



Strategic Plan

Charting Our 2023 – 2027 Course





Who We Are



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.

STRATEGIC GOAL



Contribute to the adoption of inclusive, transparent and democratic ICT policy that supports development, governance and human rights in Africa.

MISSION



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

VISION



To be Africa's Leading ICT Policy and Governance Think Tank.

Why This plan?

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).**



Why This plan?



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.

Theory of Change and Aim

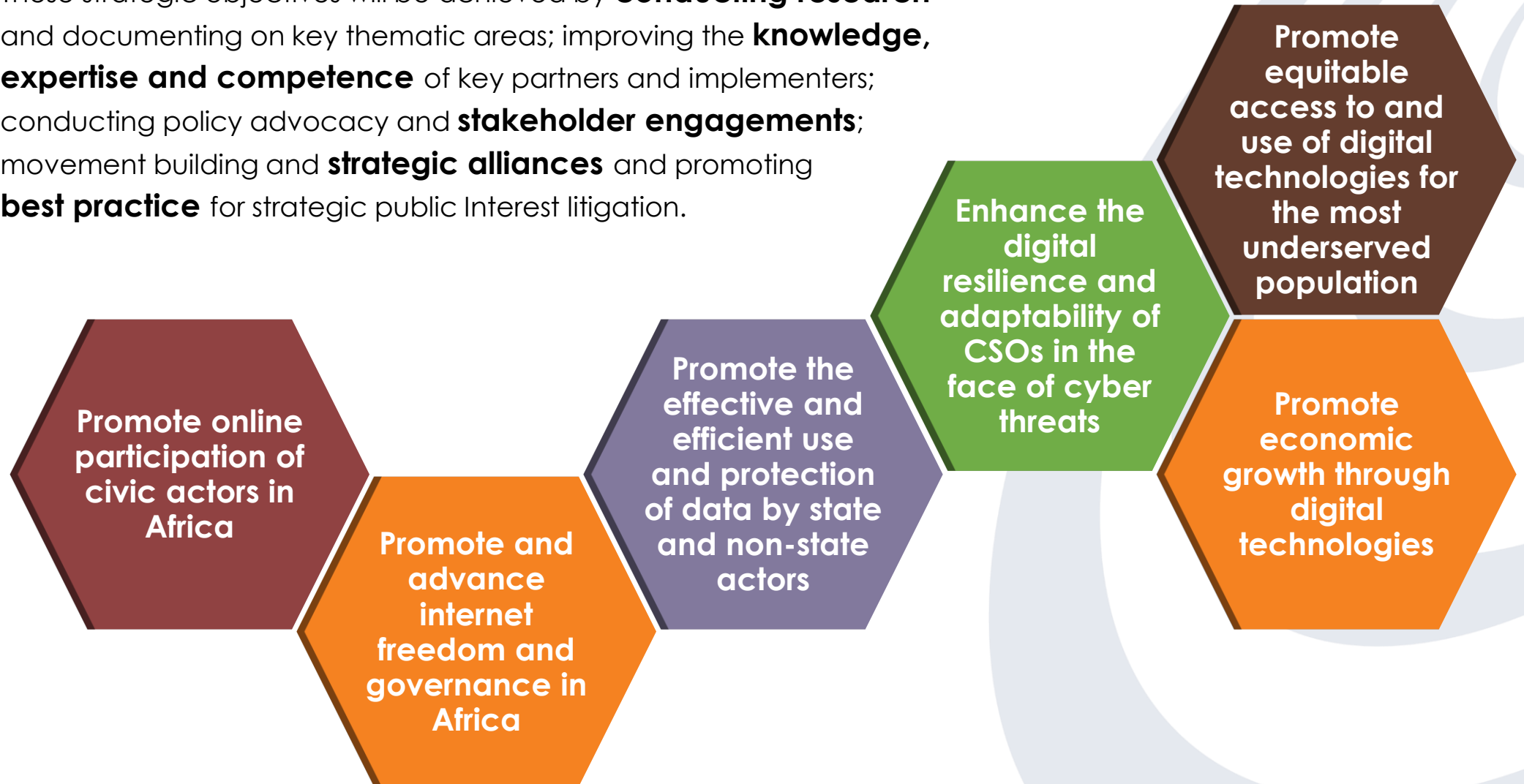
During this period 2023 – 2027, CIPESA will consolidate and build upon its unique position and the credibility it has gained over the years in order to contribute to the adoption of **inclusive, transparent and democratic ICT policy** that supports development, governance and human rights in Africa.



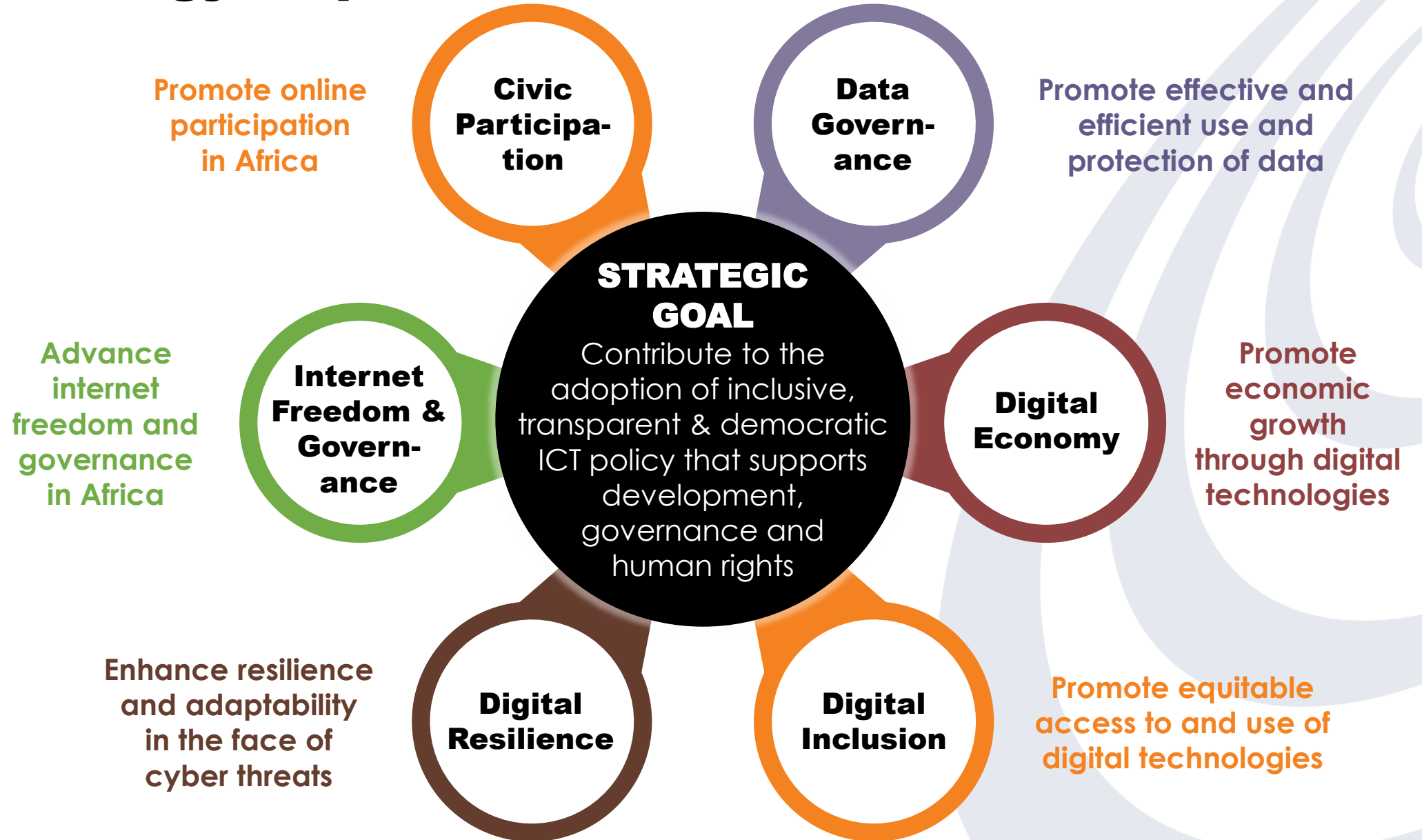
This will involve working with a number of **key stakeholders** to enable us to fulfil our goal.

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.



Strategy Map



Strategic Actions



Strategic Plan Development Process

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.



core values

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

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



We constantly strive to **redefine** the standard of **excellence** in everything we do. We encourage ideas that challenge conventional wisdom and **drive innovation**.

CIPESA Operations 2023 – 2027

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**.

GOVERNANCE

FUNDRAISING

COMMUNICATIONS

MONITORING, EVALUATION
AND LEARNING (MEL)C

CIPESA Operations 2023 – 2027

CIPESA will seek to **increase** its funding in a **sustainable** way, by developing and implementing a **robust** fundraising strategy.

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CIPESA Operations 2023 – 2027

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.

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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.

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CIPESA

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