REPORT

OF THE

2015 AFRALTI ANNUAL

LIAISON OFFICERS' FORUM

HELD AT THE AFRALTI CENTRE, NAIROBI, KENYA

BETWEEN 26th -30th January 2015

AFRALTI CENTRE; WAIYAKI WAY; Adjacent to the Communication Authority of Kenya & The Nairobi School

P.O. Box 58902 - 00200 CITY SQUARE, NAIROBI, KENYA; Website: www.afralti.org; Email: info@afralti.org; +254 710 207 061; +254 733 444

THE AFRICAN ADVANCED LEVEL TELECOMMUNICATIONS INSTITUTE (AFRALTI)

TRANSMITAL LETTER

5TH February 2015Dear

To All AFRALTI Members

Dear Sir/Madam,

RE: REPORT OF THE **2015 AFRALTI ANNUAL LIAISON OFFICERS' FORUM**, 26TH – 30TH JANUARY, 2015

Receive warm regards and our compliments for the New Year, 2015, from AFRALTI, your training institution and partner in ICT knowledge and skills. AFRALTI is making good progress in this regard.

I refer to our recent invitation for you to attend the 2015 Annual AFRALTI Liaison Officers Forum (AALOF 2015). We are glad that you honoured our invitation and contributed to a very successful forum. At least 5 Member countries and 2 partner institutions attended AALOF 2015.

The AALOF 2015 was convened to provide a forum among others for the following objectives:

1. Provide a face to face forum Liaison Officers and AFRALTI officers to meet and appreciate each other.
2. Provide insights of AFRALTI role, mandates and programmes to Liaison Officers.
3. Receive and review country and institutional Training Needs Analysis Reports.
4. Develop a consensus on how AFRALTI can use the institution of Liaison Officers to deliver its programmes more effectively in their respective national and niche e markets.

As I forward to you the proceedings and recommendations of this forum, I wish to thank the participants of this forum which included Liaison Officers from 5 member states and 2 representatives from two partner institutions and countries. The Liaison Officers from the following member states attended the forum: Kenya, Malawi, Zimbabwe, Mozambique and Swaziland.

Representatives of SUZA (State University of Zanzibar) and the Ministry of Posts & Telecommunications of the Republic of South Sudan also attended the forum on the invitation of AFRALTI.

I also note and do hereby record the apologies we received from Tanzania, Uganda and Zambia and the Ministry of Posts and Telecommunications of the federal republic of Somalia.

We thank all the AFRALTI member states and partners for the resolute support over the years even as we improve the utility and value of our training solutions, day after day, hopefully to their satisfaction.

The forum received explored the TNA reports and made recommendations for the effective delivery of AFRALTI's programmes as noted in Chapter 4. The Liaison officers also received training materials on topical priority areas and we are glad to report that all the Liaison Officers rated the training content and the forum presentations as very relevant and added to their body of knowledge

May I take this early opportunity also to advise you to prepare to attend our next AFRALTI Annual Liaison Officers Forum (AALOF2016), which is tentatively scheduled to take place between **24th January to 30th January 2016**, at the AFRALTI in Nairobi, Kenya.

It is now my singular honour and pleasant duty to forward this report of the AALOF 2015 proceedings.

Yours sincerely,

Samson Kibii,
Head of Client Services

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CHAPTER 1   BACKGROUND INFORMATION ON AALOF 2015

1.1   THE RATIONALE OF AN ANNUAL AFRALTI LIAISON OFFICERS FORUM

The Institution of a Liaison Officers Forum has its foundations in the Governing Council (GC) direction to AFRALTI to convene a meeting of Member state representatives at least once a year for the purpose of discussing the respective member states' training needs and causing the same to be integrated into AFRALTI's training programmes in participatory and collaborative manner. Most Member states have appointed an AFRALTI Liaison Officer. See list in paragraph 2(a) of appendix 3

1.2   THE OBJECTIVES OF AALOF 2015

The AALOF 2015 was convened to provide a forum among others for the following objectives:

1. Provide a face to face forum Liaison Officers and AFRALTI officers to meet and appreciate each other.
2. Provide insights of AFRALTI role, mandates and programmes to Liaison Officers.
3. Receive and review country and institutional Training Needs Analysis Reports.
4. Develop a consensus on how AFRALTI can use the institution of Liaison Officers to deliver its programmes more effectively in their respective national and niche e markets.

1.3   THE ATTENDANCE OF AALO 2015

SN	Country/ Partner	Regulator/ Partner	Name of Liaison Officer	Official Function	e-mail of Liaison Officer
	Liaison Officers of currently active AFRALTI Member States				
1	Kenya	The CA	Mrs. Patricia Kerrets-Kemei	HR Manager	kerretts@ca.go.ke
2	Malawi	MACRA	Mr. Dalitso Jumbe	Humans Resources Manager	djumbe@macra.org.mw
3	Zimbabwe	POTRAZ	Ms. Nora Zaranyika	Public Affairs Officet	zaranyika@potraz.gov.zw
4	Mozambique	TDM	Ricardo Bunguel	Human Resources Manager	rbunguel@tdm.mz
5	Swaziland	SCCOM	Tanya de Sousa	Human Resources Officer	tanya.desouza@sccom.org.sz
	Representative of Active Partner Institutions				
6	Zanzibar	SUZA	Idrissa Mustafa	ICT Cor-dinator of SCOPE -SUZA	idrisaidrissa@yahoo.com
7	South Sudan	MOTPS	Eng. Thomas Gatkuoth Nyak	Director of Telecommunications	gatkuoth.thomas@yahoo.com

1.4   APOLOGIES OF THE AALOF 2015

S	Member State	Partner Institution/Observer
1	Tanzania	Federal Republic of Somalia
2	Uganda	
3	Zambia	

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1.5 A BRIEF ON AFRALTI

AFRALTI is the acronym of the African Advance Level Telecommunications Institute, a Pan-African Training Institute, that was established by the predecessor of the AU (African Union) as a privileged institution (with full diplomatic status of an Inter-Governmental Organization) to spearhead the development and application of ICT knowledge and skills in Africa by Africa.

a. Vision Statement

- **To be a leading and Centre of Excellence for ICT capacity building in Africa**

b. Mission Statement

- **To Provide quality Training, Consultancy & Advisory Services to Member Countries and Partners (enterprises) in the ICT Sector in Africa through the development & delivery of appropriate Programmes, Strategic Alliances and Partnerships**

1.6 MEMBER COUNTRIES

	Country name	Flag	ICT Regulatory Authority	Logo
1	Republic of Kenya		The Communications Authority of Kenya (The CA)	
2	United Republic of Tanzania		Tanzania Communications Regulatory Authority (TCRA)	
3	Republic of Uganda		Uganda Communications Commission (UCC)	
4	Republic of Malawi		Malawi Communications Regulatory Authority (MACRA)	
5	Republic of Zimbabwe		Posts and Telecommunications Regulatory Authority of Zimbabwe	
6	Republic of Mozambique		Telecomunicações de Moçambique;(TDM)	
7	The Kingdom of Swaziland		Swaziland Communication Commission (SCCOM)	
8	Republic of Zambia		Zambia Information & Communications Technology Authority, (**ZICTA**)	

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CHAPTER 2: SUMMARY OF PRESENTATIONS OF TRAINING NEEDS REPORTS

On Tuesday, 27th January 2015, all the Liaison officers were afforded an opportunity to present their organizations' and Country position regarding ICT Trainings Needs.

2.1   PRESENTATIONS ON TRAINING NEED ANALYSIS

Highlights of the CA's presentation on Kenya's 2015 Training Needs Analysis

Republic of Kenya	**The Communications Authority of Kenya (The CA)**	**Mrs. Patricia Kerrets-Kemei;(HR Manager, CA)**

a.   The approach

- The presentation of the Communications Authority of Kenya was the first with comprehensive contents

- The CA's approach and methodology of conducting a Training Needs Analysis comprising of three sections, namely: Organizational Analysis; Task/Role Analysis and Individual Training Needs Analysis (See Diagram below) was applauded.

- It was noted that the CA approach to TNAs is comprehensive and could be a bench-mark worth emulating by other Liaison Officers to conduct and/or revise their TNA reports

The CA approach to TNA	

b. Organization/Corporate Needs

- **Governance**
- **Leadership**
- **Strategy**
- **Performance Management**
- **ICT Regulation**
- **Digital Migration**
- **Cyber Security**
- **Broadband**
- **LTE**
- **MVNOs**
- **E-Commerce**
- **QoS**

Proactive training on cross cutting issues

1. Governance and Integrity training for all Board Members
2. Leadership skills for all HoDs, Section and Unit Heads
3. Strategy and change management for Management staff
4. 360 degrees feedback/performance appraisal for all staff
5. ICT Policy and Regulation induction for all new employees
6. Performance Contracting and target setting.

Organization/Corporate Needs

1. Analogue to Digital Migration
2. Cyber security management
3. Child online protection
4. Broadband
5. E-governance
6. LTE, Beyond 3G
7. Legislative Drafting – MVNO licenses,
8. E-commerce in the postal sector
9. QoS in postal and telecoms industry

- **Strategic Planning**
- **Change Management**
- **Leadership Skills**
  - **Board Members**
  - **HODs**
- **Appraisal**
- **Induction**
- **Pre-Retirement**
- **Performance Contracting**

Emerging Issues and Strategy driven training

1. Governance and Integrity training for all Board Members
2. Leadership skills for all HoDs, Section and Unit Heads
3. Strategy and change management for Management staff
4. 360 degrees feedback/performance appraisal for all staff
5. ICT Policy and Regulation Induction for all new employees
6. Pre-retirement training
7. Performance Contracting and target setting

- **Space Communications**
- **Maritime radio communications**
- **Spectrum Management**
- **E-waste**

Corporate and Industry Needs

1. Space communications regulations;
2. Maritime radio communications regulation
3. Market based spectrum pricing; Cloud Computing;
4. Electronic waste in post analogue migration

Note: These will be carried out for CA & relevant stakeholders

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	Annual mandatory (GoK PC-based) trainings
• **HIV-AIDS** • **PLWDs Mainstreaming** • **Gender Mainstreaming** • **HSE** • **Fire Fighting** • **Environment** • **Drugs & Substance Abuse** • **Ethics & Anti-corruption**	1. HIV /Aids awareness – emphasis PEP (Post Exposure Prophylaxis) 2. Disability and PLWDS training 3. Gender mainstreaming training 4. HSE & Fire fighting 5. Environmental Sustainability 6. Drugs and Substance abuse 7. Inspirational Leadership 8. Ethics & Corruption prevention.
	Note: These trainings are done in compliance with Performance Contract – GoK-led and are normally **outsourced to AFRALTI**

c. **Task Role Analysis**

	Organization/Corporate Needs
• **Cyber crime** • **Information's system Security Policy** • **Digital Broadcasting** • **IP-based Broadcasting** • **Broadcasting Content Development & Regulation** • **Social media** • **Postal & Courier Service Security** • **Child online protection** • **Cryptographic techniques** • **RSMS** • **Broadcast Logger** • **QSMS** • **ERMS** • **IMIS** • **ISO 9001:2008 (QMS)** • **ISO 27001:13 (ISMS)**	1. Cyber crime: a proactive approach 2. Building an Information's system security policy 3. Digital Broadcasting and Protection of IP based broadcasting and social media 4. Postal & Courier Service Security; Child online protection 5. Fundamentals of best practice broadcasting content regulation 6. Cryptographic techniques for the regulation of electronic communications
	Technology driven and new methods of working
	1. RSMS – Radio Spectrum Management System 2. Broadcast Logger, 3. NSM – Network Security Management 4. QSMS – Quality of Service Monitoring System 5. ERMS – Enterprise Risk Management System **6.** IMIS – Integrated Management Information System
	Industry Certifications
	Acquisition/Upgrade and training on the:- 1. ISO 9001:2008 (Quality Management System);and 2. ISO 27001:13 (Information Security Management System) Re/Certification

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d. Individual Training Analysis

	Category		Specific Training
A	Technical	1	Software Design Radio Cognition
		2	Training on Practical aspects of Radio Monitoring
B	Management	3	Project Management through PPP
		4	Protocol and Events Management
		5	Legal Auditing skills
		6	E-Records Management
C	Regulation	7	Development of type approval regulations and standards
		8	Mobile Broadband and Internet Regulation
		9	Application of Economic regulation on infrastructure services
E	Professional /Academic	10	PhD and Masters degree programmes
		11	Professional certification e.g. certified Ethical Hacker; CISCO Certification; Huawei Certification, FOA certification, etc
	Source: Extracts from Communications Authority Training Needs 2014/2015 FY		

1. In this category, the CA advised that they have sponsored at least 13 CA staff in the middle management to purse the eMCM Masters Programme through AFRALTI in the Year 2015 and 3 staff are also pursuing their PhD studies on a paid leave basis.

2. The CA advised that they collect a comprehensive list of Training needs from all their officers and use modern tools and negotiation to prioritize the annual personal training need according to available resources before creating a schedule of training activities for its entire staff compliment. The CA also advised that they view Personal Training and Development training as a motivational as well as a performance Management tool.

Highlights of POTRAZ's presentation on Zimbabwe's 2015 Training Needs Analysis

Republic of Zimbabwe	**Posts & Telecommunications Regulatory Authority of Zimbabwe; (POTRAZ)**	**Ms Nora Zaranyika; Public Affairs Officer - POTRAZ**

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List of POTAZ's Training Needs

SN	Section		Particular training area.
A	Postal and Courier	1	Advent of Technology for Postal Services
		2	Postal Reform and Development.
		3	Consumer protection in the internet world.
		4	Postal Quality of Service Monitoring and Compliance(QoS)
		5	Postal Operations (Addressing and Post Codes).
		6	Postal Operations (Post Codes)
		7	Advanced Project Monitoring and Evaluations (Postal).
B	Networks & Standards	8	Long Term Evolution: Technology & Business Drivers
		9	Long Term Evolution: – Technology & Regulatory Aspects.
		10	Interconnection Principles
		11	IPV6 Migration: Applications and challenges
		12	Cyber Security and Risk Analysis
		13	Digital Migration Policy and Licensing: Satellite Technologies, Policy & Regulation.
C	Spectrum	14	Spectrum management
		15	Spectrum Monitoring
		16	Equipment type approval and standards
		17	Radio Engineering and modulation techniques
		18	Satellite Technology
		19	Mobile technologies and services
D	Economics, Competition & Tariffs	20	Consumer protection
		21	Competition in a converged environment
		22	Over the top and value added services
		23	Mobile money transfers
E	Induction Programmes	24	Introduction to Telecommunications
		25	ICT for Non Technical staff
		26	ICT Policy and Regulation
F	ICT	27	Linux Essentials
		28	Management information Systems
		29	IPv6 Migration, application and challenges
G	Universal Service	30	Management of Universal Service Funds(USF)

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Highlights of MACRA's presentation on Malawi's 2015 Training Needs Analysis

The Republic of Malawi	Malawi Communications Regulatory Authority, (MACRA)	Mr. Dalitso Jumbe, HR Manager, MACRA

Training Gaps in the market.

1. As we are now focusing on consumer protection, we intend to conduct training in this area.
2. We are also concerned with quality of service; soon we will be switching on our Quality Monitoring System. Therefore we intend to run an event on this.

Points to Note

1. We aspire to have at least one AFRALTI course in every quarter of the year to ensure that the market is up to date with the latest developments in the sector.
2. Two scholarships for the eMCM program per an academic year.
3. We are contemplating trainings aimed towards the Postal sector, digital migration, and cyber security.
4. But we feel that there a vacuum for trainings which are non technical in nature that would greatly benefit the market.

Highlights of TDM's presentation on Mozambique's 2015 Training Needs Analysis

Republic of Mozambique	Telecomunicações de Moçambique;(TDM)	Mr. Ricardo Bunguel;Head of Training Division, TDM
	1. CCNA Instructor Training	
	2. CISCO Certified Network Associate (CCNA)	
	3. Huawei Certified Data Associate (HCDA)	
	4. Long Term Evolution (LTE) - Technology & Business Drivers	
	5. IP Basic	
	6. IP Intermediate	
	7. Induction Programme - Regulator	
	8. Telecommunications Billing	

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Highlights of SCCOM's presentation on Swaziland's 2015 Training Needs Analysis

The Kingdom of Swaziland	**Swaziland Communications Commission; (SCCOM)**	**Ms. Tanya De Souza; HR Officer, SCCOM**

SCCOM is a relatively new Organization with only 6 members of staff and an Acting Chief Executive Officer, Ms. Malaza Lindiwe, who was initially named as the AFRALTI Liaison Officer for Swaziland before Ms. Tanya De souse was named in her place to attend the 2015 AALOF

SCCOM requested for time to revert with a comprehensive list which should include an induction programme for the SCCOM staff.

Highlights of SUZA's presentation on Training Needs Analysis

Zanzibar Island is a semi-autonomous region which is a part of the United Republic of Tanzania	**State University of Zanzibar; (SUZA)**	**Mr. Idrissa Mustafa;ICT Coordinator, SCOPE - SUZA**

What we are missing?
1. Deploying IPV6
2. CCNP
3. CCNA –Security, wireless, and instructor training
4. CISA
5. CISSP
6. SECURITY+ and
7. Linux+
8. Huawei Certified Data Association(HCDA)
9. Network Auditing & Control techniques
10. Child Online Protection

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11. IT in Management programs are also vital
12. Combating cyber crimes
13. Digital migration
14. Media and presentation Skills
15. Human Capital Development Forum in ICT
16. Human Capital Management and
17. Project Management for ICT

Expectation of SCOPE (Department of SUZA)

1. Prepare calendar that will show us period of time for those programs with respective country.
2. Indicate Style of collaboration between AFRALTI and SUZA during conducting respective program.
3. Running cost of the program.
4. To be a good advisor for SCOPE to provide very useful and up-to-date technology
5. You (AFEALTI) will help SUZA to achieve its dream of not only to be preferred University in East Africa, but going beyond of Catalyst of Social Changes.
6. SUZA waiting for a nice & delicious fruit of new technology from AFRALTI in sharing, collaborating manner.
7. SUZA is waiting for Instructors from AFRALTI to equip the newer programs, however, it will depend up on arrangement of our calendar.
8. SUZA expects to train at least 5 trainers for Cisco during this period.

Highlights of South Sudan's presentation on Training Needs Analysis

Republic of South Sudan	**Ministry of Telecommunications & Postal Services**	**Eng. Thomas Gatkuoth Nyak, Director for Telecommunications**
	Note: **Eng. Thomas Gatkuoth Nyak** attended the 2015 AALOF as a representative of the Ministry of Telecommunications & Postal Services of the Republic of South on the invitation of AFRALTI. The Republic of South Sudan intents to be a Member in the course of 2015 and has applied for a full membership status	

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Building capacities for South Sudan	1. The Republic of South Sudan is at the formative stages of institutionalizing ICT regulation and it has passed the necessary legislations and established a Regulatory authority 2. It is now in the phase of Capacity building through ICT projects and Training of staff. 3. Challenges include teaching equipment, library and training of trainers 4. Capacities have been acquired outside the country e.g. India, Kenya, Uganda Rwanda and Ethiopia. 5. Foundation of Samuel Unis ICT Institute in Juba. 6. Engineer Mark Mayol was appointed principal of the Institute. 7. Programme and a 2.8 m USD budget have been drawn. 8. Training started with sixty (60) students. 9. Temporary offices and classes available.
Way forward for South Sudan	1. Establishing the regulatory authority after the Bill is enacted. (Consultancy services and training is required). 2. Acquiring fixed or mobile spectrum management machines for frequency monitoring (purchase of equipments). 3. Developing and implementing broadband infrastructure through public - private partnership to ensure public and private interest and service delivery (PPP or PPPP required). 4. Establishing Universal Service and Universal Access fund to connect the underserved classes of people and the rural population (consultancy and projects development). 5. Developing the short, medium and long-term strategic plans for the sector (consultancy services). **6.** Further development for ICT Institute.

2.2   AFRALTI AND SEMINAR PRESENTATIONS

In addition to making and discussion their respective Training needs Presentations, the Liaison officers were given brief and concise presentations on important aspects of AFRALTI including its **role and mandate, Strategic Plan, Marketing Plan and previous training programmes** so that they could appreciate their role as AFRALTI Liaison Officers

Equally important was the fact the Liaison officers were also equipped with relevant skills and competencies in selected areas of common application in the ICT sectors through short seminar presentations in the following topics: **Excellent Customer Service, Social Marketing; Research and survey Tools suing the example of Survey Monkey Tool; Balanced Score Card; ICT trends, ICT Regulation and Policy.** The seminar presentations are attached to this report under the report.

Please visit the AFRALTI website on www.afralti.org to access these presentations

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3.0   **CHAPTER 3:**   **OBSERVATIONS, SUGGESTIONS AND RECOMMENDATIONS**

Following the extensive and interactive plenary sessions, took place after the presentations, the following observation, suggestions and recommendations was made by the Forum

3.0 Observations, Suggestions and Recommendations

3.1   The institution and role of Liaison Officers

No	Short Title	Observations & Suggestions	Recommendation
1	**Liaison Officers**	Most Member Countries with the exception of one have **appointed AFRALTI Liaison Officer**s. It was suggested that all Member Countries should have a dully appointed Liaison officer	All Member countries are requested to nominate a Liaison Officer
2	**Guidelines for Liaison Officers**	Most Liaison Officers are new and therefore require substantial guidelines for a re-**activation of the role of Liaison Officers** in **assessing and accessing** local National Markets and ICT players. It was proposed that a **written guideline** be published to guide Liaison Officers on their roles.	AFRALTI is requested to develop operating Guidelines for Liaison Officers
3	**JD of Liaison Officers**	The role of Liaison Officers is **not documented in the form of a JD** and hence the tendency of the **role interpretation** to vary widely across different member states for different Liaison Officers. It was proposed that for the purpose of clarity and effectiveness, the respective regulatory authorities should consider embedding the role of Liaison Officers in their respective JDs	AFRALTI to document the role of liaison officers and share them with the respective nominating bodies.
4	**Role Definition & Rewards Policy**	The role of Liaison officers is **secondary to the main or substantive regulatory functions** of the nominated Liaison Officers in respective countries and institutions. It was proposed that the liaison role of a Liaison Officer should be defined in terms of resources and time a liaison officer can or should devote to the activities of AFRALTI in their respective countries and institutions, together with any benefits and rewards accruing thereof in a policy document.	Liaison officers assist AFRALTI to have access to markets but not to take-over the role of AFRALTI in marketing of programmes. It is a complimentary role that they play.

No	Short Title	Observations & Suggestions	Recommendation
5	**Motivation of Liaison Officers**	The Liaison Officer is in the employment of the respective ICT Regulatory authority and although it is correctly assumed that they are properly remunerated and deployed, it was noted with concurrence of most participants in the 2015 AALOF that, the role of Liaison officers is lacking sufficient Motivating factors (not necessarily in terms of money, allowances, Salary, etc. or other forms of intrinsic and extrinsic rewards). It was proposed that a motivation scheme for Liaison officers should be devised and communicated	AFRALTI is requested to consider other forms Motivators (other than salary paid by their employers) for Liaison Officers
6	**Assessing & accessing the Market**	It was noted that while some Liaison Officers have been very helpful in their role of assessing and accessing their respective national and institutional Markets, AFRALTI should develop a checklist of expectations of the Liaison Officers (Los). In particular, it was noted that the role of Los should include Market surveys, Institutional & Country Training Needs Analysis Reports, Market Contacts (list & contacts of Decision Makers in the ICT Sector) in their respective Countries, Marketing communications to their respective Markets etc.	Liaison Officers are requested to carry out country and Institutional Training Needs Analysis and help AFRALTI to assess and access their respective national markets

3.2   AFRALTI's Prior & Future Training Programmes

1	**Low demand for some of AFRALTI Programmes**	While the AFRALTI presentations (as captured at section x of Paragraphs 3.2.1) demonstrates a wide array of attractive past training programmes, it was noted that some of the training Programmes in AFRALTI's Training Calendars did not attract sufficient demand to be mounted as planned or were run with less than budgeted registrations	Future in-country Programmes should be with **the involvement and endorsement** of the regulator
2	**Inadequate consultations & endorsement of the training programmes**	It was also noted that some of the courses were scheduled without adequate consultations with the liaison Officers and endorsement of the regulator or with relevant officers in the respective partner institutions and hence, some did not even match closely the training needs of institutions and Countries	AFRALTI shall develop future in-country trainings with the advice of Liaison Officers and endorsement of the regulator

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No	Short Title	Observations & Suggestions	Recommendation
3	**Budget, Timing & Location**	It was further noted that the issue of appropriate timing and location of Courses in respective member or target countries is a function of Budget and contingent and priority training needs of each institution and Country. Future trainings should be mounted with the advice of Liaison Officers regarding Budget, Time & Location.	Liaison Officers to advise AFRALTI on their respective national & institutional budgets, location & appropriate timing of trainings
4	**Endorsement, Time to Market and Publicity**	It was also observed whereas most of the programmes appeared to be very relevant to the Market needs and others were even repeated, most programmes **were not endorsed** by the respective regulators and the **time to market** and the **publicity** of these programmes in respective markets appeared to be too short	Liaison Officers are requested to endorse & market in-country training programmes in consultation with AFRALTI

3.3   Training Needs Analysis

No	Short Title	Observations & Suggestions	Recommendation
1	**Consultations on the Training Needs**	While the respective Training needs reports revealed a general convergence on priority training areas, each country or institution's trainings needs appeared to be distinctly different in terms of scope and context. It was therefore observed that there is need for county by country consultations with respective Liaison Officers before a Training Calendar is established or published every year.	AFRALTI shall engage each Liaison Officer on the Training Needs of their respective Countries and institutions
	ICT Forums for broad ICT Industry participation	It was observed that certain programmes are relevant for all ICT Industry Players and would require the endorsement or joint participation of ICT regulators to invite and get wide industry participation	The ICT regulators area requested to identify at least one ICT Forum per quarter and endorse it for wide industry participation

3.4   Marketing of AFRALTI Programmes

No	Short Title	Observations & Suggestions	Recommendation
1	**In-country Participation**	It was observed that some of the previously published Training Calendars failed and got substituted and hence need to be careful	In-country participants for in-country programs
2	**Endorsement of Training Programmes**	It was suggested that if the respective ICT regulators endorsed the In-country training programmes with some level of defined participation, AFRALTI's programmes would be very successful	ICT regulators are requested to **endorse and participate** in AFRALTI's programs.

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No	Short Title	Observations & Suggestions	Recommendation
3	**Promotion (Advertising and Publicity) of AFRALTI**	It was noted that most of the programmes were marketed directly using e-mail and telephone calls and website adverts, which tended to restrict the market reach. It was suggested that other promotion channels including social media and print media to improve visibility of AFRALTI	Liaison Officers to assist AFRALTI to increase the visibility of AFRALTI through aggressive advertizing
4	**Country and Institutional visitation**	Except for the annual Liaison Officers Forum and the role of Liaison Officers, there is limited contact of the respective member country markets by the AFRALTI Client Services team, yet they are more conversant with the AFRALTI products	AFRALTI Client Services team to consider making regular visits to respective member country Markets to make presentations and engage decisions makers before the scheduled trainings
5	**Language translations and experts**	It was observed that in the case of Mozambique (a Portuguese speaking member country, and other future Non-English speaking member country), there is need for Trainings in Portuguese with suitable language translation o the syllabi and experts using Portuguese or their preferred language of communication.	AFRALTO to review the Training Proposal for Mozabique and other Non-English speaking countries propose suitable training solutions in Portuguese or other preferred language & language experts

3.5   Actionable outcomes adopted

No	Short Title	Observations & Suggestions	Recommendation
1	**Minimum Commitments by Member states**	In recognition of the above observations, suggestions and recommendations, the Forum agreed to adopt the recommendation that AFRALTI will make a follow up of the Training needs of Member states and partner institutions with the aim of mounting a minimum of 4 programmes per year	Liaison Officers shall notify AFRALTI of a minimum of 4 Training programmes to be conducted as in-country programmers in 2015
2	**Endorsement of AFRALTI programmes**	In recognition of the role of Liaison Officers of assisting AFRALTI to assess and access the market, Member states shall endorse AFRALTI Programs	Liaison Officers to work closely with AFRALTI to endorse its programs

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Mission, Vision & Value Statements	Corporate Objectives

Mission, Vision & Value Statements

Mission

"To provide quality training, consultancy and advisory services to the ICT Sector in Africa through development of appropriate programmes, strategic alliances and partnership"

Vision 2017

"To be a leading and Centre of Excellence for ICT capacity building in Africa".

Core Values

Good Corporate Governance
Professionalism
Teamwork
Quality and Excellence
Equal Opportunities
Creativity and Innovation

AFRALTI Region & Member States

Corporate Objectives

During the Marketing Plan period, the Institute will focus on 2 broad Strategic Goals, namely: Making the Institute a vibrant Centre of Excellence and a Partner in regional development.

In order to transform the institute into a vibrant centre of Excellence, the institiute will endevour to do so by (a) Adding Value for Customers; (b) Creating a Sustainable future; (c) Developing Organisational Capability; (d) Harnessing Creativity and Innovation; (e) Leading with Vision, Inspiration and Integrity; (f) Managing with Agility; (g) Succeeding through the Talent of People and (h) Sustaining Outstanding Results.

The institute intends to be a preferred Partner in Regional ICT Development through (a) the provision of capacity building to the region of AFRALTI and (b) develpoing and disseminating world-class ICT knowledge products & services to empower the peoples of the AFRALTI region.(*which is the whole of Africa*).

Curent Member states comprise the following Member States: Kenya, Malawi, Mozambique, Swaziland, Tanzania,Uganda, Zambia and Zimbabwe. All independent African countries are eligible to Join AFRALTI as full member states by ratifying the IGA Treaty on the establishment of AFRALTI.

ICT sector organizations, including AFRALTI **Clients and Partners** in Member States and Non Member states can apply to become **Associate Members** in the appropriate category,(incliuding *Sector Member; Content Partner, Academic Partner, Strategic Partner and Delivery partner*) after ratification by the AFRALTI Governing Council.

For more information, please contact us on:

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