

Tokyo Development Learning Center

**Business Plan
and
Work Program
FY 2004/05**

April 1, 2004

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1 Concept and Strategy

1.1 Overview of the EAP GDLN

Thirteen DLCs are currently active in the Region and a further 15 are planned for FY05:

- Existing DLCs: Australia; Korea; Singapore; Thailand; Philippines; China (4); Vietnam; Timor Leste; Mongolia; and Papua New Guinea.
- Planned DLCs: Indonesia (4); China (8); Cambodia; Vietnam; and Laos.

The commencement of the Tokyo Development Learning Center (TDLC) Project coincides with the region's network expansion and provides an excellent opportunity to assist existing, and new, DLCs become sustainable and to enhance the network's development effectiveness.

Utilization and content

The EAP GDLN network can be characterized as having:

- A relatively low utilization (13.9% vs. a GDLN average of 15.9%)
- Countries with a diverse range of income levels - three DLCs will be located in high-income, 18 in low- middle incomes and 10 in low income countries.
- Countries with totally different topographies, cultures, population size and languages.

The TDLC project will include specific initiatives to increase sustainability and accessibility by addressing these issues.

Sustainability

The region's DLC have are widely different in term of management systems, length of operation and donor support base.

- DLCs will be classified into different groups according to these criteria and specific sustainability strategies developed for each.

Regional coordination

The DLCs of the EAP region and various regional organizations and donor agencies are organized as an Association (EAPA) which provides a forum for member DLCs through twice yearly conferences.

- At the 2003 Singapore meeting DLCs proposed the creation of three committees to manage marketing, technology and quality issues.
 - The TDLC was asked to assist these committees.
- The committees could, with proper nurturing, become the basis of a highly participative, regional support structure for the GDLN.

Japanese and regional partners

One of the most significant strengths of the TDLC is the strong interest that has been demonstrated by prospective Japanese partner institutions.

- The TDLC project recognizes that the development experience and work processes of Japanese institutions are different from those in other regions
 - This will be borne in mind when applying the best practices that have been developed elsewhere.
- Assisting Japanese partners to adapt to the needs of the GDLN and the development community are important tasks for the TDLC.

1.2 EAP GDLN Vision

The business plan is based on a new vision for the GDLN in the EAP Region:

“By the conclusion of TDLC project the EAP GDLN will be a dynamic, sustainable network: delivering a service that is widely acknowledged as increasing development impact by integrating knowledge sharing into the full range of development activities in the region, characterized by strong productive partnerships with local, regional and international organizations that have a commitment to the distance learning paradigm and the skills and capacity to support it, generating a steady stream of high value GDLN content, DLCs recognized in their host countries as important national resources, with substantial skills and capacity in the distance learning paradigm, providing a channel for interaction with global sources of expertise, and a well-established, sustainable, regional co-ordination structure with efficient processes for content development, quality assurance, evaluation and management, recognized as a leader in distance learning”

1.3 Lines of business

The EAP GDLN will concentrate on four business lines:

Operations of development agencies.

- Training of operational staff of the Bank and other donor agencies and their client PMUs, dialogs associated with CAS, PRSP, ESW, AAA and other research.
- The capacity building components as part of or linked to lending and other development projects of the Bank and other donor agencies to enhance the quality of their operations, as a vehicle to support the process of discussion, preparation, appraisal, implementation, dissemination and evaluation.

Communications.

- The GDLN will be promoted as a channel for conferences and formal events, and for use in crisis management such the recent SARS and Avian Flu epidemics when travel is not an option.
- The convening power of the Bank at a central and country level combined with the reach of the GDLN across the world are the key competitive strengths.

Networks and Communities of practice.

- The GDLN will be used to conduct policy dialogs, to disseminate findings and best practices among peer groups.
 - This presents an effective and novel way of building capacity before or during development projects.
- The Bank has many ongoing initiatives that support communities of practice the GDLN has an opportunity to work with these initiatives to develop business and build a unique set of specialized skills and methodologies.

Structured courses and training programs.

- The GDLN will deliver new or strengthen existing courses through the GDLN.
- Institutions such as government development agencies, universities and professional organizations are the target content suppliers:
 - who will benefit from greatly increased reach and penetration of markets that would otherwise be inaccessible due to costs, staff availability and time constraints.

1.4 The TDLC Strategy

Develop business quickly

- Partnership and program opportunities that have the potential to provide a model for long-term sustainability will be pursued immediately.
- The opportunities presented by the operations of the Bank itself will be a priority.
- DLCs will be invited to participate wherever possible in all activities that would help them build skills, relationships and, through the activities themselves, GDLN business.

Engage Japanese and regional partners early to maintain interest and build momentum

- An early focus will be on initiatives that engage those Japanese agencies that have shown a keen interest in the GDLN.
- The TDLC will set-up mechanisms that will provide support to project partners on a continuing basis – but which reduces over a one year time frame.
 - This approach calls for increasing commitment at each stage of the process, characterized by matching inputs and enhancements to organizational goals and structures to support the build up of distance learning capacity.
- Project resources will be applied to help develop and run demonstration events and pilot programs
 - This will provide technical inputs that will help build the capacity of partners to develop programs independently in the future.

Lay the foundations for long term success

- The current best practices of the GDLN in terms of sustainable products, effective pedagogy, productive partnerships and business processes, suitably adapted to Japan and the region, will be the foundation for improvements to the EAP GDLN.
 - A set of tested strategic guidelines and business models will be promoted within the region.
- The development of organizational structures and business processes to support the selected products and services, at regional and DLC level, will be addressed through separate initiatives.
 - The current motivation among DLCs for regional coordination mechanisms will be strongly supported as the basis for such initiatives.
 - A set of communication and management processes that link the DLCs with Tokyo will be adopted.
- The TDLC will invest in developing best practices and provide Technical Assistance for DLCs wishing to adopt them.
 - Commencing with assistance to develop and implement their own business plans and an integrated business plan for the region.
- DLCs will be provided assistance to develop and implement initiatives that will help them participate more actively within their national development community and substantially raise their credibility and profile within those communities. The Bank's country offices will be key enablers of such activities.

Establish mechanisms to ensure continuing development

- The TDLC will be a flagship within the GDLN for its technology, skills, innovative product lines and above all, for collaborative business processes that integrate DLCs and content partners effectively.
 - It will strive to substantially improve the effectiveness of the GDLN by exploring new ideas in collaboration with partners and DLCs. These will be tested through a

systematic piloting process and, based on the outcome, implemented throughout the regional GDLN.

- This process will ensure that improvements will be realized by the end of the project and that a processes for continuous improvement thereafter, will be in place.

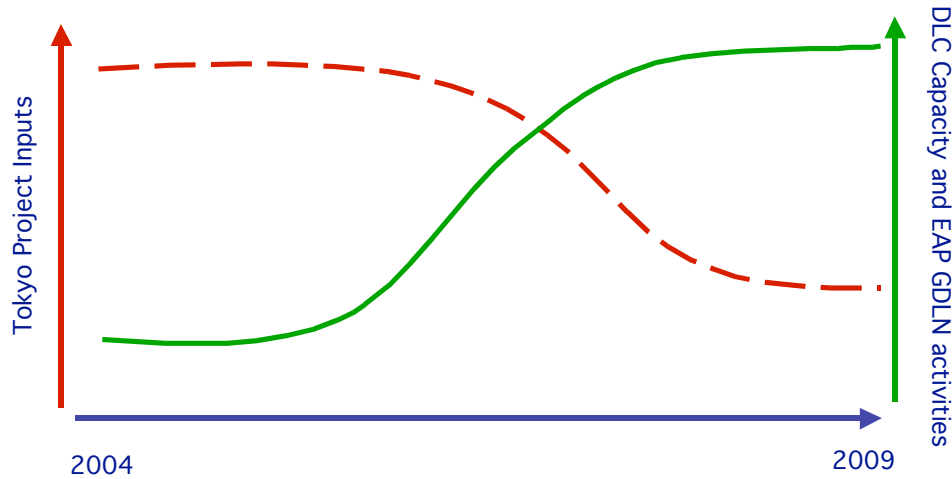


Figure (1-1) Visualization of project resource utilization and EAP GDLN development

- The Tokyo Project Inputs represented on the left hand vertical axis and indicated by the red graph (--) are expected to be high in the first few years of the project's 5-year lifetime, reflecting the intensity of effort required to make progress on several fronts concurrently.
- GDLN activities and the capacity of DLCs cannot be expected to grow quickly and will remain relatively low in the same period as indicated by the green graph (–) and the right hand axis.
- However, there should be rapid and accelerating growth in GDLN activities and DLC capacity from the end of the second year onwards based on the results of project activities.
- As capacity utilization grows DLCs will begin to focus on refining their business models and attaining sustainability.
 - Disparities between DLCs due to differences in local environment and other such factors are expected.
 - The fourth and fifth years will focus on consolidation rather than further rapid growth. This period will also see a fairly rapid decline in project inputs which will stabilize at a modest level by the beginning of the fifth year, essentially defining the characteristics and resource needs of the Successor to the Tokyo Project.
- Ideally, the required funding will be such that the Successor could be sustained by contributions from the DLCs, funded by their business.
 - It is likely that however, that modest inputs from the key stakeholders – including the Bank and/or other donors may be needed to compensate for the non-commercial nature of the GDLN and the many low-income countries that are part of the network.

2 Implementation

2.1 First year work program

(1) Content and Partnerships

Developing an adequate supply of high-value content is one of the top priorities of the Tokyo Project. The approach will be to identify prospective partners whose core business involves significant knowledge-sharing and will include three types of activities:

- Promotional events that demonstrate the value of the GDLN.
- Initiatives that reduce the initial investment (and corresponding risk) that a partner may need to make in order to make the transition to doing business over the GDLN. This may include the professional services required for program design as well as pilot events to test potentially sustainable product ideas.
- Tasks that assist partners to build capacity in distance learning methods so that they may produce such programs independently in the future.

A fair and effective mechanism for selecting potential partners and ensuring that project activities actually result in enhancement of their capacity rather than just temporary effects are important concerns. Some broad principles for engaging partners are identified at this stage, to be refined with growing experience.

- Promotional efforts will create widespread awareness of the opportunities as well as the main characteristics required of prospective partners.
- Desirable characteristics include:
 - Knowledge sharing focus possibly combined with a development orientation
 - Experience
 - Potential for long term GDLN content and a sustainable business model
 - Demand for services on offer in the EAP region
- The TDLC will support demonstration events and pilots to offset the initial investment risk of partners that lack facilities but have expertise and resources of value to the GDLN.
 - Matching inputs of expertise or other resources will be required.
- Capacity building efforts of the TDLC will depend on evidence of organizational commitment to developing internal capacity, such as appropriate organization structures, allocation of staff and inclusion of knowledge sharing initiatives in partners' business plans.

The work plan under this function comprises two sections:

- “Building the Business” – includes promotional activities that seek to create and demonstrate a GDLN value proposition for each of the business lines, for specific categories of client.
- “Specific Client Initiatives” – target prospective clients that have already expressed some degree of interest, with a view to long term partnership.

The work plan addresses the needs of six regional and international agencies and twenty Japanese institutions that have already indicated considerable interest. Approximately 44% of the first year budget is allocated to this function.

(2) EAP DLC Support

Ensuring that DLCs in the EAP Region are active and financially stable is critical to the overall success of the Regional GDLN. The TDLC Project will support DLCs by helping them to:

- Build distance learning capacity, overall management capacity and business processes that support a coordinated regional approach, based closely on the requirements of the proposed business model.

- Raise the national profile of DLCs, to help them integrate with the development community and strengthen ties with professional and academic communities.
- Implement targeted promotional or product development efforts proposed by themselves, that fall within the strategic framework of the project.
- The strong focus of the Tokyo project on developing new partnerships and in assisting the DLCs to raise their profile within their country is expected to generate substantial new business opportunities for them.
- The specific client activities and capacity building activities that are undertaken by the project will extensively use the GDLN and are expected to generate an estimated \$500,000 worth of additional GDLN business (resulting from Tokyo Project generated GDLN sessions) for Regional DLCs in the first operational year.
- Key tasks include workshops on the Tokyo Project business plan, assistance with the development of DLC business plans, and assistance to implement them.
- The EAP DLC Support function is expected to consume 21% of the first year budget.

(3) Program production and delivery

- The Tokyo DLC will provide a full range of production and delivery services aimed at producing programs of the highest quality, based on the latest developments in knowledge-sharing approaches and technologies, to clients and partners located both in Japan and in other parts of the EAP Region.
- The main functions will include:
 - professional services related to the design and production of GDLN events;
 - managing the Tokyo DLC facilities, including maintenance of equipment and running the studios on a day-to-day basis;
 - helping to schedule, organize and run events in the Tokyo DLC; and
 - 10% of the first year budget is allocated to this function.

(4) New product development

- Since the viability of a business model depends on external factors such as the economic environment, technology and the presence or otherwise of competitors and alternative products, it must be continually reviewed and developed.
- The TDLC project will be expected to elevate the GDLN to a new level of effectiveness and sustainability.
 - This function will develop, test and implement new products and services and the associated business models, management processes and business processes.
 - It will keep abreast of advances in technology to develop improvements and new applications. The first year budget, (5% of the total), includes the estimated cost of the technology initiatives that are planned.

(5) Management

- This function will cover:
 - project implementation
 - management of the Tokyo DLC and the associated facilities and operations, and
 - coordination of the EAP GDLN operations.
- Peak work loads associated with major events (such as the official launch), will at times be supplied by consultants and more often by using Bank staff.
- Professional project staff will all assume leadership roles in developing content, providing support to DLCs and in developing partnerships, thereby reducing the need for consultants.
- The funds allocated to Management amount to 20% of the total first year budget.

- The World Bank Tokyo based Vice President and Special Representative to Japan has shown an enthusiastic commitment toward the goals of the Tokyo project by taking advantage of EXTTK's past experiences with the GDLN, its consistency building efforts, and the new Public Information Center (PIC Tokyo). The Tokyo Project and the EXTTK will be working closely together to ensure smooth on-going coordination..

2.2 Utilization of funds

The Tokyo project will support the work of a range of partners within Japan and the region in developing and delivering GDLN content. It is clear that distance learning methods are not yet familiar to most potential project partners and they will have differing technical and financial resources. The goal of the Tokyo project is to build capacities within partners to exploit the GDLN in an autonomous and efficient manner.

- For this reason whilst all partnership agreements should adhere to guidelines, some flexibility is needed to take account of the differing skill sets and financial resources.

The Tokyo project is undertaking extensive marketing and is inviting interested institutions to approach the project. The criteria used in selecting project partners are:

- Technical resources relevant to the capacity building needs of developing countries
- Demonstrated commitment to international development and poverty reduction.
- Willingness to make a significant contribution (either financial and/or in kind) to develop and deliver GDLN content.
- Ability to fully fund their participation in the GDLN within 18 months.

Once partners have been identified the details of the partnership arrangements will be determined. In every case the partnership will require a contribution from the partner based on an understanding that over time they will assume the full cost of GDLN content preparation and delivery, and become long term users of the GDLN.

- Depending on the partnership agreement the project may assist the partner with technical assistance, training and in meeting GDLN broadcast costs.

Organizational Structure

- The requirements of the proposed business functions and the complex characteristics of the project environment require overlap between areas of responsibility.
- The positions within the organization structure will denote specialization rather than a specific business function. Each task in the work plan will be assigned to a Task Team Leader, who may be drawn in principle from any position in the team, from the Bank, or from an external source (Contractors). The lines of reporting will depend on the particular task and multiple lines of reporting will be common.
- Working within this flexible structure is acknowledged to be one of the major challenges of the project.

2.3 Risks and Challenges

(1) Delay in mobilization.

- Inability to produce results early will result in DLCs and partners losing interest and the project losing credibility. The work program is therefore ambitious and relies on mobilizing staff in time mainly by obtaining the services of Bank staff at key points to cover peaks in workload.

(2) Content development.

- Experience has proved that developing an adequate supply of high quality content is a serious challenge.

- Clear focus on best practices and innovations will be required and prospective partners and program opportunities will need to be selected strategically.

(3) Participation of DLCs.

- At the conclusion of the TDLC project the EAP DLCs will need to be sufficiently strong and coordinated to sustain the EAP GDLN, for the most part, by themselves. If the project fails to obtain their buy in and participation it will be almost impossible to implement this business plan. The resources, motivation and skills of DLCs are vital ingredients that must be harnessed by the project and failure to do so poses a big risk to its success.

(4) Management structures.

- The project requires flexible management structures and complex interactions with Bank HQ, the Tokyo Office, the GoJ and other Japanese agencies, and the DLCs. Lack of coordination among these complex reporting structures and relationships could lead to harmful loss of effectiveness.

2.4 Monitoring

The performance monitoring and reporting framework includes three categories.

(1) Data.

- A data base will be maintained on the quantity of outputs. It will include
 - detailed information on the numbers of Japanese and regional institutions from that have been approached; the results of those approaches and the characteristics of partnerships that resulted.
 - utilization rate of the TDLC and participant data
 - Data on the capacity building component.

(2) Quality assessment.

- DLCs will survey participants using the WBI Level 1 Evaluation, which assesses participants initial reactions to a course.
- DLC staff will be surveyed on their reaction to Capacity building programs.
- Feedback from institutions will be sought on the way they view the partnership arrangements with the Project.
- The external evaluation team will visit partner institutions and a range of DLCs as part of their assessment of project impact.

(3) Overall assessment

The Senior Management Committee will make an overall assessment of project performance based on objective and subjective data collected by the Project and the external evaluation and taking account of the advice provided by the Project Director and PAB.

Category of Monitoring	Issues reported	Sources of Data	Report Preparation	Frequency
Data	Numbers of: <ul style="list-style-type: none"> - GDLN sessions - Participants - partner institutions - partner delivered programs - capacity building programs 	Project MIS	Project	Quarterly
Performance Quality Assessment	Quality of: <ul style="list-style-type: none"> - GDLN content - GDLN presenters - technical broadcast - capacity building programs - project training programs 	Level 1 surveys of: <ul style="list-style-type: none"> - GDLN participants - Partner institutions - DLC managers 	- project MIS data <ul style="list-style-type: none"> - independent evaluation Considered by PAB	6 Monthly
Overall Evaluation	Project overall performance	Synopsis of: <ul style="list-style-type: none"> - project MIS - surveys - external Evaluation - PAB reports 	Project MIS data <ul style="list-style-type: none"> - independent evaluation - PAB reports Input from PAB Considered by SMC	Annual

Table (2-5) Performance Monitoring Framework

3 Work Program

The work program is organized under each of the five business functions:

- ♣ Content and Partnerships
- ♣ EAP DLC Support
- ♣ Program Production and Delivery
- ♣ New Product Development, and
- ♣ Management

The rationale and focus of each functions is presented individually in subsections 3.1 to 3.5. The detailed first year work plan under each function is tabulated as a set of tasks, with brief descriptions of the objectives, activities, deliverables, resource estimates and timing of each task. Where known, task managers have also been designated. The financial plan in Section 4 is derived directly from these estimates.

3.1 Content and partnerships

Developing an adequate supply of high-value content is one of the top priorities of the Tokyo Project. However, the project will not try to produce content by itself, nor to purchase it. Both approaches have proven infeasible in the past experience of the GDLN. Instead, the approach must be to identify prospective partners whose core business involves significant knowledge-sharing or development activity that could benefit from the use of the GDLN and likewise, where the GDLN could benefit from the content generated during the course of those activities both financially and in potential development impact.

Potential partners may be of several types, a few of whom are listed here.

- (a) The traditional training institutions that offer courses and workshops to development practitioners usually in a face to face format. These institutions, often linked to donor or lending agencies, such as WBI, ADBI etc., are looking for ways to increase their reach or to increase the impact of their programs.
- (b) Managers and operational teams in development agencies who increasingly see knowledge as the key to development. The lack of capacity among teams that are implementing reform programs or investment projects is acknowledged as a critical success factor.
- (c) International organizations such as the UNO, ASEAN, PECC and APEC, whose business includes regular discussions, conferences and policy dialogs. The GDLN could reduce costs, but more importantly enable improved work processes in these organizations.
- (d) Educational institutions such as universities and professional training institutions working with developing countries, either directly or in partnership with local institutions. Examples include universities that collaborate to deliver joint programs or to conduct collaborative research programs usually with sponsorship by a donor; universities that export their degree programs by working with a local partner to deliver a share of the course material while taking responsibility for

maintaining standards and conducting examinations, often on a commercial basis. The cost of travel and the time constraints of academic staff restrict the reach and effectiveness of such programs, which are often valuable components of the educational infrastructure of developing countries. The potential increase in access to existing courses and the potential increase in the number of such courses that would result from the adoption of the GDLN as a medium could be very significant.

- (e) Practitioners in a range of disciplines that wish to collaborate with their international colleagues in exchanging best practice and experience. They may include city mayors, health officials, chambers of commerce, agricultural researchers, environmental managers etc. The common thread is the need to meet regularly with their colleagues, but they typically manage no more than one meeting a year due to cost and time constraints.
- (f) The major professional organizations of various disciplines that combine periodicals, web-sites and regular international conferences sustained by subscriptions and registration fees. Negotiated access to conferences through the GDLN would contribute greatly to technical capacity in developing countries, as these organizations play a key role in the continuing professional development of their members and the cost of membership and attendance is a barrier to many.

Understanding demand

Any enterprise must be demand driven if it is to achieve success and the same holds true for GDLN. However the accurate assessment of demand is not a straightforward process. True demand is very rarely assessed by the “needs analysis” type of exercises that were attempted in the early days of the GDLN. Most commercial ventures expend a great deal of effort in their attempts to either identify existing demand accurately, or more often to anticipate demand, based on needs and opportunities that are not readily articulated by the prospective customers. They also create demand for innovative products that address latent needs in customers. A combination of methods are used: focus groups (similar to needs analysis), feedback

from current customers, feedback on competing products and analysis of market patterns and trends in consumer behavior. Often innovative products depend on creating demand that the target consumer could never have articulated before seeing the product. The GDLN as a pioneering, innovative enterprise does not have the advantage of some of these tools.

Another important point to note is that most enterprises produce a wide range of products with which they woo customers, but only a few products are successful. However the breadth of range is important as they have no way of judging demand accurately and rely stimulating the customer to choose from the available options.

The GDLN's initial efforts to determine the learning needs of a country and then to locate suitable content to fill those needs were unsuccessful for these reasons. Such an approach is akin to customized production services (as is sometimes the case with software and clothing). As in both those examples, however, such services are usually for highly sophisticated consumers, who are very sure of their needs. They are also at the high priced end of the market, which is not the case with the prospective participants of GDLN programs in developing countries.

Therefore the Services of the GDLN must be targeted at sophisticated customers who have their own views on learning needs and content, who may be attracted to use the GDLN to do their business more efficiently and cost-effectively. The GDLN value proposition lies in its ability to help clients do their business better, faster, cheaper.

These considerations also lead to certain guidelines that can be applied to the Products proposed in the business model. The customer base is different and demand may have to be assessed in a different way. However, prospective partners who are already engaged in businesses based on knowledge sharing have already made those assessments themselves and established a demand and brand recognition for themselves and their products albeit delivered through other media. Building partnerships with such institutions that exploit the GDLN must be the route of choice for the Tokyo Project.

Marketing Strategy

The value proposition of GDLN is that it helps clients reach more participants within the same time frame, much more cheaply, and that it makes possible regular, but short interactions which may change the format of knowledge sharing activities and make them much more effective. It is likely however that prospective partners have no experience of video conferencing as a medium for their own business and exploring the possibilities could be costly and risk-prone. The marketing strategy will take account of this by conceptually categorizing partners as being in one of three states: Unaware of the potential benefits of the GDLN; Aware and interested but not as yet committed to its use due to lack of experience with the medium and possibly financial risk; and fully committed to its use in regular business.

The strategy will be to move prospective partners from one state to the next through purpose-designed activities. For example, demonstration programs that encourage partners of the first type to explore the potential of GDLN. Those in the second state may agree to launch pilot programs where they themselves make a much greater commitment in order to develop material and recruit participants but the project provides technical assistance and services that defray their up-front investment. Successful pilots will create the stories of success that can become later marketing material. The greater the success stories the greater likelihood that the marketing will be done by the partners themselves, creating further demand. The aim is to create such a demand for the use of the network that the DLCs need no longer worry about creating awareness of the benefits of the GDLN, but can concentrate on improving quality and expanding their role in development.

Figure (3-1) below provides an illustration of the three stages of partnership building and includes actual current prospects and partners in the appropriate stages.

The work plan is split into two sections. The first, "Building the Business" comprises a number of general promotional and business development activities, that include creating and demonstrating a GDLN value proposition for each of the business lines. The second set of activities –

“Specific Client Initiatives” refers to the activities planned in relation to prospective clients that have already expressed some degree of interest.

These activities are targeted towards developing firm, productive partnerships with those institutions.

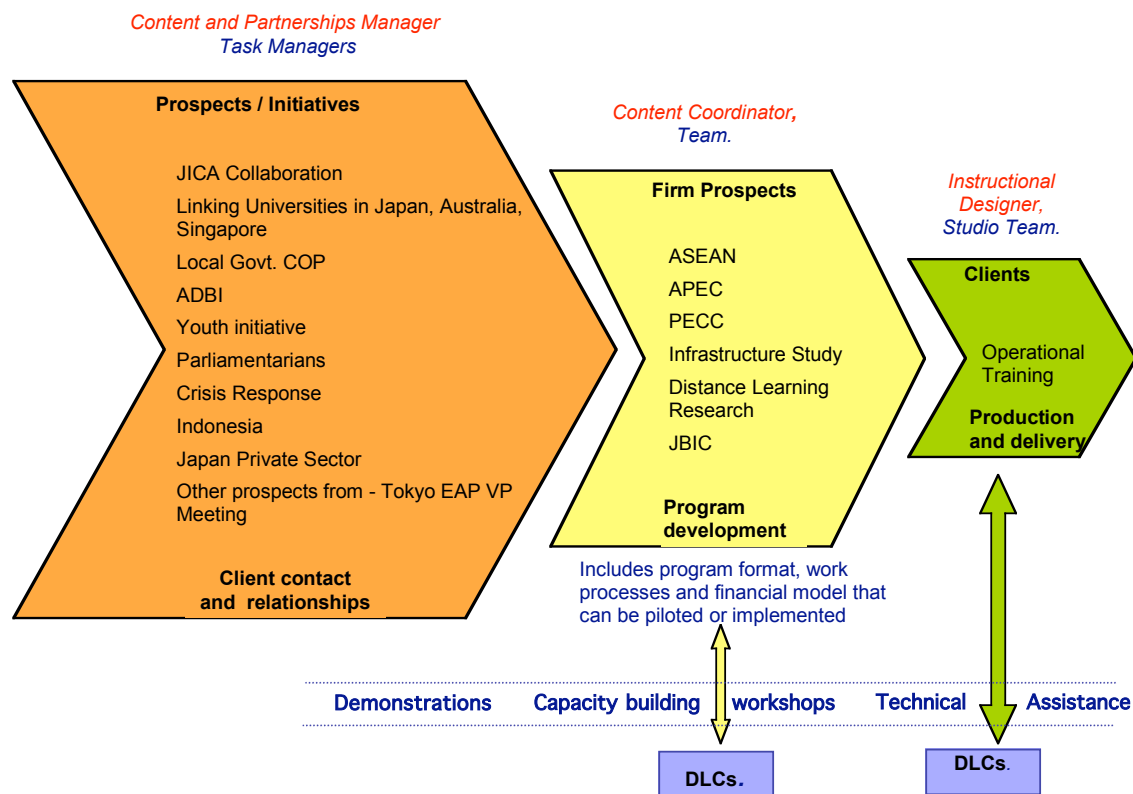


Figure (3-1) Clients and Partners – Three Stages of Engagement

Content and Partnerships - Building the business

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Promote the GDLN among prospective external clients for each product line.	To create awareness of the GDLN and the Tokyo Center and encourage prospective clients to examine the opportunities for partnership.	<ol style="list-style-type: none"> 1. Production of presentational and promotional material. 2. Training of project staff on marketing and business model. 3. Presentations to prospective clients, including as appropriate demonstration of GDLN activities. 4. Reach agreement with interested participants in moving to the next steps of GDLN involvement. 	<ol style="list-style-type: none"> 1. Promotional material (brochures, web site, videos, press material) 2. Presentation material (Powerpoint, handouts) Project staff trained 3. GDLN Workshops 4. Clients willing to move to next stage (15 in first year) 	<ol style="list-style-type: none"> 1. Web site development \$100,000 - Maintenance \$15,000 p.a. 2. Video \$50,000 3. Brochure/folders \$15,000 4. Marketing consultant / journalist - 80days 5. WB HQ staff mission to Tokyo for 5days - Salary BB - Travel Subsistence Project 6. Meeting costs \$300 per event 7. GDLN session with 4 DLCs - \$1,100 per event 8. WBHQ time 25 days BB 	<p>Web site – April</p> <p>Videos – March / July</p> <p>Brochure /May</p>	RF, LD, CC
Provide training and support to Japanese	Ensure that prospective clients understand what is involved in doing business with GDLN.	<ol style="list-style-type: none"> 1. Workshops for Japanese clients to be delivered twice in FY 05, on: 	<ol style="list-style-type: none"> 1. Workshop materials 2. Trained clients committed to 	<ol style="list-style-type: none"> 1. 4 workshops course material @ \$500 per workshop. 	2workshop on each topic	CC, ID, WBI

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
clients in partnership with DLCs, on GDLN based programs.	Ensure that they acquire a sufficient understanding of the medium to begin planning programs, possibly on a pilot basis.	<ul style="list-style-type: none"> - Designing and Delivering Distance Learning Programs through GDLN (1 day) - Moderating a videoconference (1 day) 	proceeding to next stage (10 in first year).	<ul style="list-style-type: none"> 2. 2 GDLN session with DLCs @ \$1000 3. Meeting costs @ \$300 per workshop 4. WB HQ time 10 days BB 		
Project Launch	Provide adequate staffing to ensure key events are adequately staffed.	1. Work with senior HQ and Singapore based staff to appoint short-term staff to cover launch events.	1. Additional staff resources in place for project launch.	<ul style="list-style-type: none"> 1 WB HQ mission to Tokyo (1*2 weeks and 1* 1 month - Travel and subsistence Project <ul style="list-style-type: none"> - Salary BB 2. WB HQ time 10 days BB 	May/June	JG/RF/CL
Provide on-going support to mature clients	Ensure that mature (repeat) clients continue to receive support as required.	<p>1. Technical support services as part of normal Studio service. Include:</p> <ul style="list-style-type: none"> - Program design consultancy - Production consultancy and / or support. 	2. Satisfactory delivery of professional services to mature clients using the GDLN to conduct business.	1. \$10,000 per client for TA, Training costs and materials	July – on going	CC, ID, DLC
Promoting the GDLN among WB staff for use in standard Bank	Educate TMs in the potential of the GDLN so that they may use it in current projects and incorporate it in the	<p>1. Prepare a value proposition to present to TMs that includes quantitative, measurable benefits.</p> <p>Use the value proposition to</p>	<p>1. Value proposition document and presentation.</p> <p>2. 3 pilot programs.</p>	<ul style="list-style-type: none"> 1. 2 HQ Staff *14 days mission to Tokyo - Travel and Subsistence Project 	June onwards	RF, SW, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
operations.	<p>design of future projects.</p> <p>Obtain commitment of some TMs to proceed to a pilot stage.</p>	<p>promote the GDLN among Country Directors and Task Managers as a tool to assist their operations</p> <p>2. Select 3 pilots based on the commitment of their task managers</p> <p>Provide TA in program design, production, and logistics to develop the pilots.</p> <p>3. Integrate local DLCs in planning GDLN activities.</p> <p>Evaluate the success of the programs and review the value proposition.</p>	3. Revised value proposition document.	<p>- Salary BB</p> <p>2. GDLN costs@ \$1000 per pilot</p> <p>3. WB HQ time 14 days BB</p>		
Promoting the GDLN among other donors based on a model similar to that developed for WB	1. Develop models for incorporating GDLN in the standard operations of donors, through suitable adjustments to the WB model developed in 2 above.	1. Invite interested donors to participate in program for integrating GDLN into operations.	2.I pilot undertaken with 2 donors.	1. GDLN costs at \$1000 per pilot	June onwards	RF, SW, ID

Content and Partnerships - Specific Client Initiatives

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
1. Bank Operations						
Operational Training for Bank staff, PMUs, other development agencies;	Utilize GDLN for Bank operational training	<p>1. In partnership with staff training areas develop an action plan for using the GDLN as a key tool in Bank operational training for the 2004 budget</p> <p>2. Undertake a pilot training program during FY2004</p>	<p>1. A business case based on measurable benefits</p> <p>2. At least two GDLN based staff training programs during FY2004</p>	<p>1. HQ Staff 20 days BB</p> <p>2. Training activities from Existing BB</p>	<p>May</p> <p>FY2004</p>	<p>SW NS RK RF</p> <p>SW NS RK RF</p>
GDLN integrated in capacity building components of Bank operations	Create a model to directly support WB operations and further to be used for discussion with other donor partners	1. Promote GDLN use to WB Task Managers including developing work processes and financial arrangements.	<p>1. Persons identified, contacted and discussions held;</p> <p>2. At least one pilot program run with commitment to go further.</p>	1. WB Bank HQ staff time 20 days BB	September	RF CC

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
East Asian infrastructure study – JBIC, ADB, WB.	Develop GDLN activities around the key study events and dialogues	<ol style="list-style-type: none"> 1, Liaise with study team, including Bank Staff, Consultants and JBIC, 2. Develop work program 3. Plan and deliver GDLN sessions 	<ol style="list-style-type: none"> 1. Strong working relationship established 2. Work program developed 3. GDLN sessions held 	1. 2*GDLN*2 country*3 hr.	June - September	RF, CC LD
Introduce the GDLN as a tool for Aid harmonization policy discussions	Enhance Government/Bank Dialogue on aid Harmonization using the GDLN	<ol style="list-style-type: none"> 1. Discuss possibility of enhancing aid harmonization using the GDLN with Country offices. 2. Reach agreement with two country offices for using the GDLN for aid harmonization discussions 3. Hold GDLN sessions with governments and donor partners 	<ol style="list-style-type: none"> 1. Hold GDLN sessions with EXT staff in country offices 2. Hold follow up discussions with 2 country offices 3. Support Country offices holding GDLN sessions on aid harmonization 	<ol style="list-style-type: none"> 1. 2*GDLN*6 countries*1hr 2. Telephone and VC 3. Together with Japanese agencies participate in first sessions 4. WB staff time 20 days BB 	<p>November</p> <p>November</p> <p>March 05</p>	<p>RF, SW CL</p> <p>RF, SW, CL</p> <p>RF, CL</p>

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
2. Regional Initiatives						
ASEAN	Support ASEAN through the GDLN	1. Firm up on areas of GDLN collaboration with ASEAN that have already been nominated by ASEAN.	1. Consult with ASEAN on GDLN collaboration and prepare detailed development and delivery plans for two GDLN programs	1. Travel for 2 project staff to Singapore.	March	PS, CL, RF
		2. Develop 2 GDLN programs	2. Two GDLN programs including ASEAN staff training.	2. Travel and subsistence costs for 2* 2 ASEAN visit to Tokyo. 3. Consultant inputs (2*15 days per activity) 4. WB Staff time 14 days BB 5. 4* GDLN*4 country*3 hrs	June	PS, CL, RF, CC, ID
		3. Deliver 2 GDLN programs	3. Two GDLN programs including ASEAN staff training	6. 10*GDLN10 country*3 hr sessions	October onward	PS, CL, RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		4. Review the lessons learned from the sessions and develop a 12 month program of activities and develop work program and implement	4. Lessons learned report that is jointly owned by ASEAN and the Project	7. WB HQ time 10 days BB 8. Consultant input 2*5 days. 2*GDLN*4 country*2hr	March 05	PS, CC, RF, CL
APEC / PECC	Support APEC through the GDLN	1. Firm up on the two areas of collaboration with APEC 2. Develop 2 GDLN programs	1. Consult with APEC/PECC on GDLN collaboration and prepare detailed development and Delivery plans for two GDLN programs 2. Two GDLN programs including APEC/PECC staff training	1. Travel for 2 project staff to Singapore. 2. Travel costs for 2* 2 APEC/PECC staff visits to Tokyo. 3. Consultant inputs (2*15 days per activity) 4. WB HQ time 10 daysBB	March-June July	PS, RF

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		<p>3. Deliver 2 GDLN programs</p> <p>4. Review the lessons learned from the sessions and develop a 12 month</p> <p>Explore Counter-terrorism initiative and develop work program and implement</p>	<p>3. Two GDLN programs including APEC staff training</p> <p>4. Lessons learned report that is jointly owned by APEC and the Project.</p> <p>5. Two programs developed.</p>	<p>5. 4*GDLN*4country*3hr GDLN sessions</p> <p>6.10*GDLN*10 country*3hr</p> <p>7. HQ staff time 5 days BB</p> <p>8. Consultant input 2*5 days.</p> <p>9. 2*2hr*4 country GDLN sessions</p>	<p>September onward</p> <p>March 05</p>	PS, RF
Typhoon Committee of ESCAP and WMO (supported by Japan Metrological Agency)	Integrate GDLN into Typhoon Committee (10 EAP countries)'s regular meetings and establish a close collaboration to develop capacity bldg programs	<p>1. Work with JMA and Typhoon Committee to hold 2004 annual meeting by GDLN</p> <p>2. Discuss with JMA and Typhoon Committee to develop seminars/training program by distance learning</p>	<p>1. 2004 Typhoon Committee Annual Mtg. uses GDLN</p> <p>2. GDLN work program developed</p>	<p>1. 1*GDLN*10 country*6hr</p> <p>2. 15 days consultant time</p> <p>3. 1 travel of consultant</p>	<p>April</p> <p>October onward</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
				to BKK 4. 2*GDLN*5 country*2hr		
3. Donor Agencies						
Develop working arrangement with JICA-net and announce partnership	Establish a collaborative and supportive relationship between the Project, GDLN and JICA-Net	1. Liaise with JICA-Net and discuss options for collaboration 2. Explore possible linkages including joint presentations staff placement and training and network linking	1. Regular discussion between the Project staff and JICA 2. Agreed program of collaboration activities	1. WB HQ mission to Tokyo 5 days - Travel and Subsistence Project - Salary BB 2. 10*GDLN*3 country*3hr	April August onward	RF, YY, AD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
JBIC operations	Create three levels of partnership: (i) GDLN use for capacity bldg in JBIC lending activities; (ii) GDLN use for JBIC communication and consultation; and (iii) JBIC staff and PMUs training thru. GDLN	<p>1. Discussion between JBIC counterparts to identify areas for JBIC use of GDLN and development of marketing materials</p> <p>2. Holding a plenary seminar to JBIC</p> <p>3. Identify at least one pilot JBIC operation to use GDLN in its capacity bldg. Component</p> <p>4. Delivery of program (a pilot)</p> <p>5. Promote communication/consultation use of GDLN for JBIC and holding</p>	<p>1. A set of marketing tools tailored for JBIC staff/consultants and for them to sell GDLN to their counterparts in developing countries</p> <p>2. BIC staff's clear understanding of GDLN value and ready to explain their clients; JBIC suggest their consultants to exploit GDLN;</p> <p>3. A pilot to demonstrate JBIC, consultants, and their clients</p> <p>4. Program delivered of a pilot</p> <p>5. 2 series of conference and consultation mtgs between JBIC HQs and field offices/other donors</p>	<p>1. 20 days of a consultant</p> <p>2*GDLN*2country*2hrs</p> <p>3. 5 days of a consultant</p> <p>4. 2*GDLN*2 country*2hrs</p> <p>5. 10 days of a consultant</p> <p>6. 12 days*2 prns (Project staff and a consultant) travel to 3 countries</p> <p>7. 3*GDLN*3country*2 hr</p>	<p>March</p> <p>April</p> <p>June</p> <p>July</p> <p>October</p> <p>October</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		conference 6. Identify training needs of JBIC thru. distance learning and prepare programs 7. Delivery of training program	6. A program of practical training to JBIC field staff developed 7. Program delivered		December FY2005	
Japan MOF: ODA technical assistance by Regional Financial Cooperation Division	Develop a model to use GDLN in training activities sponsored by Japan MOF	1. Work with Regional Financial Cooperation Division to ‘market’ GDLN to training implementers 2. Holding a plenary seminar for bidders of training implementers 3. Holding a seminar on instruction designing to training implementers and follow-up supports	1. A guideline of MOF Regional Fin. Coop. Division for consultants on financial training 2. Practionners’ clear understanding of GDLN methods in training activities 3. Two training courses include GDLN sessions		May July November onward	RF., CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
4. Local Government Capacity Building Initiatives						
Kita-Kyushu City	Kita-Kyushu City's initiatives established to capacity bldg. To create environmentally-friendly management of local governments in Asian countries	<p>1. Work with Kita-Kyushu City to define modalities of collaboration</p> <p>2. Develop work programs and action pla</p> <p>3. Signing ceremony between Kita-Kyushu Mayor and the Bank mgt. as part of GDLN launching event</p> <p>4. Delivery of programs</p>	<p>1. An agreement on collaboration confirmed by letters</p> <p>2. Action plans agreed</p> <p>3. Joint announcement by Kita-Kyushu City/Project to launch environmental initiatives</p> <p>4. Regular workshop and seminars every two months</p>	<p>1. 5 days of a consultant</p> <p>2. 10 days of a consultant</p> <p>3. 3 days of a consultant</p> <p>4. *GDLN*3 country*2hrs</p>	<p>May</p> <p>May</p> <p>May</p> <p>July onwards</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
City Net Initiatives on Local Governments Capacity Building	Develop GDLN-based training and seminars to local government officials in Asia and other regions	<ol style="list-style-type: none"> 1. VC session as part of Waste Management Seminar in Yokohama 2. Work with CityNet to identify subject areas that are appropriate for GDLN (eg. Waste mngt. Municipal finance, etc.) 3. Develop work programs and action plans for 12 months and convert/develop their contents for DL 4. Delivery of programs 	<ol style="list-style-type: none"> 1. VC in an on-going seminar activity 2. An agreement on collaboration by letters 3. Activity plans agreed 4. Materials converted to DL methods 5. Programs delivered 	<p>1.20 days of a consultant</p> <p>3. 3*GDLN*2 country*3hrs</p>	<p>March</p> <p>June</p> <p>July</p>	RF, CC, ID
Community-Based Disaster Management Programs (Kyoto University and UNCRD)	Convert and Develop GDLN-based training and seminars on community-based disaster management	<ol style="list-style-type: none"> 1. Work with Kyoto University and UNCRD Disaster Mngt. Planning Office in Kobe to develop programs 2. plans for 12 months and convert/develop their contenst for DL 3. Training of local facilitors (local NGOs collaborating with UNCRD) 	<ol style="list-style-type: none"> 1. Activity plans agreed 2. Work program developed 	<p>1. 10 days of a consultant</p> <p>2. 10 days of a consultant</p> <p>3. 3*GDLN*3</p>	<p>April</p> <p>May</p> <p>June</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		4. Delivery of programs 5. Evaluation of programs and develop next work plans	3. Local facilitators acquired skills for facilitating DL to communities 4. Programs delivered 5. Evaluation report and a subsequent work program	country2hrs 4. 6*GDLN*3countryr *2hrs	August onwards	
5. International Organizations based in Japan						
Partnership with the ADBI	Utilize GDLN for ADBI training and dissemination needs	1. Work with ADBI to develop business case, clearly identify costs, and agree on preliminary GDLN programs 2. Work with ADBI management to establish close linkage 3. Support the ADBI in developing GDLN programs 4. Deliver GDLN programs	1. Exchange of Letters between the Project and the ADBI 2. Modalities for collaboration defined 3. Two programs developed. 4. Two Programs delivered	1. 10 days of consultant input 2. 3*GDLN*3countries *3hrs	June August November November	RF, CC, CL RF, CC CC, ID CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
United Nations University (UNU)	Develop a close Project/UNU collaboration (UNU distance learning to use Bank DLCs)	Work with UNU to use GDLN including development of contents	1. Agreed GDLN work program 2. Delivery of program	1. 10 days consultant time 2. 10 days consultant time 3. 2*GDLN*3 country*2hr	October February 05	RF, CC, ID
6. Universities						
Hitotsubashi University Asian Tax and Public Program (ATPP)	Develop a close Project/APPP collaboration including GDLN content preparation and delivery	1. Liaise with ATPP to discuss options for collaboration 2. Develop an agreed work program with ATPP 3. Develop one ATPP GDLN program 4. Evaluate the ATPP GDLN program and develop a one year project ATPP work program	1. Close working relationship with ATPP 2. Agreed GDLN work program 3. Program Developed 4. Evaluation report and on-going work program developed	1. 1*GDLN*3country*2 hr 2. 15 days consultant time 3. travel to Tokyo for 5 days 4. 5*GDLN 5 country3hr 5. 1*GDLN*3 country*2 hrs	July February 05 onward April 05 onward	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Ritsumeikan Asian Pacific University (APU)	Develop a close Project/APU collaboration including GDLN content preparation and delivery	<ol style="list-style-type: none"> 1. Liaise with APU to discuss options for collaboration, including clarification of connectivity from Oita, Kyushu 2. Develop one APU GDLN program 3. Evaluate APU GDLN program and develop a one year project 	<ol style="list-style-type: none"> 1. Close working relationship with APU 2. Program developed 3. Evaluation report and subsequent one-year program developed 	<ol style="list-style-type: none"> 1. 15 days consultant time 2. 3 days*2 APU staff/consultant study mission to Tokyo 3. 3*GDLN*3country* 4. 1*GDLN*3 country*2hr 	<p>July</p> <p>September</p> <p>October onward</p> <p>April 05 onward</p>	RF, CC, ID
Tokyo Institute of Technology (Tokyo Tech), School of Engineering	Develop a close Project/TIT collaboration including GDLN content preparation and delivery	<ol style="list-style-type: none"> 1. Liaise with TIT to discuss options for collaboration 2. Develop an agreed work program with TIT 3. Evaluate TIT GDLN program and develop a one-year work program 	<ol style="list-style-type: none"> 1. Close working relationship with TIT 2. Program developed 3. Evaluation report and subsequent one-year program developed 	<ol style="list-style-type: none"> 1. 15 days consultant time 2. 3*GDLN*3 country*2hr (Indonesia, Thailand, Philippines) 3. 1*GDLN 3country2hr 	<p>September</p> <p>February 05 onward</p> <p>April 05 onward</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Collaboration with Japanese universities	Develop a close collaboration with at least one of universities: Waseda U., Tokyo U., Keio U. Hosei U, GRIPS	1. Liaise with Waseda U, Tokyo U, Keio U, Hosei U, GRIPS, to discuss options for collaboration 2. Develop an agreed work program with at least one of the universities	1. Close working relationship with at least one of the universities 2. Program developed	1. 15 days consultant time 2.3*GDLN*3country*2hrs	September January 05 onward	RF, CC, ID
Harvard University (Health Sector)	Develop a collaboration with Harvard U. on health sector initiatives	1. Work with Harvard University to identify collaborators/supporters for demand assessment and options with GDLN 2. Develop work program 3. Delivery of programs	1. Close working relationship with Harvard University Health sector initiatives 2. Program developed 3. Program delivered	1. 2*2hrs VC between Boston and Project 2. 15 days consultant time 3. 3*GDLN*3country*2hr	October November January05 onward	RF, CC, ID
7. Training/Research Organizations and Others						
FASID	Develop a close Project/FASID collaboration including GLDN content preparation and delivery	1. Liaise with FASID to discuss options for collaboration 2. Develop an agreed work program with FASID	1. Close working relationship with FASID 2. Agreed GDLN work program	1*GDLN*3 country*2 hr 15 days consultant time and travel to Tokyo 2. 2* DLC manager travel to Tokyo for 5	May August	

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		3. Develop one FASID GDLN program 4. Deliver one FASID GDLN program 5. Evaluate the FASIDGDLN program and develop a one year project APPP work program	3. Program Developed 4. Program Delivered 5. Evaluation report and on-going work program developed	days 3. 5GDLN*5 country*3hr 4. 1*GDLN*3 country*2hr.	September onward March 05 onward FY2005	
Development Bank of Japan (DBJ) International Cooperation Activities	Develop GDLN-based environmental initiatives related to carbon financing	1. Work with DBJ to discuss options of GDLN in on-going and new environmental initiatives 2. Develop work programs 3. Delivery of programs	1. Close working relationship established 2. Work program agreed 3. Program delivered	1. 20 days of consultant 2. 1GDLN 3 country2hrs 3. 3 GDLN 3 country2hrs	May October January 05 onwards	RF, CC, ID
Engage private sector partners through appropriate	To develop feasible models for engaging private sector partners for mutual benefit.	1. Work in partnership with IFC to develop an appropriate strategy for engagement and promotional methods.	1. Strategy developed. 2. Three partners engaged	1. All Inputs paid for by private sector partners	July September	RF, IFC, LD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
linkages possibly including IFC and MIGA	Such partners to include: <ul style="list-style-type: none"> - Companies engaged in development activities such as consulting and training - Companies that are recognized as world class in their industry and have outreach and training programs based on other media - Training and educational institutions 	<p>2. Engage with potential private sector partners and develop a mutually acceptable business model that includes full cost recovery</p> <p>Plan pilot programs with interested partners and in partnership with DLCs, on a full cost recovery basis, to test the business model.</p> <p>3. Implement pilots, evaluate success, and refine model accordingly</p> <p>4. Extend to full implementation and to other partners.</p>	<p>3. One pilot developed and implemented.</p> <p>4. Tested and refined business model ready for replication in subsequent years.</p>		<p>December</p> <p>February 05</p>	
Regional Crisis Response initiatives including a mechanism to respond quickly. Eg Avian flu.	Develop procedures and capacity to rapidly respond to crises in the region	1. Develop agreed policies and business practices including funding model to respond to regional crises.	1. One trial disaster response undertaken.	<p>1. 3*GDLN*10 country *1 hr</p> <p>2. WB HQ time 5 days</p>	September onward	RF, CC, ID
Planet Finance (NGO specializing in	Identify and develop GDLN – based programs on micro	1. Work with Planet Finance to identify subject and methodologies for extending	1. Strategy and action plan identified	1. 10 days of consultant 1*GDLN*3 country* 2 hr GDLN session.	August	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
micro finance capacity building through ICT	finance that are relevant to DLCs and regional initiatives.	<p>micro finance capacity building programs (to micro finance institutions and policy makers)</p> <p>2. Work with DLCs, regional initiatives such as APEC, VGAP and other initiatives to ensure coordination of programs.</p> <p>3. Develop Program</p> <p>4. Deliver Program</p>	<p>2. Relevant micro finance training programs outlined in a way to ensure coordination with existing programs.</p> <p>3. Program developed Program Delivered</p>	<p>2. 30 days consultant time including 5 days in Tokyo</p> <p>3. 10 days consultant time 1*GDLN*3 country*2 hr GDLN sessions</p> <p>4. 4*GDLN*3 country*3 hrs sessions.</p>	<p>September</p> <p>November</p> <p>January05</p>	
Project Staffing-Peak content development loads	Provide adequate staffing to ensure professional inputs to the project are maintained during peak periods.	Work with senior HQ based staff to appoint short-term Instructional Design and partnership development staff to the project to cover peak periods.	1. Additional staff resources in place to meet peak periods	<p>1. WB HQ mission to Tokyo for 8 weeks</p> <p>- Travel and Subsistence Project</p> <p>- Salary BB</p>	January	RF/CL

Specific Client Initiatives
(preliminary agenda)



Preparation of program



Test use, training for use, or kick-off event



Implementation (implementation may be still in a pilot program involving partnership funds)

	Estimated No. of Sessions FY2004/05	JPN FY 2004/05											
		2004					2005						
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1. Bank Operations													
Operational Training (2 programs)	13	[Yellow]					1	2	2	2	2	2	2
Model Bank Operation (2 pilots)	5	[Yellow]					1	1	1		1		1
EAP and DEC research (EA Infra. with JBIC/ADB, etc)	6	[Yellow]	1	1	[Yellow]	1	[Yellow]	1		1		1	
Aid Harmonization	1								[Yellow]			1	
2. Regional Initiatives													
ASEAN (+3)													

	Estimated No.of Sessions FY2004/05	JPN FY 2004/05											
		2004						2005					
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Economic updates, SARS, etc. training program	5			1	1			1		1		1	
	4						1		1		1		1
APEC/PECC													
PECC: Banking	4				1		1			1			1
PECC: Community Bldg. Forum	3						1			1			1
APEC:	3							1		1			1
Typhoon Committee (ESCAP/WMO, JMA)	2								1				1
3.Donor Agencies													
JICA-Net collaboration	5		Announce	1		1		1		1		1	
JBIC Operations													
Communication/Consultation	3		Seminar		1			1			1		
Capacity bldg. In projects	4					1		1		1		1	
Japan MOF t/a in regional finance cooperation	2								1			1	

	Estimated No.of Sessions FY2004/05	JPN FY 2004/05											
		2004						2005					
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
4.Local Govt. Capicity Bldg. Programs													
Kita-Kyushu City (Environment)	5	Announce			1	1		1		1		1	
CityNet (Local Govts CB)	6		1	1		1		1		1		1	
UN Habitat	4					1			1		1		1
Community-Based Disaster Management	6				1		1		1		1	1	1
5.International Organizations based in Japan													
ADB	5		1			1		1		1		1	
UNU	1											1	
6.Universities													
Hitotsubashi University	2	Seminar										2	
Ritsumeikan APU	3	Seminar					1		1		1		

	Estimated No.of Sessions FY2004/05	JPN FY 2004/05														
		2004						2005								
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Tokyo Institute of Technology	2				Seminar										1	1
Other Japanese Universities	2				Seminar										1	1
Harvard University (Health)	3										1	Seminar		1	1	
7.Training/Research Organizations and Others																
FASID	4		Seminar					1			1		1		1	
DBJ (Environemnt)	2				Seminar			1				1				
Private Sector thru. IFC/MIGA	4	Seminar			1			1		1		1				
Planet Finance (micro finance)	1						Seminar				1					
TOTAL	110	0	0	5	8	4	10	13	12	11	12	17	18			

Figure (3-2) Preliminary agenda of events

3.2 EAP DLC Support

A set of vigorous, financially stable DLCs in the EAP Region is critical to the overall success of GDLN and to the Region's ambitions to develop the GDLN as a leader in the knowledge-sharing business. A key aim of the Tokyo Project is to contribute to a dynamic business strategy that charts the way forward not only for individual DLCs but for the EAP network as a whole. This will entail a number of activities and funding initiatives that demonstrate the value of GDLN to the entire development community.

Because capacity enhancement requires strong motivation and ownership by target organizations, the Tokyo Project will strive to create the conditions and incentives that foster a process of locally-driven business development. It will work with the DLCs of the Region to refine its own business plan and to help DLCs develop their own plans, giving each a stake in the success of the other. The motivating factors that the project will strive to unleash include the following:

- New business opportunities generated from Tokyo and region-wide activities as well as assistance to pursue business development opportunities identified by DLCs
- Access to technical assistance to help DLCs develop business plans and implement them
- A focus on providing support and resources to help DLCs implement local initiatives, especially those aimed at building prominence and respect for the DLCs as knowledge brokers for their countries.
- Developing and implementing coordination and support mechanisms for ongoing operation of the Region's DLCs through a consultative process based on the proposal already adopted at the last Regional Conference.

The project will focus especially on creating the conditions that will motivate the partner institutions that host the DLCs of many countries. The Country Offices of the Bank will be approached in all cases as an

important means of access to the development community in order to help DLCs achieve prominence in National development forums. Tokyo will also work with DLCs to make sure that the Region takes full advantage and that it is properly represented in global GDLN forums and in reforms taking place in central GDLN services.

Indicative Activities

Early in the project implementation phase, by early April 2004, representatives of EAP Centers will be invited to Tokyo to work on a regional business plan and to make detailed comments on the Tokyo work plan. That meeting will also review the role of the committee structures that were proposed during the Singapore GDLN regional meeting in November 2003. The Singapore meeting set up four committees focusing respectively on technology, marketing, quality assurance and the creation of a regional GDLN secretariat.

The Tokyo workshop will include sessions targeted at each of the different groups of DLCs within the region. These are in IDA eligible and borrowing countries (many of which are in Bank offices) and in middle and high income countries and which are therefore mainly GDLN content providers. This latter group will receive specific advice and support at the workshop in recognition of the fact that these DLCs hold an important role in achieving EAP GDLN sustainability. The workshop will identify general lessons learned from each of these groups and recommend specific follow-up action.

From that kick-off, Tokyo will launch a number of activities that will run in parallel with efforts to build up an active GDLN program in Tokyo and a new set of partners contributing to the GDLN strategy. Many of these activities will be focused on helping the DLCs take advantage of these new opportunities. Other activities will focus on helping the DLCs develop their own new business from their local markets and to scale that business up over other parts of the region. Finally, another set of approaches will focus on expanding the role of the World Bank as a

GDLN client, both for Bank operations in the field and for training Bank staff. This will require enhanced and focused skills and capacity in the DLCs which the project will help develop.

By the end of the year, it is expected that each DLC will have a working business plan, a stronger staff and will be cooperating on an increasingly

active GDLN work program that encompasses both Bank and external clients.

The details of those activities and the steps required to achieve the desired outcomes are included in the Implementation Plan

EAP DLC Support

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Tokyo and regional business plan workshop including visit to Singapore to follow-up on the EAPA meeting.	Disseminate key elements of Tokyo Project business plan, obtain feedback and buy-in from DLCs. Discuss regional business plan. Three DLCs to decide to revise their business plans.	<ol style="list-style-type: none"> 1. Organize meetings in Tokyo. 2. Organize meetings in Singapore. 3. Prepare summary of Tokyo business plan for distribution ahead of workshop. 4. Prepare agenda outlining key issues and planned deliverables. 5. Work with regional committees to prepare their specific inputs for meeting. 	<ol style="list-style-type: none"> 1. 2. Feedback on Tokyo business plan, buy-in, and support for key elements 3. Elements of regional work plan agreed . 4. Three DLCs agree to work with Project to revise their business plans. 5. Agreement of follow-up action with Singapore partners. 6. Committees further empowered with specific work program 	<ol style="list-style-type: none"> 1. Two-day stay for 10 DLC personnel in Singapore preceded by three days in Tokyo (6*Project, 4*BB) 2. 2*10 country *2 hr GDLN sessions 3. 10 days contractor fees including travel to 	April 2004	RC, CL, RF, SW

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		<ul style="list-style-type: none"> 6. Work on draft elements of regional business plan 7. Finalize agreed follow-up actions. 	responsibilities.	Tokyo for 5 days.		
Develop EAP plans for boosting regional content in collaboration with supplier DLCs	Assist EAP DLCs which are mainly content providers to implement business plans which will ensure their activities are well integrated into their own programs and to likely clients and partners within their own countries	<ul style="list-style-type: none"> 1. Work with Thai, Australia, Singapore and Korea DLCs to follow up on the generic strategies that were identified at the Tokyo meeting for further developing the business. 2. Follow-up with DLCs on an individual basis on developing country specific strategies. This would be undertaken with the DLC manager and with senior managers from the host institution. 3. Set up a communications network between EAP content provider DLCS and those in other regions including Europe. 	<ul style="list-style-type: none"> 1. Generic strategies identified at the Tokyo workshop 2. Country and Institution strategies developed as part of the Business plan review 3. Progress reviewed at the Shanghai regional meeting 4. Project staff work with Bank offices and with host institutions to support DLC business development 	<ul style="list-style-type: none"> 1. 4*GDLN* 4 country* 2 hours 2. Consultant input (16 days) 3. Project staff travel to countries (1 mission of 2 weeks) 	April on-going	RC/CL/RF/SW
DLC business development and planning	Identify workable business model for each DLC	<p><u>Prior to the Shanghai meeting</u></p> <ul style="list-style-type: none"> 1. Hold one planning session during the Tokyo meeting 	<ul style="list-style-type: none"> 1. Regional pricing policy and other common business development tools such as 	1. 25 days contractor time.	July 04	RC,CL,RF,S W

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	<p>considering both local conditions and regional goals.</p> <p>Assist DLCs develop immediate action plans for business development as the first step in developing formal business plans.</p> <p>Develop basic business development tools.</p> <p>Develop draft regional business plan.</p>	<p>with the 3 DLCs that have agreed to plan for the revision of their Business Plans.</p> <p>2. Assist the three DLC Managers to prepare papers for, and hold, a business plan workshop with GDLN stakeholders in their country</p> <p>3. Assist DLC managers to revise their business plans</p> <p>4. In association with the Marketing Committee assist DLC managers to develop business development tools such as price list, presentation materials, value proposition, target client list and action plan and publicize the revised business plans.</p> <p>5. Prepare background paper on Draft GDLN Management Structure.</p> <p><u>Following the Shanghai meeting</u></p>	<p>standard presentation material and value proposition.</p> <p>2. Business development plans for each DLC, consisting of a target client list and planned initiatives, especially identifying Regional collaboration needs.</p> <p>3. Three DLC business plans revised and publicized.</p> <p>4. Outline of draft EAP GDLN regional business plan prepared</p> <p>1. Five more DLC business plans revised and publicized.</p> <p>2. EAP Regional Business</p>	<p>2. 4*3 country*2 hr GDLN sessions</p> <p>3. Funding support for two in-country workshops (with Bank office participation).</p> <p>4. Funding support to the Marketing committee to assist the publicizing of DLC plans.</p> <p>5. 25 days contractor time. Including 10 days in Tokyo</p> <p>6. 4*5 country*2 hr video session</p> <p>7. Funding support</p>	<p>February</p>	

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		<ol style="list-style-type: none"> 1. Hold two GDLN sessions with 5 countries to plan for the review of their Business Plans. 2. Assist the five DLC Mangers to prepare papers for, and then hold, a business plan workshop with GDLN stakeholders in their country. 6. Assist DLC managers to revise their business plans. 7. In association with the Marketing Committee assist DLC managers to publicize their business plans. 8. In association with DLCs rework EAP GDLN business plan. 	Plan developed	<p>for five in country workshops (with Bank office participation).</p> <p>8. association with the local Bank office provide limited funding support through the Marketing committee to assist the publicizing of DLC plans. (\$2000 per DLC)</p> <p>9. WB staff time 20 days BB</p>	2004	
Shanghai GDLN regional meeting	Further project work program objectives at the Shanghai regional meeting.	<ol style="list-style-type: none"> 1. Broad endorsement of EAP regional business plan. 2. Five DLC managers undertake to revise their business plans with project support. 3. Endorsement of key elements of EAP GDLN management structure. 	<ol style="list-style-type: none"> 1. Table draft regional business plan for discussion. 2. Present three centers' business plans at meeting 3. Identify sequencing for next set of DLC business plan reviews. 4. Agree on key issues 	<ol style="list-style-type: none"> 1. Consultant fees 8 days and travel 2. travel for five project staff 3. four GDLN sessions for 	July	RC,CL,RF, SW

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
			relating to the EAP management structure that is required to implement EAP business plan.	follow-up.		
EAP GDLN management structure	Based on the draft EAP GDLN business plan, and under the guidance from HQ, create more integrated EAP network and management structure.	1. Clarify mandate, empower and motivate committee work and pan-regional solutions to problems.	1. Agreed pilot management structure for Regional GDLN 2. Committees working with clear mandate and work processes	1. Ten days consultant fees 2. four GDLN session - 2 WB HQ mission to Tokyo for 7 days. - Travel and Subsistence Projetc Salary BB 3. Travel cost for 4 DLC representatives to visit Tokyo for management workshops.	Eight activities completed by end March 2005. Tokyo meeting: November 2004	CL,SW,RF
Regional GDLN meeting in Tokyo	Demonstrate GDLN leadership and further the	1. Hold well organized Tokyo regional meeting at the Project GDLN facility.	1.Participants agree meeting is a success with a strong endorsement of decisions	Tokyo meeting: \$50,000 (venue preparation,	October	CL.SW. RF

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	development of the EAP GDLN by hosting a regional GDLN meeting in Tokyo.	2. Review issues arising from the trial EAP GDLN management structure.	taken at the meeting and commitment to implement follow-up.	meals), two HQ staff for one week, 7 days contractor input including 5 days in Tokyo.		

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Support for business plan implementation	Provide individual DLCs with technical assistance and training needed to meet their, and region's, business targets.	<p>1. Assist DLC managers to gain skills needed for business plan implementation</p> <p>2. Assist DLC managers in activities which support business plan implementation</p> <p>Document case studies and best practice for circulation within the region and to the entire GDLN family.</p>	<p>1. DLC managers with the skills and understandings needed to implement their business plans.</p> <p>2. DLC business plan implementation activities undertaken.</p> <p>Case studies including best practice publicized.</p>	<p>1. 15 capacity building activities with DLC managers in association with regional committees undertaken.</p> <p><u>Estimated inputs: for each activity</u></p> <p>- 5 days of consultants</p> <p>- 2 GDLN sessions*5 DLCs*2 hours each</p> <p>- 0.5 HQ staff travel for 7 days</p> <p>- 0.5 Project staff travel</p> <p>- procurement \$2,000</p>	By end March 2005	CL,LD,SW, RF
Effective liaison between Project staff and DLCs, and	1. To facilitate Senior Project Management effectively	1. Hold project management and coordination meeting with Singapore and Washington staff	1. Management reports and operational priorities confirmed	1. Singapore EXT head visit to Tokyo 2 times per year for 3 days.	April , October	PS/SW/CL/R F

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Singapore/Washington management	managing the project and assume the appropriate role and profile in the region	2. Active participation and leadership at EAPA meetings	2. Project well linked into regional priorities	2. Project Management team meeting in Singapore	July/January	PS/CL/RF
		3. Liaison with regional DLCs	Cohesive GDLN within the region	1. Operations Manager, Partnership and Programs Manager, Content Development and Capacity Building Coordinator attendance in Shanghai. 2. Partnerships and Programs manager and Operations Manager 3 visits, and Senior Engineer three times per year	July Various	RF/CL/AD/CC CI/RF/AD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
				WB Staff time 15 days BB		
Technology advice and support to Technology committee	<p>Ensure DLCs in the region are able to seek advice on technology advice for their DLC.</p> <p>Support the work of the EAP GDLN region Technical Committee through active participation in the work of the committee</p> <p>Improve the overall videoconferencing experience by reducing downtime to a minimum and standardize</p>	<ol style="list-style-type: none"> 1. Advise DLCs that the Senior Project Engineer and his team are available to the region to provide technical advice. 2. In association with the ANU seek nominees from DLCs, to join the Technical Committee, that have a good understanding of the issues and credibility among other DLCs. 3. Participate actively in the Technical Committee including in managing relevant technical capacity building programs. 4. Arrange for discussions with DLCs - through the Technical Committee and via the web on any technical issues of concern 	<ol style="list-style-type: none"> 1. Technical Committee established. 2. DLCs working with the Tokyo technical team on region technical issues. 3. A process established within the technical committee structure for problem resolution leveraging resources within DLCs first before escalating to HQ. 4. Discussion space established. 5. Technical problem resolution methodology established. 6. Technical problems resolved in a timely manner. 	Costs included in other budget lines.	June	AD,

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	equipment across DLCs	<p>including on broadcast quality.</p> <p>5. Introduce a system that will regularly list technical problems, prioritize them in order of severity, set a timetable for resolution.</p> <p>6. In association with the technical committee and colleagues at HQ resolve the problems and report back to DLCs.</p> <p>7. Assist Committee survey DLCs periodically for overall satisfaction on technical matters.</p>	7. Survey results published.			
Project Staffing-Early Activities	Provide adequate staffing to project activities that will establish early project credibility are effectively undertaken.	1. Work with HQ and Singapore Based Bank Management to appoint short term Bank staff and consultants to the project for the first several months.	1. Staff in place and fully integrated into project activities.	1. Contractor inputs for 3 months.	April-June	CL/RF/

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Project Staffing-key events	Provide adequate staffing to ensure key events are adequately staffed.	3. Work with senior HQ and Singapore based staff to appoint short-term staff to the project to cover key events.	1. Additional staff resources in place for Tokyo regional meeting.	<u>Tokyo regional meeting:</u> WB Stagff member mission for 2 weeks – Travel and Subsistnece Project Salary BB.	September	
Circulation of Project newsletter	Prepare regular newsletter to Tokyo Project partners in Japan and in the region	1. Monthly news letter - posted on the project web site and distributed via email activities underway.	1. Monthly reports		Monthly from May	CL/RF

3.3 Program Production and Delivery

The Tokyo DLC will provide a full range of production and delivery services to clients and partners located both in Japan and in other parts of the EAP Region. These services are aimed at producing programs of the highest quality, based on the latest developments in knowledge-sharing approaches and technologies. A team of professionals is being assembled to provide a set of interlocking services to clients that will enable them to make GDLN central to their business strategy.

The structure of the program production and delivery function of the Tokyo center reflects the highly specific capabilities of the latest distance learning and communications technologies and the operating approaches of the global network. The main functions of this team include the following:

- Guiding clients and partners through the process of defining and proposing programs over GDLN, designing these programs for reception in GDLN centers anywhere in the world and for delivering those programs over the network
- Managing the Tokyo DLC facilities, maintaining equipment and running the studios on a day-to-day basis
- Helping to schedule, organize and run events that take place in the Tokyo DLC and providing quality support to partners during GDLN events
- Contributing to capacity building and support services to DLCs in other parts of the EAP Region and acting as an interface between the Network and the World Bank.

These activities reflect practices that are in place in other parts of the network and contribute to the building of communities of practice within GDLN and the growing standardization of the “GDLN approach.” Specific job families are emerging that describe the activities necessary for the efficient running of a GDLN center, and in that sense, the Tokyo Project benefits from lessons learned throughout the network. At the same

time, the Tokyo DLC must be a repository of the skills that reflect the

Sequence of Program Design and Production Activities

program design consulting ◇ program delivery and studio support services ◇ evaluation and monitoring ◇ maintenance and follow-up on relevant evaluation findings

particular nature of the EAP region, the complex texture of languages, cultures and learning approaches that characterize Eastern Asia. Tokyo will also contribute to improving the quality of services available within the daytime working hours of developing country clients stretching from western China to the mid-Pacific islands.

Program Design and Program Planning Team

The role of the program design and program planning staff is to advise clients both inside and outside the Bank in the best-practice approaches for GDLN events and programs. This upstream function, initially to consist of one person, ensures that programs proposed from Tokyo are well planned, make effective use of technology available in the Center, and deploy pedagogical approaches appropriate to the target audience and the subject matter at hand. Program Design Team members do not generally take on the complete process of designing programs from start to finish, but act as advisers, monitoring client planning processes and passing on to other professionals those clients that need more comprehensive assistance. They seek out innovations in learning approaches and help keep all members of the Center staff up-to-date on the latest technologies and innovations.

Program Production Team

The program production team will run the studios and ensure the smooth operation of programs that originate in or include Tokyo. Usually with a

background in television or film production or video conference engineering, team members typically work with their counterparts throughout the network to manage studio reservations and Tokyo's position on the Activity Management System¹. They also ensure that the video conferencing and other equipment is ready for use at scheduled times.

Program production staff must generally be present or easily available throughout events to operate cameras, internet-based program management systems, document presentation systems, videos, recording systems, and any other equipment used during events. They should instruct regular users of the studios in best practice approaches and help them become more self-sufficient, and work with DLCs in other parts of the network to ensure smooth interoperability of programs and events. They will also interface with the Bank's ISG team to signal technical problems and to record details of those problems for monitoring purposes. They will be required to cooperate on program evaluation and monitoring efforts and help collect data necessary to tracking quality of programs that are broadcast over GDLN.

Tokyo program production staff will also act as resource persons in capacity building programs for other centers in the network and orientation programs for new members.

By its very nature most of the tasks of this business function overlap with one or more other functions. This is reflected in the work program – tasks that involve program production and delivery are included in the work programs of the other functions – especially Management and Content and Partnerships.

¹ The activity management system (AMS) is a web-based tool to propose, schedule, and define the details of GDLN events. It allows clients and partners to negotiate the selection of sites to be included in events and the services that are to be provided by the various centers. It also includes the pricing details and acts as a clearing house for financial transactions, billing and payment for connection charges, center rental fees and other services provided by various players in the GDLN events.

Program production and delivery

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Establish Technical Project Facility	To deliver a world class facility with top class pedagogical functionality and maximum configurability for space.	To oversee all technical construction activities including integration of all technology equipment.	Deliver world class Facility.	1.Senior Engineer Travel to Washington one week 2 HQ staff for 2 weeks - Travel and Subsistence Project - Salary BB	April	AD, LV, HB
Day- to-day Tokyo GDLN facility operation	Ensure that technical aspects of GDLN center operate effectively including provision of a communications infrastructure.	1. Procure and install communications equipment that will enable sharing of communications link/PABX with Tokyo Office including procurement of internet connection for DLC use.	1 Staff in place Communications infrastructure in place.	1. Equipment maintenance \$75000/yr. 2. PABX equipment \$50,000.	May -	AD
GDLN Financial Chargeback Systems	To facilitate easy use of GDLN financial systems by new partner.	1. Work with WBI on the AMS interface to assist in devising a simple to use system. 2. Provide assistance to new partners in using the AMS until new systems in place.	1. New partners not daunted in dealing through the AMS.		May-	AD, RF, SW, CL

3.4 New Product Development

Practical experience of the GDLN around the world as well as recent studies have produced a number of important guidelines for GDLN operation and also some ideas for improvement, aimed at both development impact and sustainability. The type and format of distance learning programs that are most effective; the type of organizations with whom successful partnerships have been built; the pedagogical tools and methods that are best suited to the medium; quality assurance, management frameworks and sustainable business models are among the key areas of experience.

The Tokyo project will be expected to elevate the GDLN to a new level of effectiveness and sustainability. Developing and testing improvements in products and services, business models and business processes and guiding their subsequent implementation, will be an important part of its activities. For example, the business planning process has already identified four definite lines of business of which the GDLN has prior successful experience of just two, creating an immediate need for developing viable models for the remainder.

The objectives will be to:

- Identify proposals of merit and test their key concepts and implementation issues through systematically designed pilot projects;
- Develop viable models based on lessons learned and guide their implementation;
- Develop and implement a set of processes that could support this function and become part of the on-going activities of the center;

so that:

- The dramatic improvements in effectiveness and sustainability that are the ambitions of the key stakeholders are addressed.

- A platform is created that would create the opportunity for new partners and especially Japanese institutions to make a substantial intellectual contribution to the development of the region.
- The center provides thought leadership to the EAP regional GDLN as well as the entire network and creates the foundation of a research and development function that the GDLN may consider consolidating in the interests of long term sustainability.

This function will link closely with, and complement, similar efforts in WBI in order to ensure that new proposals are thoroughly tested against the important conceptual guidelines that have been developed through experience. The process of selecting proposals for testing will also include examination of certain fundamental criteria, including potential impact and business models. The selection process itself will be a target improvement and consolidation during the lifetime of the project.

The key elements that are to be tested or explored will be identified beforehand and the pilot project designed accordingly. There could be a case for a multi-staged project where changes and refinements resulting from one stage will re-define subsequent stages as the project progresses. However, there will be emphasis on the identification of clear and useful learning points beforehand, when considering a project for approval.

It is envisaged that most pilot projects will typically involve many players – DLCs and their customers, potential clients and partners. Therefore it will be necessary to select suitable candidates to represent each group for the purpose of the pilot. The selection processes and other management processes will evolve according to experience, but the initial process proposed is on the following lines:

- An outline project proposal will be presented to a shortlist of candidates selected according to the characteristics and competencies required by the project.
- The candidates themselves will be requested to make their own proposals around this framework, indicating their vision and

contribution as the basis of competitive selection. Close linkage with the strategic objectives of the candidate and inclusion of the initiative within its business plan will be an important criterion.

As presently envisaged the Tokyo Center will provide part of the resources and partners will be expected to invest the remainder either in cash or kind. It is likely that no cash grants will be made but contributions may include seconded staff positions, consultants, Tokyo Center services and the purchase of DLC time.

Work program

A number of tasks that envisage the need for pilot programs have been defined in the section of the work program devoted to Content and Partnerships. The tasks defined in this section relate to the need for technology developments that have been identified during the business planning process.

They stem from three important requirements:

1. As originally planned the Tokyo DLC did not have the capability to function as a switching hub or “bridge” that would enable a partner with its own video-conferencing facilities to connect to the GDLN via Tokyo. It would require such a partner to connect via ISDN to Washington DC. As many Japanese and regional partners may have their own facilities and wish to connect at the lowest possible cost, a bridge facility will be developed in the Tokyo DLC after the initial launch.
2. Many high-level conferences and other planned events such as professional conferences will usually take place at venues other than the DLC. However, linking in to those events via the GDLN would be a highly desirable facility. The Tokyo DLC will therefore develop this capacity by acquiring suitable mobile technology and the necessary technical skills.
3. The need for a similar mobile capability that could help link rural sites in other countries of the region to the GDLN was noted at the meeting of prospective partners in Tokyo, in January 2004. The project will

explore the feasibility of such a facility and strive to develop the necessary capability in the first year.

The attached table provides details of the tasks related to these initiatives .

New Product Development

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Establish Multi-site videoconferencing capability at project	Develop capability to conduct multi-site VCs with Tokyo and regional partners including other DLCs	<ol style="list-style-type: none"> 1. Procure video bridge and order additional ISDN lines 2. Hire temporary staff as needed 	<ol style="list-style-type: none"> 1. Video bridge is installed and operational 	<ol style="list-style-type: none"> 1. Purchase video bridge \$35,000 2. Travel and subsistence for one HQ staff for one week Project - Salary BB 	September	AD, HB
Establish off-site videoconferencing capability in Japan	Develop capability to conduct high quality videoconferencing at sites outside of Tokyo DLC	<ol style="list-style-type: none"> 1. Identify a portable and low cost equipment .configuration and procure 2. Hire contract staff as needed to operate equipment. 3. Pilot at a three sites 4. Publicize availability. 	<ol style="list-style-type: none"> 1. Portable video system procured and in place. 2. Staffing to operate equipment available as needed. 3. Pilots completed 4. General availability announced. 	<ol style="list-style-type: none"> 1. Procure portable videoconferencing system \$50,000 2. Contract staffing to setup videoconferencing at off-site, (1 day/week) 3. WB HQ time 5 days BB 	August	AD, HB, ST
Establish off-site GDLN capacity for rural EAP sites.	Develop the capability to conduct high quality videoconferencing at remote sites in Asia	<ol style="list-style-type: none"> 1. Identify a portable and low cost equipment configuration and procure. 2. Hire a staff locally as needed to trial the operation of this equipment. 	<ol style="list-style-type: none"> 1. System procured and in place. 2. Staffing to operate equipment available as needed. 	<ol style="list-style-type: none"> 1. Design and purchase a videoconferencing \$50,000. 2. Contract staffing to 	February	LV/AD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		3. Pilot at a few sites 4. Announce general availability .	3. Pilots completed 4. General availability announced.	setup. videoconferencing at off-site, 20 days 3. Travel and subsistence for HQ staff for two weeks Project - Salary BB		

3.5 Management

The key principles that underpin the management structure for the Tokyo project are transparency, accountability, and a focus on quality outputs. This is achieved through submission of regular performance reports, senior management overview, and respect for all project stakeholders which includes involving them in advisory and oversight roles.

Long-term staffing will stabilize at around eight professional staff and four support personnel. Peak work loads associated with major events (such as the official launch), peak work loads (including from April to May) and when additional professional resources are needed to support on-going activities (such as when additional Instructional Design Support is needed) will at times be sourced from consultants and more often by using Bank staff. Bank staff who work on the project on a short-term basis salaries will be paid for by the Bank.

The professional staff working on the project will all assume leadership roles in developing content, providing support to DLCs and in developing partnerships. By project staff assuming this role the need for consultants is substantially reduced. In addition by maintaining relatively low staffing numbers the project will be able to meet shifting priorities and respond to evaluation results by changing its staffing profile using short-term bank staff inputs and consultant assignments.

The strength of the Project is based on the strong within-bank support. The project evolved out of the combined strengths of the WBI, ISG, EXT and EAP. It is essential this powerful intellectual and managerial base continue to be fully involved in the project. To ensure the tight team that has worked so well together thus far continues all project reports will be circulated widely within the Bank and the project will report on progress and issues of interest of concern to Bank colleagues via GDLN sessions, phone conference calls and circulation of monitoring reports.

The close collaboration between the Bank and the Ministry of Finance in developing, advising and managing the project is also a great strength. The very important role of the Japanese MOF will continue to be recognized through MOF's representation in key GDLN events, participation in the

Project Advisory Board and through regular informal and formal contact between project staff and senior world Bank Management in the region and in Washington.

The project is fully committed to informing DLCs and project partners on opportunities for collaboration with the project, activities underway and project performance through the project web-site, e-mails and GDLN sessions. This on-going dialogue and inclusive management processes will ensure the Tokyo Project becomes a source of quality content, professional support and managerial excellence.

Management

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Project Staffing-Long Term	To adequately staff the project with full-time personnel to ensure human resources are available to undertake project activities	<ol style="list-style-type: none"> 1. Employ full-time staff <ul style="list-style-type: none"> - Partnership and Programs Manager - Operations Manger - Content Development and Capacity building Coordinator - Instructional Designer (Distance Learning Expert) - Senior Engineer - Studio Technician - Japan Partnership Facilitator - Web Master/IT Support - Program Assistant - Team Assistant (3) 2. Employ part-time staff <ol style="list-style-type: none"> 1. Graphic Artist (0.5) 	1. Staff in place	<p>Operation Manager salary and overheads paid by BB</p> <p>Other staff and overheads paid for by project</p>	<p>Partnership and Programs Manager, Operations Manager and Senior Engineer on-going</p> <p>Content Development Coordinator, Instructional Designer and Web Master/IT support – April</p> <p>Program Assistant and Team Assistants – March</p> <p>Graphic Artist – April</p>	JG/CL/RF
EXT Development Assignments	Maintain close links to EXT staff in country offices, establish sound working relationships between the Tokyo	<ol style="list-style-type: none"> 1. Under the guidance of senior HQ and Singapore Bank staff to establish a rotation of EXT staff on development assignments to the Tokyo 	1. Assignment for 3-6 monthly continuous rotation of EXT staff to the Tokyo project.	<p>BB for salary</p> <p>Project for travel and subsistence.</p>	On-going	PS/JW/RF/CL

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	Project and DLCs in the region and provide support to partnership building and marketing project functions.	project.				

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Staff Training	Project Staff maintain the skills needed to undertake their duties.	1. Provide training for newly recruited staff and for on-going staff .	1. Program Assistant: Induction training in Manila and Washington. 2. Team Assistant (3): Induction training in Manila 3. Studio Technician Induction training in Washington. 4. Partnership and Programs Manager, Senior Engineer. Training in Washington 5. Content Coordinator, Instructional Designer Training in Washington	1. Project funds for travel and subsistence 2. WB HQ time 30 days BB	April April/June April April or December January	CL

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Senior Project Management.	<p>Maintain strong senior management project oversight.</p> <p>Receive guidance from the key GDLN leadership areas -the WBI, ISG and EXT.</p>	<p>1. Ensure strong across the Bank Vice Presidential management and project guidance.</p> <p>2. Ensure the strong leadership group that developed the project continue to be provide advice and guidance throughout.</p>	<p>1. Meeting twice per year with project staff then implement agreed outcomes</p> <p>2. Regular VC sessions between project staff and Washington.</p>	<p>1. One Project manager attending each meeting in Washington</p> <p>2. 10*2hr sessions</p>	<p>May, November</p> <p>Monthly</p>	<p>VPs, JG, CL/RF</p> <p>RF/CL</p>

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Project evaluation and audit	Undertake a regular project evaluation and audit to ensure financial accountability and independent performance information being provided to senior management and the Donor.	<ol style="list-style-type: none"> 1. Hold annual evaluation and use results to inform senior management meetings and guide work program development 2. Hold annual external audit 	<ol style="list-style-type: none"> 1. Develop evaluation TOR in consultation with key project stakeholders. 2. Undertake evaluation 3. Circulate report to senior management committees 	Consultant 20 days plus travel and subsistence External Bank consultants	October	JG, CL, RF
					December	
Office Maintenance and Procurement	To maintain and effective and efficient office.	1. Efficiently organize the office to ensure is supports the staff and Project functions.	1. Effective office.	<ol style="list-style-type: none"> 1. Office rent. 2. Communication costs (telephone and fax) 3. Office equipment, (supplies and maintenance) 4. Logo Design and printing of stationary 	On-going	CL
					April	

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1 Concept and Strategy

1.1 Overview of the EAP GDLN

Thirteen DLCs are currently active in the Region and a further 15 are planned for FY05:

- Existing DLCs: Australia; Korea; Singapore; Thailand; Philippines; China (4); Vietnam; Timor Leste; Mongolia; and Papua New Guinea.
- Planned DLCs: Indonesia (4); China (8); Cambodia; Vietnam; and Laos.

The commencement of the Tokyo Development Learning Center (TDLC) Project coincides with the region's network expansion and provides an excellent opportunity to assist existing, and new, DLCs become sustainable and to enhance the network's development effectiveness.

Utilization and content

The EAP GDLN network can be characterized as having:

- A relatively low utilization (13.9% vs. a GDLN average of 15.9%)
- Countries with a diverse range of income levels - three DLCs will be located in high-income, 18 in low- middle incomes and 10 in low income countries.
- Countries with totally different topographies, cultures, population size and languages.

The TDLC project will include specific initiatives to increase sustainability and accessibility by addressing these issues.

Sustainability

The region's DLC have are widely different in term of management systems, length of operation and donor support base.

- DLCs will be classified into different groups according to these criteria and specific sustainability strategies developed for each.

Regional coordination

The DLCs of the EAP region and various regional organizations and donor agencies are organized as an Association (EAPA) which provides a forum for member DLCs through twice yearly conferences.

- At the 2003 Singapore meeting DLCs proposed the creation of three committees to manage marketing, technology and quality issues.
 - The TDLC was asked to assist these committees.
- The committees could, with proper nurturing, become the basis of a highly participative, regional support structure for the GDLN.

Japanese and regional partners

One of the most significant strengths of the TDLC is the strong interest that has been demonstrated by prospective Japanese partner institutions.

- The TDLC project recognizes that the development experience and work processes of Japanese institutions are different from those in other regions
 - This will be borne in mind when applying the best practices that have been developed elsewhere.
- Assisting Japanese partners to adapt to the needs of the GDLN and the development community are important tasks for the TDLC.

1.2 EAP GDLN Vision

The business plan is based on a new vision for the GDLN in the EAP Region:

“By the conclusion of TDLC project the EAP GDLN will be a dynamic, sustainable network: delivering a service that is widely acknowledged as increasing development impact by integrating knowledge sharing into the full range of development activities in the region, characterized by strong productive partnerships with local, regional and international organizations that have a commitment to the distance learning paradigm and the skills and capacity to support it, generating a steady stream of high value GDLN content, DLCs recognized in their host countries as important national resources, with substantial skills and capacity in the distance learning paradigm, providing a channel for interaction with global sources of expertise, and a well-established, sustainable, regional co-ordination structure with efficient processes for content development, quality assurance, evaluation and management, recognized as a leader in distance learning”

1.3 Lines of business

The EAP GDLN will concentrate on four business lines:

Operations of development agencies.

- Training of operational staff of the Bank and other donor agencies and their client PMUs, dialogs associated with CAS, PRSP, ESW, AAA and other research.
- The capacity building components as part of or linked to lending and other development projects of the Bank and other donor agencies to enhance the quality of their operations, as a vehicle to support the process of discussion, preparation, appraisal, implementation, dissemination and evaluation.

Communications.

- The GDLN will be promoted as a channel for conferences and formal events, and for use in crisis management such the recent SARS and Avian Flu epidemics when travel is not an option.
- The convening power of the Bank at a central and country level combined with the reach of the GDLN across the world are the key competitive strengths.

Networks and Communities of practice.

- The GDLN will be used to conduct policy dialogs, to disseminate findings and best practices among peer groups.
 - This presents an effective and novel way of building capacity before or during development projects.
- The Bank has many ongoing initiatives that support communities of practice the GDLN has an opportunity to work with these initiatives to develop business and build a unique set of specialized skills and methodologies.

Structured courses and training programs.

- The GDLN will deliver new or strengthen existing courses through the GDLN.
- Institutions such as government development agencies, universities and professional organizations are the target content suppliers:
 - who will benefit from greatly increased reach and penetration of markets that would otherwise be inaccessible due to costs, staff availability and time constraints.

1.4 The TDLC Strategy

Develop business quickly

- Partnership and program opportunities that have the potential to provide a model for long-term sustainability will be pursued immediately.
- The opportunities presented by the operations of the Bank itself will be a priority.
- DLCs will be invited to participate wherever possible in all activities that would help them build skills, relationships and, through the activities themselves, GDLN business.

Engage Japanese and regional partners early to maintain interest and build momentum

- An early focus will be on initiatives that engage those Japanese agencies that have shown a keen interest in the GDLN.
- The TDLC will set-up mechanisms that will provide support to project partners on a continuing basis – but which reduces over a one year time frame.
 - This approach calls for increasing commitment at each stage of the process, characterized by matching inputs and enhancements to organizational goals and structures to support the build up of distance learning capacity.
- Project resources will be applied to help develop and run demonstration events and pilot programs
 - This will provide technical inputs that will help build the capacity of partners to develop programs independently in the future.

Lay the foundations for long term success

- The current best practices of the GDLN in terms of sustainable products, effective pedagogy, productive partnerships and business processes, suitably adapted to Japan and the region, will be the foundation for improvements to the EAP GDLN.
 - A set of tested strategic guidelines and business models will be promoted within the region.
- The development of organizational structures and business processes to support the selected products and services, at regional and DLC level, will be addressed through separate initiatives.
 - The current motivation among DLCs for regional coordination mechanisms will be strongly supported as the basis for such initiatives.
 - A set of communication and management processes that link the DLCs with Tokyo will be adopted.
- The TDLC will invest in developing best practices and provide Technical Assistance for DLCs wishing to adopt them.
 - Commencing with assistance to develop and implement their own business plans and an integrated business plan for the region.
- DLCs will be provided assistance to develop and implement initiatives that will help them participate more actively within their national development community and substantially raise their credibility and profile within those communities. The Bank's country offices will be key enablers of such activities.

Establish mechanisms to ensure continuing development

- The TDLC will be a flagship within the GDLN for its technology, skills, innovative product lines and above all, for collaborative business processes that integrate DLCs and content partners effectively.
 - It will strive to substantially improve the effectiveness of the GDLN by exploring new ideas in collaboration with partners and DLCs. These will be tested through a

systematic piloting process and, based on the outcome, implemented throughout the regional GDLN.

- This process will ensure that improvements will be realized by the end of the project and that a processes for continuous improvement thereafter, will be in place.

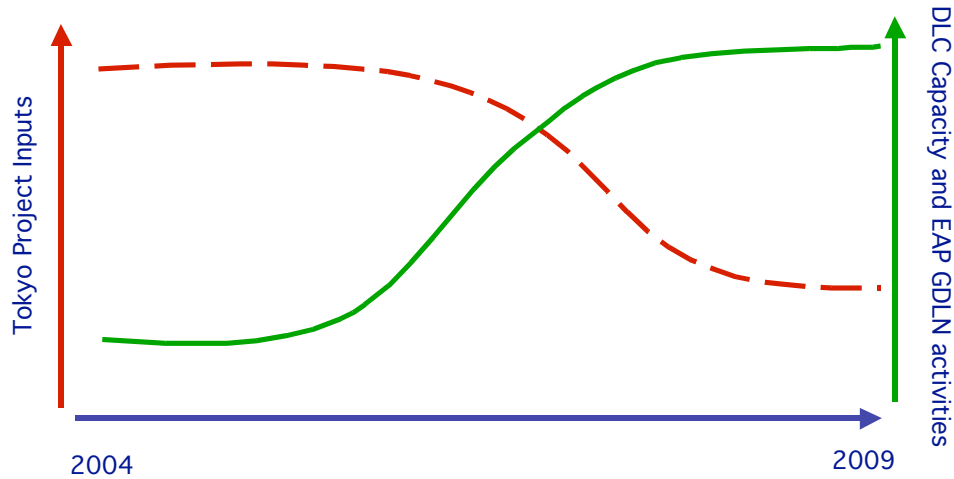


Figure (1-1) Visualization of project resource utilization and EAP GDLN development

- The Tokyo Project Inputs represented on the left hand vertical axis and indicated by the red graph (--) are expected to be high in the first few years of the project's 5-year lifetime, reflecting the intensity of effort required to make progress on several fronts concurrently.
- GDLN activities and the capacity of DLCs cannot be expected to grow quickly and will remain relatively low in the same period as indicated by the green graph (–) and the right hand axis.
- However, there should be rapid and accelerating growth in GDLN activities and DLC capacity from the end of the second year onwards based on the results of project activities.
- As capacity utilization grows DLCs will begin to focus on refining their business models and attaining sustainability.
 - Disparities between DLCs due to differences in local environment and other such factors are expected.
 - The fourth and fifth years will focus on consolidation rather than further rapid growth. This period will also see a fairly rapid decline in project inputs which will stabilize at a modest level by the beginning of the fifth year, essentially defining the characteristics and resource needs of the Successor to the Tokyo Project.
- Ideally, the required funding will be such that the Successor could be sustained by contributions from the DLCs, funded by their business.
 - It is likely that however, that modest inputs from the key stakeholders – including the Bank and/or other donors may be needed to compensate for the non-commercial nature of the GDLN and the many low-income countries that are part of the network.

2 Implementation

2.1 First year work program

(1) Content and Partnerships

Developing an adequate supply of high-value content is one of the top priorities of the Tokyo Project. The approach will be to identify prospective partners whose core business involves significant knowledge-sharing and will include three types of activities:

- Promotional events that demonstrate the value of the GDLN.
- Initiatives that reduce the initial investment (and corresponding risk) that a partner may need to make in order to make the transition to doing business over the GDLN. This may include the professional services required for program design as well as pilot events to test potentially sustainable product ideas.
- Tasks that assist partners to build capacity in distance learning methods so that they may produce such programs independently in the future.

A fair and effective mechanism for selecting potential partners and ensuring that project activities actually result in enhancement of their capacity rather than just temporary effects are important concerns. Some broad principles for engaging partners are identified at this stage, to be refined with growing experience.

- Promotional efforts will create widespread awareness of the opportunities as well as the main characteristics required of prospective partners.
- Desirable characteristics include:
 - Knowledge sharing focus possibly combined with a development orientation
 - Experience
 - Potential for long term GDLN content and a sustainable business model
 - Demand for services on offer in the EAP region
- The TDLC will support demonstration events and pilots to offset the initial investment risk of partners that lack facilities but have expertise and resources of value to the GDLN.
 - Matching inputs of expertise or other resources will be required.
- Capacity building efforts of the TDLC will depend on evidence of organizational commitment to developing internal capacity, such as appropriate organization structures, allocation of staff and inclusion of knowledge sharing initiatives in partners' business plans.

The work plan under this function comprises two sections:

- “Building the Business” – includes promotional activities that seek to create and demonstrate a GDLN value proposition for each of the business lines, for specific categories of client.
- “Specific Client Initiatives” – target prospective clients that have already expressed some degree of interest, with a view to long term partnership.

The work plan addresses the needs of six regional and international agencies and twenty Japanese institutions that have already indicated considerable interest. Approximately 44% of the first year budget is allocated to this function.

(2) EAP DLC Support

Ensuring that DLCs in the EAP Region are active and financially stable is critical to the overall success of the Regional GDLN. The TDLC Project will support DLCs by helping them to:

- Build distance learning capacity, overall management capacity and business processes that support a coordinated regional approach, based closely on the requirements of the proposed business model.

- Raise the national profile of DLCs, to help them integrate with the development community and strengthen ties with professional and academic communities.
- Implement targeted promotional or product development efforts proposed by themselves, that fall within the strategic framework of the project.
- The strong focus of the Tokyo project on developing new partnerships and in assisting the DLCs to raise their profile within their country is expected to generate substantial new business opportunities for them.
- The specific client activities and capacity building activities that are undertaken by the project will extensively use the GDLN and are expected to generate an estimated \$500,000 worth of additional GDLN business (resulting from Tokyo Project generated GDLN sessions) for Regional DLCs in the first operational year.
- Key tasks include workshops on the Tokyo Project business plan, assistance with the development of DLC business plans, and assistance to implement them.
- The EAP DLC Support function is expected to consume 21% of the first year budget.

(3) Program production and delivery

- The Tokyo DLC will provide a full range of production and delivery services aimed at producing programs of the highest quality, based on the latest developments in knowledge-sharing approaches and technologies, to clients and partners located both in Japan and in other parts of the EAP Region.
- The main functions will include:
 - professional services related to the design and production of GDLN events;
 - managing the Tokyo DLC facilities, including maintenance of equipment and running the studios on a day-to-day basis;
 - helping to schedule, organize and run events in the Tokyo DLC; and
 - 10% of the first year budget is allocated to this function.

(4) New product development

- Since the viability of a business model depends on external factors such as the economic environment, technology and the presence or otherwise of competitors and alternative products, it must be continually reviewed and developed.
- The TDLC project will be expected to elevate the GDLN to a new level of effectiveness and sustainability.
 - This function will develop, test and implement new products and services and the associated business models, management processes and business processes.
 - It will keep abreast of advances in technology to develop improvements and new applications. The first year budget, (5% of the total), includes the estimated cost of the technology initiatives that are planned.

(5) Management

- This function will cover:
 - project implementation
 - management of the Tokyo DLC and the associated facilities and operations, and
 - coordination of the EAP GDLN operations.
- Peak work loads associated with major events (such as the official launch), will at times be supplied by consultants and more often by using Bank staff.
- Professional project staff will all assume leadership roles in developing content, providing support to DLCs and in developing partnerships, thereby reducing the need for consultants.
- The funds allocated to Management amount to 20% of the total first year budget.

- The World Bank Tokyo based Vice President and Special Representative to Japan has shown an enthusiastic commitment toward the goals of the Tokyo project by taking advantage of EXTTK's past experiences with the GDLN, its consistency building efforts, and the new Public Information Center (PIC Tokyo). The Tokyo Project and the EXTTK will be working closely together to ensure smooth on-going coordination..

2.2 Utilization of funds

The Tokyo project will support the work of a range of partners within Japan and the region in developing and delivering GDLN content. It is clear that distance learning methods are not yet familiar to most potential project partners and they will have differing technical and financial resources. The goal of the Tokyo project is to build capacities within partners to exploit the GDLN in an autonomous and efficient manner.

- For this reason whilst all partnership agreements should adhere to guidelines, some flexibility is needed to take account of the differing skill sets and financial resources.

The Tokyo project is undertaking extensive marketing and is inviting interested institutions to approach the project. The criteria used in selecting project partners are:

- Technical resources relevant to the capacity building needs of developing countries
- Demonstrated commitment to international development and poverty reduction.
- Willingness to make a significant contribution (either financial and/or in kind) to develop and deliver GDLN content.
- Ability to fully fund their participation in the GDLN within 18 months.

Once partners have been identified the details of the partnership arrangements will be determined. In every case the partnership will require a contribution from the partner based on an understanding that over time they will assume the full cost of GDLN content preparation and delivery, and become long term users of the GDLN.

- Depending on the partnership agreement the project may assist the partner with technical assistance, training and in meeting GDLN broadcast costs.

Organizational Structure

- The requirements of the proposed business functions and the complex characteristics of the project environment require overlap between areas of responsibility.
- The positions within the organization structure will denote specialization rather than a specific business function. Each task in the work plan will be assigned to a Task Team Leader, who may be drawn in principle from any position in the team, from the Bank, or from an external source (Contractors). The lines of reporting will depend on the particular task and multiple lines of reporting will be common.
- Working within this flexible structure is acknowledged to be one of the major challenges of the project.

2.3 Risks and Challenges

(1) Delay in mobilization.

- Inability to produce results early will result in DLCs and partners losing interest and the project losing credibility. The work program is therefore ambitious and relies on mobilizing staff in time mainly by obtaining the services of Bank staff at key points to cover peaks in workload.

(2) Content development.

- Experience has proved that developing an adequate supply of high quality content is a serious challenge.

- Clear focus on best practices and innovations will be required and prospective partners and program opportunities will need to be selected strategically.

(3) Participation of DLCs.

- At the conclusion of the TDLC project the EAP DLCs will need to be sufficiently strong and coordinated to sustain the EAP GDLN, for the most part, by themselves. If the project fails to obtain their buy in and participation it will be almost impossible to implement this business plan. The resources, motivation and skills of DLCs are vital ingredients that must be harnessed by the project and failure to do so poses a big risk to its success.

(4) Management structures.

- The project requires flexible management structures and complex interactions with Bank HQ, the Tokyo Office, the GoJ and other Japanese agencies, and the DLCs. Lack of coordination among these complex reporting structures and relationships could lead to harmful loss of effectiveness.

2.4 Monitoring

The performance monitoring and reporting framework includes three categories.

(1) Data.

- A data base will be maintained on the quantity of outputs. It will include
 - detailed information on the numbers of Japanese and regional institutions from that have been approached; the results of those approaches and the characteristics of partnerships that resulted.
 - utilization rate of the TDLC and participant data
 - Data on the capacity building component.

(2) Quality assessment.

- DLCs will survey participants using the WBI Level 1 Evaluation, which assesses participants initial reactions to a course.
- DLC staff will be surveyed on their reaction to Capacity building programs.
- Feedback from institutions will be sought on the way they view the partnership arrangements with the Project.
- The external evaluation team will visit partner institutions and a range of DLCs as part of their assessment of project impact.

(3) Overall assessment

The Senior Management Committee will make an overall assessment of project performance based on objective and subjective data collected by the Project and the external evaluation and taking account of the advice provided by the Project Director and PAB.

Category of Monitoring	Issues reported	Sources of Data	Report Preparation	Frequency
Data	Numbers of: <ul style="list-style-type: none"> - GDLN sessions - Participants - partner institutions - partner delivered programs - capacity building programs 	Project MIS	Project	Quarterly
Performance Quality Assessment	Quality of: <ul style="list-style-type: none"> - GDLN content - GDLN presenters - technical broadcast - capacity building programs - project training programs 	Level 1 surveys of: <ul style="list-style-type: none"> - GDLN participants - Partner institutions - DLC managers 	- project MIS data <ul style="list-style-type: none"> - independent evaluation Considered by PAB	6 Monthly
Overall Evaluation	Project overall performance	Synopsis of: <ul style="list-style-type: none"> - project MIS - surveys - external Evaluation - PAB reports 	Project MIS data <ul style="list-style-type: none"> - independent evaluation - PAB reports Input from PAB Considered by SMC	Annual

Table (2-5) Performance Monitoring Framework

3 Work Program

The work program is organized under each of the five business functions:

- ♣ Content and Partnerships
- ♣ EAP DLC Support
- ♣ Program Production and Delivery
- ♣ New Product Development, and
- ♣ Management

The rationale and focus of each functions is presented individually in subsections 3.1 to 3.5. The detailed first year work plan under each function is tabulated as a set of tasks, with brief descriptions of the objectives, activities, deliverables, resource estimates and timing of each task. Where known, task managers have also been designated. The financial plan in Section 4 is derived directly from these estimates.

3.1 Content and partnerships

Developing an adequate supply of high-value content is one of the top priorities of the Tokyo Project. However, the project will not try to produce content by itself, nor to purchase it. Both approaches have proven infeasible in the past experience of the GDLN. Instead, the approach must be to identify prospective partners whose core business involves significant knowledge-sharing or development activity that could benefit from the use of the GDLN and likewise, where the GDLN could benefit from the content generated during the course of those activities both financially and in potential development impact.

Potential partners may be of several types, a few of whom are listed here.

- (a) The traditional training institutions that offer courses and workshops to development practitioners usually in a face to face format. These institutions, often linked to donor or lending agencies, such as WBI, ADBI etc., are looking for ways to increase their reach or to increase the impact of their programs.
- (b) Managers and operational teams in development agencies who increasingly see knowledge as the key to development. The lack of capacity among teams that are implementing reform programs or investment projects is acknowledged as a critical success factor.
- (c) International organizations such as the UNO, ASEAN, PECC and APEC, whose business includes regular discussions, conferences and policy dialogs. The GDLN could reduce costs, but more importantly enable improved work processes in these organizations.
- (d) Educational institutions such as universities and professional training institutions working with developing countries, either directly or in partnership with local institutions. Examples include universities that collaborate to deliver joint programs or to conduct collaborative research programs usually with sponsorship by a donor; universities that export their degree programs by working with a local partner to deliver a share of the course material while taking responsibility for

maintaining standards and conducting examinations, often on a commercial basis. The cost of travel and the time constraints of academic staff restrict the reach and effectiveness of such programs, which are often valuable components of the educational infrastructure of developing countries. The potential increase in access to existing courses and the potential increase in the number of such courses that would result from the adoption of the GDLN as a medium could be very significant.

- (e) Practitioners in a range of disciplines that wish to collaborate with their international colleagues in exchanging best practice and experience. They may include city mayors, health officials, chambers of commerce, agricultural researchers, environmental managers etc. The common thread is the need to meet regularly with their colleagues, but they typically manage no more than one meeting a year due to cost and time constraints.
- (f) The major professional organizations of various disciplines that combine periodicals, web-sites and regular international conferences sustained by subscriptions and registration fees. Negotiated access to conferences through the GDLN would contribute greatly to technical capacity in developing countries, as these organizations play a key role in the continuing professional development of their members and the cost of membership and attendance is a barrier to many.

Understanding demand

Any enterprise must be demand driven if it is to achieve success and the same holds true for GDLN. However the accurate assessment of demand is not a straightforward process. True demand is very rarely assessed by the “needs analysis” type of exercises that were attempted in the early days of the GDLN. Most commercial ventures expend a great deal of effort in their attempts to either identify existing demand accurately, or more often to anticipate demand, based on needs and opportunities that are not readily articulated by the prospective customers. They also create demand for innovative products that address latent needs in customers. A combination of methods are used: focus groups (similar to needs analysis), feedback

from current customers, feedback on competing products and analysis of market patterns and trends in consumer behavior. Often innovative products depend on creating demand that the target consumer could never have articulated before seeing the product. The GDLN as a pioneering, innovative enterprise does not have the advantage of some of these tools.

Another important point to note is that most enterprises produce a wide range of products with which they woo customers, but only a few products are successful. However the breadth of range is important as they have no way of judging demand accurately and rely stimulating the customer to choose from the available options.

The GDLN's initial efforts to determine the learning needs of a country and then to locate suitable content to fill those needs were unsuccessful for these reasons. Such an approach is akin to customized production services (as is sometimes the case with software and clothing). As in both those examples, however, such services are usually for highly sophisticated consumers, who are very sure of their needs. They are also at the high priced end of the market, which is not the case with the prospective participants of GDLN programs in developing countries.

Therefore the Services of the GDLN must be targeted at sophisticated customers who have their own views on learning needs and content, who may be attracted to use the GDLN to do their business more efficiently and cost-effectively. The GDLN value proposition lies in its ability to help clients do their business better, faster, cheaper.

These considerations also lead to certain guidelines that can be applied to the Products proposed in the business model. The customer base is different and demand may have to be assessed in a different way. However, prospective partners who are already engaged in businesses based on knowledge sharing have already made those assessments themselves and established a demand and brand recognition for themselves and their products albeit delivered through other media. Building partnerships with such institutions that exploit the GDLN must be the route of choice for the Tokyo Project.

Marketing Strategy

The value proposition of GDLN is that it helps clients reach more participants within the same time frame, much more cheaply, and that it makes possible regular, but short interactions which may change the format of knowledge sharing activities and make them much more effective. It is likely however that prospective partners have no experience of video conferencing as a medium for their own business and exploring the possibilities could be costly and risk-prone. The marketing strategy will take account of this by conceptually categorizing partners as being in one of three states: Unaware of the potential benefits of the GDLN; Aware and interested but not as yet committed to its use due to lack of experience with the medium and possibly financial risk; and fully committed to its use in regular business.

The strategy will be to move prospective partners from one state to the next through purpose-designed activities. For example, demonstration programs that encourage partners of the first type to explore the potential of GDLN. Those in the second state may agree to launch pilot programs where they themselves make a much greater commitment in order to develop material and recruit participants but the project provides technical assistance and services that defray their up-front investment. Successful pilots will create the stories of success that can become later marketing material. The greater the success stories the greater likelihood that the marketing will be done by the partners themselves, creating further demand. The aim is to create such a demand for the use of the network that the DLCs need no longer worry about creating awareness of the benefits of the GDLN, but can concentrate on improving quality and expanding their role in development.

Figure (3-1) below provides an illustration of the three stages of partnership building and includes actual current prospects and partners in the appropriate stages.

The work plan is split into two sections. The first, "Building the Business" comprises a number of general promotional and business development activities, that include creating and demonstrating a GDLN value proposition for each of the business lines. The second set of activities –

“Specific Client Initiatives” refers to the activities planned in relation to prospective clients that have already expressed some degree of interest.

These activities are targeted towards developing firm, productive partnerships with those institutions.

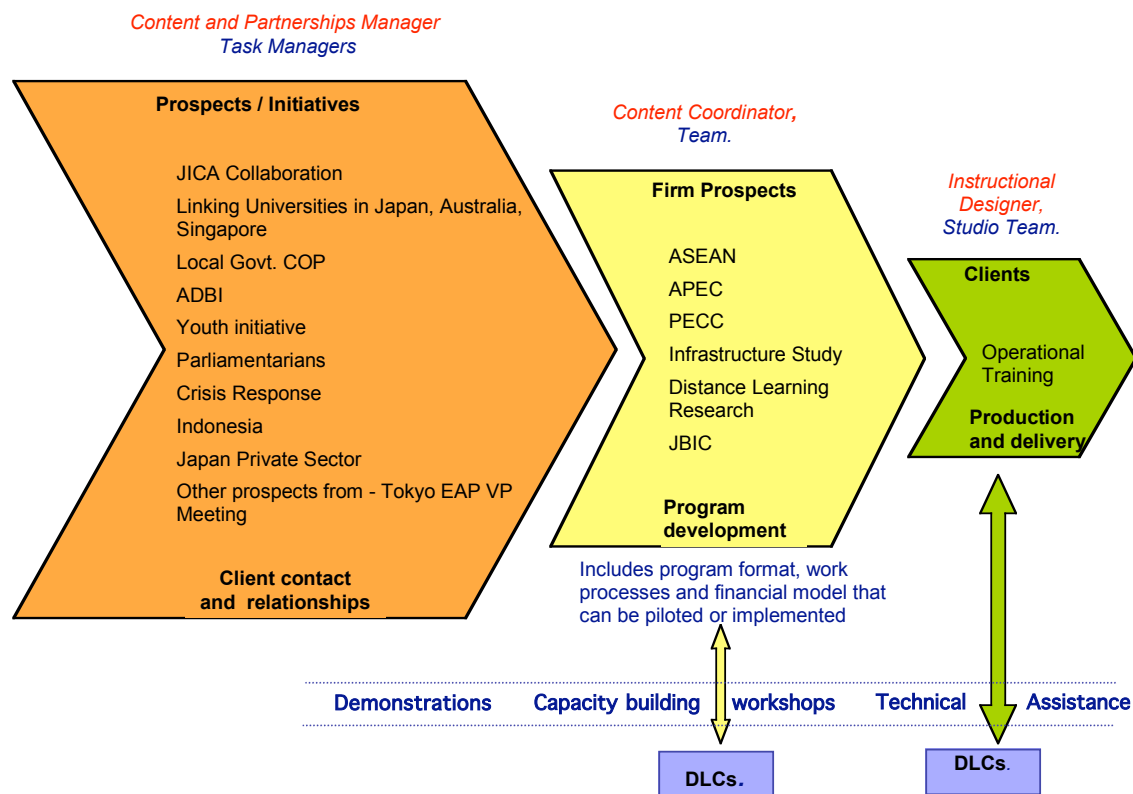


Figure (3-1) Clients and Partners – Three Stages of Engagement

Content and Partnerships - Building the business

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Promote the GDLN among prospective external clients for each product line.	To create awareness of the GDLN and the Tokyo Center and encourage prospective clients to examine the opportunities for partnership.	<ol style="list-style-type: none"> 1. Production of presentational and promotional material. 2. Training of project staff on marketing and business model. 3. Presentations to prospective clients, including as appropriate demonstration of GDLN activities. 4. Reach agreement with interested participants in moving to the next steps of GDLN involvement. 	<ol style="list-style-type: none"> 1. Promotional material (brochures, web site, videos, press material) 2. Presentation material (Powerpoint, handouts) Project staff trained 3. GDLN Workshops 4. Clients willing to move to next stage (15 in first year) 	<ol style="list-style-type: none"> 1. Web site development \$100,000 - Maintenance \$15,000 p.a. 2. Video \$50,000 3. Brochure/folders \$15,000 4. Marketing consultant / journalist - 80days 5. WB HQ staff mission to Tokyo for 5days - Salary BB - Travel Subsistence Project 6. Meeting costs \$300 per event 7. GDLN session with 4 DLCs - \$1,100 per event 8. WBHQ time 25 days BB 	<p>Web site – April</p> <p>Videos – March / July</p> <p>Brochure /May</p>	RF, LD, CC
Provide training and support to Japanese	Ensure that prospective clients understand what is involved in doing business with GDLN.	<ol style="list-style-type: none"> 1. Workshops for Japanese clients to be delivered twice in FY 05, on: 	<ol style="list-style-type: none"> 1. Workshop materials 2. Trained clients committed to 	<ol style="list-style-type: none"> 1. 4 workshops course material @ \$500 per workshop. 	2workshop on each topic	CC, ID, WBI

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
clients in partnership with DLCs, on GDLN based programs.	Ensure that they acquire a sufficient understanding of the medium to begin planning programs, possibly on a pilot basis.	<ul style="list-style-type: none"> - Designing and Delivering Distance Learning Programs through GDLN (1 day) - Moderating a videoconference (1 day) 	proceeding to next stage (10 in first year).	<ul style="list-style-type: none"> 2. 2 GDLN session with DLCs @ \$1000 3. Meeting costs @ \$300 per workshop 4. WB HQ time 10 days BB 		
Project Launch	Provide adequate staffing to ensure key events are adequately staffed.	1. Work with senior HQ and Singapore based staff to appoint short-term staff to cover launch events.	1. Additional staff resources in place for project launch.	<ul style="list-style-type: none"> 1 WB HQ mission to Tokyo (1*2 weeks and 1* 1 month - Travel and subsistence Project <ul style="list-style-type: none"> - Salary BB 2. WB HQ time 10 days BB 	May/June	JG/RF/CL
Provide on-going support to mature clients	Ensure that mature (repeat) clients continue to receive support as required.	1. Technical support services as part of normal Studio service. Include: <ul style="list-style-type: none"> - Program design consultancy - Production consultancy and / or support. 	2. Satisfactory delivery of professional services to mature clients using the GDLN to conduct business.	1. \$10,000 per client for TA, Training costs and materials	July – on going	CC, ID, DLC
Promoting the GDLN among WB staff for use in standard Bank	Educate TMs in the potential of the GDLN so that they may use it in current projects and incorporate it in the	1. Prepare a value proposition to present to TMs that includes quantitative, measurable benefits. Use the value proposition to	1. Value proposition document and presentation. 2. 3 pilot programs.	1. 2 HQ Staff *14 days mission to Tokyo - Travel and Subsistence Project	June onwards	RF, SW, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
operations.	<p>design of future projects.</p> <p>Obtain commitment of some TMs to proceed to a pilot stage.</p>	<p>promote the GDLN among Country Directors and Task Managers as a tool to assist their operations</p> <p>2. Select 3 pilots based on the commitment of their task managers</p> <p>Provide TA in program design, production, and logistics to develop the pilots.</p> <p>3. Integrate local DLCs in planning GDLN activities.</p> <p>Evaluate the success of the programs and review the value proposition.</p>	3. Revised value proposition document.	<p>- Salary BB</p> <p>2. GDLN costs@ \$1000 per pilot</p> <p>3. WB HQ time 14 days BB</p>		
Promoting the GDLN among other donors based on a model similar to that developed for WB	1. Develop models for incorporating GDLN in the standard operations of donors, through suitable adjustments to the WB model developed in 2 above.	1. Invite interested donors to participate in program for integrating GDLN into operations.	2.I pilot undertaken with 2 donors.	1. GDLN costs at \$1000 per pilot	June onwards	RF, SW, ID

Content and Partnerships - Specific Client Initiatives

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
1. Bank Operations						
Operational Training for Bank staff, PMUs, other development agencies;	Utilize GDLN for Bank operational training	<p>1. In partnership with staff training areas develop an action plan for using the GDLN as a key tool in Bank operational training for the 2004 budget</p> <p>2. Undertake a pilot training program during FY2004</p>	<p>1. A business case based on measurable benefits</p> <p>2. At least two GDLN based staff training programs during FY2004</p>	<p>1. HQ Staff 20 days BB</p> <p>2. Training activities from Existing BB</p>	<p>May</p> <p>FY2004</p>	<p>SW NS RK RF</p> <p>SW NS RK RF</p>
GDLN integrated in capacity building components of Bank operations	Create a model to directly support WB operations and further to be used for discussion with other donor partners	1. Promote GDLN use to WB Task Managers including developing work processes and financial arrangements.	<p>1. Persons identified, contacted and discussions held;</p> <p>2. At least one pilot program run with commitment to go further.</p>	1. WB Bank HQ staff time 20 days BB	September	RF CC

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
East Asian infrastructure study – JBIC, ADB, WB.	Develop GDLN activities around the key study events and dialogues	<ol style="list-style-type: none"> 1, Liaise with study team, including Bank Staff, Consultants and JBIC, 2. Develop work program 3. Plan and deliver GDLN sessions 	<ol style="list-style-type: none"> 1. Strong working relationship established 2. Work program developed 3. GDLN sessions held 	1. 2*GDLN*2 country*3 hr.	June - September	RF, CC LD
Introduce the GDLN as a tool for Aid harmonization policy discussions	Enhance Government/Bank Dialogue on aid Harmonization using the GDLN	<ol style="list-style-type: none"> 1. Discuss possibility of enhancing aid harmonization using the GDLN with Country offices. 2. Reach agreement with two country offices for using the GDLN for aid harmonization discussions 3. Hold GDLN sessions with governments and donor partners 	<ol style="list-style-type: none"> 1. Hold GDLN sessions with EXT staff in country offices 2. Hold follow up discussions with 2 country offices 3. Support Country offices holding GDLN sessions on aid harmonization 	<ol style="list-style-type: none"> 1. 2*GDLN*6 countries*1hr 2. Telephone and VC 3. Together with Japanese agencies participate in first sessions 4. WB staff time 20 days BB 	<p>November</p> <p>November</p> <p>March 05</p>	<p>RF, SW CL</p> <p>RF, SW, CL</p> <p>RF, CL</p>

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
2. Regional Initiatives						
ASEAN	Support ASEAN through the GDLN	1. Firm up on areas of GDLN collaboration with ASEAN that have already been nominated by ASEAN.	1. Consult with ASEAN on GDLN collaboration and prepare detailed development and delivery plans for two GDLN programs	1. Travel for 2 project staff to Singapore.	March	PS, CL, RF
		2. Develop 2 GDLN programs	2. Two GDLN programs including ASEAN staff training.	2. Travel and subsistence costs for 2* 2 ASEAN visit to Tokyo. 3. Consultant inputs (2*15 days per activity) 4. WB Staff time 14 days BB 5. 4* GDLN*4 country*3 hrs	June	PS, CL, RF, CC, ID
		3. Deliver 2 GDLN programs	3. Two GDLN programs including ASEAN staff training	6. 10*GDLN10 country*3 hr sessions	October onward	PS, CL, RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		4. Review the lessons learned from the sessions and develop a 12 month program of activities and develop work program and implement	4. Lessons learned report that is jointly owned by ASEAN and the Project	7. WB HQ time 10 days BB 8. Consultant input 2*5 days. 2*GDLN*4 country*2hr	March 05	PS, CC, RF, CL
APEC / PECC	Support APEC through the GDLN	1. Firm up on the two areas of collaboration with APEC 2. Develop 2 GDLN programs	1. Consult with APEC/PECC on GDLN collaboration and prepare detailed development and Delivery plans for two GDLN programs 2. Two GDLN programs including APEC/PECC staff training	1. Travel for 2 project staff to Singapore. 2. Travel costs for 2* 2 APEC/PECC staff visits to Tokyo. 3. Consultant inputs (2*15 days per activity) 4. WB HQ time 10 daysBB	March-June July	PS, RF

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		<p>3. Deliver 2 GDLN programs</p> <p>4. Review the lessons learned from the sessions and develop a 12 month</p> <p>Explore Counter-terrorism initiative and develop work program and implement</p>	<p>3. Two GDLN programs including APEC staff training</p> <p>4. Lessons learned report that is jointly owned by APEC and the Project.</p> <p>5. Two programs developed.</p>	<p>5. 4*GDLN*4country*3hr GDLN sessions</p> <p>6.10*GDLN*10 country*3hr</p> <p>7. HQ staff time 5 days BB</p> <p>8. Consultant input 2*5 days.</p> <p>9. 2*2hr*4 country GDLN sessions</p>	<p>September onward</p> <p>March 05</p>	PS, RF
<p>Typhoon Committee of ESCAP and WMO (supported by Japan Metrological Agency)</p>	<p>Integrate GDLN into Typhoon Committee (10 EAP countries)'s regular meetings and establish a close collaboration to develop capacity bldg programs</p>	<p>1. Work with JMA and Typhoon Committee to hold 2004 annual meeting by GDLN</p> <p>2. Discuss with JMA and Typhoon Committee to develop seminars/training program by distance learning</p>	<p>1. 2004 Typhoon Committee Annual Mtg. uses GDLN</p> <p>2. GDLN work program developed</p>	<p>1. 1*GDLN*10 country*6hr</p> <p>2. 15 days consultant time</p> <p>3. 1 travel of consultant</p>	<p>April</p> <p>October onward</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
				to BKK 4. 2*GDLN*5 country*2hr		
3. Donor Agencies						
Develop working arrangement with JICA-net and announce partnership	Establish a collaborative and supportive relationship between the Project, GDLN and JICA-Net	1. Liaise with JICA-Net and discuss options for collaboration 2. Explore possible linkages including joint presentations staff placement and training and network linking	1. Regular discussion between the Project staff and JICA 2. Agreed program of collaboration activities	1. WB HQ mission to Tokyo 5 days - Travel and Subsistence Project - Salary BB 2. 10*GDLN*3 country*3hr	April August onward	RF, YY, AD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
JBIC operations	Create three levels of partnership: (i) GDLN use for capacity bldg in JBIC lending activities; (ii) GDLN use for JBIC communication and consultation; and (iii) JBIC staff and PMUs training thru. GDLN	<ol style="list-style-type: none"> 1. Discussion between JBIC counterparts to identify areas for JBIC use of GDLN and development of marketing materials 2. Holding a plenary seminar to JBIC 3. Identify at least one pilot JBIC operation to use GDLN in its capacity bldg. Component 4. Delivery of program (a pilot) 5. Promote communication/consultation use of GDLN for JBIC and holding 	<ol style="list-style-type: none"> 1. A set of marketing tools tailored for JBIC staff/consultants and for them to sell GDLN to their counterparts in developing countries 2. BIC staff's clear understanding of GDLN value and ready to explain their clients; JBIC suggest their consultants to exploit GDLN; 3. A pilot to demonstrate JBIC, consultants, and their clients 4. Program delivered of a pilot 5. 2 series of conference and consultation mtgs between JBIC HQs and field offices/other donors 	<ol style="list-style-type: none"> 1. 20 days of a consultant 2*GDLN*2country*2hrs 3. 5 days of a consultant 4. 2*GDLN*2 country*2hrs 5. 10 days of a consultant 6. 12 days*2 prns (Project staff and a consultant) travel to 3 countries 7. 3*GDLN*3country*2 hr 	<p>March</p> <p>April</p> <p>June</p> <p>July</p> <p>October</p> <p>October</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		conference 6. Identify training needs of JBIC thru. distance learning and prepare programs 7. Delivery of training program	6. A program of practical training to JBIC field staff developed 7. Program delivered		December FY2005	
Japan MOF: ODA technical assistance by Regional Financial Cooperation Division	Develop a model to use GDLN in training activities sponsored by Japan MOF	1. Work with Regional Financial Cooperation Division to ‘market’ GDLN to training implementers 2. Holding a plenary seminar for bidders of training implementers 3. Holding a seminar on instruction designing to training implementers and follow-up supports	1. A guideline of MOF Regional Fin. Coop. Division for consultants on financial training 2. Practionners’ clear understanding of GDLN methods in training activities 3. Two training courses include GDLN sessions		May July November onward	RF., CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
4. Local Government Capacity Building Initiatives						
Kita-Kyushu City	Kita-Kyushu City's initiatives established to capacity bldg. To create environmentally-friendly management of local governments in Asian countries	<p>1. Work with Kita-Kyushu City to define modalities of collaboration</p> <p>2. Develop work programs and action pla</p> <p>3. Signing ceremony between Kita-Kyushu Mayor and the Bank mgt. as part of GDLN launching event</p> <p>4. Delivery of programs</p>	<p>1. An agreement on collaboration confirmed by letters</p> <p>2. Action plans agreed</p> <p>3. Joint announcement by Kita-Kyushu City/Project to launch environmental initiatives</p> <p>4. Regular workshop and seminars every two months</p>	<p>1. 5 days of a consultant</p> <p>2. 10 days of a consultant</p> <p>3. 3 days of a consultant</p> <p>4. *GDLN*3 country*2hrs</p>	<p>May</p> <p>May</p> <p>May</p> <p>July onwards</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
City Net Initiatives on Local Governments Capacity Building	Develop GDLN-based training and seminars to local government officials in Asia and other regions	<ol style="list-style-type: none"> 1. VC session as part of Waste Management Seminar in Yokohama 2. Work with CityNet to identify subject areas that are appropriate for GDLN (eg. Waste mngt. Municipal finance, etc.) 3. Develop work programs and action plans for 12 months and convert/develop their contents for DL 4. Delivery of programs 	<ol style="list-style-type: none"> 1. VC in an on-going seminar activity 2. An agreement on collaboration by letters 3. Activity plans agreed 4. Materials converted to DL methods 5. Programs delivered 	<p>1.20 days of a consultant</p> <p>3. 3*GDLN*2 country*3hrs</p>	<p>March</p> <p>June</p> <p>July</p>	RF, CC, ID
Community-Based Disaster Management Programs (Kyoto University and UNCRD)	Convert and Develop GDLN-based training and seminars on community-based disaster management	<ol style="list-style-type: none"> 1. Work with Kyoto University and UNCRD Disaster Mngt. Planning Office in Kobe to develop programs 2. plans for 12 months and convert/develop their contenst for DL 3. Training of local facilitors (local NGOs collaborating with UNCRD) 	<ol style="list-style-type: none"> 1. Activity plans agreed 2. Work program developed 	<p>1. 10 days of a consultant</p> <p>2. 10 days of a consultant</p> <p>3. 3*GDLN*3</p>	<p>April</p> <p>May</p> <p>June</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		4. Delivery of programs 5. Evaluation of programs and develop next work plans	3. Local facilitators acquired skills for facilitating DL to communities 4. Programs delivered 5. Evaluation report and a subsequent work program	country2hrs 4. 6*GDLN*3countryr *2hrs	August onwards	
5. International Organizations based in Japan						
Partnership with the ADBI	Utilize GDLN for ADBI training and dissemination needs	1. Work with ADBI to develop business case, clearly identify costs, and agree on preliminary GDLN programs 2. Work with ADBI management to establish close linkage 3. Support the ADBI in developing GDLN programs 4. Deliver GDLN programs	1. Exchange of Letters between the Project and the ADBI 2. Modalities for collaboration defined 3. Two programs developed. 4. Two Programs delivered	1. 10 days of consultant input 2. 3*GDLN*3countries *3hrs	June August November November	RF, CC, CL RF, CC CC, ID CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
United Nations University (UNU)	Develop a close Project/UNU collaboration (UNU distance learning to use Bank DLCs)	Work with UNU to use GDLN including development of contents	1. Agreed GDLN work program 2. Delivery of program	1. 10 days consultant time 2. 10 days consultant time 3. 2*GDLN*3 country*2hr	October February 05	RF, CC, ID
6. Universities						
Hitotsubashi University Asian Tax and Public Program (ATPP)	Develop a close Project/APPP collaboration including GDLN content preparation and delivery	1. Liaise with ATPP to discuss options for collaboration 2. Develop an agreed work program with ATPP 3. Develop one ATPP GDLN program 4. Evaluate the ATPP GDLN program and develop a one year project ATPP work program	1. Close working relationship with ATPP 2. Agreed GDLN work program 3. Program Developed 4. Evaluation report and on-going work program developed	1. 1*GDLN*3country*2 hr 2. 15 days consultant time 3. travel to Tokyo for 5 days 4. 5*GDLN 5 country3hr 5. 1*GDLN*3 country*2 hrs	July February 05 onward April 05 onward	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Ritsumeikan Asian Pacific University (APU)	Develop a close Project/APU collaboration including GDLN content preparation and delivery	<ol style="list-style-type: none"> 1. Liaise with APU to discuss options for collaboration, including clarification of connectivity from Oita, Kyushu 2. Develop one APU GDLN program 3. Evaluate APU GDLN program and develop a one year project 	<ol style="list-style-type: none"> 1. Close working relationship with APU 2. Program developed 3. Evaluation report and subsequent one-year program developed 	<ol style="list-style-type: none"> 1. 15 days consultant time 2. 3 days*2 APU staff/consultant study mission to Tokyo 3. 3*GDLN*3country* 4. 1*GDLN*3 country*2hr 	<p>July</p> <p>September</p> <p>October onward</p> <p>April 05 onward</p>	RF, CC, ID
Tokyo Institute of Technology (Tokyo Tech), School of Engineering	Develop a close Project/TIT collaboration including GDLN content preparation and delivery	<ol style="list-style-type: none"> 1. Liaise with TIT to discuss options for collaboration 2. Develop an agreed work program with TIT 3. Evaluate TIT GDLN program and develop a one-year work program 	<ol style="list-style-type: none"> 1. Close working relationship with TIT 2. Program developed 3. Evaluation report and subsequent one-year program developed 	<ol style="list-style-type: none"> 1. 15 days consultant time 2. 3*GDLN*3 country*2hr (Indonesia, Thailand, Philippines) 3. 1*GDLN 3country2hr 	<p>September</p> <p>February 05 onward</p> <p>April 05 onward</p>	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Collaboration with Japanese universities	Develop a close collaboration with at least one of universities: Waseda U., Tokyo U., Keio U. Hosei U, GRIPS	1. Liaise with Waseda U, Tokyo U, Keio U, Hosei U, GRIPS, to discuss options for collaboration 2. Develop an agreed work program with at least one of the universities	1. Close working relationship with at least one of the universities 2. Program developed	1. 15 days consultant time 2.3*GDLN*3country*2hrs	September January 05 onward	RF, CC, ID
Harvard University (Health Sector)	Develop a collaboration with Harvard U. on health sector initiatives	1. Work with Harvard University to identify collaborators/supporters for demand assessment and options with GDLN 2. Develop work program 3. Delivery of programs	1. Close working relationship with Harvard University Health sector initiatives 2. Program developed 3. Program delivered	1. 2*2hrs VC between Boston and Project 2. 15 days consultant time 3. 3*GDLN*3country*2hr	October November January05 onward	RF, CC, ID
7. Training/Research Organizations and Others						
FASID	Develop a close Project/FASID collaboration including GLDN content preparation and delivery	1. Liaise with FASID to discuss options for collaboration 2. Develop an agreed work program with FASID	1. Close working relationship with FASID 2. Agreed GDLN work program	1*GDLN*3 country*2 hr 15 days consultant time and travel to Tokyo 2. 2* DLC manager travel to Tokyo for 5	May August	

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		3. Develop one FASID GDLN program 4. Deliver one FASID GDLN program 5. Evaluate the FASIDGDLN program and develop a one year project APPP work program	3. Program Developed 4. Program Delivered 5. Evaluation report and on-going work program developed	days 3. 5GDLN*5 country*3hr 4. 1*GDLN*3 country*2hr.	September onward March 05 onward FY2005	
Development Bank of Japan (DBJ) International Cooperation Activities	Develop GDLN-based environmental initiatives related to carbon financing	1. Work with DBJ to discuss options of GDLN in on-going and new environmental initiatives 2. Develop work programs 3. Delivery of programs	1. Close working relationship established 2. Work program agreed 3. Program delivered	1. 20 days of consultant 2. 1GDLN 3 country2hrs 3. 3 GDLN 3 country2hrs	May October January 05 onwards	RF, CC, ID
Engage private sector partners through appropriate	To develop feasible models for engaging private sector partners for mutual benefit.	1. Work in partnership with IFC to develop an appropriate strategy for engagement and promotional methods.	1. Strategy developed. 2. Three partners engaged	1. All Inputs paid for by private sector partners	July September	RF, IFC, LD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
linkages possibly including IFC and MIGA	Such partners to include: <ul style="list-style-type: none"> - Companies engaged in development activities such as consulting and training - Companies that are recognized as world class in their industry and have outreach and training programs based on other media - Training and educational institutions 	<p>2. Engage with potential private sector partners and develop a mutually acceptable business model that includes full cost recovery</p> <p>Plan pilot programs with interested partners and in partnership with DLCs, on a full cost recovery basis, to test the business model.</p> <p>3. Implement pilots, evaluate success, and refine model accordingly</p> <p>4. Extend to full implementation and to other partners.</p>	<p>3. One pilot developed and implemented.</p> <p>4. Tested and refined business model ready for replication in subsequent years.</p>		<p>December</p> <p>February 05</p>	
Regional Crisis Response initiatives including a mechanism to respond quickly. Eg Avian flu.	Develop procedures and capacity to rapidly respond to crises in the region	1. Develop agreed policies and business practices including funding model to respond to regional crises.	1. One trial disaster response undertaken.	<p>1. 3*GDLN*10 country *1 hr</p> <p>2. WB HQ time 5 days</p>	September onward	RF, CC, ID
Planet Finance (NGO specializing in	Identify and develop GDLN – based programs on micro	1. Work with Planet Finance to identify subject and methodologies for extending	1. Strategy and action plan identified	1. 10 days of consultant 1*GDLN*3 country* 2 hr GDLN session.	August	RF, CC, ID

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
micro finance capacity building through ICT	finance that are relevant to DLCs and regional initiatives.	<p>micro finance capacity building programs (to micro finance institutions and policy makers)</p> <p>2. Work with DLCs, regional initiatives such as APEC, VGAP and other initiatives to ensure coordination of programs.</p> <p>3. Develop Program</p> <p>4. Deliver Program</p>	<p>2. Relevant micro finance training programs outlined in a way to ensure coordination with existing programs.</p> <p>3. Program developed Program Delivered</p>	<p>2. 30 days consultant time including 5 days in Tokyo</p> <p>3. 10 days consultant time 1*GDLN*3 country*2 hr GDLN sessions</p> <p>4. 4*GDLN*3 country*3 hrs sessions.</p>	<p>September</p> <p>November</p> <p>January05</p>	
Project Staffing-Peak content development loads	Provide adequate staffing to ensure professional inputs to the project are maintained during peak periods.	Work with senior HQ based staff to appoint short-term Instructional Design and partnership development staff to the project to cover peak periods.	1. Additional staff resources in place to meet peak periods	<p>1. WB HQ mission to Tokyo for 8 weeks</p> <p>- Travel and Subsistence Project</p> <p>- Salary BB</p>	January	RF/CL

Specific Client Initiatives
(preliminary agenda)



Preparation of program



Test use, training for use, or kick-off event



Implementation (implementation may be still in a pilot program involving partnership funds)

	Estimated No. of Sessions FY2004/05	JPN FY 2004/05											
		2004						2005					
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1. Bank Operations													
Operational Training (2 programs)	13						1	2	2	2	2	2	2
Model Bank Operation (2 pilots)	5						1	1	1		1		1
EAP and DEC research (EA Infra. with JBIC/ADB, etc)	6			1	1		1		1		1		1
Aid Harmonization	1												1
2. Regional Initiatives													
ASEAN (+3)													

	Estimated No.of Sessions FY2004/05	JPN FY 2004/05											
		2004						2005					
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Economic updates, SARS, etc. training program	5			1	1			1		1		1	
	4						1		1		1		1
APEC/PECC													
PECC: Banking	4				1		1			1			1
PECC: Community Bldg. Forum	3						1			1			1
APEC:	3							1		1			1
Typhoon Committee (ESCAP/WMO, JMA)	2								1				1
3.Donor Agencies													
JICA-Net collaboration	5		Announce	1		1		1		1		1	
JBIC Operations													
Communication/Consultation	3		Seminar		1			1			1		
Capacity bldg. In projects	4					1		1		1		1	
Japan MOF t/a in regional finance cooperation	2								1			1	

	Estimated No.of Sessions FY2004/05	JPN FY 2004/05											
		2004						2005					
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
4.Local Govt. Capicity Bldg. Programs													
Kita-Kyushu City (Environment)	5	Announce			1	1		1		1		1	
CityNet (Local Govts CB)	6		1	1		1		1		1		1	
UN Habitat	4					1			1		1		1
Community-Based Disaster Management	6				1		1		1		1	1	1
5.International Organizations based in Japan													
ADB	5		1			1		1		1		1	
UNU	1											1	
6.Universities													
Hitotsubashi University	2	Seminar										2	
Ritsumeikan APU	3	Seminar					1		1		1		

	Estimated No.of Sessions FY2004/05	JPN FY 2004/05													
		2004						2005							
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Tokyo Institute of Technology	2				Seminar								1	1	
Other Japanese Universities	2				Seminar								1	1	
Harvard University (Health)	3										1	Seminar		1	1
7.Training/Research Organizations and Others															
FASID	4		Seminar				1			1		1		1	
DBJ (Environemnt)	2				Seminar			1				1			
Private Sector thru. IFC/MIGA	4	Seminar			1			1		1		1			
Planet Finance (micro finance)	1						Seminar				1				
TOTAL	110	0	0	5	8	4	10	13	12	11	12	17	18		

Figure (3-2) Preliminary agenda of events

3.2 EAP DLC Support

A set of vigorous, financially stable DLCs in the EAP Region is critical to the overall success of GDLN and to the Region's ambitions to develop the GDLN as a leader in the knowledge-sharing business. A key aim of the Tokyo Project is to contribute to a dynamic business strategy that charts the way forward not only for individual DLCs but for the EAP network as a whole. This will entail a number of activities and funding initiatives that demonstrate the value of GDLN to the entire development community.

Because capacity enhancement requires strong motivation and ownership by target organizations, the Tokyo Project will strive to create the conditions and incentives that foster a process of locally-driven business development. It will work with the DLCs of the Region to refine its own business plan and to help DLCs develop their own plans, giving each a stake in the success of the other. The motivating factors that the project will strive to unleash include the following:

- New business opportunities generated from Tokyo and region-wide activities as well as assistance to pursue business development opportunities identified by DLCs
- Access to technical assistance to help DLCs develop business plans and implement them
- A focus on providing support and resources to help DLCs implement local initiatives, especially those aimed at building prominence and respect for the DLCs as knowledge brokers for their countries.
- Developing and implementing coordination and support mechanisms for ongoing operation of the Region's DLCs through a consultative process based on the proposal already adopted at the last Regional Conference.

The project will focus especially on creating the conditions that will motivate the partner institutions that host the DLCs of many countries. The Country Offices of the Bank will be approached in all cases as an

important means of access to the development community in order to help DLCs achieve prominence in National development forums. Tokyo will also work with DLCs to make sure that the Region takes full advantage and that it is properly represented in global GDLN forums and in reforms taking place in central GDLN services.

Indicative Activities

Early in the project implementation phase, by early April 2004, representatives of EAP Centers will be invited to Tokyo to work on a regional business plan and to make detailed comments on the Tokyo work plan. That meeting will also review the role of the committee structures that were proposed during the Singapore GDLN regional meeting in November 2003. The Singapore meeting set up four committees focusing respectively on technology, marketing, quality assurance and the creation of a regional GDLN secretariat.

The Tokyo workshop will include sessions targeted at each of the different groups of DLCs within the region. These are in IDA eligible and borrowing countries (many of which are in Bank offices) and in middle and high income countries and which are therefore mainly GDLN content providers. This latter group will receive specific advice and support at the workshop in recognition of the fact that these DLCs hold an important role in achieving EAP GDLN sustainability. The workshop will identify general lessons learned from each of these groups and recommend specific follow-up action.

From that kick-off, Tokyo will launch a number of activities that will run in parallel with efforts to build up an active GDLN program in Tokyo and a new set of partners contributing to the GDLN strategy. Many of these activities will be focused on helping the DLCs take advantage of these new opportunities. Other activities will focus on helping the DLCs develop their own new business from their local markets and to scale that business up over other parts of the region. Finally, another set of approaches will focus on expanding the role of the World Bank as a

GDLN client, both for Bank operations in the field and for training Bank staff. This will require enhanced and focused skills and capacity in the DLCs which the project will help develop.

By the end of the year, it is expected that each DLC will have a working business plan, a stronger staff and will be cooperating on an increasingly

active GDLN work program that encompasses both Bank and external clients.

The details of those activities and the steps required to achieve the desired outcomes are included in the Implementation Plan

EAP DLC Support

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Tokyo and regional business plan workshop including visit to Singapore to follow-up on the EAPA meeting.	Disseminate key elements of Tokyo Project business plan, obtain feedback and buy-in from DLCs. Discuss regional business plan. Three DLCs to decide to revise their business plans.	<ol style="list-style-type: none"> 1. Organize meetings in Tokyo. 2. Organize meetings in Singapore. 3. Prepare summary of Tokyo business plan for distribution ahead of workshop. 4. Prepare agenda outlining key issues and planned deliverables. 5. Work with regional committees to prepare their specific inputs for meeting. 	<ol style="list-style-type: none"> 1. 2. Feedback on Tokyo business plan, buy-in, and support for key elements 3. Elements of regional work plan agreed . 4. Three DLCs agree to work with Project to revise their business plans. 5. Agreement of follow-up action with Singapore partners. 6. Committees further empowered with specific work program 	<ol style="list-style-type: none"> 1. Two-day stay for 10 DLC personnel in Singapore preceded by three days in Tokyo (6*Project, 4*BB) 2. 2*10 country *2 hr GDLN sessions 3. 10 days contractor fees including travel to 	April 2004	RC, CL, RF, SW

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		<ul style="list-style-type: none"> 6. Work on draft elements of regional business plan 7. Finalize agreed follow-up actions. 	responsibilities.	Tokyo for 5 days.		
Develop EAP plans for boosting regional content in collaboration with supplier DLCs	Assist EAP DLCs which are mainly content providers to implement business plans which will ensure their activities are well integrated into their own programs and to likely clients and partners within their own countries	<ul style="list-style-type: none"> 1. Work with Thai, Australia, Singapore and Korea DLCs to follow up on the generic strategies that were identified at the Tokyo meeting for further developing the business. 2. Follow-up with DLCs on an individual basis on developing country specific strategies. This would be undertaken with the DLC manager and with senior managers from the host institution. 3. Set up a communications network between EAP content provider DLCS and those in other regions including Europe. 	<ul style="list-style-type: none"> 1. Generic strategies identified at the Tokyo workshop 2. Country and Institution strategies developed as part of the Business plan review 3. Progress reviewed at the Shanghai regional meeting 4. Project staff work with Bank offices and with host institutions to support DLC business development 	<ul style="list-style-type: none"> 1. 4*GDLN* 4 country* 2 hours 2. Consultant input (16 days) 3. Project staff travel to countries (1 mission of 2 weeks) 	April on-going	RC/CL/RF/SW
DLC business development and planning	Identify workable business model for each DLC	<p><u>Prior to the Shanghai meeting</u></p> <ul style="list-style-type: none"> 1. Hold one planning session during the Tokyo meeting 	<ul style="list-style-type: none"> 1. Regional pricing policy and other common business development tools such as 	1. 25 days contractor time.	July 04	RC,CL,RF,S W

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	<p>considering both local conditions and regional goals.</p> <p>Assist DLCs develop immediate action plans for business development as the first step in developing formal business plans.</p> <p>Develop basic business development tools.</p> <p>Develop draft regional business plan.</p>	<p>with the 3 DLCs that have agreed to plan for the revision of their Business Plans.</p> <p>2. Assist the three DLC Managers to prepare papers for, and hold, a business plan workshop with GDLN stakeholders in their country</p> <p>3. Assist DLC managers to revise their business plans</p> <p>4. In association with the Marketing Committee assist DLC managers to develop business development tools such as price list, presentation materials, value proposition, target client list and action plan and publicize the revised business plans.</p> <p>5. Prepare background paper on Draft GDLN Management Structure.</p> <p><u>Following the Shanghai meeting</u></p>	<p>standard presentation material and value proposition.</p> <p>2. Business development plans for each DLC, consisting of a target client list and planned initiatives, especially identifying Regional collaboration needs.</p> <p>3. Three DLC business plans revised and publicized.</p> <p>4. Outline of draft EAP GDLN regional business plan prepared</p> <p>1. Five more DLC business plans revised and publicized.</p> <p>2. EAP Regional Business</p>	<p>2. 4*3 country*2 hr GDLN sessions</p> <p>3. Funding support for two in-country workshops (with Bank office participation).</p> <p>4. Funding support to the Marketing committee to assist the publicizing of DLC plans.</p> <p>5. 25 days contractor time. Including 10 days in Tokyo</p> <p>6. 4*5 country*2 hr video session</p> <p>7. Funding support</p>	<p>February</p>	

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		<ol style="list-style-type: none"> 1. Hold two GDLN sessions with 5 countries to plan for the review of their Business Plans. 2. Assist the five DLC Mangers to prepare papers for, and then hold, a business plan workshop with GDLN stakeholders in their country. 6. Assist DLC managers to revise their business plans. 7. In association with the Marketing Committee assist DLC managers to publicize their business plans. 8. In association with DLCs rework EAP GDLN business plan. 	Plan developed	<p>for five in country workshops (with Bank office participation).</p> <p>8. association with the local Bank office provide limited funding support through the Marketing committee to assist the publicizing of DLC plans. (\$2000 per DLC)</p> <p>9. WB staff time 20 days BB</p>	2004	
Shanghai GDLN regional meeting	Further project work program objectives at the Shanghai regional meeting.	<ol style="list-style-type: none"> 1. Broad endorsement of EAP regional business plan. 2. Five DLC managers undertake to revise their business plans with project support. 3. Endorsement of key elements of EAP GDLN management structure. 	<ol style="list-style-type: none"> 1. Table draft regional business plan for discussion. 2. Present three centers' business plans at meeting 3. Identify sequencing for next set of DLC business plan reviews. 4. Agree on key issues 	<ol style="list-style-type: none"> 1. Consultant fees 8 days and travel 2. travel for five project staff 3. four GDLN sessions for 	July	RC,CL,RF, SW

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
			relating to the EAP management structure that is required to implement EAP business plan.	follow-up.		
EAP GDLN management structure	Based on the draft EAP GDLN business plan, and under the guidance from HQ, create more integrated EAP network and management structure.	1. Clarify mandate, empower and motivate committee work and pan-regional solutions to problems.	1. Agreed pilot management structure for Regional GDLN 2. Committees working with clear mandate and work processes	1. Ten days consultant fees 2. four GDLN session - 2 WB HQ mission to Tokyo for 7 days. - Travel and Subsistence Projetc Salary BB 3. Travel cost for 4 DLC representatives to visit Tokyo for management workshops.	Eight activities completed by end March 2005. Tokyo meeting: November 2004	CL,SW,RF
Regional GDLN meeting in Tokyo	Demonstrate GDLN leadership and further the	1. Hold well organized Tokyo regional meeting at the Project GDLN facility.	1.Participants agree meeting is a success with a strong endorsement of decisions	Tokyo meeting: \$50,000 (venue preparation,	October	CL.SW. RF

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	development of the EAP GDLN by hosting a regional GDLN meeting in Tokyo.	2. Review issues arising from the trial EAP GDLN management structure.	taken at the meeting and commitment to implement follow-up.	meals), two HQ staff for one week, 7 days contractor input including 5 days in Tokyo.		

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Support for business plan implementation	Provide individual DLCs with technical assistance and training needed to meet their, and region's, business targets.	<p>1. Assist DLC managers to gain skills needed for business plan implementation</p> <p>2. Assist DLC managers in activities which support business plan implementation</p> <p>Document case studies and best practice for circulation within the region and to the entire GDLN family.</p>	<p>1. DLC managers with the skills and understandings needed to implement their business plans.</p> <p>2. DLC business plan implementation activities undertaken.</p> <p>Case studies including best practice publicized.</p>	<p>1. 15 capacity building activities with DLC managers in association with regional committees undertaken.</p> <p><u>Estimated inputs: for each activity</u></p> <p>- 5 days of consultants</p> <p>- 2 GDLN sessions*5 DLCs*2 hours each</p> <p>- 0.5 HQ staff travel for 7 days</p> <p>- 0.5 Project staff travel</p> <p>- procurement \$2,000</p>	By end March 2005	CL,LD,SW, RF
Effective liaison between Project staff and DLCs, and	1. To facilitate Senior Project Management effectively	1. Hold project management and coordination meeting with Singapore and Washington staff	1. Management reports and operational priorities confirmed	1. Singapore EXT head visit to Tokyo 2 times per year for 3 days.	April , October	PS/SW/CL/R F

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Singapore/Washington management	managing the project and assume the appropriate role and profile in the region	2. Active participation and leadership at EAPA meetings	2. Project well linked into regional priorities	2. Project Management team meeting in Singapore	July/January	PS/CL/RF
		3. Liaison with regional DLCs	Cohesive GDLN within the region	1. Operations Manager, Partnership and Programs Manager, Content Development and Capacity Building Coordinator attendance in Shanghai. 2. Partnerships and Programs manager and Operations Manager 3 visits, and Senior Engineer three times per year	July Various	RF/CL/AD/CC CI/RF/AD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
				WB Staff time 15 days BB		
Technology advice and support to Technology committee	<p>Ensure DLCs in the region are able to seek advice on technology advice for their DLC.</p> <p>Support the work of the EAP GDLN region Technical Committee through active participation in the work of the committee</p> <p>Improve the overall videoconferencing experience by reducing downtime to a minimum and standardize</p>	<ol style="list-style-type: none"> 1. Advise DLCs that the Senior Project Engineer and his team are available to the region to provide technical advice. 2. In association with the ANU seek nominees from DLCs, to join the Technical Committee, that have a good understanding of the issues and credibility among other DLCs. 3. Participate actively in the Technical Committee including in managing relevant technical capacity building programs. 4. Arrange for discussions with DLCs - through the Technical Committee and via the web on any technical issues of concern 	<ol style="list-style-type: none"> 1. Technical Committee established. 2. DLCs working with the Tokyo technical team on region technical issues. 3. A process established within the technical committee structure for problem resolution leveraging resources within DLCs first before escalating to HQ. 4. Discussion space established. 5. Technical problem resolution methodology established. 6. Technical problems resolved in a timely manner. 	Costs included in other budget lines.	June	AD,

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	equipment across DLCs	<p>including on broadcast quality.</p> <p>5. Introduce a system that will regularly list technical problems, prioritize them in order of severity, set a timetable for resolution.</p> <p>6. In association with the technical committee and colleagues at HQ resolve the problems and report back to DLCs.</p> <p>7. Assist Committee survey DLCs periodically for overall satisfaction on technical matters.</p>	7. Survey results published.			
Project Staffing-Early Activities	Provide adequate staffing to project activities that will establish early project credibility are effectively undertaken.	1. Work with HQ and Singapore Based Bank Management to appoint short term Bank staff and consultants to the project for the first several months.	1. Staff in place and fully integrated into project activities.	1. Contractor inputs for 3 months.	April-June	CL/RF/

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Project Staffing-key events	Provide adequate staffing to ensure key events are adequately staffed.	3. Work with senior HQ and Singapore based staff to appoint short-term staff to the project to cover key events.	1. Additional staff resources in place for Tokyo regional meeting.	<u>Tokyo regional meeting:</u> WB Stagff member mission for 2 weeks – Travel and Subsistnece Project Salary BB.	September	
Circulation of Project newsletter	Prepare regular newsletter to Tokyo Project partners in Japan and in the region	1. Monthly news letter - posted on the project web site and distributed via email activities underway.	1. Monthly reports		Monthly from May	CL/RF

3.3 Program Production and Delivery

The Tokyo DLC will provide a full range of production and delivery services to clients and partners located both in Japan and in other parts of the EAP Region. These services are aimed at producing programs of the highest quality, based on the latest developments in knowledge-sharing approaches and technologies. A team of professionals is being assembled to provide a set of interlocking services to clients that will enable them to make GDLN central to their business strategy.

The structure of the program production and delivery function of the Tokyo center reflects the highly specific capabilities of the latest distance learning and communications technologies and the operating approaches of the global network. The main functions of this team include the following:

- Guiding clients and partners through the process of defining and proposing programs over GDLN, designing these programs for reception in GDLN centers anywhere in the world and for delivering those programs over the network
- Managing the Tokyo DLC facilities, maintaining equipment and running the studios on a day-to-day basis
- Helping to schedule, organize and run events that take place in the Tokyo DLC and providing quality support to partners during GDLN events
- Contributing to capacity building and support services to DLCs in other parts of the EAP Region and acting as an interface between the Network and the World Bank.

These activities reflect practices that are in place in other parts of the network and contribute to the building of communities of practice within GDLN and the growing standardization of the “GDLN approach.” Specific job families are emerging that describe the activities necessary for the efficient running of a GDLN center, and in that sense, the Tokyo Project benefits from lessons learned throughout the network. At the same

time, the Tokyo DLC must be a repository of the skills that reflect the

Sequence of Program Design and Production Activities

program design consulting ◇ program delivery and studio support services ◇ evaluation and monitoring ◇ maintenance and follow-up on relevant evaluation findings

particular nature of the EAP region, the complex texture of languages, cultures and learning approaches that characterize Eastern Asia. Tokyo will also contribute to improving the quality of services available within the daytime working hours of developing country clients stretching from western China to the mid-Pacific islands.

Program Design and Program Planning Team

The role of the program design and program planning staff is to advise clients both inside and outside the Bank in the best-practice approaches for GDLN events and programs. This upstream function, initially to consist of one person, ensures that programs proposed from Tokyo are well planned, make effective use of technology available in the Center, and deploy pedagogical approaches appropriate to the target audience and the subject matter at hand. Program Design Team members do not generally take on the complete process of designing programs from start to finish, but act as advisers, monitoring client planning processes and passing on to other professionals those clients that need more comprehensive assistance. They seek out innovations in learning approaches and help keep all members of the Center staff up-to-date on the latest technologies and innovations.

Program Production Team

The program production team will run the studios and ensure the smooth operation of programs that originate in or include Tokyo. Usually with a

background in television or film production or video conference engineering, team members typically work with their counterparts throughout the network to manage studio reservations and Tokyo's position on the Activity Management System¹. They also ensure that the video conferencing and other equipment is ready for use at scheduled times.

Program production staff must generally be present or easily available throughout events to operate cameras, internet-based program management systems, document presentation systems, videos, recording systems, and any other equipment used during events. They should instruct regular users of the studios in best practice approaches and help them become more self-sufficient, and work with DLCs in other parts of the network to ensure smooth interoperability of programs and events. They will also interface with the Bank's ISG team to signal technical problems and to record details of those problems for monitoring purposes. They will be required to cooperate on program evaluation and monitoring efforts and help collect data necessary to tracking quality of programs that are broadcast over GDLN.

Tokyo program production staff will also act as resource persons in capacity building programs for other centers in the network and orientation programs for new members.

By its very nature most of the tasks of this business function overlap with one or more other functions. This is reflected in the work program – tasks that involve program production and delivery are included in the work programs of the other functions – especially Management and Content and Partnerships.

¹ The activity management system (AMS) is a web-based tool to propose, schedule, and define the details of GDLN events. It allows clients and partners to negotiate the selection of sites to be included in events and the services that are to be provided by the various centers. It also includes the pricing details and acts as a clearing house for financial transactions, billing and payment for connection charges, center rental fees and other services provided by various players in the GDLN events.

Program production and delivery

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Establish Technical Project Facility	To deliver a world class facility with top class pedagogical functionality and maximum configurability for space.	To oversee all technical construction activities including integration of all technology equipment.	Deliver world class Facility.	1.Senior Engineer Travel to Washington one week 2 HQ staff for 2 weeks - Travel and Subsistence Project - Salary BB	April	AD, LV, HB
Day- to-day Tokyo GDLN facility operation	Ensure that technical aspects of GDLN center operate effectively including provision of a communications infrastructure.	1. Procure and install communications equipment that will enable sharing of communications link/PABX with Tokyo Office including procurement of internet connection for DLC use.	1 Staff in place Communications infrastructure in place.	1. Equipment maintenance \$75000/yr. 2. PABX equipment \$50,000.	May -	AD
GDLN Financial Chargeback Systems	To facilitate easy use of GDLN financial systems by new partner.	1. Work with WBI on the AMS interface to assist in devising a simple to use system. 2. Provide assistance to new partners in using the AMS until new systems in place.	1. New partners not daunted in dealing through the AMS.		May-	AD, RF, SW, CL

3.4 New Product Development

Practical experience of the GDLN around the world as well as recent studies have produced a number of important guidelines for GDLN operation and also some ideas for improvement, aimed at both development impact and sustainability. The type and format of distance learning programs that are most effective; the type of organizations with whom successful partnerships have been built; the pedagogical tools and methods that are best suited to the medium; quality assurance, management frameworks and sustainable business models are among the key areas of experience.

The Tokyo project will be expected to elevate the GDLN to a new level of effectiveness and sustainability. Developing and testing improvements in products and services, business models and business processes and guiding their subsequent implementation, will be an important part of its activities. For example, the business planning process has already identified four definite lines of business of which the GDLN has prior successful experience of just two, creating an immediate need for developing viable models for the remainder.

The objectives will be to:

- Identify proposals of merit and test their key concepts and implementation issues through systematically designed pilot projects;
- Develop viable models based on lessons learned and guide their implementation;
- Develop and implement a set of processes that could support this function and become part of the on-going activities of the center;

so that:

- The dramatic improvements in effectiveness and sustainability that are the ambitions of the key stakeholders are addressed.

- A platform is created that would create the opportunity for new partners and especially Japanese institutions to make a substantial intellectual contribution to the development of the region.
- The center provides thought leadership to the EAP regional GDLN as well as the entire network and creates the foundation of a research and development function that the GDLN may consider consolidating in the interests of long term sustainability.

This function will link closely with, and complement, similar efforts in WBI in order to ensure that new proposals are thoroughly tested against the important conceptual guidelines that have been developed through experience. The process of selecting proposals for testing will also include examination of certain fundamental criteria, including potential impact and business models. The selection process itself will be a target improvement and consolidation during the lifetime of the project.

The key elements that are to be tested or explored will be identified beforehand and the pilot project designed accordingly. There could be a case for a multi-staged project where changes and refinements resulting from one stage will re-define subsequent stages as the project progresses. However, there will be emphasis on the identification of clear and useful learning points beforehand, when considering a project for approval.

It is envisaged that most pilot projects will typically involve many players – DLCs and their customers, potential clients and partners. Therefore it will be necessary to select suitable candidates to represent each group for the purpose of the pilot. The selection processes and other management processes will evolve according to experience, but the initial process proposed is on the following lines:

- An outline project proposal will be presented to a shortlist of candidates selected according to the characteristics and competencies required by the project.
- The candidates themselves will be requested to make their own proposals around this framework, indicating their vision and

contribution as the basis of competitive selection. Close linkage with the strategic objectives of the candidate and inclusion of the initiative within its business plan will be an important criterion.

As presently envisaged the Tokyo Center will provide part of the resources and partners will be expected to invest the remainder either in cash or kind. It is likely that no cash grants will be made but contributions may include seconded staff positions, consultants, Tokyo Center services and the purchase of DLC time.

Work program

A number of tasks that envisage the need for pilot programs have been defined in the section of the work program devoted to Content and Partnerships. The tasks defined in this section relate to the need for technology developments that have been identified during the business planning process.

They stem from three important requirements:

1. As originally planned the Tokyo DLC did not have the capability to function as a switching hub or “bridge” that would enable a partner with its own video-conferencing facilities to connect to the GDLN via Tokyo. It would require such a partner to connect via ISDN to Washington DC. As many Japanese and regional partners may have their own facilities and wish to connect at the lowest possible cost, a bridge facility will be developed in the Tokyo DLC after the initial launch.
2. Many high-level conferences and other planned events such as professional conferences will usually take place at venues other than the DLC. However, linking in to those events via the GDLN would be a highly desirable facility. The Tokyo DLC will therefore develop this capacity by acquiring suitable mobile technology and the necessary technical skills.
3. The need for a similar mobile capability that could help link rural sites in other countries of the region to the GDLN was noted at the meeting of prospective partners in Tokyo, in January 2004. The project will

explore the feasibility of such a facility and strive to develop the necessary capability in the first year.

The attached table provides details of the tasks related to these initiatives .

New Product Development

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Establish Multi-site videoconferencing capability at project	Develop capability to conduct multi-site VCs with Tokyo and regional partners including other DLCs	<ol style="list-style-type: none"> 1. Procure video bridge and order additional ISDN lines 2. Hire temporary staff as needed 	<ol style="list-style-type: none"> 1. Video bridge is installed and operational 	<ol style="list-style-type: none"> 1. Purchase video bridge \$35,000 2. Travel and subsistence for one HQ staff for one week Project - Salary BB 	September	AD, HB
Establish off-site videoconferencing capability in Japan	Develop capability to conduct high quality videoconferencing at sites outside of Tokyo DLC	<ol style="list-style-type: none"> 1. Identify a portable and low cost equipment .configuration and procure 2. Hire contract staff as needed to operate equipment. 3. Pilot at a three sites 4. Publicize availability. 	<ol style="list-style-type: none"> 1. Portable video system procured and in place. 2. Staffing to operate equipment available as needed. 3. Pilots completed 4. General availability announced. 	<ol style="list-style-type: none"> 1. Procure portable videoconferencing system \$50,000 2. Contract staffing to setup videoconferencing at off-site, (1 day/week) 3. WB HQ time 5 days BB 	August	AD, HB, ST
Establish off-site GDLN capacity for rural EAP sites.	Develop the capability to conduct high quality videoconferencing at remote sites in Asia	<ol style="list-style-type: none"> 1. Identify a portable and low cost equipment configuration and procure. 2. Hire a staff locally as needed to trial the operation of this equipment. 	<ol style="list-style-type: none"> 1. System procured and in place. 2. Staffing to operate equipment available as needed. 	<ol style="list-style-type: none"> 1. Design and purchase a videoconferencing \$50,000. 2. Contract staffing to 	February	LV/AD

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
		3. Pilot at a few sites 4. Announce general availability .	3. Pilots completed 4. General availability announced.	setup. videoconferencing at off-site, 20 days 3. Travel and subsistence for HQ staff for two weeks Project - Salary BB		

3.5 Management

The key principles that underpin the management structure for the Tokyo project are transparency, accountability, and a focus on quality outputs. This is achieved through submission of regular performance reports, senior management overview, and respect for all project stakeholders which includes involving them in advisory and oversight roles.

Long-term staffing will stabilize at around eight professional staff and four support personnel. Peak work loads associated with major events (such as the official launch), peak work loads (including from April to May) and when additional professional resources are needed to support on-going activities (such as when additional Instructional Design Support is needed) will at times be sourced from consultants and more often by using Bank staff. Bank staff who work on the project on a short-term basis salaries will be paid for by the Bank.

The professional staff working on the project will all assume leadership roles in developing content, providing support to DLCs and in developing partnerships. By project staff assuming this role the need for consultants is substantially reduced. In addition by maintaining relatively low staffing numbers the project will be able to meet shifting priorities and respond to evaluation results by changing its staffing profile using short-term bank staff inputs and consultant assignments.

The strength of the Project is based on the strong within-bank support. The project evolved out of the combined strengths of the WBI, ISG, EXT and EAP. It is essential this powerful intellectual and managerial base continue to be fully involved in the project. To ensure the tight team that has worked so well together thus far continues all project reports will be circulated widely within the Bank and the project will report on progress and issues of interest of concern to Bank colleagues via GDLN sessions, phone conference calls and circulation of monitoring reports.

The close collaboration between the Bank and the Ministry of Finance in developing, advising and managing the project is also a great strength. The very important role of the Japanese MOF will continue to be recognized through MOF's representation in key GDLN events, participation in the

Project Advisory Board and through regular informal and formal contact between project staff and senior world Bank Management in the region and in Washington.

The project is fully committed to informing DLCs and project partners on opportunities for collaboration with the project, activities underway and project performance through the project web-site, e-mails and GDLN sessions. This on-going dialogue and inclusive management processes will ensure the Tokyo Project becomes a source of quality content, professional support and managerial excellence.

Management

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Project Staffing-Long Term	To adequately staff the project with full-time personnel to ensure human resources are available to undertake project activities	<ol style="list-style-type: none"> 1. Employ full-time staff <ul style="list-style-type: none"> - Partnership and Programs Manager - Operations Manger - Content Development and Capacity building Coordinator - Instructional Designer (Distance Learning Expert) - Senior Engineer - Studio Technician - Japan Partnership Facilitator - Web Master/IT Support - Program Assistant - Team Assistant (3) 2. Employ part-time staff <ol style="list-style-type: none"> 1. Graphic Artist (0.5) 	1. Staff in place	<p>Operation Manager salary and overheads paid by BB</p> <p>Other staff and overheads paid for by project</p>	<p>Partnership and Programs Manager, Operations Manager and Senior Engineer on-going</p> <p>Content Development Coordinator, Instructional Designer and Web Master/IT support – April</p> <p>Program Assistant and Team Assistants – March</p> <p>Graphic Artist – April</p>	JG/CL/RF
EXT Development Assignments	Maintain close links to EXT staff in country offices, establish sound working relationships between the Tokyo	<ol style="list-style-type: none"> 1. Under the guidance of senior HQ and Singapore Bank staff to establish a rotation of EXT staff on development assignments to the Tokyo 	1. Assignment for 3-6 monthly continuous rotation of EXT staff to the Tokyo project.	<p>BB for salary</p> <p>Project for travel and subsistence.</p>	On-going	PS/JW/RF/CL

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
	Project and DLCs in the region and provide support to partnership building and marketing project functions.	project.				

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Staff Training	Project Staff maintain the skills needed to undertake their duties.	1. Provide training for newly recruited staff and for on-going staff .	1. Program Assistant: Induction training in Manila and Washington. 2. Team Assistant (3): Induction training in Manila 3. Studio Technician Induction training in Washington. 4. Partnership and Programs Manager, Senior Engineer. Training in Washington 5. Content Coordinator, Instructional Designer Training in Washington	1. Project funds for travel and subsistence 2. WB HQ time 30 days BB	April April/June April April or December January	CL

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Senior Project Management.	<p>Maintain strong senior management project oversight.</p> <p>Receive guidance from the key GDLN leadership areas -the WBI, ISG and EXT.</p>	<p>1. Ensure strong across the Bank Vice Presidential management and project guidance.</p> <p>2. Ensure the strong leadership group that developed the project continue to be provide advice and guidance throughout.</p>	<p>1. Meeting twice per year with project staff then implement agreed outcomes</p> <p>2. Regular VC sessions between project staff and Washington.</p>	<p>1. One Project manager attending each meeting in Washington</p> <p>2. 10*2hr sessions</p>	<p>May, November</p> <p>Monthly</p>	<p>VPs, JG, CL/RF</p> <p>RF/CL</p>

Activity	Objectives	Tasks	Deliverables	Resources	Schedule	Responsible
Project evaluation and audit	Undertake a regular project evaluation and audit to ensure financial accountability and independent performance information being provided to senior management and the Donor.	<ol style="list-style-type: none"> 1. Hold annual evaluation and use results to inform senior management meetings and guide work program development 2. Hold annual external audit 	<ol style="list-style-type: none"> 1. Develop evaluation TOR in consultation with key project stakeholders. 2. Undertake evaluation 3. Circulate report to senior management committees 	Consultant 20 days plus travel and subsistence External Bank consultants	October	JG, CL, RF
					December	
Office Maintenance and Procurement	To maintain and effective and efficient office.	1. Efficiently organize the office to ensure is supports the staff and Project functions.	1. Effective office.	<ol style="list-style-type: none"> 1. Office rent. 2. Communication costs (telephone and fax) 3. Office equipment, (supplies and maintenance) 4. Logo Design and printing of stationary 	On-going	CL
					April	

