

# VEREDUS

## VACANCY NOTICE



COMMONWEALTH  
TELECOMMUNICATIONS  
ORGANISATION



# COMMONWEALTH TELECOMMUNICATIONS ORGANISATION

Chief Executive Officer  
February 2011



## Table of Contents

Foreword from Chairman of the CTO Council.....	3
Who we are .....	4
What we do .....	4
Background and History .....	4
Our Vision and Mission.....	5
Programmes .....	6
Constitution and Membership .....	6
The Role of the Chief Executive Officer.....	8
Terms and Conditions of Appointment – Contract.....	10
CTO’s Equal Opportunities Strategy.....	11
The Recruitment Process.....	12
Advertisement.....	15
Equality & Diversity Monitoring Form.....	16



## Foreword from Chairman of the CTO Council

I should like to thank you for your interest in the above post which is both challenging and immensely rewarding. It offers a diversity of involvement unmatched by many others at a similar level. Policy, regulatory, commercial, development, technical, financial and administrative inputs are all required to provide the assistance needed by governments, businesses and users in developing countries communication sectors at a time of great change and interest.

The CTO is the largest Commonwealth sectoral body outside the Commonwealth Secretariat and has existed in one form or another for over 100 years. This, in itself, is a demonstration of its ability to respond and adapt to such changes. As part of this ongoing process the CTO has recently revised its constitution to position itself at the forefront of promoting the use of Information and Communication Technologies (ICTs) in driving social and economic development of countries both within, and beyond, the Commonwealth. A key part of the Chief Executive Officer's role will be securing the funding necessary for the CTO's programmes of activities within the wider field of ICT's from development agencies and the private sector.

The membership comprises of all Commonwealth Governments and, as sector members, development partners (including governments, international development and communications agencies, academic institutions and other organisations) and industry partners (drawn from business and the private sector). The Chief Executive Officer will also have responsibility for developing the membership and for ensuring that the role played by the CTO is in the best interest of all its members.

The post of Chief Executive Officer has been pivotal in leading the organisation with the contributions of some exceptional individuals from the CTO. It is just such an individual that we now seek – someone with the intellect, drive, skill and experience to take the CTO to even greater heights. As such, I can assure you that your application will be given careful consideration and would like to take this opportunity of wishing you all the very best.

Yours sincerely

Lalith Weeratunga  
**CTO Council Chairman**



## Who we are

The **Commonwealth Telecommunications Organisation (CTO)** is an international development partnership between the Commonwealth and non-Commonwealth governments, business and civil society organisations. It provides the international community with effective means to help bridge the digital divide and achieve social and economic development, by delivering to developing countries unique knowledge-sharing programmes in the use of Information and Communication Technologies (ICT) in the specific areas of Telecommunications, IT, Broadcasting and the Internet.

## What we do

The work of the CTO goes back to its creation in 1901 as the Pacific Cable Board. Since then, the CTO has been at the centre of continuous and extensive international communications development funding, co-operation and assistance programmes. Since 1985, the organisation has delivered to its recipient members in Europe, the Caribbean, Americas, Africa and Asia-Pacific regions, over 3,500 bilateral and multilateral telecommunications and ICT capacity-building projects in the form of policy, operational and regulatory training and expert assistance.

This long history as a development agency provides the organisation with a unique and growing delivery capacity of ICT-for-development programmes and services. Recently, the CTO has significantly reviewed its mandate to reflect and respond to today's global development challenge as set in the United **Nations Millennium Development Goals (MDGs)**. Today, our mission is to offer the highest quality programmes for capacity development, knowledge sharing and information services, expand and diversify partnerships between governments, business and other organisations to reduce global poverty and fulfil the global development agenda for ICT. We do this by helping to bridge the digital divide within the Commonwealth and beyond in the key sectors of food and agriculture, education, health, e-government and e-commerce.

## Background and History

The CTO is one of the largest and most important institutions within the Commonwealth of Nations - the fifty-four-member-country international grouping of countries around the world. The CTO has existed, in one form or another, since 1901. Since 1967, it has been structured as an international treaty organisation, independent of the Commonwealth Secretariat and with diplomatic status in its host country, the UK. Thirty-five Commonwealth countries make financial contributions to the organisation, represented by its governing Council.

### Work:

- Communications Policy and Regulation;
- Communications Business Development; and
- Communications for Social and Economic Development.



The CTO's work today extends beyond telecommunications to embrace the Internet and the wider group of information and communication technologies, known as ICTs. It also works with countries outside as well as within the Commonwealth.

Since 1983, the CTO has delivered:

- over 3000 bilateral technical cooperation projects;
- more than 120 international conferences and seminars;
- a variety of scholarship schemes, information resources and other activities of value to the governments and telecommunications businesses in Commonwealth countries.
- liberalisation of global and national telecoms and ICT markets;
- commercialisation and privatisation of (usually formerly state-owned) businesses, particularly fixed telecommunications businesses;
- the introduction of independent regulation of telecoms and ICTs;
- convergence between the telecommunications and other bit transmission industries; and
- the rapid development of new technologies and businesses within the sector, including mobile/cellular telephony and, particularly, internet businesses and services

The Organisation currently delivers some 200 technical cooperation projects and 10 international conferences and workshops each year - a significant proportion of all technical cooperation undertaken within the Commonwealth. The CTO also works with development agencies and individual countries. It is, for example, the lead agency on policy and regulatory issues in ICT issues for the UK Department for International Development's programme 'Building Digital Opportunities'

## Our Vision and Mission

The Commonwealth Telecommunications Organisation (CTO) is an international development partnership between Commonwealth and non-Commonwealth governments, business and civil society organisations. It provides the international community with effective means to help bridge the digital divide and achieve social and economic development, by delivering to developing countries unique knowledge-sharing programmes in the use of information and communication technologies (ICT) in the specific areas of telecommunications, IT, broadcasting and the Internet.

### Our Vision

The CTO's vision is to become the pre-eminent international ICT organisation dedicated to promoting social and economic development in the Commonwealth and beyond by helping to bridge the digital divide.



## Our Mission

The CTO's mission statements guide us towards achieving our vision:

- Offer the highest quality programmes for capacity development, knowledge sharing and information services to member countries;
- Deepen, expand and diversify the partnerships between governments, businesses and other organisations to reduce global poverty and achieve the Millennium Development Goals for ICT;
- Help bridge the digital and knowledge divide especially in the five key sectors of food and agriculture (e-nutrition), education (distance learning), health (telemedicine), e-government and e-commerce;
- Facilitate the successful development of telecommunications and other businesses to support social and economic development objectives of governments and civil society.

## Programmes

The CTO is the lead organiser in a number of internationally important ICT development programmes. These range from global training and development programmes open to both members and non-members (PDT) and international capacity building programmes (BDO) to highly targeted bilateral aid and support initiatives.

The CTO works closely with other international organisations including ITU, DFID, USAID, and TRASA as well as global and local companies such as World bank, Ericson and Telkom South Africa to put these programmes into effect.

The CTO's experience and long history of working with both the developing and industrialised countries of the Commonwealth give it a unique knowledge and understanding of ICT. As a result the CTO believes that its expertise should be available outside the Commonwealth.

## Constitution and Membership

The CTO is an intergovernmental organisation established by international treaty. The CTO is governed by the annual meeting of the Commonwealth Telecommunications Council, made-up of one representative appointed by government of each full member-country and chaired by an elected chairperson.

As present 34 Commonwealth countries are full member-countries and are directly represented on the council, while a further 8 countries and 10 dependent territories participate in the organisation as associate national members. Another 4 countries are currently in discussions about becoming full members.



The organisation has recently reviewed its constitution in order to broaden the scope and scale of its activities and to work with a wider range of telecommunications businesses and international agencies. Several businesses have become associates of the CTO, and memoranda of understanding on future cooperation have been signed with a number of other bodies. The opportunity to extend the CTO's activities is warmly welcomed by member-countries. The Executive Director and his team always discuss potential new initiatives with organisations interested in working with the CTO on behalf of the citizens and the telecommunications industries.

The recently revised Constitution and Rules of Procedure are available on the CTO website. It is the CTO's aim to ensure that the telecommunications sectors in all commonwealth countries play a full and active part in the CTO's work. Discussions have continued with a number of non-member countries about the possibility of their becoming full members. Council agreed on special arrangements to facilitate this in the case of small Pacific island states during 1999. Participants from non-member countries within and beyond the Commonwealth are welcomed at CTO international conferences and seminars and such countries are involved in CTO activities that are not funded from membership contributions.

#### **Full Member Countries of the CTO 2010-2011**

Bangladesh	Lesotho	Trinidad & Tobago
Barbados	Malaysia	South Africa
Botswana	Mauritius	Swaziland
Cameroon	Malawi	Tanzania
Cyprus	Mozambique	United Kingdom
Fiji	Nigeria	Uganda
Ghana	Pakistan	Zambia
Gambia	Papua New Guinea	
Guyana	Rwanda	
India	Sierra Leone	
Jamaica	Solomon Islands	
Kenya	Sri Lanka	



## The Role of the Chief Executive Officer

The Chief Executive Officer is the public face of the organisation and is responsible for its office leadership and giving direction and clarity to the organisation's strategic and policy development.

The priorities for the new Chief Executive Officer will be to ensure a smooth transition to the changes from the revised constitution, raising the profile of the organisation to attract investment for programme development and delivery, by developing local and international business partnerships with both private and public sectors and expanding the current membership base.

### Job Description

The appointment, which is for a four year renewable contract period, is open to citizens of those Commonwealth Countries which are full members of the CTO. A list of members can be found on page 7.

The Chief Executive Officer of the CTO is responsible to the organisation's governing Council for:

- Advising Council on all aspects of the organisation's strategic development;
- Acting as the ambassador for the organisation in meetings with leading figures in government, private industry and with developed agencies;
- Managing the planning and delivery of the organisation's established programmes and activities in the best interests of the organisation and its members;
- Developing and securing funding for new programmes of work in accordance with the organisation's relationships with its member-countries and sector members, with other international organisations and funding agencies, governments and businesses;
- Exercising financial control and budgetary management of the Organisation and its programmes;
- Managing the CTO Secretariat at its Headquarters in London.

### Key Deliverables

- Provision of a clear strategic direction for the CTO and overall leadership.
- Delivery of CTO programmes and activities to a high standard of performance.
- Introduction of new programmes and activities related to the requirements of member countries and of the international ICT and development communities.
- Securing new funding agreements with existing and potential donors/funders.
- Full implementation of the new Constitution and Rules of Procedure agreed by the CTO Council.
- Effective delivery of outputs established in the Organisation's Business Plan.
- Maintaining and developing a high reputation for the CTO.
- Increased national and sector (i.e. development and business partner) membership.



- Effective financial control and management.
- Facilitating a culture that inspires and motivates all employees.
- Actively seeking out and promoting initiatives that improve and maximise efficiency and make best use of resources.
- Developing a succession plan within the management team.

## Person Specification

Applicants should refer to page 13 (The Recruitment Process / The Application) which provides clear guidance on the requirement to evidence experience against the criteria outlined below.

### PART ONE – Knowledge and Experience

#### Essential Criteria:

- A minimum of a Masters Degree; preferably ICT and / or business related subject;
- 15 years solid track record of strong leadership, building and motivating effective and productive teams in an organisation of comparable size;
- Experience and understanding of international communications issues, policy and technology;
- Experience and understanding of international development issues, including social and economic development;
- A track record of negotiation, influencing and persuading others at a top level both internally and externally (Governmental; Business and Development Institutions);
- A record of achievement in securing funding from external sources including funding agencies and the private sector;

#### Desirable Criteria:

- Establishing, managing and developing collaborative working relationships with a range of internal and external bodies;
- Experience in developing and implementing innovative measures;
- Strong administrative and financial skills demonstrated in a senior strategic role;
- Effective communication at all levels often covering complex and wide ranging subjects;

### PART TWO - Skills and Abilities

- Ability to establish credibility quickly, particularly in new areas of influence.
- A consultative and facilitative style with the ability to influence others where appropriate.
- Excellent interpersonal skills.
- Ability to provide direction and leadership in a way that inspires confidence and commitment and encourages ideas, innovation and initiative from others.
- Ability to demonstrate authority, commitment, consistency and fairness.



- Ability to think clearly and analytically, grasp complex issues and develop sound judgments in a sensitive environment.
- Strong influencing and negotiating skills at the most senior levels to lead, develop and participate in partnerships and strategic alliances.
- Robust and comfortable with operating in a challenging environment.
- Committed to the efficient and effective management of financial resources and staff.

### Other key Attributes

- Commitment to the role and mandate of the CTO.
- Ability to demonstrate authority, commitment, consistency and fairness.
- Politically astute and aware.

## Terms and Conditions of Appointment – Contract

**The appointment is only open to citizens of those Commonwealth countries which are full members of the CTO.**

This is a summary of the principal terms and conditions for Diplomatic staff at the CTO.

<p><b>Contract Term Eligibility to work In the UK</b></p>	<p>Appointments are on limited term contracts usually of four years. Contracts may be renewed by mutual agreement and subject to fully satisfactory performance. Staff at this level may normally serve for not more than two four-year contracts. The Council will retain the supreme authority to approve or decline extensions as circumstances warrant. Appointments are subject to eligibility to work in the UK, if applicable.</p>
<p><b>Medical</b></p>	<p>Appointments are subject to passing a medical examination.</p>
<p><b>Clearance</b></p>	<p>Appointments are also subject to clearance to the extent that the candidate’s own government raises no objection to his/her suitability for employment.</p>
<p><b>Probation</b></p>	<p>All appointments are subject to a six-month probationary period. This may be extended at the Council discretion for up to another six months.</p>
<p><b>Period of Notice</b></p>	<p>During probationary service, the appointment may be terminated by the Executive Committee giving five weeks notice. Thereafter employment may be terminated by the Secretariat giving six months, or by the staff member giving six months, written notice.</p>



<b>Annual Leave</b>	Subject to the terms of the letter of appointment, the CEO shall accrue annual leave at the rate of 30 working days per year.
<b>Pension/Gratuity</b>	Staff are eligible to join the Secretariat’s Pension Plan. This is a combination of a group personal pension and a stakeholder scheme. Pension benefits reflect the level of personal contributions and the value of the investments in the personal plan on retirement.
<b>Retirement Age</b>	60th birthday
<b>Compensation Package</b>	Up to £100,000 per annum

### Other Benefits

Full terms and conditions, as they apply to the appointment of British Citizens and UK Residents and Overseas Recruited Staff are set out in the CTO Handbook Staff Rules and Regulations which form part of the contract of all staff members. This information will be made available once an appointable candidate has been identified, and as part of the offer stage.

### CTO’s Equal Opportunities Strategy

CTO is an equal opportunities employer. Its policy is to provide equal opportunity for employment, career development and promotion to all who are eligible, on the basis of ability, and suitability for work. Applications are welcome from qualified individuals irrespective of race, gender or marital status.



## The Recruitment Process

### The Selection Process

The recruitment process is being aided on behalf of the CTO by Veredus. The deadline for receipt of applications is **12 noon on 21<sup>st</sup> March 2011**. All applications will be acknowledged.

All dates are confirmed as follows:

- Long-listing will take place **w/c 28<sup>th</sup> March 2011** and candidates selected by the panel will be informed and invited for a preliminary interview. Preliminary interviews will take the form of a telephone interview with Veredus – these are programmed to take place **w/c 4<sup>th</sup> April and w/c 11<sup>th</sup> April 2011**. In advance of this interview candidates will be asked to provide evidence of:
  - His/her most recent educational degree / qualifications
  - Proof of his / her current remuneration details

Additionally, and as part of the preliminary interview, candidates will be expected to undergo psychometric assessment. Shortly thereafter;

- Short listing will take place on **Thursday 21<sup>st</sup> April OR Friday 22<sup>nd</sup> April 2011 (tbc)** and candidates selected for final panel interview will be informed.
- The final panel interview will take place in London at CTO Headquarters, in the first half of May, most likely **Monday 9<sup>th</sup> & Tuesday 10<sup>th</sup> May 2011 (tbc)**. If appropriate, candidates may need to consider the necessary Visa travel requirements are in order prior to this - it is the personal responsibility of each candidate to arrange for a visa to travel to UK.

If, for any reason, dates have to be changed candidates will be informed in good time. Please note:

- References will be taken up before a final offer of employment is made.
- For candidates attending final panel interview, the CTO will reimburse reasonable travel expenses incurred that would be agreed in advance.



## The Application

Your application should include:

- A full CV that includes educational and professional qualifications and full employment history;
- A covering letter describing your suitability for the role, clearly evidencing your experience set against the appointment criteria (essential and desirable) in Part One of the Person Specification. Please note that it is not necessary to provide examples of experience in Part Two of the Person Specification (Skills and Abilities) - these will be assessed at an in-depth interview if you are invited to the next stage of the recruitment process. An initial sift of application is made against these criteria and failure to address any or all may affect your application;
- Details of two referees (nominated referees will only be contacted with your permission / knowledge); and,
- You are invited to complete and return the enclosed Equality and Diversity Monitoring Form. This will help our client to follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunities is being achieved. The information on the form will be treated as confidential, and used for statistical purposes. The form will not be treated as part of your application.

The preferred means of application is by email to: [kwilliams@veredus.co.uk](mailto:kwilliams@veredus.co.uk). Alternatively, you may submit an application by post to:

Karen Williams  
Veredus Executive Resourcing  
35-43 Newport Road  
Cardiff  
CF24 0SB

Applications can also be faxed to +44 (0)29 2033 3778. If you fax your application, please follow up with a clean application by post.

Please quote reference **11650** in all correspondence.



## Data Protection

We take our responsibilities under the Data Protection Act seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The ethnic monitoring form is to be used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted. If you are unsuccessful, personal data relating to your application will be destroyed after 12 months. If you are successful, data will be passed to your new employer's personnel team.

### **If you have questions:**

If after reading this material you have further questions about any aspect of this appointment, or if you wish to have an informal and confidential discussion about the position you can call:

- Rupert Gibb, Director Veredus +44 (0) 20 7932 4217
- Gillian Tait, Research Director Veredus +44 (0) 20 7932 4289

If we cannot answer the question we will identify who can and put you in touch, as appropriate.

Further information can be found at: [www.cto.int](http://www.cto.int)

**PLEASE NOTE THAT APPLICATIONS WILL ONLY BE ACCEPTED FROM INDIVIDUALS BELONGING TO FULL MEMBER COUNTRIES OF THE CTO.**



## VACANCY NOTICE

### CHIEF EXECUTIVE OFFICER – THE COMMONWEALTH TELECOMMUNICATIONS ORGANISATION

Circa £100,000 Package

Central London

The CTO is an inter-governmental organisation which provides technical assistance services to its member countries through research and studies, consultancies and advisory services, capacity building and training workshops, and through knowledge-sharing events. With a history dating back to 1901, the CTO is a partnership between the Commonwealth and non-Commonwealth governments, regulators, businesses, civil society organizations and other ICT stakeholders. The CTO's mission is to reduce global poverty through the more efficient utilization of ICTs, and its development agenda reflects the priorities set in the United Nations Millennium Development Goals (MDGs)

To find out more about this role, and how to apply, please visit [www.veredus.co.uk](http://www.veredus.co.uk) quoting reference 11650. Alternatively for an informal and confidential discussion please call Rupert Gibb on +44 (0)20 7932 4217 or Gillian Tait on +44 (0)20 7932 4289. You can find out more about the work we do at [www.cto.int](http://www.cto.int)

**Closing date: Noon 21<sup>st</sup> March 2011**

**Please note that applications will only be accepted from individuals belonging to Full Member Countries of the CTO.**



## Equality & Diversity Monitoring Form

The intention of monitoring and analysis is to establish if there are different success rates between genders, people of different sexual orientation, ages, different ethnic backgrounds or faiths, and people with disabilities. If there are differences in success rates it will enable action to be taken to ensure that no group is treated unfairly. Your answers will be treated confidentially and will not affect your application in any way.

### Personal Details:

Title	Mr / Mrs / Miss / Ms / Dr / Other
Surname:	
First name:	
Age:	16-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 55-64 <input type="checkbox"/> 65+ <input type="checkbox"/>
Gender:	Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say <input type="checkbox"/>
Gender Identity (if appropriate)	If you identify as transsexual, transgender (in that you have effected a permanent change of gender identity) or as intersex which group do you identify with?  Transsexual <input type="checkbox"/> Transgender <input type="checkbox"/> Intersex <input type="checkbox"/>
Working Pattern:	Part time <input type="checkbox"/> Full time <input type="checkbox"/> Job Share <input type="checkbox"/> Other.....

### Ethnic origin: Please tick against one of the following:

<p><b>Asian or Asian British</b></p> <p>Bangladeshi <input type="checkbox"/></p> <p>Indian <input type="checkbox"/></p> <p>Pakistani <input type="checkbox"/></p> <p>Any other Asian background <input type="checkbox"/></p> <p>Please specify below if you wish.....</p> <p>.....</p>	<p><b>Mixed</b></p> <p>Black and White Caribbean <input type="checkbox"/></p> <p>Black and White African <input type="checkbox"/></p> <p>Asian and White <input type="checkbox"/></p> <p>Any other mixed background <input type="checkbox"/></p> <p>Please specify below if you wish.....</p> <p>.....</p>
<p><b>Black or Black British</b></p> <p>African <input type="checkbox"/></p> <p>Caribbean <input type="checkbox"/></p> <p>Any other Black background <input type="checkbox"/></p> <p>Please specify below if you wish.....</p> <p>.....</p>	<p><b>White</b></p> <p>British <input type="checkbox"/></p> <p>English <input type="checkbox"/></p> <p>Irish <input type="checkbox"/></p> <p>Scottish <input type="checkbox"/></p> <p>Welsh <input type="checkbox"/></p> <p>Any other White background <input type="checkbox"/></p> <p>Please specify below if you wish.....</p> <p>.....</p>





**Sexual Orientation: Please tick against one of the following**

Bisexual	<input type="checkbox"/>	Gay Man/Homosexual	<input type="checkbox"/>
Gay Woman/Lesbian	<input type="checkbox"/>	Heterosexual/straight	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		

**Please indicate which media/journal you saw this position advertised in.....**

**Thank you for completing this form**

