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African Leadership in ICT (ALICT)

Building Leadership Capacities for ICT and Knowledge Societies in Africa



African Union



**MINISTRY FOR FOREIGN
AFFAIRS OF FINLAND**



Founded by UN ICT Task Force

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1 INTRODUCTION

This project proposal is based on discussions held between the African Union Commission (AUC) senior officials and Finnish Minister for Foreign Trade and Development and Director General of the Department of Africa and Middle East of the Ministry for Foreign Affairs in 2009. The proposal was developed further during the meeting between representatives of the AUC HRST Department, Finnish Ministry of Foreign Affairs and the Global e-Schools and Communities Initiative (GeSCI) held in Addis Ababa in February 2010 as a direct response to the Addis Ababa declaration on information and communication technologies in Africa: challenges and prospects for development where the Heads of State and Government of the African Union, meeting in the Fourteenth Ordinary Session of the AU Assembly in Addis Ababa, Ethiopia on 31 January 2010 undertook to intensify activities to implement the African Regional Action Plan on the Knowledge Economy. Based on the project ALICT, the proposal is contributing directly to the implementation of African Union Commission's (AUC) African Regional Action Plan for Knowledge Economy (ARAPKE). It is also well aligned with the framework of EU-Africa Strategic Partnership on Science, Information Society and Space (Africa-EU P8) as well as with the Finnish Development Policy guidelines on ICT and Information Society. The implementation of the project proposal can also provide a platform for further cooperation between the AUC HRST and the Ministry for Foreign Affairs of Finland as well as with GeSCI and other interested stakeholders.

The proposal presents a **pilot action** project for modelling a methodology and multi-stakeholder approach for capacity building and awareness raising of African leaders on the issues of Knowledge Society, ICT, Education, S&T and Innovations in support of the EU-AU P8 and the AUC Action Plan. The model will build on, as well as extend and strengthen one of the AUC's flagship projects, African Leadership in ICT programme (ALICT). At the moment, the ALICT programme as originally envisioned focuses on building leaders ICT and ICT management skills. However, it is quite evident as captured in the Finnish Development Policy and the Africa-EU P8 and the AUC's ARAPKE that ICTs must be linked closely to Science, Technology, Innovation and Education to have developmental impact. The ALICT will therefore be used as a platform and further developed according to the latest research and understanding of how the required leadership capacities can be built in a highly challenging cross-sectoral and multi-stakeholder environment. The model will be developed and tested in East and Southern Africa in close collaboration with AUC. With the necessary new funding it could be replicated and implemented by the AUC, perhaps in partnership with GeSCI, in other regions in Africa over time.

The implementation mechanism for ALICT in East and Southern Africa to be used by GeSCI is based on GeSCI's African Knowledge Exchange (AKE) programme that was developed originally in partnership with Finland. The AKE presents a good basis for an implementation mechanism because its objectives are closely aligned with those of the original ALICT programme while enhancing the methods used for capacity building and raising awareness from traditional training methods to collaborative learning, multi stakeholder knowledge sharing and virtual collaboration, including the hosting of communities of practice and alumni networks. GeSCI has developed the AKE over the last 3 years with the support of Finland. The current AKE is a strategic knowledge sharing and capacity building community geared towards empowering leaders and policy makers in Africa to make more informed decisions on the proper and effective use of ICTs for the Knowledge Society underpinned by research, good practice and the experiences of peers. The AKE has developed a particular focus on ICTs and education and their critical role in the development of the Knowledge Society, which can now contribute to the development of other ICT policies and strategies on Knowledge Society, S&T and Innovations through this collaborative effort. The Department of Africa and Middle East of the Finnish Ministry of Foreign Affairs considers the GeSCI Africa Knowledge Exchange to be an important instrument for fostering regional cooperation and for building capacity of African Union (AU) Member States on ICTs, Education and Knowledge Society issues under the framework of European Union (EU) Africa partnership on Information Society.

This proposal is an extension of the existing Finnish funded AKE programme, **integrated with AUC's ARAPKE ALICT Flagship Programme and meant to contribute to strengthening the existing partnership between AUC (HRST) and Finland and support the timely implementation of EU-Africa P8.**

The ALICT programme will be a pilot action by nature piloting and testing suitability of several capacity building models and it will be implemented in two phases. After implementation, there is an initial plan to expand the programme in other parts of Africa. This expansion phase is not covered in this proposal:

- 1) Phase 1 covers 12 months starting in June 2010 and will focus on participatory design, planning, piloting and testing of appropriate models for capacity building and preparation for implementation
- 2) Phase 2 covering 24 months starting in June 2011 will be used to implement the model found most appropriate and build the capacity of selected future African leaders

The proposed ALICT programme is meant to address leadership capacities on evidence-based policy making and inter-ministerial strategic planning for ICTs and knowledge based social and

economic development in Africa, (Referred also as Knowledge Society, Information Society or Knowledge Economy development in Africa). GeSCI will facilitate the regional collaborative capacity building initiative together with the AUC and other African partners to address different aspects and policies related to ICTs and Knowledge Societies. Within this collaboration GeSCI will focus on ICTs' contribution to Knowledge Societies and build the absorptive capacities of current and potential future African leaders (policy and decision makers, implementers and practitioners) to acquire, assimilate, transform and exploit the benefits of ICT and knowledge to produce a dynamic organizational capability through peer knowledge sharing and collaboration and exposure to technology, which is in line with the Finnish Development Policy on Information Society (2008).

The ALICT programme is based on a partnership with and integrating AUC HRST (S&T& ICT), Finland and GeSCI as key stakeholders, and according to the AKE model, working together in a participatory process to prepare, implement and evaluate the programme. The programme will also bring in the private sector and civil society to contribute to knowledge building and sharing in line with the objectives of EU-Africa partnership. Through this participatory process, the key stakeholders (GeSCI, AUC HRST, and UNECA) will all strengthen their own capacities in the fields of ICTs, Education, Science, Technology and Innovation and Knowledge Societies. This is envisaged to contribute more broadly to the EU-Africa partnership for the development of an inclusive Information Society and the ARAPKE.

The partnership will also contribute to the AUC's vision for closer collaboration among African countries and will focus on regional and national ICT capacity development emphasising change management, strategic planning, policy formulation, programme implementation and evaluation and building strategic partnerships to address the key developmental issues facing the continent. The programme will therefore be a major vehicle for AUC to strengthen and expand its own knowledge base and to support its member states' capacities on Knowledge Society and ICT.

GeSCI is well suited to support the AUC initiatives because of its recognized global experience and expertise in the field of ICT4E and Knowledge Societies, its existing and emerging partnerships with some African country governments and other regional and global institutions implementing WSIS action lines, its existing partnership with like-minded donors and its complete neutrality in brokering solutions and innovations.

2 BACKGROUND

The Government of Finland's Development Policy emphasises knowledge, innovation and ICT as keys to sustainable development. The Policy recognizes that development based on knowledge, know-how and innovation is sustainable economically, socially and ecologically and that a sustainable information society cannot be created merely by exporting technology to developing countries; the countries must be helped to develop a knowledge society strategy suited to their own conditions. The Policy as well as recent studies by the World Bank and UNCTAD recognizes that ICT's alone will not have the desired developmental impact if the absorption capacity and enabling environment for development is not in place. The Finnish development policy emphasizes that Education and Science and Technology (S&T) can create the absorption capacity and trigger socio economic development based on ICT. Both the Finnish Development Policy and the AUC Action Plan recognize that for ICTs to contribute meaningfully to poverty reduction and growth, a dedicated coherent and multi-sectoral strategy and leadership capacity is required to develop inclusive knowledge societies in Africa (see figure 1). This principle underpins the Africa-EU Partnership on Science, Information Society and Space and also the ARAPKE. The Finnish Development Policy, the Africa-EU P8 and the AUC's Action Plan recognize that cross sectoral institutional and human capacities as well as leadership skills must be strengthened in Africa if countries are to develop prosperous, sustainable and inclusive Knowledge Societies.

Therefore Africa will require sustained investments in education, science, technology, innovation systems, infrastructure (including ICTs) and implementation of policies that support knowledge based socio-economic transformation (see Figure 1). This challenge is at the heart of the **Finnish Development Policy (see Figure 1), the Africa-European Union (EU) partnership on Science, Information Society and Space (Africa-EU P8) and the AUC's Africa Regional Action Plan for Knowledge Economy (ARAPKE)**. It is also at the heart of GeSCI's mission: to contribute to a Knowledge Society for all by assisting education systems at national, regional and continent –wide levels to integrate and use ICTs effectively to spur socio-economic development.

In Africa, several partners have come in to assist African countries develop various elements of the Knowledge Society. The multi-lateral agencies such as the World Bank and the African Development Bank (AfDB) provide broad support to all elements with a focus on socio-economic development and poverty reduction. The United Nations Economic Commission for Africa (UNECA) has focused on developing National ICT policies and Strategies and on building capacity and raising awareness of African leaders on Science Technology and Innovation (STI). Others, like ITU have focused on assisting countries develop the ICT infrastructure and systems

as the critical infrastructure to support knowledge creation and sharing at the national, regional and global levels.

Knowledge Society and Development Policy



Figure 1-The elements of Knowledge Society in Finnish Development Co-operation Policy emphasizing cross sectoral policy coherence (Presentation in the 1st Member state Innovation, Research, Science & technology for Development (IRST-DEV) Expert Group Meeting, 2008)

GeSCI will complement the roles of these partners and specifically that of the AUC and UNECA by focusing on building capacity and raising the awareness of African leaders and policy makers on the role and contribution of ICTs for education, learning and skills development to the development of Knowledge Societies in Africa. Within this new global economic development, education's contribution to socio-economic development is multi-faceted and much deeper than previously thought. Education has become more closely related and interlinked with innovation, knowledge creation, development of creative capacities and the ability to exploit and absorb progressive technologies like ICTs that in turn spur economic development. This realization is the driver of many education reforms around the world today. Within these reforms, emphasis has been placed on increasing access to education, improving quality and making education more

relevant. Of particular concern in the development of Knowledge Societies is a relevant and responsive education system that fosters experimentation and innovation.

ICT skills are critical for the new Knowledge Economy if the potential of ICTs to contribute to socio-economic development is to be realised. ICTs can make the education system more relevant and responsive to society's needs. Therefore ICTs can also contribute to the development of other important Knowledge Economy and "new millennium" skills such as critical thinking, information retrieval, analytical capacity, problem solving, communication and ability to understand and manipulate new media¹. ICTs are particularly suited to the development of such skills due to their ability to promote and enhance communication, collaboration, access to a wide range of information, information processing, simulation and visualisation. Innovation or the creation and application of knowledge to produce new goods and services or to advance society in general is the product of a well developed higher education and research sector working closely in tandem with the private sector. This requires that governments and political leaders understand the link between ICT, quality education, Science and Technology and innovation and draw up strategies to encourage and sustain this link.

Because of the close inter-relationship of these elements, GeSCI will collaborate with the AUC, UNECA and other partners including the private sector and civil society in ensuring integrated visioning, policy making, strategic planning and capacity building to realize the African vision for the Knowledge Society and Knowledge Economy as a vehicle for poverty reduction in African countries. This collaboration is detailed in the sections that follow.

3 GOALS, OBJECTIVES, APPROACH AND BENEFICIARIES

3.1 Goals

The proposed ALICT pilot programme's overarching goal is to develop a group of African ICT, Education, S&T and Knowledge Society leaders that can become agents for change in their own country and be catalysts for regional cooperation in the domain of ICT, Education, S&T and Knowledge Societies both at the country and sub-regional levels. The programme will build and

¹ These new skills were empathized at a conference on Knowledge and Development for Africa- see conference proceedings: World Bank, 2003, Knowledge for Africa's Development: 10 priorities, available at <http://web.worldbank.org/WBSITE/EXTERNAL/WBI/WBIPROGRAMS/KFDLP/0,,contentMDK:21692871~menuPK:2792491~pagePK:64156158~piPK:64152884~theSitePK:461198,00.html>

strengthen visioning, strategic planning and management, policy making and related strategic capacities of future leaders and policy makers in Africa on ICTs' role in the development of inclusive and sustainable Knowledge Societies in Africa.

3.2 Purpose

The purpose of this proposed ALICT programme is 3 fold:

1. To assess and determine the feasibility of the ALICT initiative and different models of building capacity of African leaders on Knowledge Society issues
2. To build a platform for multi-stakeholder contribution and knowledge exchange bringing together leaders, policy makers, researchers and practitioners in the public, private and civil society sectors.
3. To build the capacity of selected future African leaders through piloting the most feasible capacity building models together with the knowledge exchange platform

The ALICT programme is also linked closely to and will collaborate with the other Knowledge Society initiatives in Africa, especially the UNECA initiatives on ICT strategies and S&T and Innovation policies in Africa and other Finnish funded innovation programmes in Southern and Eastern Africa. It is therefore an appropriate mechanism also to enhance the capacity of the partners in their pan-African programme work. Thus the programme also contributes directly to the goals of the EU-Africa Partnership P8 on Information Society and Space.

3.3 Objectives

The objectives of the ALICT programme are based on the original ARAPKE ALICT plan and further developed to fit and reflect Finnish Development Policy, the Africa-EU P8 and the AUC's Action Plan:

1. Provide direct personal experience of ICT as an enabler for human resource development, education, skills development and innovation contributing to Knowledge Society development.
2. Raise awareness and build strategic capacities of African leaders and policy makers in the human resource development sectors on the vision of Knowledge Societies and the role of ICT in Education, Science and Technology and Innovation as well as socio-economic development (in collaboration with other partners such as AUC and UNECA).
3. Introduce participants to leadership skills and avail mechanisms in the continent for regional cooperation, solidarity and collaboration among African countries.

4. Harness the leadership skills of promising ICT leaders and policymakers to ensure the benefits of new technologies are available to all.
5. Promote policy dialogue on Knowledge Society issues on a regional and continental level.
6. Link and facilitate knowledge sharing among Knowledge Society initiatives and regional partners and promote policy dialogue on Knowledge Societies in Africa.
7. Build and disseminate information, knowledge and experiences on the role and use of ICTs in education, Science and Technology and Innovation for Knowledge Society development.
8. Develop a platform to address the critical professional development needs identified in terms of management, leadership, project formulation and management, and build strategic capacities of the participants and partners in programme preparation, implementation and evaluation as relates to building capacity of Member States on Knowledge Society issues.

3.4 Outputs and results

The major results of this feasibility programme are:

1. Well-developed curriculum and Capacity Building Model for building capacity of African leaders on ICT, Education, S&T and Knowledge Society issues
2. A multi-stakeholder knowledge exchange platform that bring together private, public and civil society to create Knowledge Partnerships, share knowledge and contribute expertise to building the capacity of African leaders
3. Capacities of 150 selected African leaders built and appropriate model(s) for long term capacity building identified. Appropriate management, leadership, project formulation and project management skills built for the identification and leveraging of different opportunities for African regional cooperation in ICT, Education, S&T and Knowledge Society development

3.5 Beneficiaries

The primary beneficiaries of this programme will be future and potential leaders and policy makers in the Ministries of ICT, Education, Higher Education, Science and Technology and other Ministries responsible for human resources development primarily in Southern and Eastern Africa. Future leaders are likely to be mid-career managers and practitioners within these ministries.

Secondary beneficiaries will include AUC in large, GeSCI as well as other partners like UNECA who all will enhance their own capacities through working together on all the aspects and components of Knowledge Society issues.

Selection of primary beneficiaries

The selection of beneficiaries will take into account leadership potential, gender consideration and balance and regional and cultural diversity. At least 30% of selected participants will be women and at least 50% of participants will be from the least developed countries in East and Southern Africa which include Angola, Lesotho, Malawi, Mozambique, Rwanda, Swaziland, Tanzania, Uganda and Zambia). The appropriate ministries will be asked to identify potential applicants who will be required to make a formal application to be judged by an expert group taking into consideration the selection criteria outlined above.

3.6 Regional focus

The ALICT programme will focus on the Southern African Development Community (SADC) and East African Community (EAC) countries in line with Finland's priority region but will develop models and tools which could be replicated and used across Africa.

In developing the programme, GeSCI and AUC will seek linkages and collaboration with other Knowledge Society initiatives funded by Finland at the regional and national level within East and Southern Africa. It is these linkages and working with AUC that will enhance the capacities of the partners through deeper involvement in programme development, implementation and evaluation and as a result developing knowledge, skills and expertise in the whole area of Knowledge Society development.

3.7 Timeframe

The ALICT programme is expected to be implemented in 2 phases over 3 years starting in June 2010 until June 2013. During phase 1 the focus will be on researching, designing, piloting and developing an appropriate capacity building model for the programme. This phase will involve joint and participatory planning with the AUC, and other partners such as UNECA to identify the needs, capacity gaps and Knowledge Society skills required by current and future African leaders. In phase 2 the appropriate model identified in the first phase will be implemented with support of the AUC and other partners such as UNECA. This phase will also see the capacity of the partners strengthened as detailed under Phase 2 activities below.

3.8 Partnerships

The programme is meant to contribute to and strengthen the existing AUC (HRST) and Finland partnership. The programme will also cultivate knowledge partnership with the private sector and civil society in line with the objectives of EU-Africa P8. GeSCI together with the AUC will create an open platform for the beneficiaries, private sector, civil society and development partners to join hands and contribute to the development of African leadership capacities on ICT and

Knowledge Society. These knowledge partnerships will strengthen the programme by providing different complementary capacities in promoting inclusive Knowledge Societies. It will also build new partnerships and networks for active collaboration and more coordinated and holistic knowledge sharing and capacity building activities of African leaders and policy makers to cover the whole concept of Knowledge Societies especially contributing ICT related capacities in the areas of Education, Science and Technology and Innovation, and Knowledge Economy.

The AUC has a vision to promote closer integration of socio-economic development and collaboration among African countries. The ALICT pilot programme also promotes closer collaboration and knowledge sharing for integrated development and as such its partnership with the AUC is critical.

Partnerships with other regional and continental organisations such as the UNECA, ADEA, UNESCO, AfDB, ITU, and AAU will be pursued to bring in complementary expertise and broaden the themes and topics of the ALICT programme and the AKE. At national level the AKE will collaborate with local in-country institutions and expert groups. The business and academic communities will be brought in to interact with the programme as Knowledge partners.

4 PLANNED ACTIVITIES 2010 – 2012

The programme will be implemented in two phases from June 2010. The detailed activities are presented in the attached logframe. Below is a summary of the major activities envisioned during this period.

4.1 Phase 1 Feasibility, June 2010 – June 2011

The feasibility phase will be focusing on planning, designing and testing the feasibility of appropriate capacity building models to be piloted and implemented in phase 2. During this phase, participatory and collaborative approaches will be used so as to involve all stakeholders every step of the way. The following specific activities will be carried out:

4.1.1 Context and needs analysis

A number of research activities will be undertaken to build a good understanding of the context within which Knowledge Societies develop in Africa, to build better understanding of how ICTs contribute to the development of inclusive and sustainable knowledge societies and how to identify the critical leadership capacity gaps that need to be addressed of inclusive and

sustainable knowledge societies are to develop in Africa. These studies are needed especially for designing the relevant and logical content for the capacity building modules as the Knowledge Society and other concepts in this domain are still under debate and further construction among the various stakeholders.

In consultations with AUC, UNECA, UNESCO, EAC and SADC, GeSCI will carry out regional studies on KS and ICT4E issues, challenges and innovative practices. A number of targeted country studies to develop “snap shots” of the state and issues related to KS will be also be developed. This will ensure that plans and models developed are grounded in reality and informed by the existing situation in the region. These regional and national studies are also a source of information and knowledge for countries to benchmark each other. GeSCI will avail this high-quality research and tools to the AKE community at least once through a Knowledge Resource Centre on GeSCI’s website.

A critical activity during this phase will be to define the learning needs and capacity gaps of African leaders in ICTs and Knowledge Society. The identification of the needs will be the basis for designing, developing, testing and implementing appropriate capacity building models. Research and data collection instruments will be developed and administered to a wide range of leaders in East and Southern Africa through consultative workshops and through GeSCI’s online Virtual Work Space (VWS).

4.1.2 Design and development of models, learning platforms and training modules

Various capacity building models comprising of e-learning, social network/ communities of practice, face-to-face, hands on training, self paced and instructor led models will be examined in detail to determine the most appropriate models. A blended model will then be designed that utilizes the most appropriate models for African contexts.

As models are reviewed, initial training modules to address the most critical capacity gaps of leaders in Africa will be developed. A small committee of experts from academia, public, private and civil society will be convened to provide technical input into the model review and content development. A virtual platform (Learning Management System, possibly enhanced with a mobile phone interface), LMS) to be developed as part of this phase will be used for communication, collaboration and interaction of this team.

As the models are reviewed and content developed, the progressive results of these activities will be continuously availed on the virtual platform for input by a wider community of potential

beneficiaries and experts from public and private sectors, academia, civil society and development agencies.

Finally, once the models and content modules have been developed, they will be presented at a consultative workshop bringing together public and private sectors, civil society and development agency experts, researchers, practitioners for validation.

It is expected that GeSCI will recruit one Finnish Junior Professional Officer to provide the IT technical skills required for the project.

4.1.3 Design, development and implementation of a multi-stakeholder knowledge exchange platform

A multi-stakeholder knowledge exchange platform or forum that brings together public, private, civil society and supports capacity building of future leaders will be developed and will consist of both physical networking events and virtual platform for continuous dialogue.

In order to create opportunities for physical networks, all stakeholders (private sector, public sector, development partners, private sector and academia) will be convened at an annual meeting to share and exchange knowledge. Private sector is invited to contribute to knowledge building and sharing as Knowledge Partners

A Virtual Work Space (VWS) leveraging web 2.0 tools and social networking tools and built on GeSCI's existing VWS will be developed. This VWS will provide a virtual platform for stakeholders to continuously interact and develop communities of practice. VWS is also used to support capacity building models. The virtual platform will also be leveraged to create and maintain an alumni network in later years.

During this phase, GeSCI will strengthen its Knowledge Resource Centre and redevelop it as a one-stop centre collecting, analyzing, organizing and disseminating information about projects, activities and knowledge resources on ICT4E and the Knowledge Society in Africa. This can support policy formulation, planning, deployment and implementation, integration, and monitoring and evaluation. In addition, GeSCI will link its Knowledge Resource Centre to the AUC and UNECA resource databases. The private sector and other stakeholders will be invited to contribute knowledge and resources to this resource centre.

4.2 Phase 2 Activities, June 2011- June 2013

The activities in phase 2 will build on the activities in phase 1 and will focus on building the capacity of African leaders on ICT and Knowledge Society issues. Capacity building models designed and tested in phase 1 will be implemented on a wider scale to benefit the East and Southern Africa region.

4.2.1 Pilot capacity building model

During the second phase, the capacity building models built in the first phase will be tested and piloted and capacity building activities will commence. The key activities here will be refined during phase 1 but are expected to focus on:

1. Identifying and training trainers/ facilitators: the virtual platform will be leveraged to identify experts from public, private, research and civil societies who will contribute expertise)
2. Identify first batch of future leaders (50). The selection of the leaders will be done according criteria that take into account gender balance and cultural diversity.
3. The actual capacity building activities will commence with the first batch of identified future leaders enrolled on the capacity building programme. The approach adopted will be a blended model developed in phase 1. In addition, two countries will selected to hold a capacity building workshop for all stakeholders in the country as a means of raising awareness, encouraging cross sectoral collaboration and enabling local knowledge exchange among the various stakeholders. Each country workshop will be preceded by a “country snapshot” of the state of Knowledge Society development in the country.
4. Continuous monitoring and evaluative research will be essential to ensure that the models being piloted are robust and sustainable, are performing as expected are indeed feasible, suitable and appropriate for the African context. During this phase, a mid-term evaluation review of the programme will also be carried out and the models revised if necessary.
5. Addition research and knowledge building activities will be carried out to address any emerging issues, to keep track of trends and keep a record of the state of KS development in Africa. A publication “State of Knowledge Society Development in Africa” will be published at the end of this phase.
6. At the end of the phase, a regional workshop to discuss key issues addressed, identify new issues, raise more awareness will be held. This will be organized as part of annual physical meeting forum of stakeholders.

4.2.2 Implementation and Expansion

The pilot programme will lay the base for large scale implementation of the programme. Another batch of future leaders will be selected and their capacity built. A further two countries will be selected to hold a capacity building workshop for all stakeholders in the country as a means of raising awareness, encouraging cross sectoral collaboration and enabling local knowledge exchange among the various stakeholders.

Targeted research will also be carried out on emerging issues and to inform the content of the capacity building programme. Research activities will be designed to leverage the expertise of the various stakeholders. A further publication “State of Knowledge Society Development in Africa” will be published at the end of this phase.

During the phase, the alumni network will be expanded and maintained, securing it as an independent community of practice on Knowledge Society development in Africa.

At the end of this phase the overall programme will be evaluated for effectiveness and efficiency and to propose design changes for large scale implementation. At the same time, GeSCI, AUC and Finland will explore opportunities for expanding the programme to have more content modules developed and programme expanded to more countries and regions of Africa.

5 IMPLEMENTATION ARRANGEMENTS

5.1 Overall Programme Management and Implementation

The development, management and implementation of the programme as indicated in the Finnish regional priorities in Africa for East and Southern Africa will be done by GeSCI's Africa Regional Office based out of Nairobi, Kenya. The day-to-day management of the programme will be done by the ALICT Secretariat, which is formed by a dedicated GeSCI manager who reports to the GeSCI Senior Manager. The Secretariat will report to the GeSCI CEO as well as to ALICT Steering Committee.

The programme activities will be supported by GeSCI's global experts on Education, ICTs, Research and Knowledge Management. The programme will also seek synergies by coordinating activities with and utilising expertise of UNECA's programmes on Science, Technology and

Innovation. Various consultants will also be engaged from time to time to strengthen the programme design, implementation and evaluation. GeSCI will coordinate all the experts and consultants during this process.

The following structures will be established for the decision making, overall management and advice of the programme:

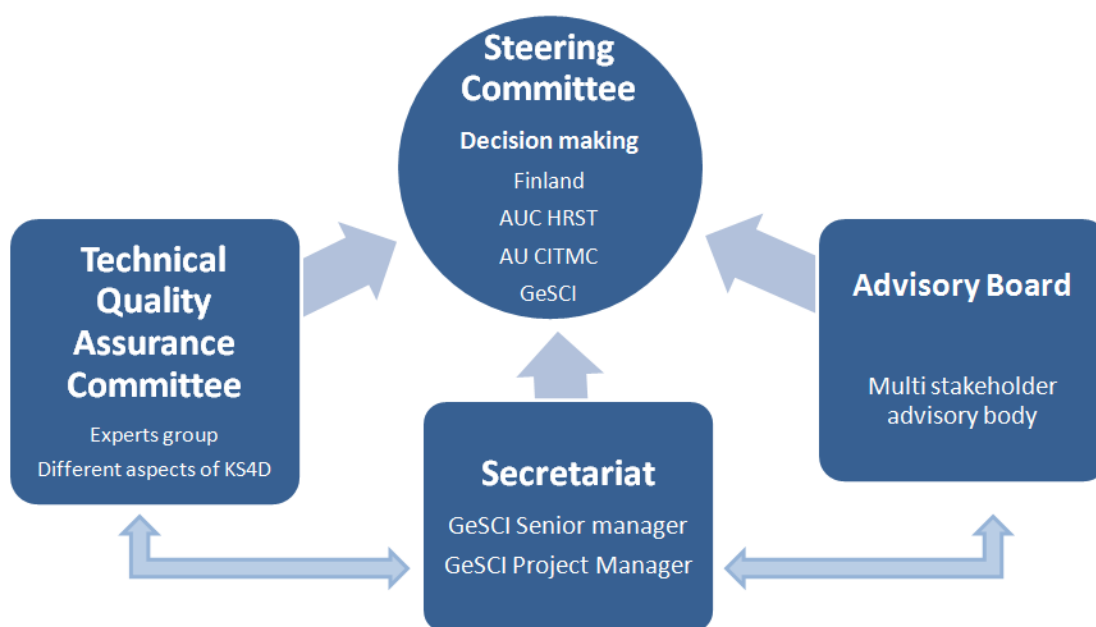


Figure 2: ALICT organogram

5.1.1 Steering Committee (SC)

The Steering Committee is the main decision making body and will be responsible for:

- Approval of annual Work Plans, budgets and main implementation activities
- Approval of large procurement of services and equipment for programme (SC to fix the threshold)
- Approval of guidelines, and principles related to programme development, implementation and evaluation

- Overall oversight of the progress of the programme.

The Steering Committee will consist of the following members:

- Finnish Foreign Affairs Programme Desk Officer or other representative of the Finnish Foreign Ministry as the Chair of the Committee
- Representative of AUC HRST
- GeSCI CEO
- Chair of AU CITMC.

The Steering Committee may be extended upon consensus among members. The Steering Committee reserves the right to revisit the administrative structure when the need arises.

GESCI will act as Secretariat to the Steering Committee. The Steering Committee will meet twice a year in GeSCI Nairobi Office, or AUC Office in Addis Ababa, or Helsinki Finland or other location convenient for the committee. Extraordinary meetings may be convened as and when necessary.

5.1.2 Advisory Board (AB)

The Steering Committee will establish and convene an Advisory Board. In recognition of the partnership between AUC and Finland, these two parties will have joint leadership (Chair and Vice Chair) of the Advisory Board. The GeSCI Senior and Project Managers will be the Secretariat to the Advisory Board. The Advisory Board will be responsible for providing strategic and technical advice to the planning (annual work plans) and implementation of the programme, but will not be a decision making body. The Board's main function is to ensure that the multi-stakeholder partnership voices, including those of civil society and private sector, are represented.

The Advisory Board members will be comprised of:

- An AUC HRST representative
- A representative of Finland (Advisory)
- GeSCI CEO, (alternate Senior manager of ALICT programme)
- Two representatives of the EC (DG INFSO and DG DEV) to coordinate the activities within the AU-EU 8th partnership on Information Society and Space
- Chair of AU CITMC

- A representative of UNECA which is the continent's leading UN agency representing the focus area of ICT, Science and Technology for development and the special emphasis on poverty reduction and growth, sustainable development and gender
- One private sector representative invited by the Steering Committee
- One civil society organisation representative invited by the Steering Committee
- A representative of EAC and SADC representing the member states of the respective regions
- A (regional) representative of AfDB as the continent's primary development financier
- A representative of Egypt's Ministry of Communications and Information Technology as the original developer of the ALICT project concept for AUC.

Membership of the Advisory Board can be extended by the request of the Steering Committee. The Advisory Board may invite external experts to advise in the meetings if applicable. The Steering Committee may invite representatives of the private sector and civil society as required.

The Advisory Board will meet at least once a year at a location to be agreed by the members in advance. Extraordinary meetings may be convened as and when necessary. The Advisory Board will also use other means of communication such as email and Wikis as their primary means of maintaining contact and interacting.

5.1.3 Technical Quality Assurance Committee (TeQAC)

A technical quality assurance committee of experts from UN agencies, international financing institutions, academia, public, private and civil society will be convened to provide technical input into the model review and content development of the capacity building modules. Their role on the TeQAC will be to provide advice to the development of the modules from the perspective as the leading global organisation for ICT in Education and Knowledge Society development.

The TeQAC will be responsible for:

- Technical input into model design and capacity building module development
- Quality assurance of modules including assessment procedures and processes including deliverables
- Ensuring consistency between content, learning approaches and assessment methods throughout programme delivery
- Contributing to the development of criteria for selection of participants.

A virtual platform will be provided by the Secretariat for the work of this committee and will be used for communication, collaboration and interaction .

5.2 GeSCI's Role: Secretariat and substance

GeSCI provides the Secretariat as well as substance experts for the ALICT project.

The Secretariat will provide the day-to-day management and administrative support for the programme through the Senior Manager and the dedicated Project Manager and other support staff through its office in Nairobi, Kenya.

In addition to the overall management and coordination of programme activities, GeSCI will also provide the **substance expertise** for the capacity building programme and in particular will:

- Use the internal capacity of GeSCI's global experts in Education, ICTs, Research and Knowledge Management contributing programme activities including design of capacity building model, development of curriculum , modules and training materials, facilitating of stakeholder workshops and meetings, delivery of training
- Procure consultancy services from time to time as required to complement and expand internal expertise to strengthen programme design, implementation and evaluation
- Coordinate expert and consultant input
- Coordinate the involvement and inputs required by the multi-stakeholder partnerships supporting the programme
- Develop and maintain the necessary virtual platforms (LMS), social networking tools (Alumni network) and knowledge resource centre to support programme delivery
- Ensure timely implementation of the programme
- Develop policy working packages (implementation processes, selection criteria, procurement procedures, etc.) as required to facilitate implementation
- Develop communication, dissemination and publicity plan
- Provide the secretariat for the Steering Committee, Advisory Board and Technical Quality Assurance Committee.

GeSCI will recruit a Project Manager for the day-to-day management of the programme and a Junior Professional Officer who will provide the IT technical skills required by the programme.

5.3 Role of AUC

The AUC will be the key stakeholder in this pilot programme as it is meant to accelerate the implementation of one of the AUC's Flagship programmes. At the practical level, the AUC will be requested to assign one or two counterpart experts who will be involved in all activities and working closely with the GeSCI Senior and Project Managers and experts. This will enable AUC to contribute to the programme at every level while also strengthening the AUC's own capacity in the Knowledge Society and Capacity Building area. The AUC will also co-chair the proposed Advisory Board mentioned above.

.Role of private sector and civil society

The EU-Africa Partnership calls for the development of multi-stakeholder partnerships that involve the private sector and civil society. In response to this, the private sector and civil society will be invited to participate in the design and testing of the capacity building models and participating in the stakeholder forums as knowledge partners. Their principal role will be to provide expertise and knowledge to enrich the capacity building programme and models and to exchange knowledge and experience with the public sector especially the future leaders who are the main beneficiaries of this programme.

5.4 Role and contribution of beneficiary organizations

The beneficiary institutions will make in-kind contributions to the programme which will include but not limited to:

- Selection and identification of suitable participants as per set selection criteria
- Making available a pool of participants and providing them with time off and space to participate in courses and programme activities
- Providing venues for meetings, workshops and other training activities
- Providing internet and computer facilities for selected participants
- Contributing to travel and accommodation logistics for participants.

5.5 Monitoring and Evaluation (M&E) and reporting

GeSCI programmes are managed, implemented, monitored and evaluated in a systematic way. To ensure ease and effectiveness of programme management, GeSCI has adopted the Logical Framework Approach (LFA) in combination with other planning and evaluation tools such as Outcome Mapping (OM). An overview of OM is provided in Annex 1.

Monitoring, assessment and reporting functions are integral parts of GeSCI's overall management and undertaken by the senior management team in close coordination with programme and project lead staff. As part of continuous monitoring of the ALICT programme, periodic progress reports on the programme, work plan and budget will be developed and assessed by GeSCI senior management. The progress report reviews by senior management ensures that the ALICT programme will remain on track and informs and facilitates any necessary changes to strategy in a proactive and timely manner. The ALICT secretariat (Senior and Project Managers) will also develop reports for the Steering Committee, Advisory Board and stakeholders as may be required.

Monitoring will be conducted on an on-going basis and the following periodic reporting for the ALICT programme will be done:

- Monthly programme progress report: the Project Manager will submit a monthly progress report to the Senior Manager who will review and consolidate the report for submission to the GeSCI CEO.
- Quarterly Steering Committee updates and financial statements: to keep the Steering Committee informed about programme progress, challenges, change in strategy and expenditure, quarterly management reviews, updates and financial statements will be prepared and shared with the Steering Committee
- Annual report: GeSCI will prepare an overall annual report of all its programmes for its Board, Advisory Council and donors and the relevant details of the ALICT programme will be extracted to submit to the ALICT Steering Committee.

It is envisaged that there will be at least two evaluation points for the ALICT programme: a mid-term evaluation in the second year and a final evaluation in the third year. The Steering Committee will approve the terms of reference of the evaluation.

6 FINANCIAL ADMINISTRATION AND REPORTING

Each year, GeSCI prepares its Annual Financial Statements and Annual Report on all of its activities and programmes. The financial statements are independently audited in accordance with international standards. The Annual Report describes the activities, achievements and challenges of each programme.

The Annual Report for the ALICT programme, including a financial report, will be submitted to the Steering Committee.

Internally, costs will be recorded and managed separately for the ALICT programme. Internal financial reports are prepared on a quarterly basis and used as a tool for monitoring the performance of the programme.

Further financial reporting will be available to the Steering Committee on request.

7 RISKS AND RISK MITIGATION STRATEGIES

The table below provides an overview of the possible risks at programme level, their consequences, proposed mitigation actions and contingency plans where applicable.

Risk	Consequences	Likelihood	Mitigating actions	Contingency plan
Finland decides to discontinue its support for the programme	Major: Programme unable to continue	Possible	Finland engages with the other key partners on an ongoing basis through the Steering Committee and the Advisory Board. Programme is implemented through annual work-plans each with its own outputs and results. Each year's activities only commence when funding for the year is confirmed.	Broadening the donor base
AUC decides to discontinue its involvement in the programme	Moderate to major	Possible	AUC engages with the other key partners on an ongoing basis through the Steering Committee and the Advisory Board. Limited programme outputs and results can be delivered without direct AUC involvement.	

GeSCI is unable to continue its involvement in the programme	Major: Programme unable to continue	Possible	GeSCI engages with the other key partners on an ongoing basis through the Steering Committee and the Advisory Board. Programme is implemented through annual work-plans each with its own outputs and results.	Each activity and phase in the programme has documented outputs
Unforeseen factors necessitate early termination of the programme	Major: Programme unable to continue	Possible	Programme is implemented through annual work-plans each with its own outputs and results. Each year's activities only commence when funding for the year is confirmed.	
One or more key partners seek a change in the objectives of the programme	Minor	Possible	The Steering Committee facilitates discussion and agreement on the progress, challenges and outputs of the programme. Annual report to Finland facilitates monitoring of progress against objectives	
Lack of interest or buy-in from target beneficiaries	Moderate to major	Unlikely	Potential beneficiaries have already been engaged through the GeSCI AKE programme (funded by Finland) Further engagement through AUC involvement	
Inability to obtain/retain key staff	Moderate to major	Unlikely to possible	Dedicated project manager to be retained. Close senior management supervision Broader team involvement	Outsourced resources may be available at short notice
Unforeseen factors cause timing delays in the implementation plan	Moderate	Possible to likely	Funding contract allows for up to 6 month's delay. Ongoing planning, monitoring and evaluation processes are in place. Issues and challenges are discussed at the Steering Committee Programme resources are managed carefully to ensure optimum utilisation.	
Programme fails to deliver the desired outputs and results	Major	Possible	Ongoing planning, monitoring and evaluation processes are in place. Steering Committee will review quarterly updates and annual reports indicating achievements and problems. Programme is implemented through annual work-plans each with its own outputs and results.	

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