Strategic Plan
Charting Our 2023 – 2027 Course
CIPESA was established in 2004 in response to the findings of the Louder Voices Report for the UK’s then Department for International Development (DFID), which cited the lack of easy, affordable and timely access to information about ICT-related issues and processes as a key barrier to effective and inclusive ICT policy making in Africa.

Our work continues to respond to a shortage of information, resources and actors consistently working at the nexus of technology, human rights and society. Initially set up with a focus on research in East and Southern African countries, we have since expanded our work to include advocacy, capacity development and movement building across the African continent.
Contribute to the adoption of inclusive, transparent and democratic ICT policy that supports development, governance and human rights in Africa.

To promote inclusive and effective use of ICT in Africa for improved governance and livelihoods.

To be Africa’s Leading ICT Policy and Governance Think Tank.
This Strategic Plan (2023-2027) builds on achievements the organisation has registered since its establishment, harnesses opportunities, and addresses the weaknesses and challenges identified while remaining a thought leader and network builder in the arena of inclusive ICT for development, governance and human rights in Africa.
Why This plan?

We recognise an increased commitment by both state and non-state actors in the recognition of the important role of the internet in advancing development and driving economic growth.

This recognition goes to the highest levels of the international development scene as ICT has been identified as a catalytic driver to enable the achievement of all the Sustainable Development Goals (SDGs).
Nevertheless, we also note several challenges still impeding Africa’s digital transformation agenda, such as high cost and low access to the internet, declining internet freedom and digital rights, a shortage of electricity, lack of digital skills and gender digital divide disparities. Other concerns observed is the shifting of donor priorities that take funding away from CIPESA’s focus areas.
During this period 2023 – 2027, CIPESA will consolidate and build upon its unique position and the credibility it has gained over the years in order to contribute to the adoption of inclusive, transparent and democratic ICT policy that supports development, governance and human rights in Africa.

This will involve working with a number of key stakeholders to enable us to fulfil our goal.
Specifically, CIPESA will seek to...

These strategic objectives will be achieved by conducting research and documenting on key thematic areas; improving the knowledge, expertise and competence of key partners and implementers; conducting policy advocacy and stakeholder engagements; movement building and strategic alliances and promoting best practice for strategic public Interest litigation.

- Promote online participation of civic actors in Africa
- Promote and advance internet freedom and governance in Africa
- Promote the effective and efficient use and protection of data by state and non-state actors
- Enhance the digital resilience and adaptability of CSOs in the face of cyber threats
- Promote equitable access to and use of digital technologies for the most underserved population
- Promote economic growth through digital technologies
Strategy Map

Civic Participation
Contribute to the adoption of inclusive, transparent & democratic ICT policy that supports development, governance and human rights

Data Governance
Promote effective and efficient use and protection of data

Digital Economy
Promote economic growth through digital technologies

Digital Inclusion
Promote equitable access to and use of digital technologies

Digital Resilience
Enhance resilience and adaptability in the face of cyber threats

Internet Freedom & Governance
Advance internet freedom and governance in Africa

Promote online participation in Africa
Strategic Actions

- Research and Documentation
- Knowledge and Skills Development
- Policy Advocacy and Stakeholders
- Movement Building / Networking
- Strategic Litigation


CIPESA’s strategic plan was informed by a review of the operational context including external and internal factors, the policy context, institutional framework, the gains, gaps, emerging issues and lessons learnt from the implementation of the previous strategy.

We personally commit to continuous improvement and professional growth. We take pride in producing high-quality work and delivering exceptional service to internal and external stakeholders.

We promote a sense of duty, obligation and willingness to accept responsibility for one’s actions.

We work towards providing support to one another, working cooperatively, respecting each other's views, and making our work environment fun and enjoyable.

We constantly strive to redefine the standard of excellence in everything we do. We encourage ideas that challenge conventional wisdom and drive innovation.
CIPESA seeks to strengthen the **knowledge** and **skill set** of her staff to deliver on the thematic areas. This will be achieved through identifying staff capacity building needs and encouraging staff acquisition of **certifications in emerging digital technology concepts**.
CIPESA Operations 2023 – 2027

CIPESA will seek to increase its funding in a sustainable way, by developing and implementing a robust fundraising strategy.
CIPESA seeks to broaden its **brand identity, visibility and presence online** on social media platforms including of team members on social media platforms.

We will prioritize developing a robust **communications and advocacy strategy** outlining how we will use different communication channels to reach our defined stakeholders at **national, regional** and **international** levels.
CIPESA will produce five annual activity plans. Our MEL approach will ensure we track progress toward our goals, collect and use data, document lessons learnt, and share knowledge and best practices with our members and other partners. The system will be an iterative process of monitoring, evaluating, learning, adjusting, and adapting. We shall aim to internally monitor, document and evaluate thematic programme implementation by conducting annual monitoring exercises. This will guide us to examine whether the set activity plans are in line with overall plan objectives and identified indicators.
Collaboration on International ICT Policy for East and Southern Africa (CIPESA)

+256 414 289 502
programmes@cipesa.org
@cipesaug
facebook.com/cipesaug
Linkedin/cipesa
www.cipesa.org