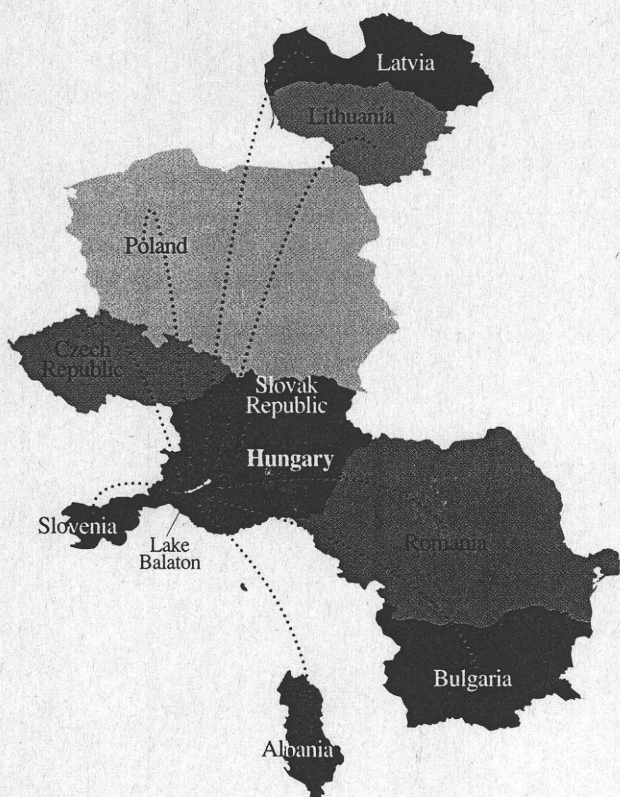


Ten countries meet to lay the foundations for improved telecommunications

Welcome to the second edition of the Telephare newsletter. In February, at lake Balaton in Hungary, the Phare Regional Telecommunications Programme was officially launched.



On this occasion, János Láng, acting chief executive officer of the Hungarian Telecommunications Company and the conference host, reminded the delegates of the challenges their industry faces: "In order for the central and eastern European countries to overcome a delay of several decades in the field of telecommunications, we must develop a customer and market-oriented approach that improves the quality of our services and increases our efficiency. We must also be able to adapt to a quickly changing environment."

Constantin Serbanescu, director general for strategy at the Ministry of Communications in Romania, added that "the countries of central and eastern Europe are facing similar challenges in the development of telecommunications. We have to gain a better understanding of the European regional regulatory environment. The Phare Regional Telecommunications Programme, by providing practical help from European experts and ensuring a fruitful exchange of information, is a brilliant idea in this context."

The programme will last until mid-1995 and will involve 200 managers from the ten participating countries: Albania, Bulgaria, the Czech Republic, Hungary, Latvia, Lithuania, Poland, Romania, the Slovak Republic and Slovenia. It will lay the foundations for what I hope will be a healthy, modern and competitive telecommunications industry throughout central and eastern Europe.

Just as the programme itself is concerned with networks, so is this newsletter. The input from the centre is only a part of the story. The editors are keen to develop the newsletter as a networking tool, to receive contributions from those in the field, and not just from the centre, and to publish not only praise but, where it is constructive, criticism as well. So it is now up to you, the readers, to help shape Telephare, to give it the benefit of your experience. I look forward to your contributions. I can be reached through the Phare Information Office – details are on the back page of this issue. I look forward to hearing from you.

Manos Castrinakis
European Commission

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Off to a good start – two modules launched

At the launch of the Phare Regional Telecommunications Programme the 79 managers from ten partner countries who attended the event heard 20 speakers on subjects relevant to Modules 1 and 2 of the integrated training programme.

Module 1, entitled “regulating the telecommunications sector”, will last six months. It will provide up to date information, discussion fora and casework projects to 30 managers from the ministries and regulators of the partner countries.

Module 2, “managing a telecommunications company” will involve, in addition to information, discussion and project work, a two-week business simulation event. Module 2 will be attended by a further 30 managers, mainly from the region’s operating companies.

Hosted by Hungary, speakers from afar

Hungary, hosting the event, was represented by assistant state secretary Imre Bolkei. He described the progress made in restructuring the telecommunications industry in Hungary, including the recent part-privatisation of Hungarian Telecommunications Company Limited. Manos Castrinakis, representing Phare, outlined the objectives and content of the Regional Telecommunications Programme.

Speakers included Alain Servantie and Bernard Clements from the European Commission’s Directorate General for Telecommunications. Jean-Michel Linois, chairman of the ACECO group, led a panel of regulatory experts from France, Finland, the Netherlands and the UK.

Dr Robin Bomer, a consultant with DDL, chaired a panel of speakers from operating companies in the European Union, including Greece’s OTE, Telecom Portugal, British Telecom and Deutsche Telekom.

Peter Lundy, managing director of DDL and the organiser of the launch event, led a customer panel including Istvan Maly from GE Tunsgam and Henrik Frolich from the Hungarian News Agency.



Casework projects play a key role

After the presentations, the delegates turned their attention to casework projects. On Thursday and Friday, smaller syndicates were run by DDL and Clifford Chance, a UK law firm providing expertise in the context of Module 1.

Each delegate produced a project action plan setting out clear objectives. Back home, each delegate will form a project team and work on his/her casework project, assisted by experts and practising managers from the European Union.

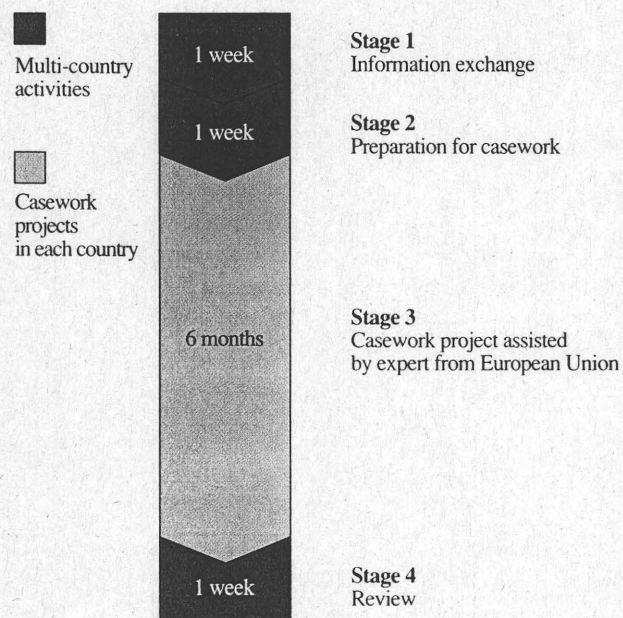
Delegates to meet again in September

The delegates will meet again in September to review the achievements of Modules 1 and 2. Each delegate will share the results of his/her individual project. Telephare will report the conference’s outcome.

The key to good work is the structure of the individual modules. They are structured so as to provide the maximum benefit to participants. All casework is framed by opportunities to meet and exchange experiences and information.

This structure allows all participants to benefit. The Programme thus

- provides up to date knowledge about telecommunications
- explores strategic issues and options
- carries out concrete tasks, giving real benefits to each country
- encourages regional teamwork and
- provides the tools to allow training to carry on in each partner country after programme’s end.





Projects follow set methodology

Managers who attend any of the six modules must carry out a concrete project within their own country. For each project, expert assistance provided by a manager working in the European Union will be available.

Casework projects are carried out to a project management methodology which includes running a project team, managing change, and presenting a business case.

The manager carries out his casework project over a six-month period overlapping with his normal responsibilities in his home country. At the end of that period, all delegates will meet at a regional review event and share their results and experiences.

Over 200 projects will be started over the next six months in ten countries. Forty five projects have already started. The following ten are representative and illustrate the breadth of the work done

	Albania	Project Topic Benefit	To define the provisions to be included in the new telecoms law. Creates a clear legal framework for the relationship between operators and regulator.
	Bulgaria	Project Topic Benefit	To develop a plan for a customer-oriented organisation structure. To move all staff dealing with customers to one building and improve contact procedures.
	Czech Republic	Project Topic Benefit	To draft a class licence for using PABXs for service provision to third parties. Establishes a legal basis for the use of PABXs for third party services.
	Hungary	Project Topic Benefit	To research leased line and revenue, and methods revenue sharing for interconnected circuits. More profitable and cost competitive leased line of services.
	Latvia	Project Topic Benefit	To develop rules and procedures for the certification of telecoms. Proper certification of equipment.
	Lithuania	Project Topic Benefit	To prepare a business plan for additional investment in capacity to meet the growth of business lines. A profitable take-up of exchange line capacity at Vilnius.
	Poland	Project Topic Benefit	To analyse the options for the proposed new regulatory agency. A single agency to regulate the relationship between operators.
	Romania	Project Topic Benefit	To prepare a draft spectrum management system and a radio-communications law. Proper frequency spectrum management.
	Slovak Republic	Project Topic Benefit	To carry out a feasibility study on the launch of a public videotext service. A profitable videotext service in the Slovak Republic.
	Slovenia	Project Topic Benefit	To draft provisions of a new Telecoms law, dealing with the position of the dominant operator during the transitional period. To provide a legal basis for operating Telecoms in Slovenia.

All 45 projects, taken on by 61 delegates, can be summarised for modules 1 and 2

Subject areas		n° of projects	n° of managers	n° of countries
Module 1 "Restructuring the Telecommunications Industry"				
▣	Licensing and legal framework	17	24	10
▣	Quality and tariffs	4	4	4
▣	Frequency spectrum management	3	3	3
Module 2 "Managing a Telecommunications Company"				
▣	Business strategy and planning	9	15	8
▣	Organisation	6	9	6
▣	Increasing profitability	6	6	4
Total		45	61	10

Participating countries

Module 1
 Projects **24** **31** Delegates

Module 2
 Projects **21** **30** Delegates

Czech Republic

3	3
3	3

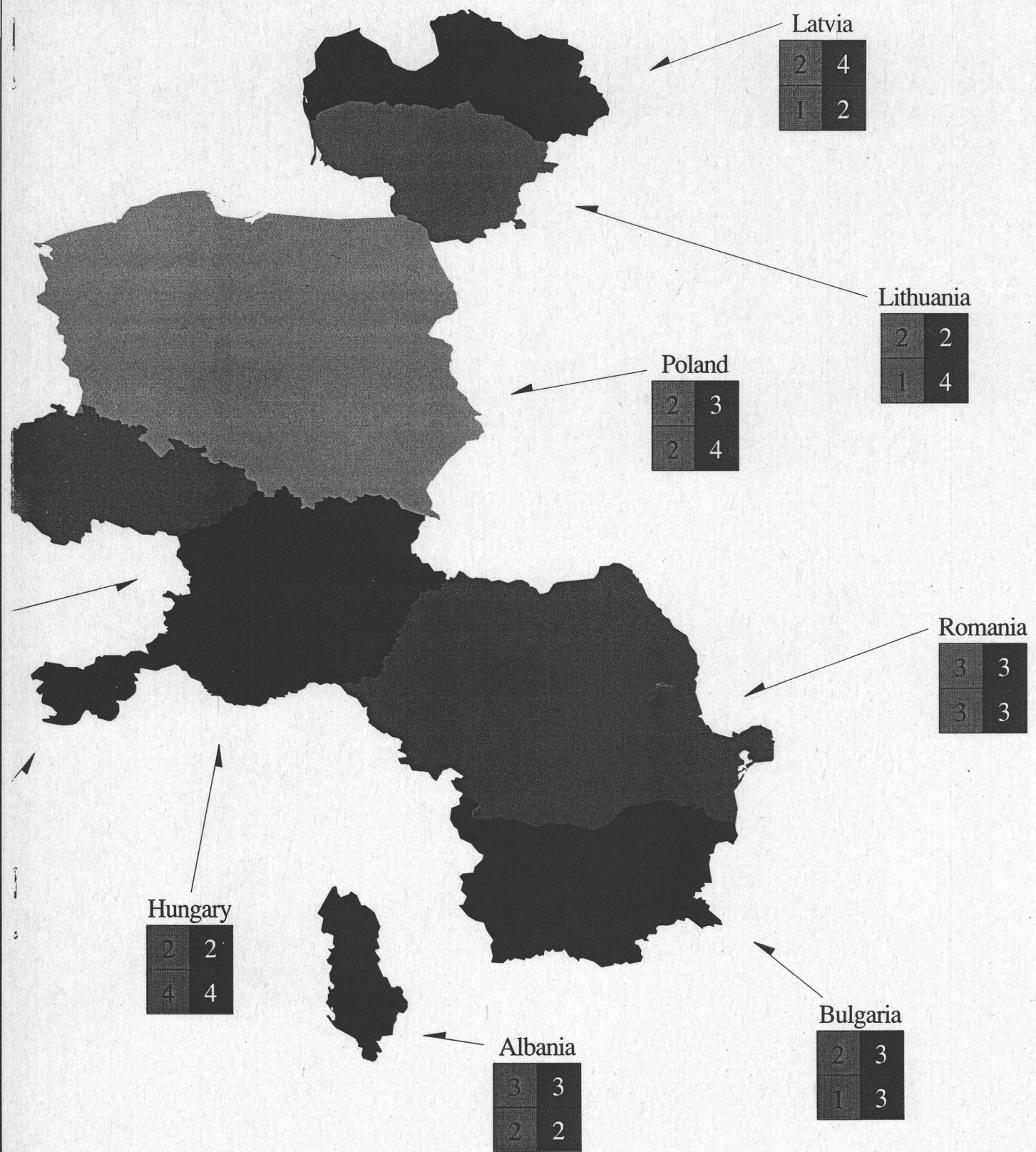
Slovak Republic

3	3
3	3

Slovenia

2	5
1	2

marised by subject areas and participating countries



Telecoms and posts – Phare's involvement in training .







From the beginning Phare has funded projects to develop human resources and train key staff. These address the needs of the operators and the various government agencies involved. They relate directly to the restructuring of the sector and aim to help staff to begin thinking in terms of quality in the environment of a competitive market economy.

The areas covered include the development of plans and policies, the assessment of needs, the design and delivery of specialised courses, the procurement and installation of educational equipment, and the exchange of operators and

government regulators between the European Union and the partner countries.

The projects are being offered by different organisations with varied experience, often including specialists from telephone operators and relevant public administration specialist. Beneficiary agencies often prefer to have on the job training from people directly involved in the subject of their interest.

The table below gives an idea of some of the most important training actions.

	Description	Status
 Latvia	<ul style="list-style-type: none"> ▣ training for the recently established tariffs committee, including the translation of management and other books into Latvian 	planned
 Czech Republic	<ul style="list-style-type: none"> ▣ training and study visits for regulatory experts from the Telecom Office of the Ministry ▣ senior management training project ▣ equipment for training for SPT training facilities ▣ foreseen training and contacts 	<ul style="list-style-type: none"> on-going on-going on-going planned
 Slovak Republic	<ul style="list-style-type: none"> ▣ equipment for training for SPT ▣ senior management training 	<ul style="list-style-type: none"> on-going on-going
 Romania	<ul style="list-style-type: none"> ▣ training development plan and facilities for the Romanian Post ▣ assistance for exchanges and foreign visits for officials in the Ministry involved in regulation and legislation ▣ training & equipment for middle management in Rom Telecom planned 	<ul style="list-style-type: none"> on-going on-going planned
 Bulgaria	<ul style="list-style-type: none"> ▣ human resources development programme covering three years and including reorganising the department's structure, training activities, a master plan for training requirements, human resources policy development ▣ management assessment activities of postal organisation 	<ul style="list-style-type: none"> on-going / planned on-going
 Poland	<ul style="list-style-type: none"> ▣ tender specifications for training equipment of TPSA ▣ training activities in network optimisation and financial planning included in consultancy projects for telephone operators 	<ul style="list-style-type: none"> completed planned

Bulgarian Telecoms — helping staff to face the future

by Hans Ove Sørensen, BTC

Compared to many of her neighbours, Bulgaria has a well-developed telephone network. A population of 8.5 million shared a total of 2,838,836 lines in 1992. 1992 saw the separation of postal and telecommunications functions in Bulgaria. Two independent economic entities were formed: Bulgarian Post Ltd and the Bulgarian Telecommunications Company Ltd.

New goals and plans

BTC immediately set about drafting an overall development plan in a joint effort with Phare-funded experts. Goals were set for different parts of the organisation: new structures, management mechanisms, technical infrastructure and the range of services to be offered to meet the growing demands of the market. Extensive plans to expand and modernise the network are underway. A digital overlay network project is one of the main focus points.

BTC has a total staff of 26,000. Headquarters, with 200 staff, supervises a variety of divisions and 27 regional bodies with a high degree of managerial and financial independence.

A massive effort from all

The extensive changes underway place serious demands on the company's staff. BTC enjoys a bonus to help it cope: in communist days, an efficient educational infrastructure ensured that staff were well-qualified to cope with managerial and technical task.

Nevertheless, the successful implementation of new goals and plans require a massive effort. New policies, procedures and personnel management systems are required, as well as development programmes for managers at all levels and new internal training programmes for both technicians and staff dealing with customers.

The BTC human resource division was established in 1992 under BTC vice-president Iliev. It holds responsibility for the implementation of a wide range of programmes defined in 1992 through a Phare-funded project. Two Phare-funded advisors have been attached to the human resources division to help implement programmes: a human resources advisor available for 12 months and a training expert present for six months.

The human resources advisor's main tasks are to assist the vice-president in his efforts to establish a company-wide human resources management and development system and

to describe and oversee the implementation of Phare-funded programmes. The training expert's main task is to implement a priority training programme for 200 senior BTC managers.

Substantial support from Phare

Phare has agreed to offer substantial assistance to help BTC develop its human resources. The efforts will be focused on three major activities:

- 1 establishment of human resources management, development and training infrastructure
- 2 priority training programme for senior managers
- 3 development and implementation of a wide range of training and development activities from managerial levels to technical and quality & service programmes.

First - investment in equipment

The first activity will be launched in mid-1994. It will involve investments in equipment for a number of training facilities throughout the country, provide technical assistance to train staff in the human resources division and training organisation, and offer help to develop new strategies and procedures for the management of personnel and the development of training programmes.

When completed in late 1994, this phase will have provided BTC with good training facilities and a human resources division able to cope with future demands.

Second - priority training programmes

The second aspect will be launched in late 1994 and involves technical assistance to develop and run a priority training programme for BTC's senior managers through two six-day modules. Selected BTC managers will be trained to implement the programme with the initial assistance of external consultants. When completed in mid-1995, this phase will have equipped senior managers with the knowledge, skills and tools they need to cope with new demands.

Third - broader training programmes

The third activity should be launched in early 1995 and will provide BTC with technical assistance to develop a wide range of training programmes. These include training for future junior, intermediate and senior managers, advanced technical training, and programmes for staff in marketing and customer care functions. Regional training facilities will be provided with equipment.

The staff of the human resources division will receive further training to develop personnel management systems and to train training coordinators and trainers throughout the country. By 1996, this will have provided BTC with staff fully capable of carrying out their personnel tasks without further external support.

Who's who

Each participating country has a national coordinator. A strategic training manager carries out the day-to-day organisation of the programme in each country and ensures that the benefits are maximised.

The European Commission's office responsible for the programme is headed by Manos Castrinakis. Your main contact should be Martine Fraikin on tel (+32-2) 295 16 15 and fax (+32-2) 295 75 02 / 295 74 29. Contributions to Telephare should be sent to her, or to the Phare information office.

Development Dynamics Limited (DDL) are the coordination contractors who are organising the design and delivery of the programme on behalf of the European Commission. DDL is headed by Peter Lundy. Your main contact is Peter Hanson on tel (+44-734) 89 44 89 or fax (+44-734) 78 27 60.

Clifford Chance are the experts responsible for supporting casework projects on Module 1. The main contacts are Christopher Millard and Tim Schwartz on tel (+44-71) 600 10 00 / 282 70 00 and fax (+44-71) 600 55 55.

Other contractors will be appointed soon to lead the implementation of Modules 2 - 6 and to provide translation and support services. The entire programme will be monitored by DDL.

A regional secretariat for the Phare Regional Telecommunications Programme has been established in Sofia and is managed by Victoria Damyanova, the project authorising officer. Your contact at the secretariat is Julia Tsanova (tel/fax) (+359-2) 87 40 50.

Telephare can be reached at the Phare Information Office, care of Patrick Worms, at the address and numbers printed below.

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