

SUSTAINABILITY OF THE REGIONAL NETWORK AND THE ASSOCIATION

Colombo, November 16 and 17, 2010



Institute for
Development Strategy

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TODAY'S OBJECTIVE

Establish a realistic understanding of where the regional network and GDLN AP stand today

Think together about *what* regional services to deliver in *what* way in the future

SUSTAINABILITY OF GDLN AP: AGENDA

<i>Time</i>	<i>Session</i>	<i>Objective</i>
Today, 9:00 – 9:10	Overview	Understand today's reality
Today, 9:10 – 9:40	Looking back: original expectations and assumptions	
Today, 9:40 – 10:00	Today's reality: What have we learned?	
Today, 10:00 – 11:00	Today's reality: lessons learned from other regions	
Today, 11:15 – 12:00	Today's reality: what can we expect from GDLN Global?	
Today, 1:30 – 1:45	Key takeaways of the morning	
Today, 1:45 – 2:30	Survey results: What regional services are most valuable to us?	Think about and analyze future options
Today, 2:45 – 5:00	What is the bandwidth of available options for GDLN AP?	
Tomorrow, 9:00 – 10:30	Report back from breakout groups and discussions	
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LOOKING BACK AND TODAY'S REALITY

Presentations by Maree and Ivia:

- Looking back: original expectations and assumptions
- Today's reality: What have we learned

Group discussion

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LESSONS LEARNT FROM OTHER REGIONS

Suggested questions:

- What was the principal motivation to create a regional association?
- How was your regional association set up in terms of legal status, office, funding, etc. Why was it set up in this way?
- What are the principal functions of your regional association?
- How are the main functions carried out? By whom?
- What are the principal lessons learnt (positive AND negative) you would like to share?

LOOKING BACK AND TODAY'S REALITY

Presentations by Bernardo and Mor:

- Lessons learnt from the GDLN America Foundation
- Lessons learnt from the African Association of Distance Learning Centers

Q&A and group discussion

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WHAT CAN WE EXPECT FROM GDLN GLOBAL?

Not discussed
(was covered the day
before)

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KEY TAKEAWAYS OF THE MORNING

- ...

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SUSTAINABILITY OF THE REGIONAL NETWORK AND THE ASSOCIATION

Survey Results

Colombo, November 16, 2010



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SURVEY COVERAGE: 14 DLCS IN EAP AND SA

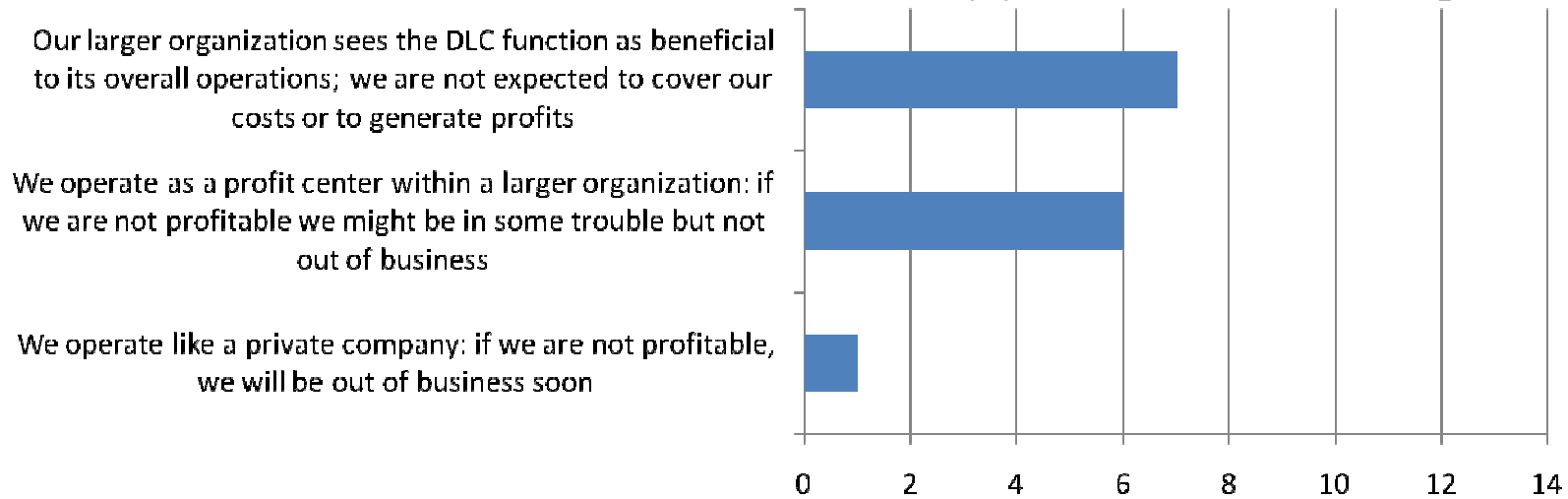
Boldface = full answer received

Afghanistan	Abidi Nesar	Afghanistan DLC
Australia	Maree Tait	Australia DLC
Bangladesh	Fahima Khanam	Bangladesh DLC
China	Philip Karp	Beijing DLC
	Melody Wang	Shanghai DLC
	Xuezhen Sun	CDDLN In-Country Network, China
	Xiaoling Liu	China Development Bank In-Country Network, China
	Tianxiang Zhang	
	Zhang Xiangming	CEI DLC (?)
	Jia Zhao	International Poverty Reduction Center DLC, China
India	Vinod Bhargava	India DLC
Indonesia	Gatot F. Hertono	Jakarta, Indonesia DLC
	Nizam	In-Country Network, Indonesia
	Contact Person at DLC Pekanbaru	Riau DLC, Indonesia
	Anthony Tang	
	Linawati	Denpasar DLC, Indonesia
	Iqbal Djawad	Makassar DLC, Indonesia
Japan	Ryu Fukui	Japan DLC
	Lucy King	
Mongolia	Sunjidmaa Jamba	Mongolia DLC
Nepal	Rajib Upadhaya	Nepal DLC
Pakistan	Muhammad Noman Saeed	Pakistan DLC
PNG	Dodi Doiwa	PNG DLC
Philippines	Prof. Juan Miguel	Philippines DLC
S. Korea	Ho-Jung Ha	South Korea DLC
Sri Lanka	Nishantha Kamaladasa	Sri Lanka DLC
	Shalika Subasinghe	
Thailand	Pimrumpai Premssmit	Thailand DLC
Timor Leste	Vicente Soares	Timor Leste DLC
Vietnam	Linh Nguyen	Hanoi DLC, Vietnam
	Truong Van Dong (Mr. Dzong)	Ho Chi Minh City DLC, Vietnam
	Nguyen Tuan Hoa	

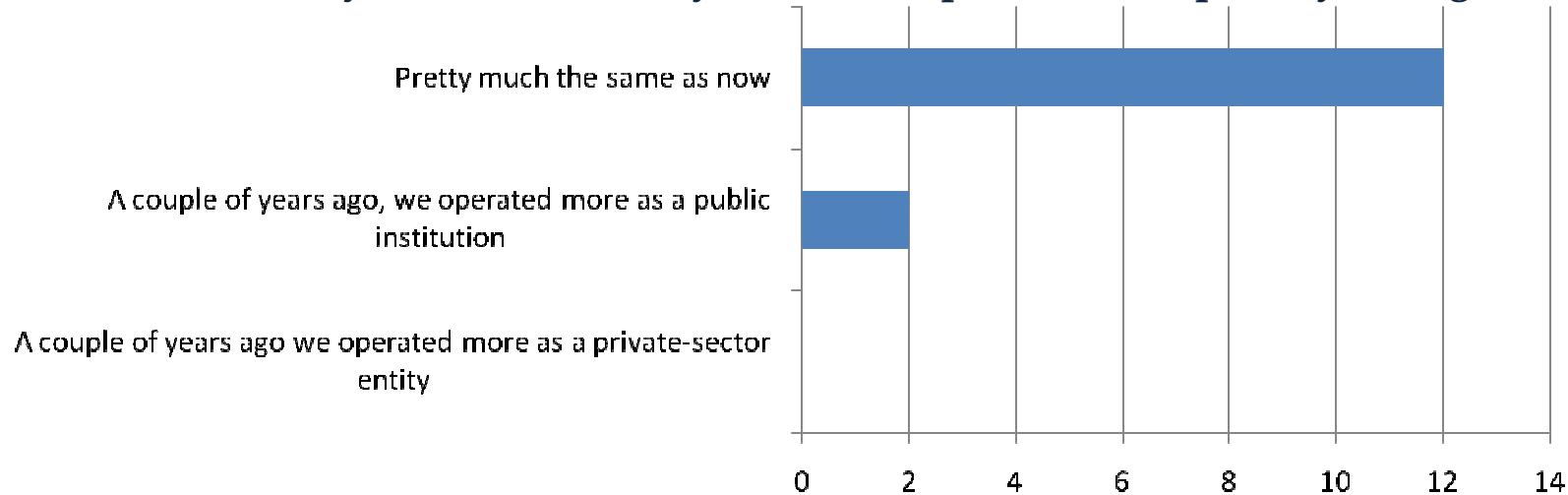
SURVEY RESULTS: HOW DO YOU OPERATE YOUR CENTER?

(14 RESPONSES)

Which of these three statements is closer to the way your DLC or affiliate operates?



How would you describe how your center operated a couple of years ago?



SURVEY RESULTS: GENERAL VIEW ON IN KIND VERSUS CASH CONTRIBUTIONS

(14 RESPONSES)

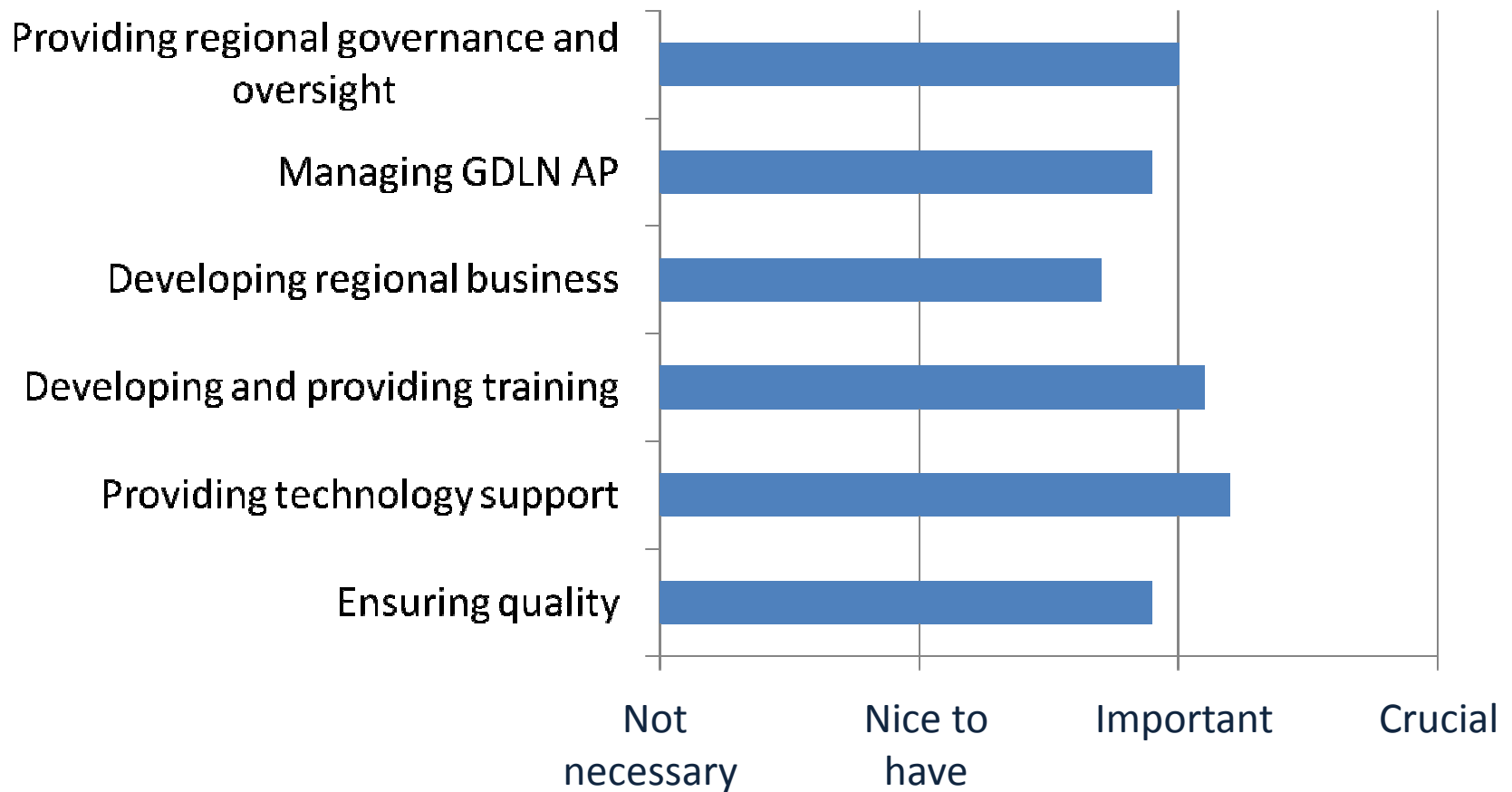
Type of contribution	Size of total contribution	Largest contributions suggested by ...
In kind: Borrowing staff time (person remains in home organization)	> 2 FTE senior staff > 2 FTE junior staff (FTE = Full Time Equivalent)	<ul style="list-style-type: none"> Higher Education Commission, Pakistan (365 days) BRAC University, Bangladesh (280 days) Vietnam Development Information Center (60 days)
Alternative in kind: Seconding staff (person works away from home organization)	> 1 FTE (junior or senior)	<ul style="list-style-type: none"> BRAC University, Bangladesh (280 days) Shanghai Distance Learning Center (3 months) Vietnam Development Information Center (60 days)
Cash: Annual fee	2,000 USD (sum of all responses)	<ul style="list-style-type: none"> Vietnam Development Information Center (1,000 USD) BRAC University, Bangladesh (500 USD) Beijing International Distance Learning Center, China (500 USD)

IMPORTANCE OF REGIONAL FUNCTIONS

(14 RESPONSES)

How important are the following functions?

(Simple averages over responses)



REGIONAL GOVERNANCE AND OVERSIGHT

(14 RESPONSES)

A key function is that of providing regional governance and oversight. Such governance services are usually provided by a governance body (e.g. the governing committee).

How would you suggest that the following costs related to such a committee are covered?

Cost categories	Cost recovery options		
	Contributed by governing committee members / their organizations	Cost-sharing among DLCs and affiliates	Contributed by the convening center
Time	93%	7%	0%
Travel cost	64%	21%	14%
Logistical costs	57%	29%	14%
Administrative support	64%	14%	21%
Connectivity cost	71%	29%	0%

MANAGING GDLN AP (13 RESPONSES)

Cost Recovery Options	Assessment			
	Very effective but cannot be funded	Good balance between effectiveness and realistic funding	Can be easily funded but will not be effective	Should not be addressed by GDLN AP
GRANT. An executive director is hired externally and costs are paid for by a donor grant	15%	62%	8%	15%
COST SHARING. An executive director is hired externally and costs are shared among all DLCs and affiliates	54%	15%	8%	23%
SECONDMENT. An executive director is chosen among DLC and affiliate staff in rotation and is seconded by its home center for some time (e.g. one year). Travel costs are shared among DLCs and affiliates	31%	46%	15%	8%
COMMITTEE APPROACH. The function "managing GDLN AP" is not delivered by a single person but by a decentralized task team similar to the governing committee (DLCs and affiliates would donate considerable staff time for participation in that group and share travel costs	8%	77%	8%	8%

DEVELOPING BUSINESS (11-13 RESPONSES)

Cost Recovery Options	Assessment			
	Very effective but cannot be funded	Good balance between effectiveness and realistic funding	Can be easily funded but will not be effective	Should not be addressed by GDLN AP
GRANT. A business development manager is hired externally and costs are paid for by a donor grant	8%	83%	8%	0%
COST SHARING. A business development manager is hired externally and costs are shared among all DLCs and affiliates	73%	9%	9%	9%
SECONDMENT. A business development manager is chosen among DLC and affiliate staff in rotation and is seconded by its home center for some time (e.g. one year). Travel costs are shared among DLCs and affiliates	33%	42%	25%	0%
COMMITTEE APPROACH. The function "developing regional business" is not delivered by a single person but by a decentralized task team similar to the governing committee (DLCs and affiliates would donate considerable staff time for participation in that group and share travel costs)	8%	77%	15%	0%

DEVELOPING AND CONDUCTING TRAINING (10-13 RESPONSES)

Cost Recovery Options	Assessment			
	Very effective but cannot be funded	Good balance between effectiveness and realistic funding	Can be easily funded but will not be effective	Should not be addressed by GDLN AP
GRANT. A capacity development manager is hired externally and costs are paid for by a donor grant	8%	75%	8%	8%
COST SHARING. A capacity development manager is hired externally and costs are shared among all DLCs and affiliates	75%	8%	8%	8%
SECONDMENT. A capacity development manager is chosen among DLC and affiliate staff in rotation and is seconded by its home center for some time (e.g. one year). Travel costs are shared among DLCs and affiliates	30%	40%	30%	0%
COMMITTEE APPROACH. The function "developing and providing training" is not delivered by a single person but by a decentralized task team similar to the governing committee (DLCs and affiliates would donate considerable staff time for participation in that group and share travel costs)	8%	77%	8%	8%
EVENT COSTS SHARING. Costs for capacity building events are carried by participants	15%	85%	0%	0%

PROVIDING TECHNOLOGY SUPPORT (11-12 RESPONSES)

Cost Recovery Options	Assessment			
	Very effective but cannot be funded	Good balance between effectiveness and realistic funding	Can be easily funded but will not be effective	Should not be addressed by GDLN AP
GRANT. A technology manager is hired externally and costs are paid for by a donor grant	9%	73%	9%	9%
COST SHARING. A technology manager is hired externally and costs are shared among all DLCs and affiliates	55%	18%	9%	18%
SECONDMENT. A technology manager is chosen among DLC and affiliate staff in rotation and is seconded by its home center for some time (e.g. one year). Travel costs are shared among DLCs and affiliates	25%	50%	17%	8%
COMMITTEE APPROACH. The function "providing technology support" is not delivered by a single person but by a decentralized task team similar to the governing committee (DLCs and affiliates would donate considerable staff time for participation in that group and share travel costs)	17%	67%	0%	17%

ENSURING QUALITY (12-13 RESPONSES)

Cost Recovery Options	Assessment			
	Very effective but cannot be funded	Good balance between effectiveness and realistic funding	Can be easily funded but will not be effective	Should not be addressed by GDLN AP
GRANT. A quality manager is hired externally and costs are paid for by a donor grant	0%	58%	8%	33%
COST SHARING. A quality manager is hired externally and costs are shared among all DLCs and affiliates	42%	8%	8%	42%
SECONDMENT. A quality manager is chosen among DLC and affiliate staff in rotation and is seconded by its home center for some time (e.g. one year). Travel costs are shared among DLCs and affiliates	25%	33%	17%	25%
COMMITTEE APPROACH. The function "ensuring quality" is not delivered by a single person but by a decentralized task team similar to the governing committee (DLCs and affiliates would donate considerable staff time for participation in that group and share travel costs)	8%	85%	0%	8%

ADDITIONAL REMARKS

- It is essential to have a long term business plan in order to rationalize any spending by the individual centers to the AP
- Let's discuss more in Colombo since the option is not giving "space" to decide accordingly.
- The Governing Committee (GC) should to focus some doing:
 1. Orienting and setting up the strategy development in long term of the GDLN AP system for the next 10 years at least. In this strategy needs to compile the characteristics of Asian – Pacific region – one of most dynamic regions in the world.
 2. Based on this strategy, needing to develop master plan of GDLN AP activities. The annual plan of the region will be contributed by the DLCs of the region.
 3. Needs to own policy which covers all concerned aspects: relation with the WB and other donors, funding for regional activities, technology support, training, human resource, coordinating DLCs in the region,...
 4. Needs to develop as on-line knowledge sharing network at the region by offering open access for public to it's databases.
- Once again, given the number of DLCs in AP, we should not create too many governing bodies rather stay with one governing committee and forming "informal" task team to help with other functions such as "business development", "training", "technology"

BACKUP

SURVEY RESULTS: BACKUP

	<i>Maximum time of a SENIOR PROFESSIONAL? In days per year</i>	<i>Maximum time of an ASSISTANT OR JUNIOR PROFESSIONAL? In days per year</i>	<i>MAXIMUM PERIOD FOR ONE-TIME SECONDMENT? In days per year</i>	<i>MAXIMUM FEE? In US Dollars per year</i>
MC of CDDLN	30	60		
Higher Education Commission-Pakistan	365	365	0	
Sri Lanka	Depends	Depends	Depends	Depends
Tokyo Development Learning Center	30 days	30 days	20 days	
Jakarta DLC, GDLN University of Indonesia			0	0
Shanghai Distance Learning Center	10	20	3 months	0
Australia - Crawford School, Australian National University	60 days, conditional on current staffing arrangements	10	Senior, conditional on current staffing arrangements	NIL
CU-GDLN, Thailand	20	20	Zero	None
Dili Distance Learning Center, Timor-Leste	None	None	None	Depends
Hochiminh City DLC, Vietnam	No Senior at HDLC	No appropriated Person	No appropriated Person	Zero
India TERI DLC	15-20 days	0	0	0
Vietnam Development Information Center	60	30	60	1000
BRAC University GDLN Center, Dhaka, Bangladesh	280 days	280 days	280 days	\$ 500 & Human force/technical force will be given
Beijing International Distance Learning Center	5	20	no	500

SURVEY RESULTS: BACKUP

Other suggestions for contributions for providing support:

- Technical services provision, training (DLC program & technical), Website hosting/maintenance, OTJ training - e.g. VC business orientation (helping newcomers understand the flow of VC business).
- Assisting with communications outreach etc.
- Contribute a percentage of reach agreed regional programs created by the Lead DLC as institutional fee
- Able to participate in a management contract for supervising and servicing (finances etc) for GDLNAP We would rather support in kind not in cash e.g. hosting the headquarters.
- The 10% of Regional program income will be the best to support GDLN AP
- Participating; Program Proposal; Event hosting;

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GROUP WORK

1. Plenary:

- a. Invent 4 funding scenarios for the regional network, e.g. (for discussion):
 - i. Staff time is donated (e.g. X FTE distributed over Y DLCs)
 - ii. Staff is seconded to Chulalongkorn University-Thailand (e.g. X FTE that stay on average Y months)
 - iii. Combination of limited grant funding (e.g. X thousand USD per year) and scenario a above
 - iv. Combination of limited grant funding (e.g. X thousand USD per year) and scenario b above

In all scenarios, there would also be a governing committee in its present form.

- a. Form 4 breakout groups around the following resource persons from the GDLN AP governing committee: Maree (Scenario 1), Nishanta (2), Phil (3), Sunji (4)

2. Group work:

- a. Choose one rapporteur per group
- b. Work in these groups until 5pm (or until tomorrow morning ☺)
- c. Tomorrow morning, the rapporteurs will present your group's results as a short Powerpoint presentation

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SUGGESTIONS FOR DISCUSSION

- **Require an annual contribution from members:**
 - **Either cash (amount suggested by governing committee) or in-kind staff time contribution**
 - **Adapt the charter and communicate to reflect this**
- **The Governing Committee will manage this process, i.e. the organizing the work of distributed contributors**