

## **EDUARDO MONDLANE UNIVERSITY IT CENTRE**

### **EXPANDING THE CAICC AND ITS NETWORKS TO STRENGTHEN GOVERNANCE**

#### **ANNUAL REPORT: 1 OCTOBER 2009 - 30 SEPTEMBER 2010**

##### **I. OVERVIEW OF YEAR 1**

At the end of the first year most of the activities foreseen in the activity plan for this period were implemented, although not all were concluded. Delays affected our ability to conduct research activities.

Consequently, the results in terms of the project's anticipated outputs is positive and the first steps have been taken towards achieving the outcomes although it is very difficult to make any well-founded qualitative analysis.

With some reservations, the overall assessment by the CAICC team can be summarised as follows:

##### **Success factors**

- On the whole the planned activities were carried out successfully, with improvements throughout the year that provided lessons learned for year 2
- A long term perspectives continues and little by little its influence is growing
- Growing collaboration and recognition at national level, although sometimes only in discourse that is not translated into concrete action
- The strategy of working with everyone i.e. with any community information and communication initiative, is producing results, gaining more supporters on their own initiative (e.g. the radio competition)
- The style of work and constant monitoring is creating confidence and good working relations with local partners
- CAICC is playing an important role, with follow-up and support for initiatives by others e.g. training, helping to use donated equipment etc
- There is a lot of potential in the districts, the challenge being how to free it; it is not just a question of distributing documents but also of debate and exchanging ideas.

##### **Constraints**

- The importance of inculcating in coordinators, trainees and associations a sense of ownership of activities and knowledge is currently weak due to a lack of awareness, misunderstanding about the role of each one, and because there is no habit of open debate
- Constantly changing coordinators and collaborators endangers the transfer of knowledge
- Need to open up minds - a strategy of practical demonstrations
- Ignorance of governance concepts (n.b. terminology in local languages does not reflect the real sense of the word)
- Some coordinators are unable to lead democratically, incapable of transparent

- management
- Associations do not function very well – leaders are not respected (n.b. the MASC video is being well received)
- Delicate situations of political and individual pressure on radios for them to align with certain interests
- CAICC must be able to know if something is changing - local observation is very important, listening to trainees, researching
- The CAICC team is overloaded and sacrificed (e.g. full-time travel without any time compensation, although/and in the meantime/and on the other hand office work stops while they are away)

## II. PROGRESS TOWARDS ACHIEVING OUTCOMES

The project has three outcomes:

- 1. More useful information on topics related to accessible governance for citizens and Civil Society Organisations (CSOs) based on the use of ITC tools.**
- 2. Horizontal and vertical communication networks strengthened and active.**
- 3. Citizens and CSOs better prepared to participate in monitoring and advocacy processes.**

We feel it is difficult to undertake a qualitative analysis at the end of the first year of activities because it is too early to see reliable results. Throughout the year a range of activities were carried out that, according to our strategy, were intended to establish the foundation for the intermediate results.

Nevertheless, these activities have contributed to steps being taken towards Outcomes and they have also helped us to build up our experience, enabling us to revise the implementation methodologies designed for the project's second and final year. We will now analyse progress against the aspects requested in the MASC Guide on the Preparation of Annual Reports.

### a) To what extent has the project achieved its purpose?

We would say that there has been considerable progress. For example, there is more useful information available and it is already being used more, although compared to the scale of the priority topics chosen the volume is still minimal.

The foundation was created include:

- Definition of four thematic priorities - Elections and Assemblies, Local Participation, Press Freedom, and ITC for Governance.
  - The aim in selecting Elections was to provide educational activities on the operation and competence of Assemblies, promote the accountability of elected deputies, and prepare for future debate on the new Election Law;

- Local Participation was selected in order to encourage the local production and wider circulation of news and reports on matters related to governance;
  - The other topics were selected in order to support capacity building for the project's local partners, so they could obtain more benefit from ITC tools and improve the quality of their work, while at the same time learning more about the rights and duties of the citizen and the journalist in the light of the Constitution and the Press Law.
- Creation of the Civil Society component on the CAICC website and the helpdesk;
  - Establishment of partnerships with other actors in the fields of governance and press freedom;
  - Production and distribution of off-line material in CD or DVD format for partners who do not have access to the Internet;
  - Regional and local courses and capacity building;
  - The more widespread, albeit still limited, use of the CAICC helpdesk tools and the Web 2.0 in general

The CAICC has adopted a strategy of constant follow-up by telephone and e-mail, in order to find out whether local partners are receiving the materials and how they are being used. There was also a survey of FORCOM members during the Reflection Meeting held in July 2010.

It is nevertheless becoming clear to us that the key element in the overall strategy is the training and visits/local on-the-job training component. There are still many internal organisational weaknesses in the centres, such that information and skills are not being shared properly (e.g. the coordinator keeps the CDs received in his/her drawer, or the trainee does not transmit what he/she has learned), and at the same time the availability and technical and educational level of many volunteers and collaborators vary a great deal. These constraints are being addressed in courses and particularly through visits, where it is possible to work with larger groups, but it is a slow process. In addition, there is no strong reading habit.

The CAICC's motto/aim is to teach how to work with the resources available, but it is true to say that some community radios (CRs) and community multimedia centres (CMCs) are doing heroic work with very inadequate or outdated material resources and this contributes to demoralisation and the resulting loss of energy for initiatives.

As the radio competition exercise is still ongoing it is not possible to assess the results, but the fact that there are 18 competitors on their own initiative is encouraging. It is hoped that this initiative, that will be repeated in the project's second year, will continue in the radios as part of their own programmes, as various radios already have programmes that try to address topics linked to governance.

Despite these constraints, there has been a visible rise in the use of instruments provided by CAICC and some coordinators and trainers are making a substantial effort.

**b) What is the possibility/probability of achieving the projects purpose during the projects life?**

It will be possible to achieve the expected purpose during the life of the project up to a point, but it will not be possible to guarantee that a project of this nature will be consolidated in a period of just two years.

The initial project was prepared with a three-year perspective and even then it was felt that the time would be too short to change habits and ways of working in rural areas. The essential purpose is to provide and disseminate information material and build the capacity of CAICC's local partners i.e. CMCs, CRs, telecentres and similar entities, so that they can in turn function as agents of change in relation to both Civil Society and local government. It is an incremental development process that will necessarily take time.

**c) What is the project's contribution to good governance in general?**

The project is contributing to good governance in various ways:

- the CRs and CMCs are better informed about the rights and duties of citizens in general and journalists in particular, and are thus better able to defend themselves against undue pressure;
- there are better links between the centres and local civil society organisations to improve coordination;
- training in new tools combined with open and collective discussions on programme content and journalism techniques are helping to instil new energy in at least some collaborators in the centres visited;
- the seven RCs that won the competition are each producing a series of 8 programmes on governance topics;
- the helpdesk support and solidarity shown through the network (discussion list etc.) is helping to build the confidence of local partners, who now feel less isolated;
- the workshops are helping to take the debate outside the centres, although the degree of receptiveness has not yet been confirmed - we feel there is a need to find ways of providing even more information on laws, rights and duties etc. for members of local and municipal governments;
- within the centres, discussions are being promoted on internal democracy, currently in short supply, aided by the MASC video;
- the CAICC has its own Steering Committee that is being transparent in publishing its reports on the website, circulating information among CD members etc.

The most difficult Result to assess is, and certainly will be, the third one, but during the project's second year it is hoped to work on research that will cast more light on it. In this context, it should be recalled that the project's starting point was MASC's "Baseline study: monitoring governance in Mozambique" and the MISA study "A District View", both of which found little intervention capacity in governance processes or benefits from legislation on the right to information.

### III. PROGRESS IN ACHIEVING IMMEDIATE RESULTS AND ACTIVITIES

The project has the following seven outputs:

1. **Information on resources available in the public domain and in CAICC distribution systems.**
2. **Information resources available in local centres and disseminated.**
3. **Better quality radio programmes on governance and the local production of information.**
4. **Social solidarity is strengthened by sharing radio programmes and networking tools.**
5. **More dissemination of local information throughout the country.**
6. **Better local collaboration between government institutions and CSOs on sharing information and accountability.**
7. **Strategies tested for greater inclusion of marginalised groups.**

As the Activity Plan for year 1 was structured around these outputs, activities and results have been aligned since the project began.

All planned activities were implemented except for number 6, circulation of local radio programmes to be shared and used, that is still pending, awaiting the programmes produced under the radio competition. The organisation of local training for CSOs by trainees from CIACC courses also started slowly and in practice most of the activity will be transferred to Year 2.

There has been regular monitoring. The quarterly progress reports and the collection of internal statistics were done on time. Reports and assessments were produced on courses, local visits and workshops and the radio competition process has been documented. A weaker area was qualitative research that will have to receive more attention during Year 2 when activities are more developed. There was a survey of FORCOM members and information on the radios that won the competition is awaited.

As an example of the CAICC reporting system, detailed reports on 3 key activities in the 4<sup>th</sup> quarter are attached: on the course in the Northern region, on 5 **complementary** local visits and on 2 expanded workshops.

### IV. INTERNAL DEMOCRACY AND INTERNAL GOVERNANCE

The CAICC Steering Committee met twice, in January and July.

The CAICC team decided to hold a short weekly planning and monitoring meeting every Monday so that they could review together the status of activities and the implementation of plans and define priorities and responsibilities. This methodology has been taken up by everyone and we consider it to be an important factor in maintaining our implementation capacity. All reports and other documents are shared and discussed within the team.

As already stated, the level of internal democracy within the CRs and the CMCs varies considerably according to the dynamism of the coordinator, the composition and work of the

Management Committee or equivalent, and other factors including the local context.

As the leadership style of both management and collaborators is often copied from other sectors, the result is an excessive sense of hierarchy and bureaucracy and a lack of coordination and transparency. Nevertheless, there are CMCs and RCs where the coordinators meet with their collaborators every week, financial reports are in the public domain and there is space for dialogue and sharing knowledge. Examples of this are the CMC with a coordinator who attended the first CAICC course on digital editing, and now says with pride that some volunteers are now more advanced than him (he gave the initial training but they have evolved on their own initiative); centres that put up a notice containing a list of fortnightly or monthly revenue and expenditure; and the few centres that have active management committees. The CAICC video has been a good way of promoting discussions in this field, although some coordinators view the play as a personal attack!

The strongest participation by local partners has occurred through the discussion list, where it is becoming normal for members to offer advice and opinions on their contributions to other members. This experience of open dialogue and expressing oneself publicly is very important, although there is reluctance to address political and related issues.

As regards project implementation, local partners are taking on responsibility for the local organisation of visits and the preparation of workshops and everything is discussed with them in advance. This usually works well but there have been some cases where coordinators have not done this, failing to coordinate with local structures or organising other activities for the same period without informing CAICC. These situations are getting less and less as people discover that CAICC activities are really serious and useful for the centres and at the same time the CAICC has learned to be more demanding in its selection criteria for trainees in regional courses and more explicit about its objectives and organisational requirements. The key aspect has been the creation of permanent dialogue with coordinators and collaborators by working together and using the Green Line, the list and other tools.

## **V. PROBLEMS AND LESSONS LEARNED**

Most of the problems related to the project's objectives have been covered in the previous sections.

In this section some organisational problems need to be emphasised:

- a) Slow implementation. It takes a long time to get in touch with/make the rounds of all local partners on the CAICC list. They, in turn, often find it difficult to respond quickly e.g. sending receipts and documents, due to a lack of means of communication. Although the system established with the Post Office enables partners to send material to CAICC without paying, nevertheless there are many delays.

In the case of the competition, the reception and evaluation of proposals took time, the process of obtaining winners' bank details and sending CDs to be taped took even longer and the radios only expect to conclude the production and broadcast of their 8 programmes in October.

*It is thus necessary to include an allowance for delays when planning each activity and*

*to try and use the experience to improve partners' organisational capacity.*

- b) The team is overloaded. The CAICC has difficulties due to lack of personnel. The MASC project is taking up much of the time of the helpdesk manager, who is not officially part of the project, and it also requires the team established under the project to work long hours. The project has one multimedia technician and one communication technician under a job-share system (50%/50%), one administrative assistant (60% of the time) and one coordinator (60% of the time).

The plan for Year 2, with a cycle of regional training/visits/workshops per quarter, means a least three weeks outside the office so all other work grinds to a halt. **As the trainers have part-time contracts, they would/should have the right not to work in CAICC for more than three weeks???** to compensate, which is not the case at the moment.

MASC requirements in the financial field mean that the administrative assistant spends most of **his/her** time on this area, and **he/s**he has difficulty providing the necessary administrative and logistical support.

There is thus the risk of accumulated fatigue undermining activities as well as leading to work "for the good of the cause" turning into exploitation. *These problems are being discussed internally in order to find new ways of organising ourselves effectively for the work to be done in Year 2. Nevertheless, it is important that the growing recognition of CAICC's capacity must not result in even more work without a corresponding increase in human resources and budget.*

- c) Budget calculated incorrectly. The project budget was prepared at the beginning of 2009 and then underwent a number of cuts prior to its approval in August of that year. With the sharp rise in prices since then, many estimates are out of date and in Year 1 on various occasions we had to request authorisation to transfer funds from one budget line to another. Since the very beginning the cost of travel to the districts in particular (car hire, fuel, accommodation costs etc), accommodation and food for trainees in the regional courses, and the organisation of workshops has been under estimated.

We do not want to cut these activities because, as already stated, we feel they are as or more important than the mere production of information material to achieve the projects' objectives. But it will perhaps be necessary to reduce some activities. *We therefore propose a review of the budget, to take into account these and other constraints, reallocating funds from budget lines that have so far been used less.*

As MASC is aware, thanks to the favourable exchange rate we have to date received higher than expected disbursements and the application of the "extra" funds received will have to be **agreed.**

## **VI. ACTIVITY PLAN FOR 1/10/2010 - 30/9/2011 - ANNUAL AND 1ST QUARTER**

### **a) Annual Plan**

The annual plan is not very different to the plan presented as an integral part of the project document. The activity areas are the same as in Year 1, and a quantitative increased volume is

envisaged.

We thus have:

1. Consolidation of the Good Governance component in the CAICC
  - semestral meetings of the Steering Committee
  - preparation of the detailed activity plan
  - revision of the budget
2. Collection, adaptation and distribution of information material
  - nationwide, through ITC and through partners
  - locally, more use of the blog and other tools to disseminate information
  - updating and adapting the design of the CAICC website
3. Regional and local training courses
  - 4 regional courses, each with 10 participants
  - 20 courses in local centres for an average of 8 participants each through an on-the-job system
  - support for local capacity building for 150 people (done by regional course trainees)
4. Promoting the production of radio programmes
  - organisation of a competition with 12 winners
5. Consolidation of the CAICC helpdesk
  - technical support
  - administration and facilitating the use of tools
  - promoting the use of the specialist panel to resolve non-technical problems
  - piloting new strategies to broaden local inclusion
  - promoting the use of Web 2.0 tools for communication and information sharing
  - maintaining and adapting the website
6. Circulation of radio programmes
  - dissemination of competitions among radios using the same language
  - experimenting with viable forms of online dissemination
7. Expanded workshops
8. Monitoring
  - Reports on activities, monitoring and research

**b) Plan for October - December 2010**

1. Preparation of the timetable of activities and review of the budget for Year 2
2. Organising a cycle of activities in the Southern region:
  - a) regional course
  - b) visits/local training in 5 centres
  - c) 3 expanded workshops



3. Ensuring the circulation of more information
  - EMS distribution
  - documents on the website
  - better layout of the website
  - strengthening the online helpdesk
  - production of Info CAICC n° 4
4. Internal organisation
  - filing and tidying
5. Preparation of a research plan

Note: Activities have been limited during this quarter because partners have not been available (end of the school year, end of the year, rains etc.) and due to the absence of some CAICC workers on holiday or studying. UEM usually closes down for 10 - 15 days as of 24/12.

30 October 2010