

Shaping the future through innovation & creativity



AFRO R&D DEPARTMENT

STRATEGIC DEVELOPMENT FRAMEWORK



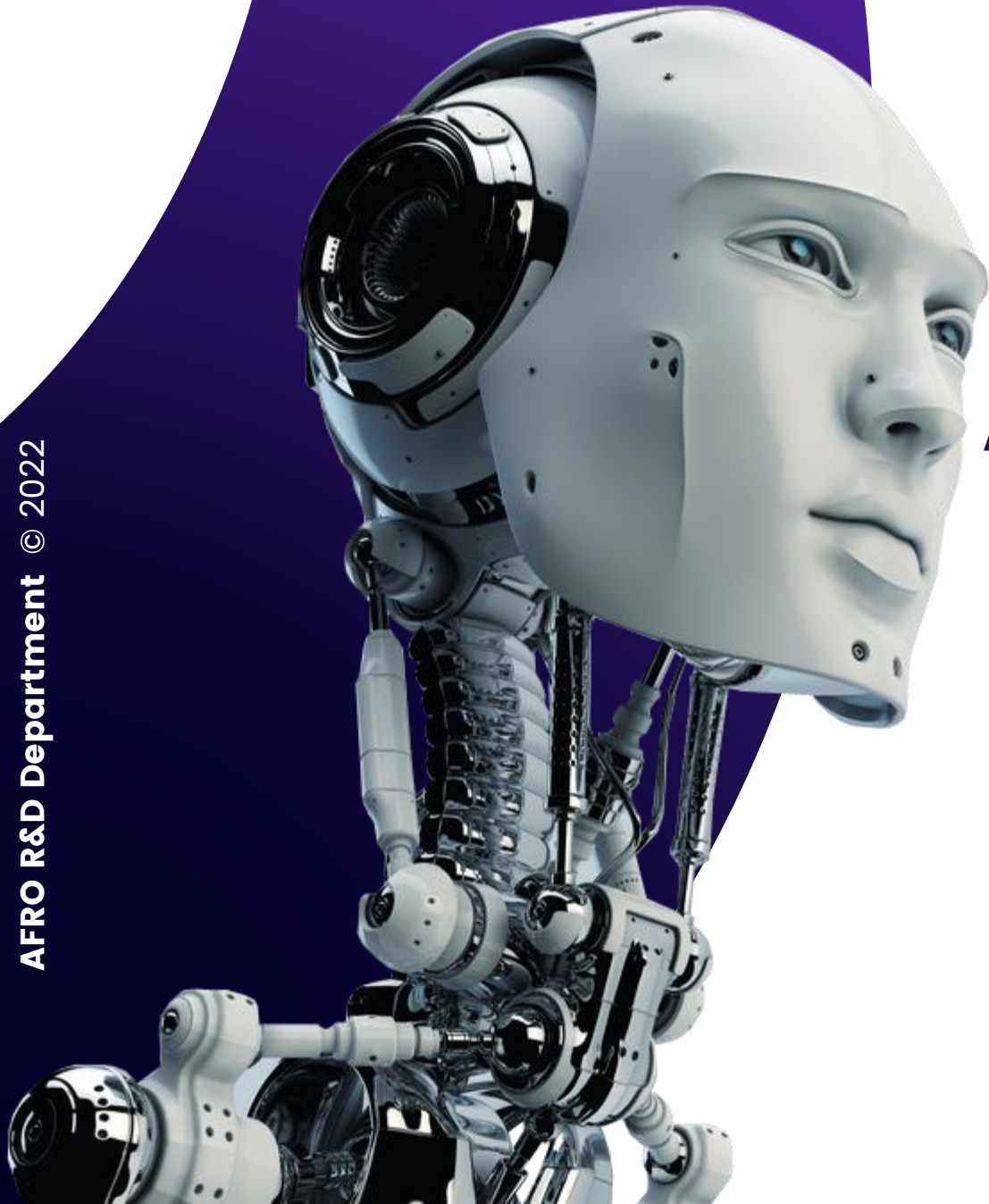
Research & Development Department

Strategic Objectives

1. Build the competence in the core technological areas
2. Foster collaboration and partnership with our global partners through knowledge transfer & innovation hubs.
3. Develop R&D efforts to evolve the next generation technologies to have edge on the global telecom, technology and digital markets.
4. Develop business model that allows us to maintain our own advantages, strengthen openness and collaboration, and ensure sustainable profitability.
5. Identify the major driving forces behind AFRO's development, and figure out how to sustain and improve these forces.
6. Support AFRO Academy to develop talents to meet the modern technological opportunities.
7. Propose new business opportunities, champion early adoption and competitive advantages.

R&D Department Charter

Business Development Committee



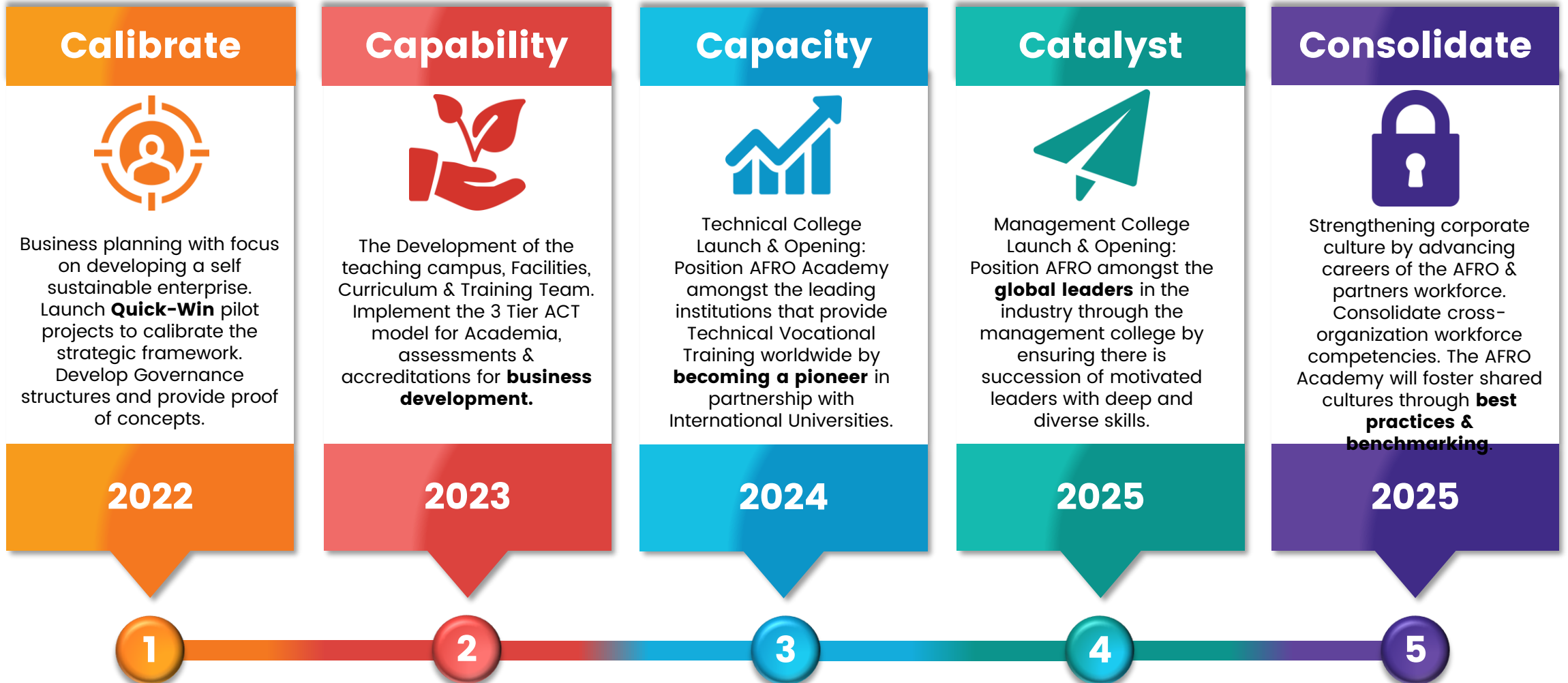
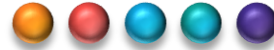
The R&D department is to support AFRO's business goal to **make itself more competitive, build trust among its customers, and survive market competition** by being future ready through innovation...

AFRO Group © 2022



AFRO R&D → AFRO Academy

5C's Roadmap Overview



Sustainability, Quality & Leadership

DISCOVER



Innovation HUB Partnerships

The Hub provides a space for innovating, interacting with mentors, co-working and holding focus groups, networking events, workshops, idea demos, as well as other collaborative activities with our industry partners.



Knowledge Transfer Programs

AFRO R&D team creates content for the LMS Platform, maintain LMS with lessons learned short-courses, best business practice coaching and mentorship. Eventually create curriculum & certificate courses and training programs to develop & foster industry & partner talents.

SOLUTION

University Partnerships



AFRO Academy in **Partnership** with

United Kingdom Telecommunications Academy (UKTA)

For over two decades, the UKTA has helped telecommunications professionals to improve their skills, advance their careers and build their networks. We are run by enthusiastic volunteers from across the globe who share a passion for ensuring that individuals from all countries can access skills, training and qualifications. We are an independent organisation. Rather than providing training directly, we carefully select training partners who can deliver world-class training that meets the needs of people across the sector.

Knowledge Transfer

01

ACADEMIC TRAINING COURSES

The UKTA has partnered with academic institutions in Africa, China and the U.K. and encouraged students from around the world to obtain under and post graduate degrees. It has facilitated and arranged scholarships.

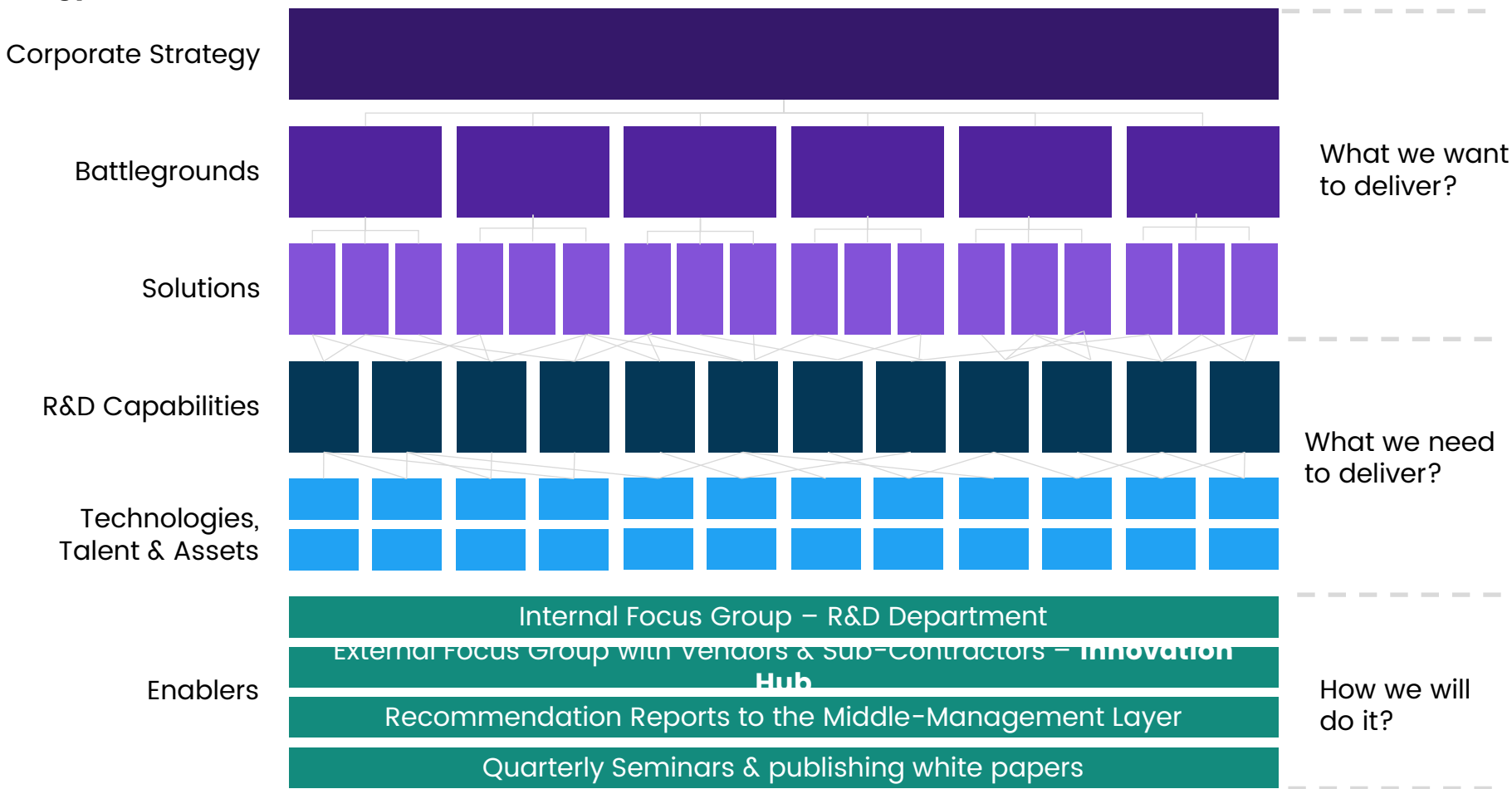
02

PRACTICAL TRAINING COURSES

To encourage continuous professional development, UKTA accredits courses from third party providers. Both the GSMA and Cable Training provide a range of high quality and well received courses which reference real-world examples to highlight best practice.

AFRO's Model for a winning R&D strategy

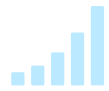
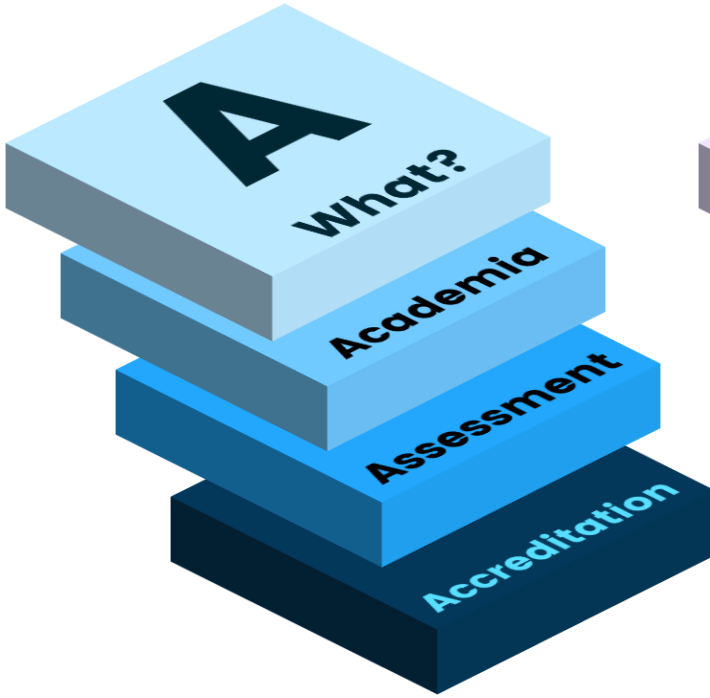
Strategy elements



Given R&D's role as the innovation driver that advances AFRO's corporate agenda, its guiding strategy needs to link board-level priorities with the technologies that are in AFRO's focus & priorities. The R&D strategy must provide clarity and commitment to three central elements: what we want to deliver, what we need to deliver it, and how we will deliver it.

See more... AFRO R&D Department – Formation Charter

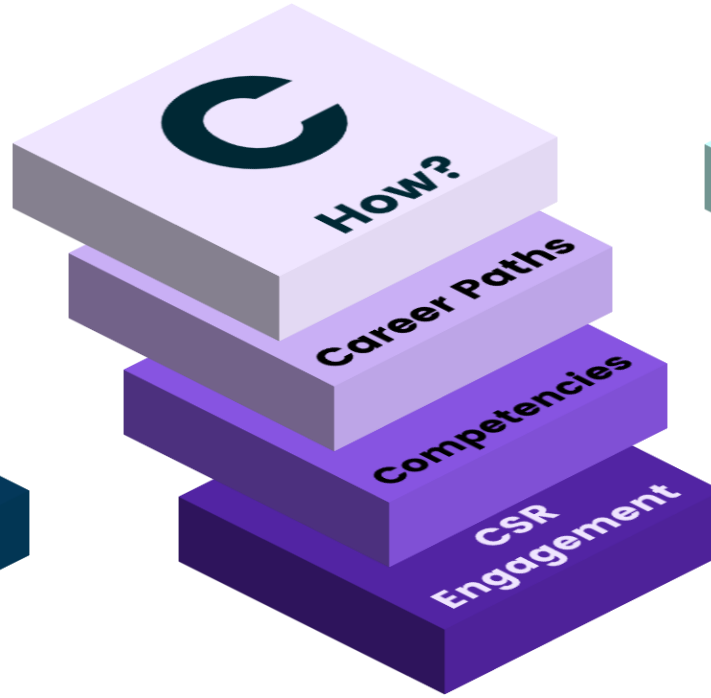
3 Tier ACT Model



Academic Curriculum

Skills Assessment

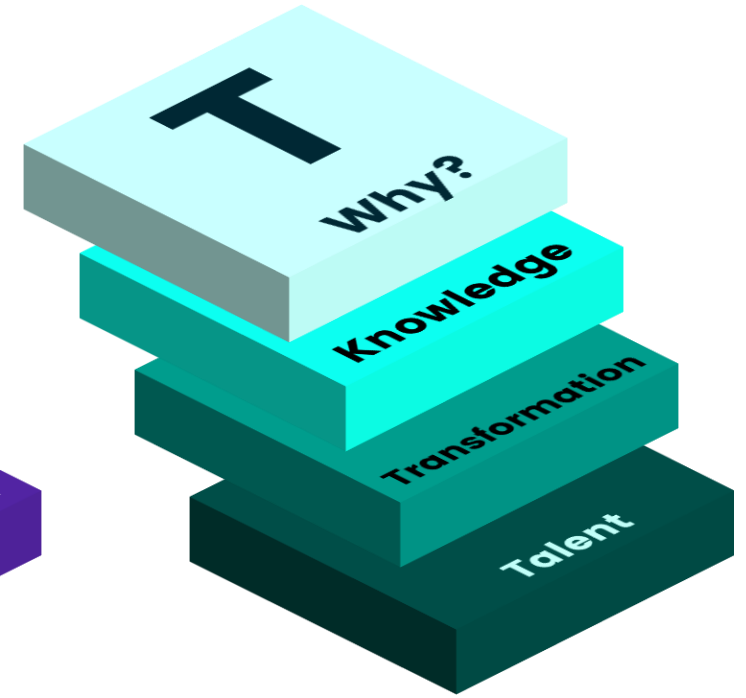
Professional Accreditation



Career Planning & Development

Competency Framework

CSR Community Engagements



Knowledge Transfer

Business Transformation

Talent Development

COMPETENCY

Benefits of a Competency Framework

Common Language	Provides a standardized glossary or lexicon that HR, management, and employees share when discussing the knowledge, skills, and attributes required to do a job.
Culture	A common understanding of those competencies that most contribute to success improves the likelihood that those behaviors will occur. Competencies also tie decision making to bigger-picture organizational values.
Compliance	Standardized competencies make employment, promotion, and pay decisions more transparent in order to comply with legal and regulatory requirements.
Talent Acquisition	Outlining the necessary competencies for the future workforce is crucial in order to attract, interview, and select the best candidates for roles in the organization.
Performance Management	Performance metrics, assessment, feedback, and communication regarding performance is predictable, standardized, and tied to appropriate incentives.
Learning & Development	Knowing which competencies are central to specific job groups and roles allows better prioritization and allocation of resources to training and developing those competencies.
Succession Planning	Understanding which competencies are crucial to key roles in the organization prioritizes succession planning for those roles and helps to better assess candidates for succession.

Consistency

Characteristics of Effective Competency Frameworks

Relevant	Competencies directly reflect the tasks and behaviors being carried out today in a real work context.
Objective	Behaviors are observable and are described with clarity, assuring misinterpretation by different observers does not occur.
Measurable	Behaviors can be measured according to a standardized scale (such as proficiency levels).
Manageable	Number of competencies is kept as low as possible (12 or fewer) to permit full absorption by managers and staff, as well as overall manageability.
Differentiated	Competencies are sufficiently distinguished from one another so that overlap is minimized and they are not confused with one another.
Developed	Managers are rigorously trained on the competency framework and how to apply it in the context of their jobs. Opportunities exist for all employees to be developed in the competencies pertinent to their jobs.
Applied	Competencies are tied into key HR functions and are actively used by managers to direct hiring decisions and improve employee performance.

Standardization

Competency Areas should be reflected in all Job Families with levels of acquisition and behaviours as measures for assessment and appraisals.

Organisational competencies refer to the core set of values, attitudes, and beliefs the organisation stands for and all employees must own and demonstrate everyday.

Individual - success competencies are the skills and abilities required for individuals in the organisation for strengthening and updating their skills and abilities to remain productive in their jobs.

Behavioural Competencies are related to the knowledge, skills, abilities required for execution of the tasks and responsibilities to produce superior performance that may be applied across job functions and in different contexts.

Technical competencies are the application of knowledge and skills needed to perform effectively in a specific job or group of jobs within the organization. These types of competencies are closely aligned with the knowledge and skills or "know-how" needed for successful performance.

Learning & Development Design – An integrated Competency Structure

Each job profile within AFRO should include the 4 categories of competency framework which will be the main driver for all HR applications (Development, performance evaluation and workforce planning).

Classification		Category	Description	Scope	Nature	Type
Org./Indv.	Behv./Tech.					
Organisational Competencies	Behavioural Competencies	Value-driven Competencies	Describes the "collective sense" of what is good for the organization and it reflects the "shared values" that drive how people interact within organization.	All levels	Fixed	Levelled-self contained
		Core & Managerial Competencies	Describes both the generic & managerial behaviours required by the organization to achieve its strategic goals.	All levels	Fixed	Levelled-self contained
		Future Leader Competencies	Describes the transformational capabilities that are required by organization in its current & future leaders.	HIPOs & Leaders	Fixed	Levelled-self contained
Individual - success competencies	Technical	Functional Competencies	Describes a specific behaviour for a given position that provides high-performance and quality results.	All roles	Variable	Levelled-self contained
		Technical Competencies	Describes knowledge and skills needed to perform effectively in a specific job or a group of jobs. These types of competencies are closely aligned with "know-how" needed for successful performance.	All roles	Variable	Levelled-job family



Return on Investments (ROI)

Benefit Analysis:

The business model furthermore provides general principles and working methods that have to be implemented by all AFRO Subsidiaries and Sub - Contractors. have implemented such global business models as well.

- ✓ Increasing safety, boosting productivity, increasing efficiency, controlling costs, producing sustainable high-quality products, protecting the environment and offering an excellent customer service.
- ✓ Ensures that past efforts – together with the experience and knowledge gained – and their results are not lost.
- ✓ Development of 'change leaders', assist all departments in working more quickly and more vigorously on continuous improvement.
- ✓ Change Leaders help draw up a master plan, offer unique methods and means, follow up the timing of projects and promote change.

R&D Discover

Change leaders are the R&D Focus group members



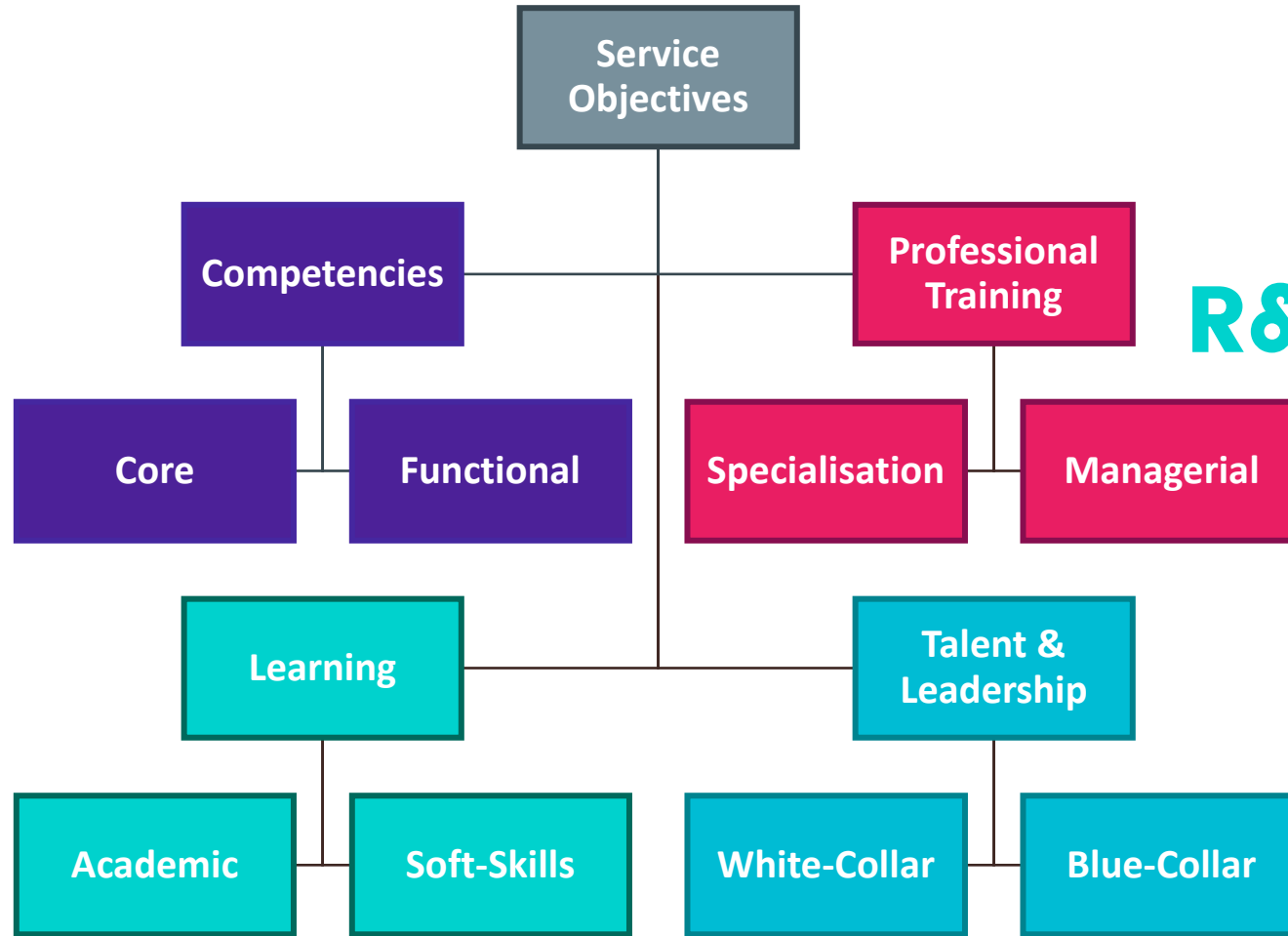
Integrated Career Development Learning...

Framework Objectives:

1. Develop Career Development Learning from Higher Education to Industry.
2. Develop Alignment of Work-integrated Learning and Career Development Learning.
3. Develop national pool for offshoring Digital & Tech services to the world.
4. Develop collaborative environment for business, academia, and entrepreneurs through establishing Innovation Hubs.
5. Develop International benchmark for Telecoms Industry expertise.



AFRO Academy champions a world-class Telecom, Tech & IT Industry to play an increasingly important role in Egypt economic growth. Our long-term commitment and substantial ongoing investment will ensure delivering sustainable improvements to the entire digital ecosystem in Egypt.



Developing Synergy from R&D to Academy

...

Service Objectives:

CURRENT HR Function

Training Program
Intervention

Assessment
Reactive

Performance Appraisal
Scheduled

FUTURE OD Function

Learning Strategy
Prevention



















Development
Proactive

Reward Program
Continuous



Uniting functions, departments and processes will enable AFRO create business synergy to drive future growth. After all, teams that work together are not only able to see the bigger business picture; also able to contribute their expertise in unexpected ways through sharing goals, experience and expertise. This L&D structure will encourage cross-functional collaborations.

Level & Grading with career paths ...

Tech. Grade	R&D and L&D needs all demands the Positioning Grid for AFRO Organisation Development				Corp. Grade
	LEVEL	(T) Technical	(E) Engineering	(B) Business	
20 19 18 17 16	5	 Tech Leader	 Executive Manager	 Executive Manager	40 39 38 37 36
15 14 13 12 11	4	 Assistant Tech Leader	 Senior +/- Manager	 Senior +/- Manager	35 34 33 32 31
10 9 8 7	3	 Technical Coordinator	 Assistant Manager	 Assistant Manager	30 29 28 27
6 5 4	2	 Senior Technician	 Senior Engineer	 Senior +/- Supervisor	26 25 24
3 2 1	1	 Junior Technician	 Junior Engineer	 Senior +/- Specialist	23 22 21
New Enrol	0	 Freshman Technician	 Freshman Engineer	 Assistant Specialist	New Enrol

Levels & Grade developed to support career paths linked with Rewards (compensation & Benefits)



Proactive
Learning
Initiatives

Value Added Learning

Overseas Exchange
Programs

Thematic
Conferences &
Seminars

Professional
Certified Diplomas

Online
Platforms

Self Paced Learning

Open University
Courses

AFRO e-Learning &
Digital Library

Online Coaching &
Mentorship

Capacity Building
& Empowerment

Empowering the Next Generation

Our Vision for the Future

01

Develop Centers of Excellence through Academic Partnerships

Our mission is simple: helping universities grow and students succeed by increasing access to top-quality, affordable and workforce relevant education delivered online. We are in the business of changing lives through education.

75%

EGYPT & AFRICA Telecom & Digital industry skills Gap

02

Develop Innovation Hubs through Industry Partnerships

Our goal with Industry Partnerships is not only to meet the performance expectations of our vendors & customers but to exceed them — and to transform lives of our workforce and the community in the process.

\$3.2 Trillion

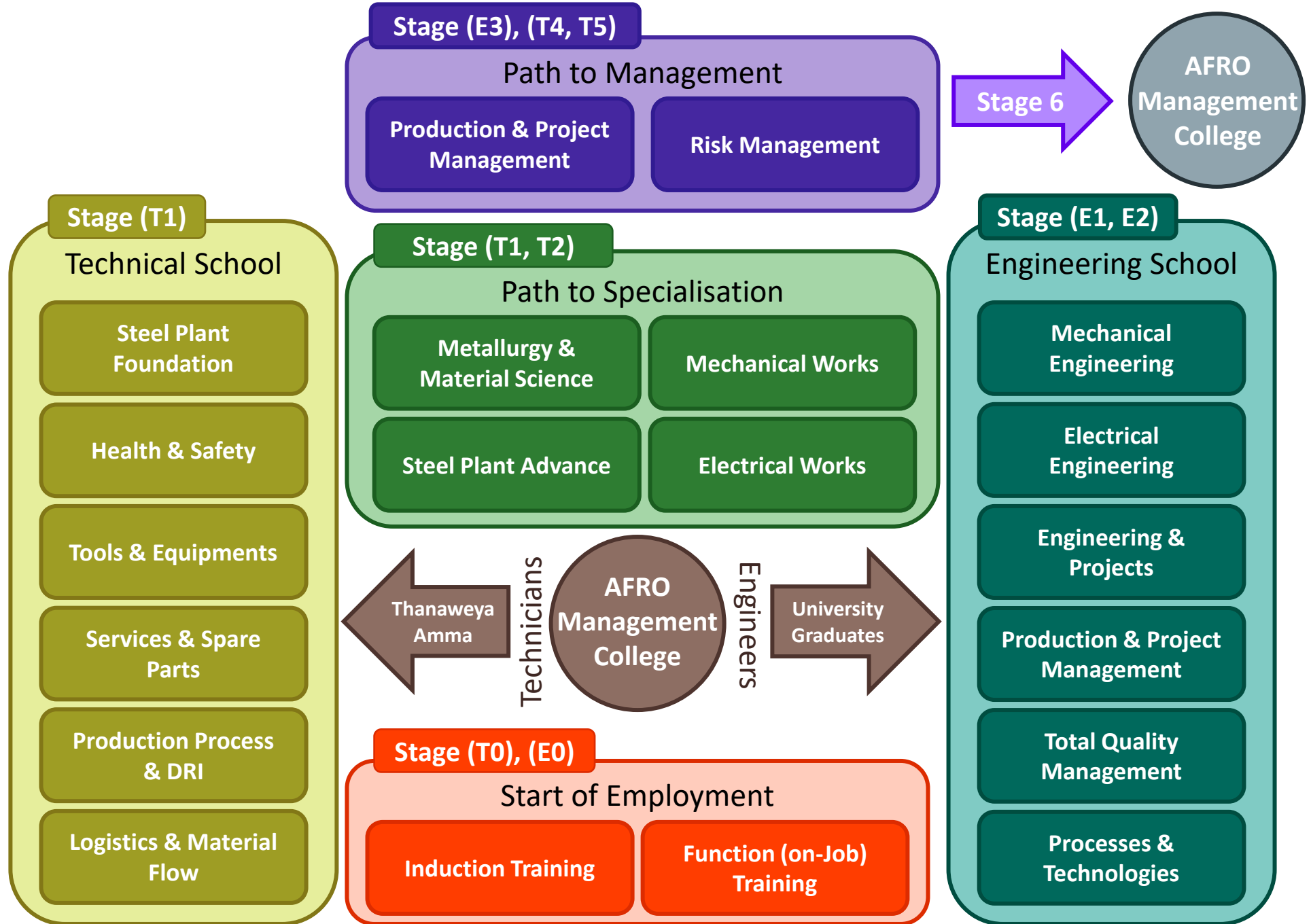
Frontier technologies will grow from \$350 to \$3.2 trillion. UNCTAD



Career Mapping

AFRO R&D Department

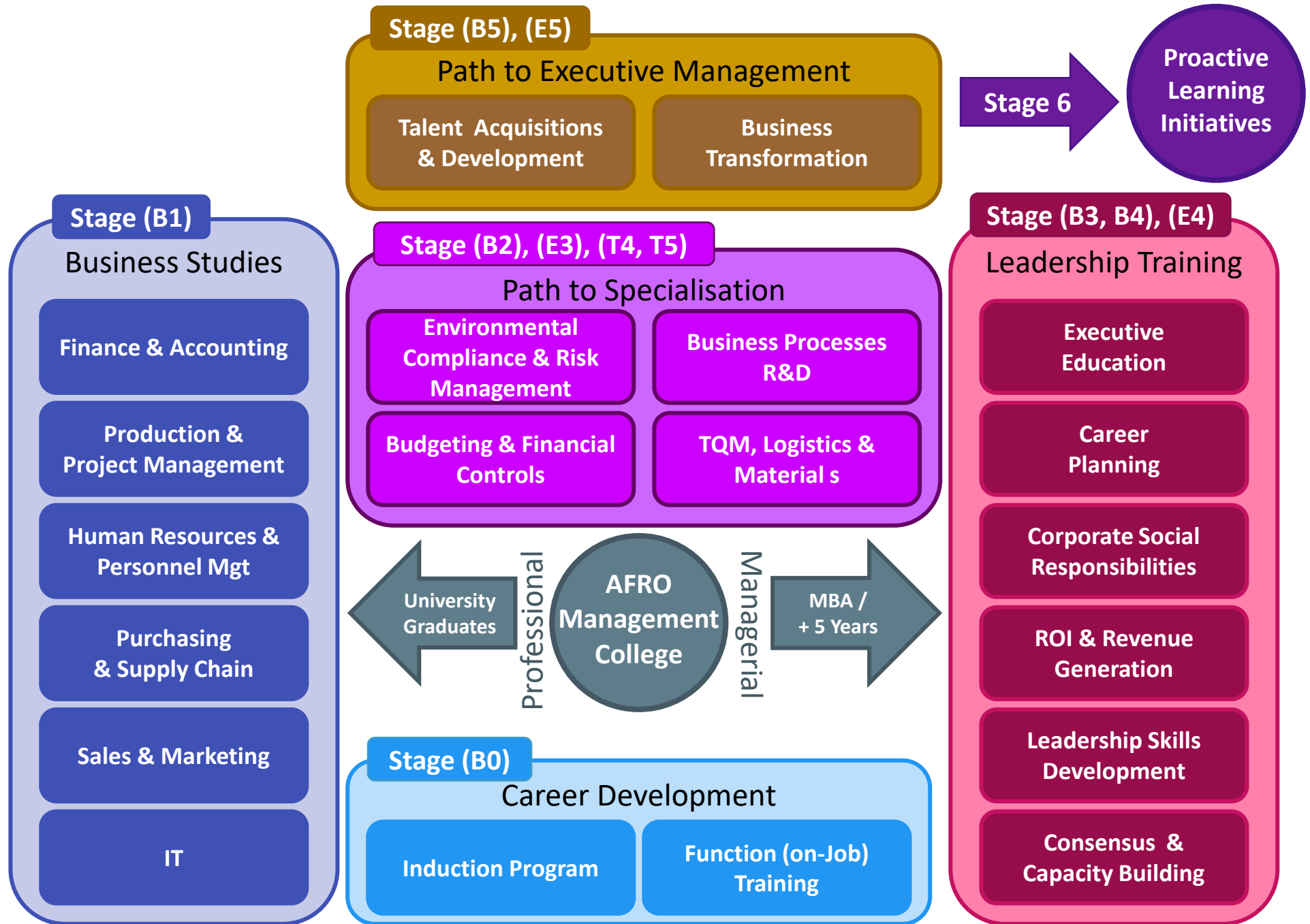
Engineers & Technicians



Career Mapping

AFRO R&D Department

Admin & Management



AFRO ACADEMY & CAREER PLANNING FRAMEWORK



 Credit Courses

 **Certification Center**

 Core Curriculum & Programs

 Certified Internal Auditors

 **Assessment Center**

 **Consulting & Qualifications**

 Business & Management Faculties

 Research & Out-Reach Center

 Best Business & Technical Practice

 Scholarships, Sponsorships & Awards

 Workforce Development

 Chartered Practitioners Certifications

 Professional & Trade Assessments

 Partner Accreditation Licensor

 Achievements & Arbitration

 Operations & Process

 Organisation & Management

 Central Library & Study Resources

 Functional Training Center

 Central Archiving Center

 New Material, Processes & Tools Laboratory

 Engineering & Applied Sciences Faculties

 Computational Environment & Simulation Center

 Open University

 Employee Development

 Alumni Services Center

 Dual Enrollment & NVQ Programs

 DACUM Developing Curriculum

 Knowledge Transfer Schemes

 Post Graduate Programs

 Global Experiences Placement Center

 Management Development

 Leadership Development

 Study Abroad Program

HR Strategy

HR Operations & Infrastructure



To design & deploy strategic initiatives for your department or team/s please contact:
syed.masrur@afro-group.com



R&D

AFRO R&D Department Framework

AFRO Academy

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