# Strategic Framework for Comunication and Information Technology Development in Africa- the Comprehensive ICT Strategy for Africa (CISA)
# 2015 – 2025

**INFORMATION & DISCUSSION DOCUMENT**

**(prepared by AUC Information Society Division and NEPAD Agency e-Africa Programme in consultation with RECs and Specialised Agencies of the African Union)**

# Background

The world of Information Society / Communication and Information Technologies IS/CIT is rapidly changing not only in Africa but globally as well.  The Information Society Division (ISD) at the AUC, the e-Africa Programme within the NPCA and the ICTs, Science and Technology Division (ISTD) of UNECA have a responsibility to lead the African ICT agenda and respond to this changing environment. To do this effectively requires coordination between these key actors as well as horizontal and vertical coordination with Regional Economic Communities and Specialised Institutions (SIs) of the African Union.

There are some challenges and issues that have been identified and which need to be addressed at a continental level:

- The studies for the Programme for Infrastructure Development in Africa (PIDA) have been completed but implementation of projects has not yet gained momentum.

- The governing structure for PIDA (IAIDA) has also has been constituted and needs to be operationalized.

- The NEPAD e-Africa Programme and the ISD have been working closely to coordinate their areas of work and are leading the harmonisation process across various regional and continental institutions- a coordination mechanism among African Union CIT actors has been initiated and still needs to gain traction.

- The AUC level and limits of intervention in member states, regions and the whole continent is still not clearly defined.

- Like AUC, the NPCA is still working on how to coordinate with the Regional Economic Communities (RECs) and Specialized Institutions (SI)

- The linkages between the key actors at regional and continental levels in Africa's IS/CIT space are weak and there is no demarcation of responsibilities or distribution of roles among them

- In line with global developments, a tremendous amount of work and presence is being requested from the AU and its partners: internally, regionally and internationally.

- Responding to emerging global issues such as the uncertain future of Internet Governance after the outcomes of the World Congress on Information Technology (WCIT) during which the revisions to the International Telecommunications Regulations (ITRs) were not accepted by most of the OECD countries.

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- The lack of a coordinated framework makes it difficult for AUC, NPCA, UNECA and the RECs to adequately tap into funding opportunities provided by international partners - and this is further compounded by the lack of a coherent resource mobilization strategy both individually and collectively; the result is missed opportunities and increased competition from other institutions pursuing similar lines of work (e.g. ITU, ACP, etc.)

Noting that the lack of coordination was an impediment to development, in 2012, the 4th Conference of Ministers responsible for Communication and Information Technologies (CITMC-4) requested the AUC, RECs, NPCA and UNECA to develop a coherent, unified, harmonized IS/CIT strategy for the continent. Since then, the following activities have taken place towards preparation of a harmonized strategy:

- In March 2013, representatives from AUC ISD, NEPAD e-Africa and UNECA held a brainstorming workshop to articulate a draft CIT framework. The workshop was facilitated by an external consultant and took into account the exisiting strategies of the three institutions and the various initiatives currently on-going. The workshop resulted in:

  - Analysis of IS/CIT landscape and the strengths, weaknesses, opportunities and threats

  - A proposed mission and vision statement for the CIT strategy

  - Identification of 7 strategic pillars

  - Identification of strategic objectives for each pillar

  - Roadmap and action plan for 2013

- In May 2013, the draft framework was presented to representatives from RECs and SIs at the 3rd ICT Harmonisation meeting held in Nairobi alongside IST-Africa. This resulted in a refinement of the draft.

- In June 2013 the Draft Plan/Framework was presented to the Bureau of the CITMC (Conference of Ministers responsible for Communication and Information Technology)

- In December 2013 at the 4th ICT Harmonisation Meeting it was agreed that inputs would be provided by the various stakeholders into the framework (focusing on targets and indicators and referencing current strategy documents) with a deadline of January 31 2014. Few inputs were received by the January deadline and did not address the request for targets and indicators.

- In May 2014, a facilitated workshop was held in Mauritius in parallel with the IST-Africa 2014 Conference and resulted in the elaboration of outputs, identification of domains of implementation, identification of ownership of outputs and possible funding sources.

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# Situational Analysis

| Strengths | Weaknesses |
|---|---|
| • Outsourcing capacity<br>• Mobile phone availability and becoming more affordable<br>• Sustainability of growth of Internet<br>• Exponential increase of international bandwidth international boundaries<br>• Affordability of ICT equipment<br>• Regional ICT operators with 'deep' pockets<br>• ICT policies in 43 of 54 member states<br>• Availability of Regional and Sub-Regional Institutions<br>• Investment in ICT Sector is growing<br>• Multiple ICT Service Providers leading to service cost reduction | • Low cohesion, cooperation, coordination and harmonisation among regional and continental actors<br>• ICT not elevated as a national strategic priority<br>• Weakness in ICT policy processes and implementation<br>• Lack of adequate Infrastructure<br>• Lack of enforcement of Regional and Continental Agreements and Decisions 2<br>• Capacity Constraints – limited human resources, weak research capacity and unavailability of reliable statistics |
| **Opportunities** | **Threats** |
| • Growing younger population with ICT savvy<br>• Exploitation of Natural Resources which can be exchanged for advancement in sustained ICT development<br>• Well educated African Diaspora<br>• Mobile boom which has created awareness of ICT use and advantages<br>• Development of value added services<br>• Develop of socio-economic related applications<br>• Time zone an opportunity for outsourcing = same time zone as Europe<br>• Contribution to Regional Integration, peace and security<br>• Use of postal networks to provide e-services<br>• Use of digital dividend following analogue to digital conversion<br>• Renewed optimism around African Renaissance<br>• 1 Billion People Market<br>• Innovations to eg reach rural | • National regulatory independence<br>• Growing next generation who are jobless<br>• Dominant telecom giants engaging in uncompetitive practices<br>• Migration of skilled work force since ICT is a universal language and skill<br>• Asian domination in equipment and provision of services<br>• Growing Cyber-attacks<br>• e-Waste<br>• In-fighting between major players<br>• ICT development not seen as a key issue and can be overtaken by other pressing issues<br>• Widening digital divide and rising poverty to participate<br>• African ownership of ICT agenda lost or diluted by external influences (what others say we should do) |

| communities with advantages of cyber<br>• Africa as a new and prime investment destination | |
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# Core Ideology

## Mission/Purpose

Coordinate, promote and facilitate the development of Posts & ICT to accelerate the integration and Socio-Economic development of the Continent.

## Vision

By 2025 at least half of Africa's population will have access to affordable broadband services
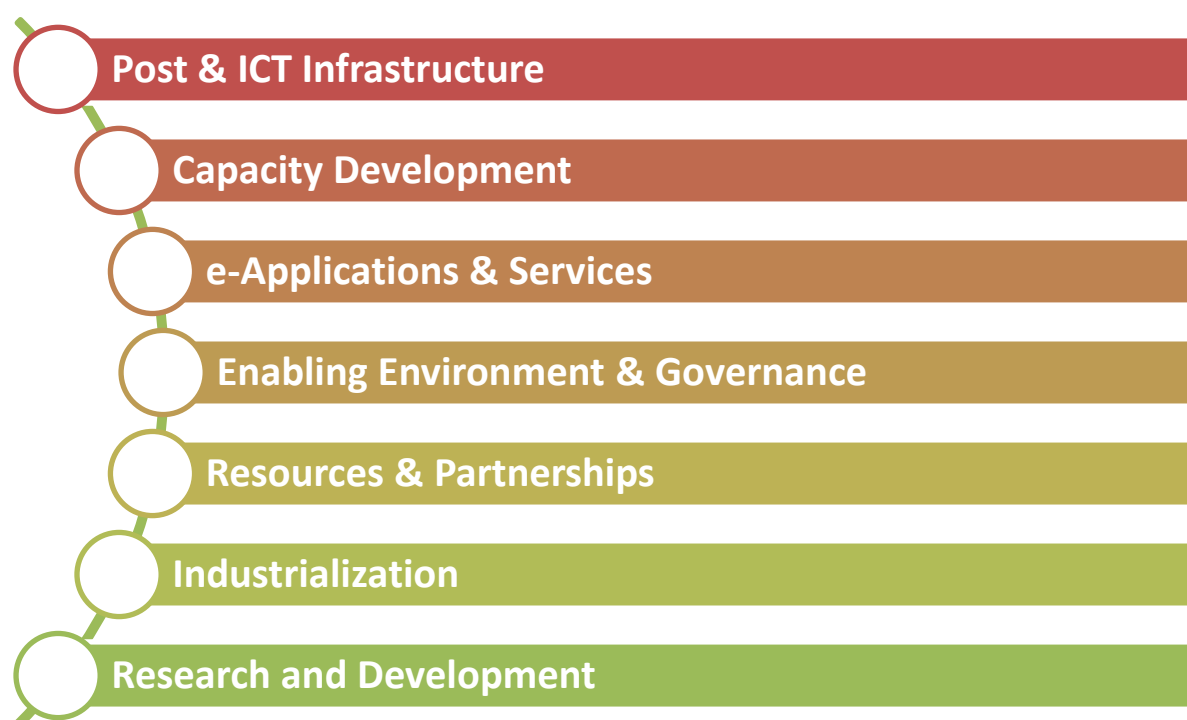
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### The African Union Vision

**Build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena**

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## Brand Promise/Commitment

- Ensuring that each country has at least two reliable fiber connections, internationally, regionally and to its neighbours, which are competitively priced or based on open-access principles.
- Ensuring that national markets are fully competitive to allow African end users to benefit from reliable low-cost international fiber capacity
- Ensuring that the many opportunities offered by transport and energy terrestrial infrastructures are accessible for fiber optic cable deployment.
- Ensuring sufficient ownership, commitment and co-ordination from RECs and member states to encourage quick deployment of needed regional infrastructures through adoption of the required enabling environment to promote competition and open-access to the backbones.
- Ensuring that the most effective governance and ownership models are adopted to maximize the financing opportunities from both private and public sectors to promote the universal access.

# Overview of Strategic Pillars

**Post & ICT Infrastructure**

**Capacity Development**

**e-Applications & Services**

**Enabling Environment & Governance**

**Resources & Partnerships**

**Industrialization**

**Research and Development**

## 1.  Post & ICT Infrastructure

*Infrastructure development is one of the critical conditions for the acceleration of regional integration and economic growth. The level of Posts and ICT infrastructure development in Africa does not allow the continent to harness the opportunities offered by these sectors. Africa is faced with infrastructure deficit (e.g. inadequate broadband network development, weak inter-State broadband connectivity and Internet Networks, dilapidated postal networks, absence of IXP etc.) that constitutes obstacles to regional and continental integration. Access to infrastructure and services leading to availability of several types of digital content is a prerequisite for building an African information society.*

## 2.  Capacity Development

*The potentials offered by Posts and ICT have not been fully used for the socio-economic development and transformation of Africa. Lack of research capacity and inappropriate Human Resource Development in the field of Posts & ICT are regarded as a major restraint in policy development.  In many Member States, the lack of skills in the Posts & ICT skills has been identified as one of the most critical constraints.*

## 3. e-Applications & Services

*The development of e-Applications & Service on a multi-stakeholder basis and across all the socio-economic sectors is an important component of e-Strategies aiming at enhancing Service Delivery through on-line services, promoting and popularizing e-government; e-health, e-education, e-Post Service, promotion of Development of Local and Localized Content and Services. The public sector and SMEs should be able to carry out the greatest*

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*number of activities on-line.*

## 4. Enabling Environment & Governance

*Africa still faces many challenges of weak and ineffective Regulatory Frameworks as well as the absence of innovative Universal Access policies. The explosion of ICT sector investment in most developing Member States correlates closely with an improved environment for private investment to take place. The contribution to the Internet Governance issues and efficient management of Scarce Resources (spectrum, DNS and Numbers) require strong regional Cooperation/Coordination and integrative structures and fora for the participation of all stakeholders in the policy making processes at national, regional and continental levels.*

## 5. Resources & Partnerships

*In Africa, the level of investment in Post & ICT is still insufficient. So far, the bulk of investment within has been allocated to mobile. There is a vital need for increasing financing levels for Posts and other fields of ICT and capacity building. Strategies for mobilization and efficient use of finance should be developed for universal access/service fund mechanisms in addition to Innovative Financing Mechanisms (IFM) including developing domestic finance and pooling of resources.*

## 6. Industrialization

*Most African States are still excluded from the computer technology, electronic communication and audio-visual markets. This is because they do not have the industry for the manufacture of ICT products. Reliable and high capacity communication systems can encourage the establishment and distribution of various economic activities such as Business Processing Outsourcing (BPO) specifically in the areas where majority of the people live as well as in rural areas.*

## 7. Research and Development

*Research and Development (R&D) are vital elements that determine the extent to which ICT contributes to increased productivity. To reinforce the Posts & ICT sectors in general and enhance economic growth to the widest possible extent, it is important to strengthen the area of R&D.*

# Strategic Objectives & Outputs

In this section, the Strategic Pillars and associated Objectives and Outputs are listed using the following notation:

**1** = Strategic Pillar (Key focus area of the Strategy)

**2** = Strategy/ies ('game plan' or approach under each Strategic Theme)

**3** = Output which details what has to be achieved

## 1. **1** Post & ICT Infrastructure

### 1.1 **2** Build Broadband Infrastructures

1.1.1 **3** Dedicated broadband networks

1.1.2 **3** Business plans for cross-border links

1.1.3 **3** Intra-continental connectivity

1.1.4 **3** Developed and upgraded National ICT infrastructure
- *Metropolitans Networks*
- *National Backbone*
- *Last mile broadband networks*

1.1.5 **3** Internet Exchange Point Networks

1.1.6 **3** Enhanced BPO Services Infrastructure (Data Centres etc)

1.1.7 **3** Roaming Facilities (e.g. clearing house)

1.1.8 **3** Submarine cables & landing station access

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## 1.2 ☑ Use ICT to modernise Postal Networks and Services

### 1.2.1 ☑ Automation in postal processes
- *Modernized postal coding and addressing system*

### 1.2.2 ☑ Modernised Postal Networks
- *Postal Network*
- *Financial Network*

### 1.2.3 ☑ Modernised Postal Offices

### 1.2.4 ☑ Modernised Postal Services
- *e-Services*
- *e-postal services*

## 1.3 ☑ Promote access to ICT Broadband Infrastructure in rural and under-served areas

### 1.3.1 ☑ Partnerships to identify sustainable energy solutions

### 1.3.2 ☑ Universal access and services policies

### 1.3.3 ☑ Universal Service Access Funds
- *Sustained and applied for access in rural areas*
- *Universal service projects developed and implemented*
- *Community Tele-Centres*

## 1.4 ☑ Promote development of Regional and Continental digital broadcasting networks and content

### 1.4.1 ☑ Regional and Continental Broadcasters
### 1.4.2 ☑ Regional and Continental Broadcast Networks
### 1.4.3 ☑ Local Content

## 1.5 ☑ Harmonise optimal use of digital dividend

### 1.5.1 ☑ Affordable Broadband

1.5.2 🟩 Increased Number of Transformative Services

1.5.3 🟩 Common Policy Framework for uses of Spectrum


# 2 🟥 Capacity Development

## 2.1 ⬛ Promote Digital Literacy, e-learning and ICT for Education

2.1.1 🟩 ICT for Education and e-learning Policy Framework

2.1.2 🟩 e-Learning Capability and Capacity

2.1.3 🟩 Online Centres of Learning

2.1.4 🟩 Digital Literacy Training Programmes
- *Programmes for youth*
- *Programmes for women*
- *Programmes for the physically disadvantaged*

2.1.5 🟩 Developed e-Learning Based Content

## 2.2 ⬛ Promote development of specialist/expert capacity in Post & ICT

2.2.1 🟩 ICT and Postal Training needs identified

2.2.2 🟩 ICT and Postal Training programmes developed and delivered

2.2.3 🟩 Directory of Training Institutions in the field of Posts and ICT in  Africa

## 2.3 ⬛ Promote and facilitate Knowledge Development and Management

2.3.1 🟩 Knowledge Collection and dissemination Platform

2.3.2 🟩 Communities of practice and knowledge networking platforms

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2.3.3 **3** Integrated Portals and Platforms across Regional and continental institutions

## 2.4 **2** Harness skills and expertise of African Diaspora in ICT development (cross-cutting across all strategic themes)

2.4.1 **3** Database of ICT Experts in the Diaspora

2.4.2 **3** Increased participation of Diaspora in Programme Development and Implementation

# 3 **1** e-Applications & Services

## 3.1 **2** Enhance Service Delivery through on-line services

3.1.1 **3** Collaboration & Exchange of best practices in e-government; e-health and e-agriculture

3.1.2 **3** Centres/outlets for access to e-government services

3.1.3 **3** Sustainable e-Applications and Services (e-Post , e-Government, e-Health, e-Agriculture, e-Learning, e-Commerce, e-Finance)

## 3.2 **2** Promote Development of Local and Localised Content and Services

3.2.1 **3** Content and applications in local languages developed

3.2.2 **3** Digitised African cultural and heritage content

3.2.3 **3** Repositories and content generation hubs

## 3.3 **2** Promote mobile value-added services and applications industry

3.3.1 **3** "e" Services Extended to Mobile Platforms

3.3.2 **3** Mobile Application Development Hubs

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### 3.4 🔢 Strengthen Consumer Associations and user groups

3.4.1 🔢 Discussion Forums for Consumer Input & Feedback

3.4.2 🔢 Surveys & Research on Consumer & user trends

3.4.3 🔢 Public Education & Promotion Campaigns

# 4 🔢 Enabling Environment & Governance

## 4.1 🔢 Develop an 'Outreach' Strategy for African Leadership on Information Society Development

4.1.1 🔢 Africa information Forums

4.1.2 🔢 National ICT Policy Making Prioritisation campaigns

4.1.3 🔢 Forums for the guidance of National ICT Policy Making

## 4.2 🔢 Enhance wide spread understanding and participation in Internet Governance global spaces

4.2.1 🔢 Published Internet Governance contributions for discussion & adoption

4.2.2 🔢 Awareness and participation campaigns for Member States

4.2.3 🔢 Common African positions on Internet Governance issues

4.2.4 🔢 Participation of RECs and Regional Internet Governance Forums in ICANN, ITU, and gIGF

4.2.5 🔢 Participation by all stakeholder groups in National and Regional IGFs

## 4.3 🔢 Promote the implementation of Legislation to ensure security and reliability of networks across the continent

4.3.1 🔢 Adoption and ratification of AU Cyber Security Convention

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4.3.2 ⬛3 Transposition or domestication of the Convention

## 4.4 ⬛2 Develop policy frameworks at National and /or Regional Level

4.4.1 ⬛3 Policy Framework for the Management of Scarce Resources: frequencies, numbers; names (DNS) and right-of-way

4.4.2 ⬛3 e-Waste Policy Framework

## 4.5 ⬛2 Harmonise Policy and Regulatory Frameworks for Post & ICT across RECs

4.5.1 ⬛3 Harmonised universal access policies

4.5.2 ⬛3 Harmonised Policies on Convergence

4.5.3 ⬛3 Continental Regulatory Forum

4.5.4 ⬛3 Leveled playing field for business/Regional Post/ICT  market

## 4.6 ⬛2 Coordinate implementation of ICT Projects and Programmes

4.6.1 ⬛3 Annual coordination meetings

4.6.2 ⬛3 Preparatory meetings ahead of major events

4.6.3 ⬛3 Improved implementation of continental and regional directives at national level

4.6.4 ⬛3 Tax and custom duty incentives for ICT equipment

4.6.5 ⬛3 Promotion of growth of the Internet Economy in Africa

# 5 ⬛1 Resources  & Partnerships

## 5.1 ❷ Promote Investment in Post & ICT

5.1.1 ❸ Strategies which promote and increase allocation of public resources for Post/ICT development.

5.1.2 ❸ Incentives for foreign investments and coordinate its usage

5.1.3 ❸ Development of domestic finance by providing support to local entrepreneurs and investors

5.1.4 ❸ Promoted public private partnerships and other multi-stakeholders partnerships

5.1.5 ❸ Creation of (large) regional markets to attract investment

## 5.2 ❷ Develop innovative approaches for the management of universal access/service funds

5.2.1 ❸ Funding to support implementation of the 'harmonisation' ICT Strategy for the African Continent

5.2.2 ❸ Access to ICT in rural and under-served areas

## 5.3 ❷ Increase awareness and necessity to provide adequate funding to Regional and Continental initiatives and projects in Post & ICT

5.3.1 ❸ Identify champions and thought-leaders

5.3.2 ❸ Provision of Clear Strategy, Goals & Outcomes

## 5.4 ❷ Implement Innovative Fund Raising Strategies for the funding of ICT related activities

5.4.1 ❸ Operational African ICT Development Fund

5.4.2 ❸ Engage Private Sector in the Information Society Partnership for Africa's Development (ISPAD)

# 6 ❶ Industrialization

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## 6.1 ✏️ Promote establishment of ICT assembling and manufacturing plants

### 6.1.1 ✏️ Tax & Customs Incentives for ICT Manufacturing Industries

### 6.1.2 ✏️ Grants & Funding for Establishment of ICT Manufacturing Facilities

## 6.2 ✏️ Promote design, development and production of software and hardware in Africa

### 6.2.1 ✏️ African Intellectual Property and local industries protected from external competition

### 6.2.2 ✏️ Local consumption of local products - "best buy Africa"

### 6.2.3 ✏️ Development of Solutions to Local Technical Requirements

### 6.2.4 ✏️ Facilitate the creation of Technological Parks and Incubators
- *TechnoPark & IncubatorHub Friendly Policies & Incentives*
- *Integration of TechnoParks & IncubatorHubs with Learning Institutions*
- *Development Programs for Fast-Tracking of Innovative ICT Related SMEs*
- *Funding Models which incorporate and foster Private Enterprise & Government collaboration*

## 6.3 ✏️ Promote business process outsourcing (BPO) in Africa

### 6.3.1 ✏️ Nearshore ((neighbouring countries or intra-continental) Information Technology Enabled Service and Business Process Outsourcing Agreements

# 7 ✏️ Research and Development
## 7.1 ✏️ Establish regional ICT research centres

### 7.1.1 ✏️ Centres of Excellence in the field of Post & ICT

### 7.1.2 ✏️ ICT Research Centres
- *Research and Development capacity in Research and academic institutions*
- *Increased research and development capacity in Post & ICT sectors*

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7.1.3 **3** Networked ICT Centres of Excellence , ICT Research Centres and universities

7.1.4 **3** Partnering with the private sector for the sustainability of centres of excellence

7.1.5 **3** AU research fellowships

## 7.2 **2** Promote Evidence/research-Based Decision Making

7.2.1 **3** ICT Development Indicators

7.2.2 **3** M&E frameworks

7.2.3 **3** Impact Evaluation Studies

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# Implementation - Domains and Ownership

For each Output in the Strategy, the domain of implementation (national, regional or continental), the owner of the output and key role players as well as proposed sources of funding have been elaborated. These are presented in the sections that follow using two approaches: the first according the Strategic Pillars and the second according to the domain of implementation.

# Domains and Ownership of Outputs for each Strategic Pillar

## Posts & ICT Infrastructure

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Post & ICT Infrastructure | Build Broadband Infrastructures | Dedicated broadband networks | National | RECs | Member States/PPP | Member States |
| | | Business plans for cross-border links | Regional | RECs | Regulators/Operators | RECs/PIDA (AfDB) |
| | | Intra-continental connectivity | Continental | NPCA | AUC/RECs/Regulators/Operators | AfDB |
| | | Developed and upgraded National ICT infrastructure | National | Member State | Member States/Regulators/PPP | Member States/Operators |
| | | Internet Exchange Point Networks | Continental | AUC | AUC/RECs/NPCA/Member States | ITF/Member States/Operators |
| | | Enhanced BPO Services Infrastructure (Data Centres etc) | National | RECs | RECs/Member States/Operators | Member States/Operators |
| | | Roaming Facilities (e.g. clearing house) | Regional | RECs | RECs/Member States/Operators | Member States/Operators |
| | | Submarine cables & landing station access | Regional | RECs | RECs/Member States/Operators | Member States/Operators |
| | Use ICT to modernise Postal Networks and Services | Automation in postal processes | National | Member State | Member States/Operators | Member States/Operators |
| | | Modernised Postal Networks | National | Member State | Member States/Operators | Member States/Operators |
| | | Modernised Postal Offices | National | Member State | Member States/Operators | Member States/Operators |
| | | Modernised Postal Services | National | Member State | Member States/Operators | Member States/Operators |
| | Promote access to ICT Broadband Infrastructure in rural and under-served areas | Partnerships to identify sustainable energy solutions | National | Member State | Member States/Operators/PPP | Member States/Operators/PPP |
| | | Universal access and services policies | Regional | RECs | RECs/Member States | RECs/Member States |
| | | Universal Service Access Funds | National | Member State | Member States/Operators | Member State |
| | Promote development of Regional and Continental digital broadcasting networks and content | Regional and Continental Broadcasters | Continental | AUC | AUC/RECs/Member States/Operators | Member States/PPP |
| | | Regional and Continental Broadcast Networks | Continental | AUC | AUC/RECs/Member States/Operators | Member States/PPP |
| | | Local Content | National | Member State | Member State/Content Providers | PPP/Private Sector |
| | Harmonise optimal use of digital dividend | Affordable Broadband | Regional | RECs | RECs/Member States/Operators | Member States/PPP |
| | | Increased Number of Transformative Services | Regional | RECs | RECs/Member States/Operators | Member States/PPP |
| | | Common Policy Framework for uses of Spectrum | Regional | RECs | RECs/Member States/Operators | Member States/PPP |

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# Capacity Development

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Capacity Development | **Promote Digital Literacy, e-learnig and ICT for Education** | ICT for Education and e-learning Policy Framework | National | Member State | Member States/Operators | Member States/PPP |
| | | e-Learnining Capability and capacity | National | Member State | Member States/Operators | Member States/PPP |
| | | Online Centres of Learning | National | Member State | Member States/Operators | Member States/PPP |
| | | Digital Literacy Training Programmes | National | Member State | Member States/Operators | Member States/PPP |
| | | Developed eLearning Based Content | National | Member State | Member States/Operators | Member States/PPP |
| | **Promote development of specialist/expert capacity in Post & ICT** | ICT and Postal Training needs identified | National | Member State | Member States/Operators | Member States/PPP |
| | | ICT and Postal Training programmes developed and delivered | National | Member State | Member States/Operators | Member States/PPP |
| | | Make a list of Training Institutions in the field of Post and ICT in the continent | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote and facilitate Knowledge Development and Management** | Knowledge Collection and dissemination Platform | National | Member State | Member States/Operators | Member States/PPP |
| | | Communities of practice and knowledge networking platforms | National | Member State | Member States/Operators | Member States/PPP |
| | | Integrated Portals and Platforms across Regional and continental institutions | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Harness skills and expertise of African Diaspora in ICT development (cross-cutting across all strategic themes)** | Database of ICT Experts in the Diaspora | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Increased participation of Diaspora in Programme Development and Implementation | Continental | AUC | AUC/RECs/Member States/Operators | Member States/Dev Partners |

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# e-Applications and Services

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| e-Applications & Services | Enhance Service Delivery through on-line services | Collaboration & Exchange of best practices in e-government; e-health and e-agriculture | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | ePost Services | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | eGovernment Services | National | Member State | Member States/Operators | Member States/PPP |
| | | Centres/outlets for access to e-government services | National | Member State | Member States/Operators | Member States/PPP |
| | | eHealth Service | National | Member State | Member States/Operators | Member States/PPP |
| | | eAgriculture Service | National | Member State | Member States/Operators | Member States/PPP |
| | | eLearning Service | National | Member State | Member States/Operators | Member States/PPP |
| | | eCommerce Service | National | Member State | Member States/Operators | Member States/PPP |
| | | E-Financial Service | National | Member State | Member States/Operators | Member States/PPP |
| | Promote Development of Local and Localised Content and Services | Content and applications in local languages developed | National | Member State | Member States/Operators | Member States/PPP |
| | | Digitised African cultural and heritage content | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Repositories and content generation hubs | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | Promote mobile value-added services and applications industry | "e" Services Extended to Mobile Platforms | National | Member State | Member States/Operators | Member States/PPP |
| | | Mobile Application Development Hubs | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | Strengthen Consumer Associations and user groups | Discussion Forums for Consumer Input & Feedback | National | Member State | Member States/Operators | Member States/PPP |
| | | Surveys & Research on Consumer & user trends | National | Member State | Member States/Operators | Member States/PPP |
| | | Public Education & Promotion Campaigns | National | Member State | Member States/Operators | Member States/PPP |

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# Enabling Environment and Governance

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Enabling Environment & Governance | **Develop an 'Outreach' Strategy for African Leadership on Information Society Development** | Africa information Forums | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | National ICT Policy Making Prioritisation campaigns | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Forums for the guidance of National ICT Policy Making | National | Member State | Member States/Operators | Member States/PPP |
| | **Enhance wide spread understanding and participation in Internet Governance in other global spaces** | Published Internet Governance contributions for discussion & adoption | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Awareness and Participation Campaigns for Member States | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Common African positions on Internet Governance Issues | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Participation of RECs and Regional Internet Governance Forums in ICANN, ITU, and gIGF | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | All stakeholders' participation in National and Regional IGFs | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote the implementation of Legislation to ensure security and reliability of networks across the continent** | Adoption and ratification of AU Cyber Security Convention | National | Member State | Member States/Operators | Member States/PPP |
| | | Transposition or domestication of the Convention | National | Member State | Member States/Operators | Member States/PPP |
| | **Develop policy frameworks at National and /or Regional Level** | Policy Framework for the Management of Scarce Resources: frequencies; name ccTLD and right-of-way | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | E-Waste Policy Framework | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Harmonise Policy and Regulatory Frameworks for Post & ICT across RECs** | Harmonised universal access policies | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Harmonised Policies on Convergence | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Continental Regulatory Forum | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Leveled playing field for business/Regional Post/ICT market | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | **Coordinate implementation of ICT Projects and Programmes** | Annual coordination meetings | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Preparatory meetings ahead of major events | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Improved implementation of continental and regional directives at national level | Regional | RECs | RECs/Member States | Member States/Dev Partners |

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## Resources and Partnerships

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Mobilization of Financial Resources & Partnerships | **Promote Investment in Post & ICT** | Strategies which promote and increase allocation of public resources for Post/ICT development. | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Incentives for foreign investments and coordinate its usage | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Development of domestic finance by providing support to local entrepreneurs and investors | National | Member State | Member States/Operators | Member States/PPP |
| | | Promoted public private partnerships and other multi-stakeholders partnerships | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Creation of (large) regional markets to attract investment | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Develop innovative approaches for the management of universal access/service funds** | Funding to support implementation of the 'harmonisation' ICT Strategy for the African Continent | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Access to ICT in rural and under-served areas | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Increase awareness and necessity to provide adequate funding to Regional and Continental initiatives and projects in Post** | Identify champions and thought-leaders | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Provision of Clear Strategy, Goals & Outcomes | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | **Implement Innovative Fund Raising Strategies for the funding of ICT related activities** | Operational African ICT Development Fund | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Engage Private Sector in the Information Society Partnership for Africa's Development (ISPAD) | Continental | NPCA | AUC/NPCA/Member States | Member States/Dev Partners |

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# Industrialisation

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Industrialization | **Promote establishment of ICT assembling and manufacturing plants** | Tax & Customs Incentives for ICT Manufacturing Industries | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Grants & Funding for Establishment of ICT Manufacturing Facilities | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote design, development and production of software and hardware in Africa** | African Intellectual Property and local industries protected from external competition | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Local consumption of local products - "best buy Africa" | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Facilitate the creation of Technological Parks and Incubators | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote business process outsourcing (BPO) in Africa** | Nearshore ITES-BPO Agreements | Regional | RECs | RECs/Member States | Member States/Dev Partners |

# Research and Development

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Research and Development | **Establish Regional ICT Research Centres** | Centres of Excellence | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | ICT Research Centres | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Networked ICT Centres of Excellence, ICT Research Centres and Universities | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Partnering with the Private Sector for the sustainability of centres of excellence | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | AU Research Fellowships | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | **Promote Evidence/Research Based Decision Making** | ICT Developmen Indicators | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Monitoring & Evaluation Frameworks | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Impact Evaluation Studies | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |

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# Outputs for each Strategic Pillar according to Domain of Implementation

## Continental Domain

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Post & ICT Infrastructure | | Intra-continental connectivity | Continental | NPCA | AUC/RECs/Regulators/Operators | AfDB |
| | | Internet Exchange Point Networks | Continental | AUC | AUC/RECs/NPCA/Member States | ITF/Member States/Operators |
| | Promote development of Regional and Continental digital broadcasting networks and content | Regional and Continental Broadcasters | Continental | AUC | AUC/RECs/Member States/Operators | Member States/PPP |
| | | Regional and Continental Broadcast Networks | Continental | AUC | AUC/RECs/Member States/Operators | Member States/PPP |
| Capacity Development | Harness skills and expertise of African Diaspora in ICT development (cross-cutting across all strategic themes) | Database of ICT Experts in the Diaspora | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Increased participation of Diaspora in Programme Development and | Continental | AUC | AUC/RECs/Member States/Operators | Member States/Dev Partners |
| e-Applications & Services | | Digitised African cultural and heritage | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Mobile Application Development Hubs | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| Enabling Environment & Governance | Develop an 'Outreach' Strategy for African | Africa information Forums | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | Enhance wide spread understanding and | Published Internet Governance | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Common African positions on Internet | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | Harmonise Policy and Regulatory | Harmonised universal access policies | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Harmonised Policies on Convergence | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Continental Regulatory Forum | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Leveled playing field for business/Regional | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | Coordinate implementation of ICT Projects | Annual coordination meetings | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Preparatory meetings ahead of major events | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| Mobilization of Financial Resources & Partnerships | Develop innovative approaches for the | Funding to support implementation of the | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | Increase awareness and necessity to provide | Identify champions and thought-leaders | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Provision of Clear Strategy, Goals & Outcomes | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | Implement Innovative Fund Raising Strategies for the funding of ICT related | Operational African ICT Development Fund | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Engage Private Sector in the Information Society Partnership for Africa's Development (ISPAD) | Continental | NPCA | AUC/NPCA/Member States | Member States/Dev Partners |
| Industrialization | Promote design, development and production of software and hardware in Africa | African Intellectual Property and local industries protected from external competition | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Local consumption of local products - "best buy Africa" | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| Research and Development | | AU Research Fellowships | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | Promote Evidence/Research Based Decision Making | ICT Developmen Indicators | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Monitoring & Evaluation Frameworks | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |
| | | Impact Evaluation Studies | Continental | AUC | AUC/NPCA/Member States | Member States/Dev Partners |

# Regional Domain

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| **Post & ICT Infrastructure** | **Build Broadband Infrastructures** | Business plans for cross-border links | Regional | RECs | Regulators/Operators | RECs/PIDA (AfDB) |
| | | Roaming Facilities (e.g. clearing house) | Regional | RECs | RECs/Member States/Operators | Member States/Operators |
| | | Submarine cables & landing station access | Regional | RECs | RECs/Member States/Operators | Member States/Operators |
| | **Promote access to ICT Broadband Infrastructure in rural and under-served areas** | Universal access and services policies | Regional | RECs | RECs/Member States | RECs/Member States |
| | **Harmonise optimal use of digital dividend** | Affordable Broadband | Regional | RECs | RECs/Member States/Operators | Member States/PPP |
| | | Increased Number of Transformative Services | Regional | RECs | RECs/Member States/Operators | Member States/PPP |
| | | Common Policy Framework for uses of Spectrum | Regional | RECs | RECs/Member States/Operators | Member States/PPP |
| **Capacity Development** | **Promote development of specialist/expert capacity in Post & ICT** | Make a list of Training Institutions in the field of Post and ICT in the continent | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote and facilitate Knowledge Development and Management** | Integrated Portals and Platforms across Regional and continental institutions | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| **e-Applications & Services** | **Enhance Service Delivery through on-line services** | Collaboration & Exchange of best practices in e-government; e-health and e-agriculture | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | ePost Services | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote Development of Local and Localised Content and Services** | Repositories and content generation hubs | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| **Enabling Environment & Governance** | **Develop an 'Outreach' Strategy for African Leadership on Information Society Development** | National ICT Policy Making Prioritisation campaigns | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Enhance wide spread understanding and participation in Internet Governance in other global spaces** | Awareness and Participation Campaigns for Member States | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Participation of RECs and Regional Internet | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | All stakeholders' participation in National and Regional IGFs | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Develop policy frameworks at National and /or Regional Level** | Policy Framework for the Management of | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | E-Waste Policy Framework | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Coordinate implementation of ICT Projects and Programmes** | Improved implementation of continental and regional directives at national level | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| **Mobilization of Financial Resources & Partnerships** | **Promote Investment in Post & ICT** | Strategies which promote and increase allocation of public resources for Post/ICT development. | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Incentives for foreign investments and coordinate its usage | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Promoted public private partnerships and other multi-stakeholders partnerships | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Creation of (large) regional markets to attract investment | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Develop innovative approaches for the management of universal access/service funds** | Access to ICT in rural and under-served areas | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| **Industrialization** | **Promote establishment of ICT assembling and manufacturing plants** | Tax & Customs Incentives for ICT | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Grants & Funding for Establishment of ICT Manufacturing Facilities | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote design, development and production of software and hardware in Africa** | Facilitate the creation of Technological Parks and Incubators | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | **Promote business process outsourcing (BPO) in Africa** | Nearshore ITES-BPO Agreements | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| **Research and Development** | **Establish Regional ICT Research Centres** | Centres of Excellence | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | ICT Research Centres | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Networked ICT Centres of Excellence, ICT Research Centres and Universities | Regional | RECs | RECs/Member States | Member States/Dev Partners |
| | | Partnering with the Private Sector for the sustainability of centres of excellence | Regional | RECs | RECs/Member States | Member States/Dev Partners |

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# National Domain

| Strategic Goal/Theme | Strategy | Output | Domain | Owner | Role Players | Funding |
|---|---|---|---|---|---|---|
| Post & ICT Infrastructure | Build Broadband Infrastructures | Dedicated broadband networks | National | RECs | Member States/PPP | Member States |
| | | Developed and upgraded National ICT infrastructure | National | Member State | Member States/Regulators/PPP | Member States/Operators |
| | | Enhanced BPO Services Infrastructure (Data Centres etc) | National | RECs | RECs/Member States/Operators | Member States/Operators |
| | Use ICT to modernise Postal Networks and Services | Automation in postal processes | National | Member State | Member States/Operators | Member States/Operators |
| | | Modernised Postal Networks | National | Member State | Member States/Operators | Member States/Operators |
| | | Modernised Postal Offices | National | Member State | Member States/Operators | Member States/Operators |
| | | Modernised Postal Services | National | Member State | Member States/Operators | Member States/Operators |
| | Promote access to ICT Broadband Infrastructure in rural and under-served areas | Partnerships to identify sustainable energy solutions | National | Member State | Member States/Operators/PPP | Member States/Operators/PPP |
| | | Universal Service Access Funds | National | Member State | Member States/Operators | Member State |
| | | Local Content | National | Member State | Member State/Content Providers | PPP/Private Sector |
| Capacity Development | Promote Digital Literacy, e-learnig and ICT for Education | ICT for Education and e-learning Policy Framework | National | Member State | Member States/Operators | Member States/PPP |
| | | e-Learnining Capability and capacity | National | Member State | Member States/Operators | Member States/PPP |
| | | Online Centres of Learning | National | Member State | Member States/Operators | Member States/PPP |
| | | Digital Literacy Training Programmes | National | Member State | Member States/Operators | Member States/PPP |
| | | Developed eLearning Based Content | National | Member State | Member States/Operators | Member States/PPP |
| | Promote development of specialist/expert capacity in Post & ICT | ICT and Postal Training needs identified | National | Member State | Member States/Operators | Member States/PPP |
| | | ICT and Postal Training programmes developed and delivered | National | Member State | Member States/Operators | Member States/PPP |
| | Promote and facilitate Knowledge Development and Management | Knowledge Collection and dissemination Platform | National | Member State | Member States/Operators | Member States/PPP |
| | | Communities of practice and knowledge | National | Member State | Member States/Operators | Member States/PPP |
| e-Applications & Services | Enhance Service Delivery through on-line services | eGovernment Services | National | Member State | Member States/Operators | Member States/PPP |
| | | Centres/outlets for access to e-government services | National | Member State | Member States/Operators | Member States/PPP |
| | | eHealth Service | National | Member State | Member States/Operators | Member States/PPP |
| | | eAgriculture Service | National | Member State | Member States/Operators | Member States/PPP |
| | | eLearning Service | National | Member State | Member States/Operators | Member States/PPP |
| | | eCommerce Service | National | Member State | Member States/Operators | Member States/PPP |
| | | E-Financial Service | National | Member State | Member States/Operators | Member States/PPP |
| | Promote Development of Local and Localised Content and Services | Content and applications in local languages developed | National | Member State | Member States/Operators | Member States/PPP |
| | Promote mobile value-added services and applications industry | "e" Services Extended to Mobile Platforms | National | Member State | Member States/Operators | Member States/PPP |
| | Strengthen Consumer Associations and user groups | Discussion Forums for Consumer Input & Feedback | National | Member State | Member States/Operators | Member States/PPP |
| | | Surveys & Research on Consumer & user trends | National | Member State | Member States/Operators | Member States/PPP |
| | | Public Education & Promotion Campaigns | National | Member State | Member States/Operators | Member States/PPP |
| Enabling Environment & Governance | Develop an 'Outreach' Strategy for African Leadership on Information Society | Forums for the guidance of National ICT Policy Making | National | Member State | Member States/Operators | Member States/PPP |
| | Promote the implementation of Legislation to ensure security and reliability of networks across the continent | Adoption and ratification of AU Cyber Security Convention | National | Member State | Member States/Operators | Member States/PPP |
| | | Transposition or domestication of the Convention | National | Member State | Member States/Operators | Member States/PPP |
| Mobilization of Financial Resources & Partnerships | Promote Investment in Post & ICT | Development of domestic finance by providing support to local entrepreneurs and investors | National | Member State | Member States/Operators | Member States/PPP |

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# Roadmap to Finalising the Strategy

- Finalise Strategy Framework

- Present Strategy Framework to 1$^{st}$ Ordinary Session of African Union Specialized Technical Committee on Communication and Information Technologies (STC-CICT)

- Hold open consultations with sectoral stakeholders

- Elaborate targets and performance measures for each strategic output

- Identify Priority Programmes and Projects (Flagships), associated champions and lead institutions

- Identify Quick wins and Low-hanging fruits

- Elaborate implementation and performance management structure for delivery

- Quantify the resources requirements for implementation of the strategy focusing on quick-wins and priority programmes

- Develop a communications and outreach plan to promote the strategy

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