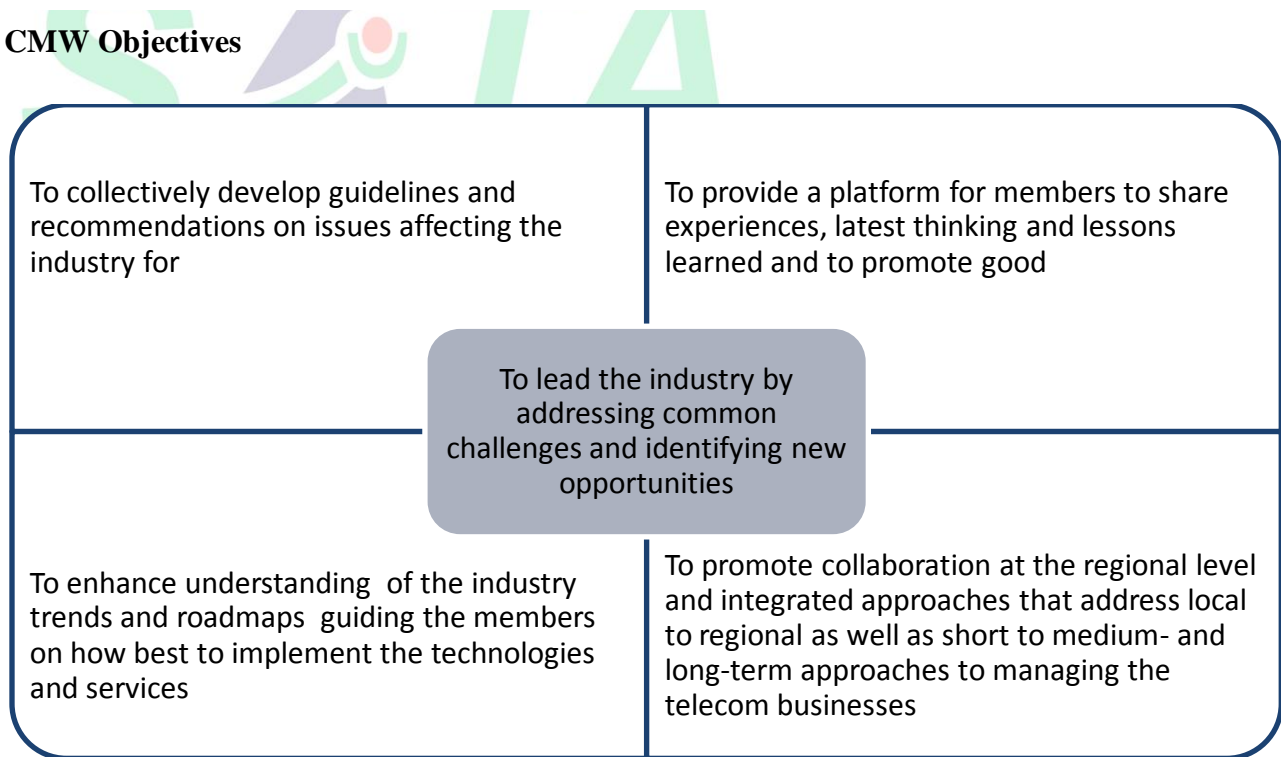# RESOLUTION R5-2019

Addressing industry challenges and harnessing new opportunities through industry gatherings (meeting of the minds), studies, research and development

These are addressed through conferences, meetings and workshops (CMW) approved during the annual conference. The CMW gatherings are hosted by members in their respective countries and chaired by the respective chairpersons.

CMW Objectives

To collectively develop guidelines and recommendations on issues affecting the industry for	To provide a platform for members to share experiences, latest thinking and lessons learned and to promote good
To lead the industry by addressing common challenges and identifying new opportunities	
To enhance understanding of the industry trends and roadmaps guiding the members on how best to implement the technologies and services	To promote collaboration at the regional level and integrated approaches that address local to regional as well as short to medium- and long-term approaches to managing the telecom businesses

Guided by the Strategic Plan 2022, the specific objectives of the CMWs are to:

- Facilitate the implementation of the provisions of the Strategic Plan 2022 by the members in the respective countries including supporting the members and the respective countries to achieve the agreed the regional economic community ICT targets;

- Assist members in reviewing, updating, revising and implementing their national ICT strategies and action plans, with consideration given to how it can serve as an effective tool for mainstreaming ICT into broader national policies to support the achievement of the sustainable development goals;

- Raise awareness to stimulate early actions to implement other CMW outcomes, in particular, the Midrand SNOSA Action 2018 and Gaborone CTSA Action Plan 2019 which were agreed to address common operational challenges faced by the industry;

- Support members and countries in making use of the findings of recent ICT related Research and Development activities and in considering how the findings could be integrated into national programmes and projects;

- Facilitate active learning opportunities and peer-to-peer knowledge and information exchanges for members especially persons in charge of implementing the CMW Action Plans.

CMW Outcomes

The expected outcomes of the CMW include:

- Adoption of regional targets in line with the Strategic Plan 2022;

- A new generation of updated and revised CMW Action Plans, adopted as industry self policy instruments, guidelines and recommendations fully integrated into national programmes and projects by the members;

- Effective implementation of the annual conference decisions, particularly as relates to the promotion of the CMW findings, good practices and positive incentive measures to support sustainable development; and

- Effective sharing of knowledge, good practices and technologies in support of the implementation of the Strategic Plan 2022.

Activities and Programmes driving CMW

CMW and other activities and programmes are derived from:

- Operating networks and services provision - done through the Service and Network Operations Southern Africa (SNOSA) (www.snosa.org) which is a standalone industry forum run by a council

- Capacity and traffic trading   – done through the Capacity and Traffic Southern Africa (CTSA) (www.ctsa.africa which is a standalone industry forum run by a council

- Sharing knowledge, ideas , information and experiences on technology adoption, network planning, implementation, networks and services audit and optimization – done through the Infrastructure, Networks and Services Southern Africa (INSSA) (www.inssa.org) which will be a standalone industry forum run by a council

- Research, studies, consultancy, capacity building and training and skills development - done through Centers of Excellence Southern Africa (CoESA) (www.coesa.org which will be a standalone industry forum run by a council

- Sharing knowledge, experiences and latest thinking on industry developments and implementation of regional programmes on broadband, new technologies & roadmaps, standardization, policy and regulations, empowerment (women & youth), innovation, evolution, 4IR and the future of the industry – done through the Industry Partnership Forum Southern Africa (IPFSA) (www.ipfsa.org) which will be a standalone industry forum run by a council

CMW Ground Rules

During CMW, the following are the 10 Ground Rules expected to be followed by the participants:

1. Show up on time and come prepared by being prompt in arriving to the CMW and in returning from breaks
2. Stay mentally and physically present
3. Contribute to CMW goals
4. Let everyone participate

5. Listen with an open mind

6. Think before speaking

7. Stay on point and on time

8. Attack the problem, not the person

9. Close decisions and identify action items

10. Record outcome and follow up

Agreeing to arrive on time for the beginning of each day and every after lunch and coffee break

Actively participating , contributing and respecting each other's views and agreeing to listen to other person's full opinions or ideas and not reacting immediately;

Agreeing to take CMW leadership roles and takeing the reponsibility to go and brief home organisations on about CMW, findings and Action Plans

Agreeing not to disrupt proceedings by putting mobile phones and other devices into silence modes while sessions are on going

CMW Agenda Guide and Time Management

The following is an agenda guide and time management to be adopted during the preparation of CMW by the facilitators and the host. The agenda guide and time management will be adjusted depending on the number of days.

Time	Day 1	Day 2	Day 3	Day 4	Day 5
09:00 10:45	Official opening by the host **Session: Setting the stage** Introduction to the CMW, workflow and expected outcomes	Recap of day 01 **Session : Talks** Addressing industry issues	Recap of day 01 **Session : Talks** Addressing industry issues	Recap of day 01 **Session : Talks** Addressing industry issues	Recap of day 01 **Session : Action Plan** Roadmaps, action plan and further work
10:45 11:00	Coffee/Tea Break				
11:00	**Session : Action Plans**	**Session : Talks**	**Session : Talks**	**Session : Talks**	**Session : Close**

12:30	Review progress of previous work and action plans	Addressing industry issues	Addressing industry issues	Addressing industry issues	Evaluation and close
12:30 14:00	Lunch				
14:00 15:45	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	
15:45 16:00	Coffee/Tea Break				
16:00 17:00	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	
17:00 17:30	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	**Session : Talks** Addressing industry issues	

The CMW will nominate a person or persons to capture a report of the proceedings and draft Action Plan for implementation by the members. The report and the action plan will be emailed to Secretariat and presented to the respective committee(s) and the Board by the chair of the CMW.

Draft CMW Report

The following is sample draft report to be adopted during CMW.

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CMW Name
Venue
Dates

1.0   Opening of the CMW

2.0   CMW Proceedings:

The following were the proceedings of the CMW

2.1 Talks Addressing Industry Issues and proposing solutions, guidelines and recommendations

(Talks and discussions numbered)

Report prepared by --- name of scribe

Confirmation by the Chairman: *Full Name*

In my capacity as the Chair of the CMW, I confirm that the report represent the true recording of the CMW proceedings.

</div>

Chair's Signature   -----------------------------------

Date

Annex 1: List of Participants

(Start with the Chair)

Full Name	Email	Country	Organisation	Job title

Annex 2: List of Recommendations

(Recommendations numbered)

Industry Issue	Recommendation
1	

Annex 3: Further Work

Southern Africa Telecommunications Association

Draft CMW Action Plan

The following is an example sample draft action plan to be adopted by the CMW.

CMW Name

Venue

Dates

CMW Issues and Recommendations

The following issues were captured during the talks and discussions were proposed for adoption and implementation.

Risk Level	Business Risk Level (BRL)			Business Prioritization (BP)	
	High (H)	**Medium (M)**	**Low (L)**	**High(H)**	**Low (L)**

#	BRL	BP	Problem	Solution(s)	Recommendation
1	🟥	🟩	Conventional Power Failures and vandalism	Batteries, Solar Units, Generators	Going green, Remote Power Monitoring, SLA with Power Utilities, Partnerships with Communities

CMW 2019/2020

The following are the CMWs for the period 2019/2020 going to be hosted by the members. A no objection to hosting as per the hosting roster guidelines was circulated and there were no objections received.

CMW	Dates	Venue	Host
39th Annual Conference Purpose • Consider and approve the audit report 2018/2019, the work programme and budget for the year 2019/2020 Expected Outcome(s) • RESOLUTIONS comprising the work programme for the new year 2019/2020 guided by the Strategic Plan 2022	24 - 26 April 2019	Mauritius	Mauritius Telecom
CTSA Special Meeting on Termination Rates and Roam Like at Home Implementation Purpose • Identify industry challenges being created by the regional termination rates as a follow up to the Victoria Falls Agreement 2018 and come up with policy and regulatory proposals. • Review the implementation of the roam like at home initiative Expected Outcome(s) • Report and Regional Action Plan 2019 to address the termination challenges and accelerate roam like at home initiative	19 - 20 June 2019	Livingstone, Zambia	Zamtel
IPFSA Special Meeting on the Industry Policy and Regulations Purpose • Brainstorm on the regional industry performance with regards to prevailing policy and regulatory rules , estimating the figures • Identify untapped opportunities estimating the numbers • Identify new policy and regulatory directions and proposals for the digital market to unleash the opportunities in this fourth industrial revolution (4IR) and supporting United Nations global goals (Sustainable Development Goals - 17 SDGs) Expected Outcome(s) • Report and Regional Action Plan 2019 to lobby for new	8 - 9 July 2019	Pretoria, South Africa	Telkom

policy direction and regulatory proposals to support business in the digital market and 4IR			
Service and Network Operations (SNOSA) Purpose • Review the implementation of Midrand Action Plan 2018 • Address industry challenges affecting service and network operations • Share information, expertise, latest thinking having a direct impact on changing or implementing new recommendations that apply to network and service management. • Focus the discussions on ○ network management ○ service management and ○ new and hot topic • Stimulate and initiate recommendation work within ITU-T Q5/2 which allows for the identification and capture of recommendations that are considered vital for network and service management within the carrier and service provider industry. Expected Outcome(s) • Windhoek Report and Action Plan 2019	24 - 26 July 2019	Windhoek, Namibia	Telecom Namibia
CTSA Special Meeting on Revenue Assurance and Fraud Mitigation Purpose • Review the implementation of the fraud and revenue assurance recommendations in the Gaborone Action 2019 • Share knowledge and latest industry experiences on mitigating fraud • Development local policies and guidelines on managing fraud Expected Outcome(s) • Dar Es-Salaam Report and Action Plan 2019	14 - 16 August 2019	Dar es-Salaam , Tanzania	TTCL
Board Meetings (1 - Physical-Botswana and the rest online) Purpose • First meeting of the board to decide on its meetings • Review the RESOLUTIONS and work by the committees and working groups • Review the status of membership dues and cash flow Expected Outcome(s) • Report and guidance on the implementation of the RESOLUTIONS	28 - 29 August 2019	Gaborone, Botswana	BoFiNet

CoESA Conference on ICTs for Sustainable Development (ISD) Purpose • Showcase good practices and share experiences on research findings and studies. • Provide capacity building, training and skills development • Foster partnership with other industry stakeholders Expected Outcome(s) • Maun Report and Action Plan on implementing ICTs for sustainable development as a business.	25 - 27 September 2019	Maun, Botswana	BoFiNet
SNOSA Conference on Customer Services In this era of rapid automation and technological advances it can be easy to lose track of what customer service really means. Brands need to ensure that they are customer-centric, always putting their needs first and delivering a level of care that is personal and helpful regardless of scale. Purpose • Showcase good practices and share experiences on research findings and studies. • Provide capacity building, training and skills development • Foster partnership with other industry stakeholders Expected Outcome(s) • Harare Report and Action Plan 2019	9 - 10 October 2019	Harare, Zimbabwe	TelOne
ICT Industry Partnership Forum for Southern Africa (IPFSA) Purpose • sharing knowledge, experiences and latest thinking and showcasing best practices on ▪ industry developments ▪ implementation of sustainable ICTs for supporting the achievement of the global goals (17 SDGs) ▪ broadband ▪ new technologies & roadmaps ▪ standardization ▪ policy and regulations ▪ addressing empowerment issues (women & youth) using ICT ▪ innovation ▪ technology and service evolution ▪ fourth industrial revolution (4IR) and ▪ the future of the industry	12 -14 November 2019	Cape Town, South Africa	Telkom

• fostering collaboration and partnerships for broadband rollout Expected Outcome(s) • Cape Town Report and Action Plan 2019			
Capacity and Traffic Southern Africa (CTSA 2019), 26 - 28 February 2020, Lilongwe, Malawi Purpose • Review the implementation of Gaborone Action Plan 2019 • Share practical solutions to continuously improve carrier's billing, settlements and related business processes • Foster inter-carrier business relationship • Explore solutions to business demands and enable carriers to gain first hand insights on market movements and upcoming trends. • Help carriers simplify and improve business processes; enhance bilateral relations; normalize industry benchmarks; and standardize business practices through the establishment of policies and guidelines. Expected Outcome(s) • Lilongwe Report and Action Plan 2020	26 - 28 February 2020	Lilongwe, Malawi	MTL
40th Annual Conference, 22 - 24 April 2020, Tanzania Purpose • Consider and approve the audit report 2018/2019, the work programme and budget for the year 2019/2020 Expected Outcome(s) • RESOLUTIONS comprising the work programme for the new year 2019/2020 guided by the Strategic Plan 2022	22 - 24 April 2020	Dar es-Salaam , Tanzania	TTCL