Mona ICT Policy Centre
Transitioning from the Telecommunications Policy & Management (TPM) Programme, MSB, The University of the West Indies

Programme Report
2005-2012

Education & Capacity Building | Research & Consultancy | Outreach & Dissemination
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Cover Photo 1: Prof. Hopeton Dunn, TPM Director with the prize winners in the TPM-IDRC High School Essay Competition. From second left is Christina Rodney (1st Prize) of Papine High, Shanoye Norman (2nd Prize) of Morant Bay High and Khadijah Chin (3rd Prize) of Campion College.

Cover Photo 2: Speakers at the Opening Ceremony of the 2011 Cloud Conference converse. From left: Prof. Evan Duggan, Executive Director, MSB, Mr. Reginald Budhan, Permanent Secretary, Ministry of Industry, Investment and Commerce, Prof Hopeton Dunn, TPM Director and Mr. Jason Corrigan, Commercial Director, Digicel Jamaica.

*Cover Photos by Vin McKay*
Foreword from the TPM Programme Director

It is my pleasure to present to you this document which contains a progress report on the activities of the Telecommunications Policy and Management (TPM) Programme since its establishment in September 2005. We are happy with the progress we have made in building TPM through key relationships within the sector locally, regionally and globally.

TPM has secured the enviable position of being the “go-to” organization for research, training and consultancies in Telecommunications and ICT Policy and Management (TPM Masters) in Jamaica and the region. We have seen a culmination of our success with our Master of Science in Telecommunications Policy and Technology Management being ranked internationally among the top 200 Masters degrees in the world in its category of Engineering and Project Management. This was the result of a survey conducted in 2011 by the Eduniversal International Scientific Committee.

In January 2011 we received the Principal’s Research Award for the “Project Attracting the Most Funds” in the Faculty of Social Sciences, UWI, Mona. We have hosted or co-hosted 18 sector-specific conferences, seminars and workshops serving over 1,000 participants from over a dozen countries. Some 79 industry and academic publications were produced by our team and collaborators – among them four books or monographs, 19 book chapters and 16 research reports.

As a result of these achievements, the UWI has approved the transition being made by TPM to the Mona Centre for ICT and Telecommunications Policy Studies (Mona ICT Policy Centre). This strategic move seeks to ensure greater permanence and sustainability for the activities which will continue. By being designated as a Centre, TPM can develop into a much stronger organization as it continues to grow in impact and capacity.

The information which follows will detail the activities undertaken since 2005. We acknowledge with appreciation the support of the Digicel Foundation which contributed substantial funding for the establishment of the Chair in Telecommunications Policy and Management and its activities for the first seven years. We are also indebted to the successive leaders of the UWI Mona Campus, the Deans of the Faculty of Social Sciences and the Directors of the Mona School of Business for unwavering support and assistance in our work. We also acknowledge with gratitude MSB’s Academic Director, Dr. Lila Rao-Graham and MSB’s Director of Finance and Administration, Mrs. Patricia Lothian for their contributions as advisors to the Programme. Finally, we also appreciate the inputs of all industry stakeholders over the years, including the past and present members of the TPM Advisory Committee.

Hopeton S. Dunn, Ph.D.
TPM Programme Director
and Professor of Communications Policy and New Media, UWI
The presence of high quality Information and Communications (ICT) infrastructure and efficient, cost-effective information systems are regarded as key indicators of an economy poised for development. While these are indeed necessary components for economic and social development, the attendant capacity to evaluate the available technical systems, train professionals for managing them, frame appropriate public policies and test their suitability or uptake among citizens, all represent important additional components in the required mix for ICT-induced economic development.

These and other competencies are what the Telecommunications Policy and Management (TPM) Programme at the Mona School of Business (MSB) has offered Jamaica and the Caribbean over the last seven years. The dedicated team of TPM professionals has excelled in industry-relevant research, graduate management education, consultancy services in policy formulation and in the critical evaluation of technology services and delivery.

In this period, TPM has linked the region with the best professional and scholarly resources globally, and helped to lay a platform for business growth through training in the ICT sector. These are highly commendable achievements. However, TPM could not have attained so much without the assistance of a wide array of partners. Leading this important support group has been the Digicel Foundation, whose sponsorship of an academic Chair within MSB has enabled generous resourcing of a range of TPM’s key initiatives. The Mona School of Business and the University extend profound appreciation to Digicel in particular, as it does to the many other donors and sponsors that have helped to make the Programme the tremendous success it has been.

Since its inception in 2005 TPM has, among other things, developed a robust and ever-increasing database of reliable information and documentation relevant to public policy-making and business development in the sector. Using this data, the Programme in association with the wider MSB, scored an early success by being contracted to formulate Jamaica’s ICT Policy and Strategic Plan which now forms part of Jamaica’s Vision 2030 Development Plan. TPM played a similar role in helping to develop CARICOM’s strategic vision for telecommunications in the region.

Since then the Programme has successfully managed other major research projects that have been sponsored by international bodies such as the International Development Research Centre (IDRC) of Canada, and Infodev, the development arm of the World Bank. In 2011 TPM proficiently executed a national ICT and Broadband Survey, the very first baseline study on key indicators and popular access to ICTs in Jamaica, and a year later completed a related study on ICT access and use by persons with disabilities.
In graduate education and training, TPM has already contributed a cadre of highly trained regional graduates to the ICT and telecoms sector with the Master of Science degree in Telecommunications Policy and Technology Management. These graduates are equipped with the tools to effectively manage and lead the ICT and telecommunications sector. This unique programme, which has been designed to fill leadership gaps in the growing telecoms and ICT sector, is a globally recognized distance programme.

Through professional certifications executed in partnership with the International Telecommunication Union (ITU) and other international bodies, the Programme has also brought numerous international experts with a range of technical specializations into the region to help improve knowledge levels through training and participation in conferences and workshops. The 2011 Cloud Conference, the ICT Policy Conference, Workshops on Digital Switchover for Broadcasting Networks, Network Cost Modelling and the IPv6 Transitioning Workshops are just some of the training opportunities which the Programme ably organized, in recent years, for the benefit of the sector.

Against this background, it is no wonder that the Mona Campus of the UWI has taken such keen note of TPM’s many achievements and has offered its resounding endorsement for the Programme to transition upward to become the Mona Centre for ICT and Telecommunications Policy Studies (Mona ICT Policy Centre for short) starting in August 2012. The Centre will play an integral role in the newly merged Mona School of Business and Management and also contribute to the re-structuring of CARIMAC and the communications offerings of the University at Mona. We warmly congratulate the Programme’s Director from inception, Professor Hopeton Dunn and the able team of researchers and policy specialists that have worked so effectively in the Programme to fulfil its key goals.

The MSB and the UWI are grateful for the role that the Digicel Foundation has played in these achievements. By generously funding a UWI chair to lead the TPM, the Digicel Foundation has made another indelible mark in the region’s development. We look forward with high expectation to its continued support of the new Centre’s research, training and policy development agendas. We also keenly expect to extend the relationship with other local and international partners and our other key stakeholders - even as we remain open to engage with new partners towards the continued journey of ICT development in the UWI and regionally.

Professor Evan Duggan,
Executive Director, MSB (2007-2012) and
In-coming Dean, Faculty of Social Sciences, UWI, Mona
June 26, 2012
Acknowledging Digicel’s Contribution to TPM

seven linkages to digicel and the digicel foundation

1. The Digicel Group and the Digicel Foundation are represented on the TPM Advisory Committee.
2. Digicel co-hosted 2011 Cloud Conference along with TPM.
3. Digicel was represented as an active participant in the 2011 ICT Policy Conference as a Session Presenter.
4. There has been strong Digicel staff representation in TPM Short Courses including Network Cost Modelling, Voice over Internet Protocol and Strategic Planning and Policy.
5. Digicel staff members are trained through the M.Sc. and MBA Programmes.
6. TPM provides a resource database for industry data including ICT policy study and mobile sector policy study.
7. TPM provides a neutral space for forums and policy dialogue with regional players, industry stakeholder and academics.

“the MSB and the UWI are grateful for the role that the Digicel Foundation has played in these achievements. By generously funding a UWI Chair to lead the TPM, the Digicel Foundation has made another indelible mark in the region’s development. We look forward with high expectation to its continued support of the new Centre’s research, training and policy development agendas.”

Prof Evan Duggan,
Outgoing Executive Director,
Mona School of Business

UWI representatives host the Digicel CEO at joint meeting in December 2010. From left are Prof. Hopeton Dunn, TPM Director; Prof Evan Duggan, MSB Executive Director; Prof. Gordon Shirley, Campus Principal, UWI; and Mr. Mark Linehan, outgoing CEO for Digicel Jamaica.
**TPM’s Key Milestones**

**June 2012**

Approval of transition of TPM Programme into the Mona ICT Policy Centre.

**December 2011**

M.Sc. in Telecommunications Policy and Technology Management Programme ranked in the Top 200 Masters Degrees in the world in the area of Engineering and Project Management by the Eduniversal International Scientific Committee based in France, in their 2011 ranking. This was from among an original field of 12,000 programmes reviewed globally.

**November 2011**


**April 2011**

Release of TPM-led national survey in Jamaica on ICT indicators and broadband usage. It was the first of its kind in the region and was done in association with the International Development Research Centre (IDRC), UWI St. Augustine, Observatory for the Information Society in Latin America and the Caribbean (OSILAC), United Nations Economic Commission for Latin America and the Caribbean (UN-ECLAC) and the Statistical Institute of Jamaica (STATIN).

**January 2011**

TPM cops Principal’s Research Day Award for “Project Attracting the Most Funds” in the Social Sciences Faculty based on Jamaican Component of Caribbean ICT Research Programme, 2009-2011.
November 2009

Approval by IDRC of grant funding for US$774,000.00 for the Caribbean ICT Research Programme of which US$236,000.00 was devoted to projects administered by TPM.

November 2009

TPM Programme Director chaired a plenary session of the Internet Governance Forum (IGF), a UN conference in Sharm-el-Sheikh, Egypt on issues of access to ICTs.

November 2009

Hosting of the 7th Caribbean Internet Forum, Kingston, Jamaica by TPM.

January 2008

Start-up of first offering of the Master of Science in Telecommunications Policy and Technology Management.

September 2007

Release of Survey Report of the Project “Mobile Opportunities: Poverty and Telephony Access in Latin America and the Caribbean (Jamaica Report)”. 
TPM’s Key Milestones (cont’d)

November 2006

TPM leads the preparation of “E-Powering Jamaica: National ICT Strategic Plan – 2007-2012”.

May 2006

TPM designated a node in the International Telecommunication Union Centres of Excellence (ITU-CoE) Programme.

November 2005

Programme Director invited to be part of the Jamaican delegation to the Second Phase of the World Summit on the Information Society (WSIS) held in Tunisia, North Africa.

September 2005

Establishment of the Digicel Foundation Chair in Telecommunications Policy and Management at The University of the West Indies, Mona.

May 2005

Submission of the draft Proposal for the establishment of a UWI Chair in Telecommunications Policy and Management, later to become the TPM Programme, facilitated by funding from the Digicel Foundation.
TPM: From Programme Inception to Centre Transition

The Telecommunications Policy and Management Programme (TPM) has been in existence for only seven years but has made a substantial contribution to the research and capacity in its key areas of focus in this short time. As a result of this contribution the decision has been taken by relevant boards of the UWI to endorse the transition of TPM to a Centre of the University of the West Indies.

TPM’s inception in 2005 came about due to UWI’s decision to establish a unit for this area of expertise to be located in the Mona School of Business. The Digicel Foundation enabled the establishment of the first programme of this kind in the region dedicated to industry policy analysis, new technologies and capacity building by funding a grant to cover its Director and two staff members. This contribution is the largest grant to date in UWI, Mona history and formed the basis of the Digicel Foundation Chair. The intention was to establish a research and teaching programme to address the gaps in research, training and education in the ever-expanding, competitive telecommunications industry in the Caribbean region and globally.

A leading regional specialist in telecommunications policy, management and regulation, Prof. Hopeton Dunn, was appointed Director and Chair of the TPM Programme. The core objectives of the Programme were as follows:

- To conduct research in Telecoms and ICTs towards national and regional development,
- To offer courses for the Telecom and ICT industry in the region at the Certificate, Bachelors, Masters and Doctoral Levels,
- To provide training and consultancy services in Telecom, ICT and Broadcasting.

As TPM developed, it secured the enviable position of becoming the “go-to” organization for research, training and consultancies in Telecommunications and ICT Policy and Management in Jamaica. The Programme has been able to create a dynamic base for key regional and global players in the ICT industry. TPM operates as an efficient organization, performing with income generation as a key objective.

The unit has now earned a unique position in the industry as a neutral place for industry research and training. The unit also continues to build a reliable knowledge base for ICT data on the region from ongoing research conducted independently. The Programme is a fully integrated one within the University of the West Indies with linkages to relevant tertiary and multilateral institutions locally and globally.

In 2012, official approval from all relevant boards was received for TPM to transition to the Mona Centre for ICT and Telecommunications Policy Studies. This transition becomes official in the new 2012/2013 academic year.
TPM Leads ICT Policy Dialogue

TPM has led in the organization of numerous conferences, seminars and workshops and has made over 40 academic presentations at the national, regional and global levels. Through regular media engagements, the TPM team members have brought to the fore those topical issues of concern to providers, regulators, policy makers and consumers. The Programme Director has represented the region in global fora, including the World Summit on the Information Society (WSIS) in Tunisia and the 4th Internet Governance Forum (IGF) in Egypt.

In its largest conference to date, the 2011 Cloud Conference, TPM hosted 260 attendees in a two-day event intended to de-mystify cloud computing services for business decision makers. Among other areas we have brought to the fore through our conferences are: Teleworking and Telecommuting; Rethinking Approaches to Policy Making in the Telecoms and ICT Sector; Voice over Internet Protocol; Digital Switchover; Online Learning and Transitioning to IPv6.

These events foster relationships with key regional and international players such as the International Telecommunication Union (ITU), Caribbean Telecommunications Union (CTU) and CARICOM. TPM conferences are also an outlet for dissemination of research findings as well as an appropriate platform to garner views on industry issues. The outcomes are quickly disseminated to both participants and others and made accessible through online outlets.

Hon. Karl Samuda, Former Minister, Industry, Investment and Commerce and current Minister of Science, Technology, Energy and Mining, Hon. Philip Paulwell, each had speaking roles at TPM’s ICT Policy Conference in May 2011.

Participants at the 7th Caribbean Internet Forum (CIF-7) applaud following a presentation. CIF-7 was the first major conference which was led by the TPM Programme. Over a hundred persons from the region attended.

Camille Facey, LIME’s Former Senior Vice President, Legal, Regulatory & Public Policy, makes a point at TPM’s 2010 Consultation on “Rethinking ICT Policy Making and Regulatory Processes in the Caribbean”. On her left is Richard Fraser, Group Head of Mergers and Acquisitions, Digicel.

Hon. Karl Samuda, Former Minister, Industry, Investment and Commerce and current Minister of Science, Technology, Energy and Mining, Hon. Philip Paulwell, each had speaking roles at TPM’s ICT Policy Conference in May 2011.
Delivering Pioneering Capacity Building Programmes

TPM’s capacity building programmes contribute to the fostering of much needed indigenous talent and expertise in telecommunications and ICTs. Through its Graduate Programme, Professional Seminars and Short Certificate Courses, numerous industry persons, policy makers, academics and students have benefited from relevant training in a range of areas.

TPM Masters Programme
TPM’s flagship academic Programme, the TPM Masters has been offered since January 2008. It is the first Masters Degree of its kind to be offered in Jamaica. It is now delivered mostly online to qualified students anywhere in the world. In December 2011, this M.Sc. Programme received the honour of being ranked among the top 200 Masters Degrees in the world in the Engineering and Project Management category.

The Programme has so far turned out 20 well-equipped M.Sc. graduates trained in the areas essential for operating as managers and policy makers in the telecommunications and ICT sector. Now in its third offering, the Programme continues to train candidates in order to meet the demand of the sector for persons who have an advanced understanding of the emerging technologies, who have key management skills and who are strongly attuned to the policy environment unique to the sector.

ITU Centres of Excellence Programme
In 2006, TPM was designated a regional node in the International Telecommunication Union’s global Centres of Excellence programme. Through this programme we have been able to bring to Jamaica telecommunication experts in various areas offering certifications customized for the sector which had never been offered before in the region. Courses such as Network Costing and Managing Digital Switchover have been offered, eliminating the need for Caribbean nationals to leave the region in order to receive this specialized training.
Building a Regional Research Culture in ICTs

A key contribution of the TPM Programme has been the growth of research and researchers in the emerging field of Telecommunications and ICT Policy and Management. This is particularly valuable because one of the areas identified early by stakeholders is the lack of reliable data to inform policy, legislation and business decisions in the sector. TPM’s research is an ever-growing database on the status of the telecommunications and ICT industry, consumer attitudes and perceptions, and general statistics on ICTs in Jamaica and in the Caribbean.

With academic research carried out independently of any key industry players, the Programme established the first ever baseline data set of Mobile Usage in Jamaica in 2007. It was presented in a way that is comparable with international databases. This was followed by similar research on internet and broadband usage patterns in 2011. Both the 2007 and 2011 surveys were funded by grants from the International Development Research Centre (IDRC) in Canada.

In 2009 an audit of the issues and challenges affecting the communications industry in the Caribbean was completed. The project, titled “The Communications Industry in the Caribbean: Issues, Challenges and Opportunities”, was done in partnership with the Centre for International Governance and Innovation (CIGI), University of Waterloo in Canada.

Prof. Hopeton Dunn, TPM Director with the prize winners in the TPM-IDRC High School Essay Competition. From second left is Christina Rodney (1st) of Papine High, Shanoye Norman (2nd) of Morant Bay High and Khadijah Chin (3rd) of Campion College.

Participants at a TPM Research Consultation held in Bridgetown, Barbados, November 2011. The Consultation was in support of the project “Rethinking ICT Policy Making and Regulatory Processes in the Caribbean”.

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In association with the Department of Electrical and Computer Engineering at UWI, St. Augustine, TPM completed a study in 2007 on the capacity building and research needs of the sector in the Caribbean for the World Bank. In 2011, a major study was completed to review and make recommendations for establishment of more efficient and effective processes in Policy Making and Regulation for the project “Rethinking ICT Policy Making and Regulatory Processes in the Caribbean”. Work is now underway in researching the application of ICTs to revenue generation and collection in the Creative Industries.

TPM has been commissioned for research consultancy by several organizations such as the Government of Jamaica (GOJ), Organisation of Caribbean Utility Regulators (OOCUR), CARICOM, Infodev (World Bank) and United Nations Educational, Scientific and Cultural Organization (UNESCO). TPM has been asked in four consecutive years to contribute the Jamaica ICT Status Report for the Global Information Society Watch (GISW), an annual publication. We have also encouraged young researchers to execute research projects related to the use of ICTs for Sustainable Development, while the TPM Masters students have produced several Masters theses, many of which hold critical value for the sector. Pages 19-23 list selected publications of TPM.

**TPM’s Contributions to MSB and UWI**

TPM provides a unique contribution to the Mona School of Business and UWI as it is becoming a key player in one of the most critical and impactful businesses of the region. TPM offers one of the newest Graduate Programmes certified by UWI with oversight from the Office of Graduate Studies and Research, the M.Sc. in Telecommunications Policy and Management. The Programme also contributes consistently to the research output of the University.

TPM offers guest lectures to several programmes in the University including undergraduate and graduate programmes in Communication Studies, Library and Information Systems, Public Health and Business Administration.

We also participate in the supervision and internal examination of students for M.A., M.Sc., M.Phil and Ph.D. Programmes across the four campuses of the UWI. TPM has provided strong support to the MSB Administration by pioneering its Online Programme, participating in curriculum reviews, and sitting on its Management Committee.

TPM also leads the MSB’s main Community Service Project with the Jamaica National Children’s Home (JNCH). Most significantly, however, is TPM’s role in the MSB and UWI in bringing visibility and exposure to the Institution through high profile events, innovative programmes and contextually relevant research activities.

Tashauna Taylor, past resident of the Jamaica National Children's Home receives an award from Prof. Evan Duggan, MSB's Executive Director for “Outstanding Personal Achievement” as Prof. Hopeton Dunn (centre) looks on. TPM has led the Mona School of Business Community Service Project to the Jamaica National Children's Home since its inception in 2008.
**TPM Cops Major Awards**

**Appointment as Node in the ITU Centres of Excellence Programme**
Within its first year of operation, the TPM Programme was invited to become part of the Caribbean Centres of Excellence of the International Telecommunication Union (ITU). As a result of this appointment, the Programme offers a range of ITU-sponsored training Programmes in specific aspects of telecommunication and ICT.

**Principal’s Research Award**
In January 2011 TPM was honoured at the Principal’s Research Awards for having the research project attracting the most funds in the Social Sciences Faculty. The research grant was from the IDRC for the Jamaica component of the “Caribbean ICT Research Programme”. Prof Hopeton Dunn accepted the award at a major ceremony held in January 2011.

** Ranked among Top 200 Masters**
In December 2011, the Master of Science in Telecommunications Policy and Technology Management received the honour of being ranked among the top 200 Masters Degrees in the world in the Engineering and Project Management category by the Eduniversal International Scientific Committee based in France, in their 2011 ranking of 12,000 Masters Programmes globally. The M.Sc. was ranked 29th in the Engineering and Project Management category in Latin America and the Caribbean.

Prof Hopeton Dunn is flanked by Dr. Densil Williams (left), outgoing Head, Department of Management Studies, UWI and Dr. Mark Figueroa, outgoing Dean, Faculty of Social Sciences at the Principal’s Research Awards held in January 2011.
**TPM’s Grantsmanship**

TPM’s ability to consistently attract grants is considered to be one of the strengths of the Unit as it relies heavily on external funding for the execution of its programmes. Table 1 shows selected grants which have been provided to TPM for research and other activities.

### Table 1: TPM’s Grantsmanship, 2005 – 2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount of Funding</th>
<th>Purpose of Grant</th>
<th>Source of Funding</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>US$158,200.00 or J$14,079,800.00</td>
<td>Execute Jamaican Component of Open Business Models Project</td>
<td>IDRC</td>
<td>Fundação Getulio Vargas – Brazil; Fundación Karisma – Colombia; American University -USA</td>
</tr>
<tr>
<td>2009</td>
<td>US$236,000.00 or J$21,004,000</td>
<td>Execute Jamaican Component in the Caribbean ICT Research Programme</td>
<td>IDRC</td>
<td>UWI, St. Augustine, CTU, OSILAC, UN-ECLAC</td>
</tr>
<tr>
<td>2009</td>
<td>US$8,000.00 or J$712,000</td>
<td>Develop Rapporteur’s Report for the 7th Caribbean Internet Forum and provide a report on ICT Status in Selected Caribbean Jurisdictions</td>
<td>UNESCO</td>
<td>CIF</td>
</tr>
<tr>
<td>2007</td>
<td>US$64,400.00 or J$4,508,000.00</td>
<td>To execute Jamaica Component of the “Mobile Opportunities” Project (Quantitative and Qualitative Studies)</td>
<td>IDRC</td>
<td>DIRSI</td>
</tr>
<tr>
<td>2006</td>
<td>J$2,625,709.00</td>
<td>Research and Drafting of the National ICT Strategic Plan for 2007-2012</td>
<td>Government of Jamaica</td>
<td>Central Information Technology Office, GOJ</td>
</tr>
<tr>
<td>2006</td>
<td>US$4,000.00 or J$260,000</td>
<td>To develop Teaching and Research Agenda (Telecommunications) for the Proposed Caribbean Regulatory Research Centre (CRRC)</td>
<td>OOCUR</td>
<td>N/A</td>
</tr>
<tr>
<td>2005</td>
<td>US$100,000.00 or J$6.5 million</td>
<td>To conduct research on Telework and Caribbean Competitiveness</td>
<td>IDRC</td>
<td>Department of Management Studies, UWI</td>
</tr>
<tr>
<td>2005</td>
<td>US$991,101.92 or J$61.5 million</td>
<td>Financing the Digicel Foundation Chair in Telecommunications Policy and Management</td>
<td>Digicel Foundation</td>
<td>N/A</td>
</tr>
<tr>
<td>TOTAL</td>
<td>J$111,189,509</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Past and Current Students of the TPM Masters Programme**

**Cohort 1**

1. Kwaku Antwi  
2. Meltonians Blake  
3. Delroy Brown  
4. Prince Dasman  
5. Richard Delapenha  
6. Charles Douglas  
7. Michelle Golding  
8. O’Rane Gray  
9. Lyndel McDonald  
10. Dwight Nembhard  
11. Byron Purkiss  
12. Raphic Roberts

13. Lenford Shaw  
14. Ordinor Tucker

**Cohort 2**

1. Steve Anderson  
2. Shelldon Chin See  
3. Lisa Edwards  
4. Ivor Gordon  
5. Olive Grant-Williams  
6. Monique Harding  
7. Roxanna Harriott

8. Zelris Lawrence  
9. Berton Lindsay  
10. Dale Ramsahai  
11. Orville Shaw

**Cohort 3**

1. Vydia Bhagan  
2. Deborah Dixon  
3. Bryan Gray  
4. Saaiif Hosein  
5. Elaine Hylton  
6. Epson Patterson  
7. Deleen Powell

8. Dwayne Ramsay  
9. Kaydian Smith  
10. Jermaine Stephenson  
11. Nadine Stewart  
12. Nikeisha Taylor-Woon  
13. Niel Williams  
14. Warren Williams

**Certificate Students**

1. Keisha Diego-Grey  
2. George Malcolm  
3. Peter Scott
TPM: Seven Years in Photos

2005
Participants at the Post-Tunis Public Policy Seminar listen keenly to the review of outcomes of the WSIS forum. Seated were (from left) Sonia Gill, former Assistant Executive Director, Broadcasting Commission, Dr. Jean Dixon, former Permanent Secretary, Ministry of Industry, Technology, Energy and Commerce and Patricia Sinclair-McCalla, former Permanent Secretary, Office of the Prime Minister.

2006
TPM Director Hopeton Dunn makes a point to Bernadette Lewis, Secretary General of the CTU and Prof. Neville Ying of the Mona School of Business at the World Telecommunication Day Symposium jointly hosted by CTU and TPM, MSB.

2007
Prof. Hopeton Dunn (left) greets incoming participants in the Voice over Internet Protocol Workshop held in May 2007. The workshop was the first Certificate course offered by TPM under the International Telecommunication Union Centres of Excellence Programme. At centre is John Preston and at right is Mel Blake. Both are Senior Engineers at UWI.

2008
TPM Director Hopeton Dunn shows the XO Laptop developed for children by the One Laptop per Child project. He was presenting the Shortwood Founder’s Day Lecture in September 2008 on the use of technology in education.
TPM Director Hopeton Dunn is flanked by members of the first graduating class in the TPM Masters in November 2010. At left is Lenford Shaw and at right is Charles Douglas.

Opening Ceremony speakers at the 7th Caribbean Internet Forum (CIF-7): L-R: Hon. Michael Stern, Former Minister of State, Ministry of Industry, Investment and Commerce; C. Courtney Jackson, CIF Board Chair; Robert Shaw who represented the International Telecommunication Union (ITU); and Dr. Badrul Haque, Jamaica Representative, World Bank.

2009

2010

TPM Director Hopeton Dunn is flanked by members of the first graduating class in the TPM Masters in November 2010. At left is Lenford Shaw and at right is Charles Douglas.

Observer Editor Desmond Allen raises a question at MSB’s first Editors’ Breakfast held in April 2011. The breakfast was held to present to the media the results of the Caribbean Broadband and ICT Indicators Survey: Jamaica study led by the TPM Programme.

2011

Kay Osborne, Management and Communications Consultant presents at the TPM Forum on Gender and ICTs held in commemoration of World Telecommunication and Information Society Day. Other speakers are: L-R Lorna Green, Digital Transtec; Hon. Julian Robinson, Minister of State, Ministry of Science Technology, Energy and Mining; Jennifer Williams, Bureau of Women’s Affairs and Dhanaraj Thakur, UWI.

2012
Mr. Richardo Williams, Former Research Technologist for TPM presents at the 7th Caribbean Internet Forum in November 2009. His presentation was on the emerging area of ICTs and the Environment.

Prof. Hopeton Dunn presents at the Consultation for the Research Project "Rethinking ICT Policy Making and Regulatory Processes in the Caribbean" held in Bridgetown, Barbados in November 2011.

Mrs. Michele Thomas, Research Fellow for TPM presents at the TPM ICT Policy Conference held to commemorate World Telecommunication and Information Society Day in May 2011.

MSB Executive Director, Prof. Evan Duggan (left) speaks at the Media Launch of the 7th Caribbean Forum held in 2009. Also in the photo are TPM Director Prof. Hopeton Dunn (centre) and CIF Chair, Mr. C.Courtney Jackson.
**Selected TPM Publications**

*Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications*

*Ringtones of Opportunity* is a compilation of academic literature from TPM’s major research studies from 2006 - 2012 as well as contributions of related research from the Caribbean and the wider developing world. It is one of the first books to present scholarly research on the liberating opportunities offered by information and communications technologies in the Caribbean and the global south. While acknowledging challenges of policy implementation and technology adaptation, the book nevertheless identifies a range of empowering development options in media literacy, e-fisheries, m-banking, mobile telephony, m-agriculture, tele-working, techno-driven environmental strategies and intellectual property reforms. *Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications* is a 'must read' for those in search of new approaches to technology-assisted economic development.

“This volume will undoubtedly contribute to the quest for a new, more relevant development paradigm. ... It will prove valuable to scholars concerned with new approaches to communications and development and will be equally beneficial to development policy specialists who are charged with designing innovative ICT strategies for a global knowledge society.”  
*Richard L. Bernal, Economist and Executive Director, (Caribbean), Inter-American Development Bank, Washington DC.*

**RINGTONES: BOOK CONTENTS**

1. Foreword - Richard Bernal
2. Introduction - Hopeton Dunn

**Section I: Strategic Issues**

1. Caribbean ICTs: Strategic Issues, Challenges and Opportunities - Hopeton S. Dunn and Indianna D. Minto-Coy
2. Revisiting Communications Policy in South Africa and the Global South - Pieter Fourie

**Section II: ICT Applications and Society**

5. Building Community Access - Cybercentres and the Development Challenge in the Caribbean - Arlene Bailey
6. Contemplating Mobile Applications for Small-Scale Fisheries in Trinidad and Tobago - Kim Mallalieu and Candice Sankarsingh
7. ICTs and Agriculture in Jamaica: Exploring the Possibilities of ‘M’ - Lloyd George Waller
8. Mobility and Work in the Caribbean – Telework and Employment Relations in the English-Speaking Caribbean - Noel M. Cowell and Hopeton S. Dunn
9. Online Deliberation and Decision-Making: Case Studies of Selected Regional Civil Society Organizations in the Caribbean - Dhanaraj Thakur

**Section III: Law and Externalities**

10. Legal Issues in Telecommunications Interconnection - Lisamae Gordon
13. ICTs and the Environment - Michael Taylor and Richardo Williams
Other Books and Monographs


Dunn, Hopeton (2008). *Learning Smart – Enhancing Education Through Technology*. Publication from Special Invited Lecture to mark the 123rd Anniversary of Shortwood Teachers College, St Andrew, Jamaica.


Global Information Society Watch

The *Global Information Society Watch* is an annual publication of the Association for Progressive Communications (APC) which reviews the progress being made in creating an inclusive information society worldwide. TPM has made annual contributions to the publication since 2008. These contributions are listed below.


**Publications on Culture and the Creative Industries**

TPM’s publication list includes several works on Culture and the Creative Industries. These range from a book chapter on the economic potential of ICTs and New Media in the Global South to the documentation of Reggae’s link with social movement over time. A major contribution to this area is a Caribbean Issue of the South African Critical Arts Journal on Communication and Pan-Africanism. The following list details our contributions to this area of scholarship.

**Book Chapters**


**Journal Issue**


**Other Publications: Book Chapters and Journal Articles**

**Book Chapters**


**Journal Articles**


Selected Research Reports


TPM Masters: Completed Research Papers (2008-2012)


TPM’s Transition to the Mona ICT Policy Centre

TPM has positioned itself as the focal point for research and teaching in the specialized area of Telecommunications and ICT Policy and Management for the region. In early 2012, relevant committees at the UWI, Mona approved the transition of the TPM to a Campus Centre to be named the Mona Centre for ICT and Telecommunications Policy Studies, or simply the Mona ICT Policy Centre. This transition was seen as a critical milestone in TPM’s development as a Unit which has pioneered the graduate teaching of telecommunications and ICT Policy at the Mona Campus and is already strongly influencing regional policy-making in the field.

The Centre will be organized to carry out three core functions:

• Education & Capacity Building,
• Research & Consultancy, and
• Outreach & Dissemination.

The Centre’s Mission

The mission of the Mona ICT Policy Centre, is to become a hub for world-class training, research and consultancy in Telecommunications, ICT Policy making and Technology Management, consistent with the achievements and goals of its predecessor, the TPM Programme.

Purpose

The Centre will lead in ICT Policy Research and Teaching, including the delivery of the Master of Science in Telecommunications Policy and Technology Management. It will also offer short term professional courses within the disciplines of ICT Policy and Regulation, Technology Management and any other programmes relevant to the mission and focus of the Centre.

Continuing with the contribution of the current TPM Programme, the Centre will offer courses or guest lectures in other Centres, Departments and Programmes at UWI including undergraduate and graduate programmes in Communication Studies (CARIMAC), Library and Information Systems, Public Health and at the MSB. The Centre will also participate in the supervision and internal examination of students for M.A., M.Sc., M.Phil. and Ph.D. Programmes at UWI.

The restructuring of the TPM Programme into the Centre creates the opportunity for continued growth and co-ordination of research, teaching and policy engagements linked to the ICT sector regionally. The Centre would continue to build a cadre of outstanding leaders in the area through interdisciplinary teaching and research exchanges to develop a wider base of knowledge and expertise in this dynamic field.

The Campus Centre will be situated on the UWI Mona Campus, while extending the scope of its activities regionally. In this way, it will also work closely with CARIMAC and other regional institutions.
The Research and Teaching Agenda of the Mona ICT Policy Centre

With the rapid technological transformations in the global context, the Centre will have a broadened research and teaching agenda informed internally by industry analysis and externally from stakeholder feedback.

During the initial period of existence, the Centre would tackle some major emergent issues. Among them are:

- Technology Transitions, including Digital Switchover, Cloud Applications and nano-technology,
- Policy, Legislative and Regulatory Frameworks,
- New Business Models for Telecom / ICT companies,
- ICTs for Development and more broadly speaking, the Socio-Economic Impact of ICTs, including poverty alleviation, environmental impacts and capacity building,
- New Media and the Internet, including IPv6, cyber security, “big data”, content, privacy and internet governance.

In terms of training and capacity building, the Centre will build a strong teaching programme around the flagship TPM Masters. Another Masters Programme will be introduced and the M.Sc. offerings will be accompanied by a Ph.D. Programme. The new M.Sc. and Ph.D. Programmes will be introduced within the first 36 months of the Centre’s operation.

The Centre will continue to offer Professional Seminars and Short Certificate courses on a range of topics which will emerge from the major emergent issues mentioned above.

Strategic Objectives of the Mona ICT Policy Centre

1. To contribute to capacity-building among Caribbean professionals in all areas of ICT policy-making, broadcasting reform and strategic business development of emerging technologies and use of new media.

2. To train world class professionals in ICT and media management, inculcating a vision of technology-assisted Caribbean development through the public and private sectors and in civil society.

3. To lead a rigorous research programme in ICTs and broadcasting, to inform economic and social development and assist in evidence-based decision making.

4. To ensure effective outreach and dissemination of research results and enhance global information sharing through staff and student exchanges and through other teaching and learning activities with selected universities and research institutions internationally.

5. To collaborate with industry players, policy makers and regulators regionally and globally in identifying and researching relevant issues affecting people in ICT policy domains within the global south.

6. To partner with other regional organizations, units and departments, including within UWI, to share and contribute to the development of Caribbean innovation, multi-disciplinary scholarly research and advanced professional training.
Organizational Structure
The Centre will have an Advisory Committee appointed by the Campus Principal in consultation with the Faculty of Social Sciences Dean, Executive Director of MSB and the Centre Director. The Advisory Committee will be responsible for assisting with the strategic focus of the Centre.

The Director, as chief executive officer of the Centre, will be accountable to the Campus Principal through the FSS Dean and the Executive Director, MSB. The Director will be appointed by the Appointments Committee of the Mona Campus. He/she will have administrative authority over the affairs and resources of the Centre. The appointment of the Director is for a period of three years, renewable.

A Deputy Director will be appointed to the Mona ICT Policy Centre who will provide support to the Director in the strategic management of the Capacity Building, Research and Outreach portfolios of the Centre and shall represent the Director in his absence.

The Academic and Administrative Staff of the centre will consist of some full-time lecturers and researchers as well as some part-time Associates, Tutors and Adjunct staff.

Financing the Centre
The goal of the Centre is to become a self-funded entity, relying predominantly on funds generated from self-financing academic and training programmes, consulting, grants and commissioned research. The Centre will continue to seek funding from industry to support research, training and outreach programmes. While the Centre will continue to rely on self-generated income streams, it is expected that there will be a requirement for continued infrastructural and leadership support by MSB during the initial operational period of the Centre.
About the Team

Hopeton Dunn, BA, MA, Ph.D.
Professor Hopeton Dunn was appointed the Digicel Foundation Chair in Telecommunications Policy and Management in 2005 and since then he has spearheaded the activities of the TPM Programme in line with the vision of the UWI and the Digicel Foundation. Since first taking on the role of Digicel Foundation Chair, other significant appointments have come his way. He was appointed Chairman of Jamaica’s Broadcasting Commission in 2007 and he was elected Secretary General of the International Association of Communication Research (IAMCR) in 2009. In 2010 he was appointed Professor of Communications Policy and Digital Media of the University of the West Indies.

Prof. Dunn led the development of the M.Sc. in Telecommunications Policy and Technology Management, a Programme for which he is the inaugural Academic Director. He lectures in a number of graduate and undergraduate courses at the Mona School of Business and in the wider UWI, where he has taught for over a decade. Such courses include Frameworks for Telecommunications and ICT Policy Making, Comparative ICT Strategies and Business Models, Communication for Managers, and Design and Methods in Communication Research. He is also the former Chairman of the Creative Production and Training Centre Limited (CPTC) and served on Jamaica’s Telecommunications Advisory Council (JTAC) from 2001 to 2003, during the crucial period of transition from a monopoly to a multiplayer market in mobile services. His books and academic papers have been in the areas of New Media and Culture, Telecommunications Policies, Theories of Globalization, and the Political Economy of African and Caribbean Media. He has delivered lectures or presented on academic panels on these subjects in the Caribbean, Latin America, Africa, Asia, Europe and North America.

Michele Thomas, B.Sc., M.Sc., MRP
Michele Thomas is Research Fellow in the TPM Programme, Mona School of Business. She actively contributes to the teaching and research agenda of the TPM Programme and is the tutor for the course SBCT6000: Frameworks for Telecommunications and ICT Policy Making in the M.Sc. in Telecommunications Policy and Technology Management.

Prior to this, she worked as Director of Policy and Strategic Planning at the Spectrum Management Authority (2002-2008), where she provided research, policy and regulatory advice on a wide spectrum of issues related to Information and Communications Technologies. She was also a Senior Economist at the Planning Institute of Jamaica (1998-2002). In her professional capacity, Mrs. Thomas has contributed in a number of local, regional and international fora and provided consultancy services (2008-2011) to several Government and non-Government organizations, locally and in the region.

Mrs. Thomas holds a MSc. Regulation and Policy (Telecommunications), University of the West Indies (St. Augustine), 2006, a MSc. Economics from the University of London (Birkbeck College), 1997 and a BSc. (Hons.), Economics and Management from the University of the West Indies (Mona), 1990. Her areas of specialization and interest include ICT Policy and Regulation, Spectrum Management, Strategic Planning and Project Management.
Allison Brown, BA, MA
Allison Brown entered TPM in February 2006 as a Research Assistant, with a background in communications, publishing and web development. She came to the Programme with a Bachelor of Arts (Hons.) in Media and Communication, a degree which she completed on a full scholarship from the Government of Jamaica. In 2008 she was awarded the Master of Arts in Communication Studies and was promoted to the position of Programme Coordinator in 2010. Ms. Brown’s research interests include Telecommunications and ICT Policy, Creative Industries and Development, Reality Television, The Language and Culture of Rastafari and Mobile Usage among Youth.

Ms. Brown has made significant research support contributions TPM projects including: Caribbean Broadband and ICT Indicators Survey (Jamaica Report), Mobile Opportunities; Telework: New forms of Work and Employment Opportunities in the Caribbean; Recommendations for the Proposed Caribbean Regulatory Research Centre (CRRC): Teaching and Research Agenda For Telecommunications, prepared for the Organization of Caribbean Utility Regulators by Hopeton S. Dunn, Ph.D.; and E-Powering Jamaica: National ICT Strategic Plan.

Keisha Edwards Smith, CAP, B.Sc. (in progress)
Keisha Edwards Smith was appointed Administrative Secretary in the TPM Programme in May 2006. She is a Certified Administrative Professional and holds certification in Graphic Design, Events Management and Project Management. In 2009 she was accepted into the B.Sc. in Management Studies Programme of the University of the West Indies. She will complete the Programme in 2013.

Richardo Williams, B.Sc., M.Sc. (Former Team Member)
Richardo Williams was appointed Research Technologist in the TPM Programme upon completion of his undergraduate studies in Economics at UWI, Mona. He spent four years at TPM from 2007-2011, driving the research and publications output of the section. He also completed the M.Sc. in Economic Development Policy during this time. He moved on to the position of Economist and Researcher at the Broadcasting Commission but still serves the TPM Programme as a tutor and part-time researcher. His research interests and expertise lie at the intersection of several social sciences disciplines including economics, development theory, statistics and public policy.
Research and Teaching Staff (from wider MSB)

Evan Duggan, B.Sc., MBA, Ph.D.
Professor Evan Duggan is Executive Director and Professor of Information Systems, Mona School of Business, UWI, Mona. He obtained the Ph.D. and MBA degrees from Georgia State University in the U.S. and a B.Sc. from the University of the West Indies, Jamaica.

Professor Duggan has taught graduate and undergraduate courses in MIS and Decision Sciences in several U.S. and international institutions, and while at UWI, he teaches in the TPM Masters, MSc. (Computer-based Information Systems), the MBA and EMBA programmes, and works closely with the IS doctoral students.

Kamau Chionesu, B.Sc., M.A.
Mr. Kamau Chionesu is a Teaching Fellow in the areas of Economics and Quantitative Methods at the Mona School of Business, UWI. Managerial Economics, International Business and Business Research are some of the courses he delivers for the MBA and EMBA Programmes at the School. He also lectures the Economics and Strategy courses in the TPM Masters. His industry experience at Cable & Wireless Jamaica and the New York State Energy Office has provided him with a firm background in the field of telecommunications and ICTs.

Mr. Chionesu obtained a B.Sc. in Economics from the University of the West Indies, Mona and his MA in Economics from Pennsylvania State University. He is currently completing his Ph.D. dissertation, entitled ‘Is economics education empirically adequate for national development?’ A philosophical enquiry into the relevance of economic theory and research method.’ Among the papers to his credit are ‘Rehabilitating Jamaica’s Financial Sector: Goodbye Financial Crash, Hello Currency-Financial Crash?’ and ‘Social Capital, Institutions and Development: A Case Study of Jamaica’.

Maurice McNaughton, B.Sc., M.Sc., Ph.D.
Dr. Maurice L. McNaughton is the Director of the Centre of Excellence in ICT-Enabled Business Innovations at the Mona School of Business, UWI. He obtained the PhD degree in Decision Sciences from Georgia State University, a Masters degree in Electronic Engineering at the Phillips International Institute of Technology and the BSc. degree in Electrical Engineering from the University of the West Indies, St Augustine.

Dr. McNaughton has taught courses in Business Statistics, Modeling, Data Analysis and Decision Support Systems. He currently lectures in the TPM, MIS and MBA programs at UWI.
Selected Adjunct Research and Teaching Staff

Elaine D. Wallace, MBA, Ph.D.
Dr. Elaine Wallace is presently the University Registrar at the University of Technology, Jamaica. She is an Adjunct Lecturer in the TPM Masters Degree Programme and in graduate programmes in the Department of Library and Information Studies and at the Caribbean Institute of Media and Communication. Dr. Wallace has also been a course tutor with the Online Masters in Regulation and Policy (Telecommunications) programme offered at the UWI, St. Augustine campus in Trinidad.

C. Courtney Jackson, M.Sc., M.Eng.
Mr. C. Courtney Jackson is an experienced telecommunications engineer and regulatory specialist, who serves as an adjunct faculty member in the TPM Masters as well as Adjunct Senior Lecturer in the Physics Dept, UWI. He is the former Deputy Director General responsible for Telecommunications in the Office of Utilities Regulation in Jamaica. Mr. Jackson’s portfolio includes, network interconnection, technical evaluation of licenses, network cost studies, rate and tariff application reviews, and regulatory operations system design and management. He was a Member of Technical Staff (MTS) Manager at Bell Laboratories, Optical Networking Group, Lucent Technologies, where he worked on the development, integration, testing and verification of Operations Support Systems (OSS) for telecommunications transmission networks. There he provided provisioning, restoration, and alarm performance evaluation and verification for several U.S. and international clients.

Ernest Smith, M.Eng., MRP
Ernest W. Smith is currently a Director with Environmental and Engineering Managers Limited, a Jamaican Engineering Consultancy firm providing professional services to its clients since 2001. He also lectures in networking technologies in the TPM Masters at the Mona School of Business, UWI. He holds a Bachelors Degree in Electrical Engineering from the University of the West Indies, St. Augustine. As the recipient of a Commonwealth Scholarship in Engineering, he pursued further studies and was awarded a Masters Degree in Engineering Management from the University of Ottawa. He also holds a Masters Degree in Regulation and Policy (Telecommunications) from the University of the West Indies, St. Augustine. Mr. Smith’s formal education also includes industry specific training in Electric Power Engineering and Management at the Swedish State Power Board in Stockholm, Sweden; as well as New Technologies and Policy Trends in ICT at Waseda University, Tokyo, Japan. Mr. Smith is also a graduate of the Senior Management Programme in Telecommunications at TEMIC, Montreal, Canada.
**External Faculty**

**Heather Hudson, Ph.D.**

Dr. Heather E. Hudson is Director of the Institute of Social and Economic Research (ISER) and Professor of Public Policy at the University of Alaska Anchorage. Previously, she was founding Director of the Communications Technology Management and Policy Program at the University of San Francisco. She has served as the External Examiner for the TPM Masters since 2008. Her work focuses on applications of ICTs for socio-economic development, regulation and policy issues including universal service/access, and policies and strategies to extend affordable access to new technologies and services, particularly in rural and remote areas.

Prof. Hudson has planned and evaluated communication projects in Alaska, northern Canada, and more than 50 developing countries and emerging economies in Africa, Asia, Latin America, the Caribbean, the Middle East, Eastern Europe, and the South Pacific.

**Kim Mallalieu, Ph.D.**

Dr. Kim Mallalieu is Senior lecturer and leader of the Communication Systems Group in the Department of Electrical and Computer Engineering at the University of the West Indies, St. Augustine. She is a Fulbright Fellow and a graduate of the Massachusetts Institute of Technology and the University of London. She has served as a visiting scientist at MIT on a number of occasions.

In these capacities, she has built partnerships between the UWI and various policy groups, industry players and international universities. She has also served on a number of boards, including the Board of the Telecommunications Authority of Trinidad and Tobago. She has been on the advisory council to the Boards of a number of academic journals, including the *International Journal of Electrical Engineering Education*.

**Ian Lloyd, Ph.D.**

Prof. Ian Lloyd is former Professor of Information Technology Law at the University of Strathclyde and is a Senior Research Fellow at the Institute for Law and the Web (iLaws) at the University of Southampton. He is author of several textbooks in the field including *Information Technology Law* and *Legal Aspects of the Information Society* published by Butterworths and *Electronic Commerce and the Law* published by Edinburgh University Press. He also a Course Director in the TPM Masters.

Professor Lloyd is editor of the *International Journal of Law and Information Technology* published by Oxford University Press, a member of the European Commission's Legal Advisory Board on the Information Market and of the Council of the Society for Computers and Law.
TPM Advisory Committee 2006-2012

Prof. the Hon. Gordon Shirley
Campus Principal and
Pro-Vice Chancellor, UWI

Prof. Evan Duggan
Executive Director
Mona School of Business

Mr. Harry Smith
Executive-in-Residence
Mona School of Business

Ms. Bernadette Lewis
Secretary General,
Caribbean Telecommunications
Union (CTU)

Dr. David McBean
Former CEO
CVM Communications
Group

Ms. Nicole Foga,
Managing Partner
Foga Daley

Mr. C. Courtney Jackson
Managing Director
Tranixcom LLC

Mr. Charles Douglas
TPM Masters Alumni
Representative

Mr. Shelldon Chin See
TPM Masters Alumni
Representative

Mr. Cecil McCain
Director of Post and Telecom
Office of the Prime Minister
Dr. Arlene Bailey
Lecturer, Department of Psychology, Sociology and Social Work, UWI

Dr. Parris Lyew-Ayee, Jr.
Director, Mona GeoInformatics Institute, UWI

Dr. Canute James
Former Director, Caribbean Institute of Media and Communication, UWI

Mr. Maurice Charvis
Deputy Director General, Office of Utilities Regulation

Major General Robert Neish
Executive Vice Chairman, Digicel Foundation

Mr. Richard Fraser
Group Head of Mergers and Acquisitions, Digicel

Mr. Winston Hay
Former Director General, Office of Utilities Regulation

Mr. Ernest Smith,
Director, Environmental and Engineering Managers

Mr. Richard Fraser
Group Head of Mergers and Acquisitions, Digicel

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Director, Environmental and Engineering Managers

Mr. Richard Fraser
Group Head of Mergers and Acquisitions, Digicel

Mr. Winston Hay
Former Director General, Office of Utilities Regulation

Mr. Ernest Smith,
Director, Environmental and Engineering Managers
Members of the TPM Team and the Advisory Committee assembled for a June 2012 meeting. Present were: (Front row) Mr. C. Courtney Jackson, Ms. Allison Brown, Prof. Hopeton Dunn, Ms. Nicole Foga, Prof. Evan Duggan; (Second Row) Mr. Harry Smith, Mr. Cecil McCain, Mr. Shelldon Chin See, Mr. Ernest Smith; (Back Row) Mr. Maurice Charvis and Mr. Richard Fraser.

A photo of the TPM Team. From left: Mrs. Keisha Edwards Smith, Mrs. Michele Thomas, Prof. Hopeton Dunn and Ms. Allison Brown. At front: Mr. Richardo Williams.
Contacting the Mona ICT Policy Centre

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