The evaluation will be conducted by an external consultant. A reference group with representatives from APCICT, the Programme Management Division and the Information and Communications Technology and Disaster Risk Reduction Division (IDD) has been established to provide technical support.

⁷¹ ESCAP Monitoring and Evaluation System Overview, 2007 rev. 1

4. TIMELINES

The evaluation will be completed during the period from October 2009 – February 2010, and the final report will be shared at sixty-sixth session of the Commission in May 2010.

Review Element	Tentative timing
Selection and recruitment of consultant	October 2009
Desk reviews and development of a detailed evaluation work plan and framework	November 2009
Bangkok and Incheon-based interviews of key stakeholders	December 2009
Draft reports submitted to ESCAP	January 2010
Presentations of findings, conclusions and recommendations to the Executive Secretary, APCICT and ESCAP staff, and ACPR by the consultant	January 2010
Formulation of management response and follow-up plan to the recommendations by APCICT and ESCAP management	January/February 2010
Report finalization	February 2010
Report distribution	Feb -May 2010

5. QUALIFICATIONS AND EXPERIENCE OF THE EXTERNAL EVALUATOR

The following skills are considered relevant for the selection of the consultant:

- Advanced degree in international development, economics, social science or related field;
- Excellent analytical skills and command of the English language, both written and oral;
- Extensive experience in conducting institutional assessments, or evaluations of technical cooperation programmes and projects, preferably in the Asia-Pacific region, is essential;
- Knowledge of information and communications technology for development, experience with capacity development or training programmes at the international level, and prior exposure to the work of the United Nations are desirable.

ANNEXES

Annex I. Contents of the Evaluation Report

The Review report should follow the structure below [amend subheadings if required]

CONTENT	PAGES (estimate)	COMMENTS
Title page	1	<ul style="list-style-type: none"> Title, date of issuance Names of the evaluators Name of ESCAP or division that commissioned the evaluation, web page address where report can be found electronically
Management response		<ul style="list-style-type: none"> <i>To be completed by ESCAP management</i>
Acknowledgments	1	Prepared by the evaluation team
Table of contents	1	List of chapters, sections and annexes
List of acronyms	1-2	In alphabetical order; these are written out in full the first time they are used in the report
Executive summary	1-3	<ul style="list-style-type: none"> Background of the evaluation (one paragraph) Purpose and scope (one paragraph) Methodology (one paragraph) Main conclusions (one-sentence conclusions with brief explanation if needed) Recommendations (one-sentence recommendations with brief explanation if needed) Other comments or concluding sentence
1. Introduction	1-3	<ul style="list-style-type: none"> 1.1 Background of the evaluation and the topic being evaluated 1.2 Purpose, objectives and outputs 1.3 Scope (including evaluation questions)
2. Methodology	1-3	<ul style="list-style-type: none"> 2.1 Description of methodology: activities, timeframe, changes compared to TOR, and reasons for selecting sample reports, countries, sites, case studies, and interviewees as a representation of the topic being evaluated 2.2 Limitations: limitations of the methodology and scope and problems encountered
3. Findings	Varying length	<ul style="list-style-type: none"> 3.1 General: supporting information for the performance assessment and other assessment, if required 3.2 Performance assessment: assessment against relevant evaluation criteria (relevance, effectiveness and financial sustainability) 3.3 Assessment against other relevant additional criteria, as appropriate (e.g. UN coherence, partnerships, aid effectiveness, gender mainstreaming, human rights-based approach, or environmental sustainability)
4. Conclusions	1-4	<ul style="list-style-type: none"> Main conclusions, both positive and negative, of the evaluation that follow logically from the findings Ratings table with ratings for standard evaluation and additional criteria and a brief justification (optional)
5. Recommendations	1-4	<ul style="list-style-type: none"> Recommendations based on the conclusions, which can be addressed to ESCAP management, member States, donors and other relevant stakeholders

CONTENT	PAGES (estimate)	COMMENTS
Annexes		<ul style="list-style-type: none">• I. Management response with follow-up actions(<i>to be completed by ESCAP management</i>)• II Terms of reference• III. List of documents reviewed• IV List of interviewees• Other annexes as required (e.g. schedule of work undertaken by the evaluators, reports of meetings, interview summaries, questionnaires)

Annex II. Quality criteria used to review evaluation reports

	Quality Check	Description
<input checked="" type="checkbox"/>	The report meets the scope, purpose and objectives of the evaluation as stated in the TOR	<ul style="list-style-type: none"> The report is tailored to the information needs of ESCAP and/or other entities that commissioned the evaluation The report does not deviate from the scope outlined in the TOR The report can be used by ESCAP for the intended purpose as stated in the TOR The objectives, as outlined in the TOR have been met, including: the assessment against relevant performance criteria (relevance, efficiency, effectiveness, sustainability, etc.) is complete, i.e. evaluation questions under each criterion have been answered
<input checked="" type="checkbox"/>	The report is structured logically	<ul style="list-style-type: none"> The report follows the table of contents outlined in the TOR and includes the relevant annexes
<input checked="" type="checkbox"/>	The evaluation methodology and its application are explained transparently and clearly	<ul style="list-style-type: none"> The evaluation methodology is clearly explained and has been applied throughout the evaluation process Amendments to the methodology compared to what was proposed in the TOR have been clearly explained The limitations of the evaluation methodology, including problems encountered during the conduct of the evaluation, and their implications for the validity of the findings and conclusions have been clearly explained
<input checked="" type="checkbox"/>	The findings and conclusions are credible	<ul style="list-style-type: none"> Relevant qualitative and/or quantitative sources of information have been considered Analysis is done rigorously: triangulation is employed (cross-checking of findings against other relevant sources); cause-and-effect relationships are explained Findings are adequately substantiated, balanced and reliable The relative contributions of stakeholders to the results are explained Limitations are explained The conclusions derive from the findings and are clear
<input checked="" type="checkbox"/>	The recommendations are useful	<ul style="list-style-type: none"> The recommendations are clear and follow logically from the conclusions The recommendations are impartial Recommendations are realistic, concrete and actionable within a reasonable timeframe Recommendations for ESCAP should be clearly within the mandate of ESCAP
<input checked="" type="checkbox"/>	The report is well written	<ul style="list-style-type: none"> The executive summary is brief but highlights the key findings, conclusions and recommendations The report uses consistent grammar and spelling (in accordance with UN rules) Main messages are clearly distinguished from the text The report is written in good English and is easy to read The subject of evaluation (programme, project, other) is clearly described including its logic model or results chain The stakeholders of the programme or project are clearly identified

Annex 15: CV of Richard Flaman (Evaluator) – Short Form

PROFILE

Mr. Flaman supports public sector and international development organizations in a wide range of strategic planning, programme design and management, evaluation and review, change/capacity management and related management consulting services. Mr. Flaman provides advice and technical assistance to clients in the areas of governance, public sector reform, decentralization, information and communications technology, change and capacity management, strategic management, business planning and capacity development – with special emphasis on crisis, post conflict, peace and security, and transitional economies. He has over 25 years of international experience in leading and managing multi-cultural and multi-disciplinary teams, and has experience in the formulation of multi-donor technical assistance for large and complex projects. He is particularly sensitive to cultural differences and can develop practical, pragmatic and workable solutions based on a comprehensive understanding of needs.

INTERNATIONAL EXPERIENCE

Albania	Afghanistan	Armenia	Bolivia	Bangladesh	Bosnia-
Herzegovina	Burkina Faso	Cambodia	Colombia	Ecuador	El Salvador
Egypt	Eritrea	East Timor	Honduras	Indonesia	Ivory Coast
Kazakhstan	Kyrgyzstan	Kuwait	Lao PDR	Lebanon	Malaysia
Malta	Mongolia	Montenegro	Nepal	Nigeria	Panama
Pakistan	Philippines	Senegal	Serbia	South Africa	Suriname
Syria	Tanzania	Thailand	Turkey	Uganda	Uzbekistan
Viet Nam	Yemen	Zambia	Zimbabwe		

AREAS OF EXPERIENCE

Public Administration Reform	Programme & Project Evaluation
Governance and Decentralization	Programme & Project Monitoring & Review
Change / Capacity Development	Aid Co-ordination and Partnerships
Crisis and Post Conflict Countries	Requirements & Needs Analysis
Performance/Results Based Management	ICT Management & Strategic Planning
Human Resources Management	RFP Preparation and Evaluation
Organizational Development	Strategic and Business Planning
Institutional Strengthening	Project Design and Planning
Management Policies and Practices	Programme Design & Planning
Process Consulting and Facilitation	Operational and Long Range Planning
Regulatory Reform	

EDUCATION and MEMBERSHIPS

MA	University of Western Ontario (Economic Geography)
BA Hon.	University of Western Ontario (Urban Geography)
Member	Institute of Public Administration of Canada

REPRESENTATIVE CONSULTING / EVALUATION ASSIGNMENTS

□ Afghanistan - Reconstruction of Public Administration and the Civil Service (country, alphabetic)
Engaged to develop a strategy and action plan for a UNDP/donor funded program to support the reconstruction of public administration and the civil service. Emphasis was given to immediate result areas to support the Afghanistan Interim Authority and subsequent Transitional Administration.

□ Bangladesh - Change Management/Public Administration Reform - Project Formulation
Engaged to lead a team to determine the needs and develop a Project Document for a new change management and public administration reform programme for the government. Required consultation, negotiation and discussion with senior government officials (Secretary level) at central and local government levels, and several other donor organizations and UNDP/MDGP.

□ Cambodia - Deconcentration & Decentralization / Partnership for Local Governance
Engaged to lead a team to design a major multi-donor program to support the Government's policy for deconcentration and decentralization and partnership for local governance. As the largest program in the country, special emphasis was given to strengthening service delivery at the local level, overall transparency and accountability of decision-making at all levels of government, improving central-local coordination and relationships, and strengthening development partnerships.

□ East Timor - Capacity Development Framework for Governance and Public Sector Management
Engaged to support UNDP and the Transitional Administration of East Timor in the development of strategies for developing capacities and strengthening the institutions of governance and public sector management. Based on extensive consultations with East Timorese officials, the transitional authorities and representative donors, he assisted in the development of a proposed management and planning framework for capacity development for the emerging administration.

□ Indonesia - Terminal Evaluation - Information Systems Capacity Development
Lead team (government and UNDP /Jakarta) to carry out the terminal evaluation of a major project dealing with institution building of the National Planning Agency. Focused on information technology, methodologies, training and organizational development for information technology management.

□ Kazakhstan - Governance and Public Administration Reform (Programme Formulation)
Engaged to develop a programme/project for the first phase of a governance and public administration reform programme. Focus was at the Presidential Administration, higher level management and co-ordination roles across government bodies, pilot administrative reform at the central and local levels, and donor co-ordination.

□ Kyrgyzstan - Governance and Public Administration Reform - Workshop Facilitation
Engaged to facilitate a government workshop on strategic management and capacity development; provided strategic and business planning, management advice to the Academy of Management; and advice to the Prime Minister on aspects of governance and public administration reforms.

□ Lao PDR - Evaluation of the Public Administration Reform Programme
Engaged to lead a team in the evaluation the UNDP/MDGD supported PAR project. Assessed project at national and provincial levels. Emphasis given to concept development and design for an extended project focusing at strategic levels, local government implementation and institutional strengthening. Subsequently engaged to develop a concept and implementation strategy for a comprehensive governance and public administration reform programme. Required consultation with key government and donor stakeholders.

□ Malaysia Ministry of Health - Strategic Health Information Plan
Developed the long range systems development strategies and corresponding plan for the Ministry of Health national operations. Plan included the major operational areas of Health Programs, Inventory and Stores, and Financial Administration. Managed an international team of consultants from three separate companies to establish the feasibility of developing a national network of systems in support of the Health Ministry's supply inventory, distribution, financial & program management functions.

□ Mongolia - Public Administration Reform / Central Government Functions

Engaged to lead a team to support the government of Mongolia in the re-structuring and business re-engineering of the central management functions and co-coordinating agencies (Ministry of Finance, Cabinet Secretariat, and National Development Board). Primary attention given to functions of the Cabinet Secretariat. Produced business plan, business model and implementation plan focusing on cabinet decision support, civil service administration, ICT management, management and central government services. Also provided training to local staff.

□ Nepal - Public Administration / National Computer Centre - Policy and Planning

Through UNDP, engaged to develop an ICT policy framework for the government of Nepal. Subsequently engaged to develop a five-year business plan for the National Computer Centre. This involved working in both Kathmandu and Canada. The objective of the plan was to clearly define the control and service mandates of the NCC, to identify the services and products offered by the NCC, and to develop an appropriate plan of action.

□ Thailand/Canadian Technical Co-operation

On two separate occasions, engaged by CIDA to design, program and manage an Information Exchange program between the Bureau of the Budget/National Computer Committee of Thailand, and Canadian Counterparts at both the Federal and Provincial levels. Focus was in information and telecommunications technologies.

□ Viet Nam - Governance, Public Administration Reform and Decentralization

Engaged on two missions to lead the review and evaluation of UNDP funded projects in support of the Public Administration Reform (a national public administration reform program, and a decentralization pilot project in Ho Chi Minh City). Emphasis was given to capacity building, implementation planning, project execution, donor co-ordination, and institutional reforms supporting market economy. Subsequently engaged to lead a team in the design for a new public administration reform programme.

□ UNDP - Capacity Development - Development of Policy and Technical Guidelines

Engaged by UNDP to support the development of a policy document and technical guidelines document (both published) for capacity development and change management in a strategic management context, to support the programme approach and other types of TA initiatives.

□ Africa - Information & Communications Technologies & Development (Scan-ICT) IDRC & ECA

Scan-ICT is a comprehensive and long term initiative addressing the collection, maintenance and provision of information that is needed to support the implementation and utilization of information and communication technologies (ICTs) in Africa. Mr. Flaman was engaged by the International Development Research Center (IDRC) to support the development of a plan and strategy for the Africa Scan-ICT initiative. The co-sponsor of the initiative is the UN Economic Commission for Africa. Work was carried out in Canada, with trips to South Africa and Senegal.

□ Asian Development Bank - Evaluation of Country Governance Assessment Policy and Practices

Mr. Flaman was engaged to participate in a team to carry out a review of the Asian Development Bank's (ADB) process, methodology and effectiveness of its Country Governance Assessment (CGA) policy. The Review was also carried out in the context of looking at the recent major re-organization of the ADB and the introduction of new business processes to see where both organizational and business process improvements might be made. Work involved missions to the **Philippines, Bangladesh** and **Cambodia**, and a comparative analysis of governance policies at the **World Bank**, the **IADB**, **DFID** and other donors.

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