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**Project Evaluation:**

**Building a Community ICT Network in Mozambique**

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## **Executive Summary**

This report presents the results of an evaluation of the implementation of the Community Information and Communication Centre (CAICC) within the framework of the project *Building a Community ICT Network in Mozambique* funded by telecentre.org.

The CAICC grew out of discussions among the main partners: MCT, UNESCO, CIUEM, UTICT, FORCOM, ICS, SDC and UNDP. Its aim is to provide support and training for technicians, managers and coordinators of community multimedia centres (CMCs), community radios and telecentres in Mozambique through a networking strategy.

During the evaluation it became clear that the CAICC is an extremely important tool that is contributing to the functioning of existing community initiatives, leading us to a recommendation that it should continue its work.

However, it is important that all the national partners participate actively and the regional and international partners make their contributions, and also to reach a definition on CAICC's structure and governance.

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## **1. Project Context and Objectives**

The first two pilot telecentres in Mozambique started up in 1999, in Manhiça and Namaacha, with the aim of contributing to the use of information and communication technologies (ICTs) for development. Using the experience and lessons from the first telecentres, the progressive installation of more telecentres throughout the country began in 2001. With a view to scaling up community access to information more community radios came into being in addition to those of the Mass Media Institute (ICS), followed by an initiative aggregating community radios and telecentres to give rise to community multimedia centres (CMCs).

Following participation by the Eduardo Mondlane University Informatics Centre (CIUEM) in a workshop in Paris in April 2002, about the establishment of global helpdesks or helpnets for telecentres, CIUEM held various consultations and discussions with national and African partners with the support of the International Development Research Centre (IDRC), UNESCO and the International Institute for Communication and Development (IICD). Later on discussions began with telecentre.org (a global community whose social investors are IDRC, Microsoft and Swiss Development Cooperation-SDC), with the goal of supporting the viability of ICT infrastructures and services installed for rural communities. The ideas developed to the point of a base document being prepared for a support centre for the national network of CMCs, telecentres and community radios. The document was presented, discussed and accepted at the level of the CMC Steering Committee, the membership of which comprised the Ministry of Science and Technology (MCT) and UNESCO as co-chairs and CIUEM, the ICT Policy Technical Implementation Unit (UTICT), the National Community Radio Forum (FORCOM), ICS, SDC and the United Nations Development Programme (UNDP) as the main actors in the area.

The discussions were consolidated in 2005, and gave rise to the project “Building a Community ICT Network in Mozambique”, which was submitted to telecentre.org and approved for funding. The CIUEM received responsibility for implementing the project, and in this context created and implanted the Community Information and Communication Support Centre (CAICC), together with partners, namely FORCOM, ICS, UTICT, MCT, telecentre.org, UNESCO and UNDP.

CAICC’s mission for its first phase was to contribute to the expansion, consolidation and sustainability of community ICT initiatives in Mozambique’s districts and promote coordination, collaboration and complementary or joint activities.

To achieve this mission, the following objectives were defined:

- 1) Through creating the CAICC, establish conditions for sharing and coordinating information and the application of resources among different programmes and projects linked to ICTs, providing a platform to promote and give access to the services of telecentre.org and others.

2) Establish a support system (helpdesk) for telecentres, community radios and CMCs for their daily management and operational activities, helping managers, technicians and volunteers to find solutions, materials and partners.

3) Develop and implement a strategy for documenting and sharing innovations among partners in Mozambique and the world.

Establishing CAICC in the framework of this project did not mean replacing any activity or initiative under way, but was intended to meet the need for improving the skills of local ICT managers for developing and expanding community services and guaranteeing the continuity of the local centres, contributing to their sustainability. CAICC's operations would include components of research and ongoing monitoring, creating technical and management capacity, promoting and organising workshops, exchanges of experience, promoting community ICTs as a development tool and identifying and publicising innovative ICT solutions.

Thus, at the end of the three years planned for this phase, there is a need for an evaluation, the objectives of which are outlined in the next section.

## ***2. Objectives and Research Questions***

On the basis of the Terms of Reference (see Annex A) this project evaluation has the following objectives:

Evaluate the level of implementation of CAICC as a contribution towards creating a network of community ICT initiatives in Mozambique.

Propose mechanisms for strengthening this network following the end of the project.

As a way of responding to the evaluation objectives, the following research questions were defined:

What is the quality of services offered by CAICC as part of the project, and the level of use?

What is CAICC's contribution to telecentre, community radio and CMC activities?

What is the contribution of CAICC towards learning and sharing experiences among network members and national and international partners?

What is the degree of fulfilment of the activities planned within the framework of implementing CAICC?

What is the level of involvement of network members and national and international partners in implementing the project?

What is the level of satisfaction of network members and national and international partners with regard to implementation of the project?

What is the future of the project?

The methodology used to achieve the objectives and find answers to the evaluation questions is described in the next section.

### ***3. Evaluation methodology***

The evaluation was based on the general lines of the Terms of Reference. First, documentation related to the preparation, planning, implementation and continuous evaluation of the project was consulted, as listed in the bibliography. With the aim of obtaining the perceptions and opinions of different actors involved in CAICC, field work took place from 20 February to 6 March, as follows:

A questionnaire was prepared (Annex B), with instructions on how to fill it in, and sent to 2 telecentres, 35 community radios and 25 CMCs that form part of the CAICC network, totalling 62. The questionnaire was sent to 48 places by e-mail and by fax to 14. 6 e-mail addresses and 4 fax numbers were found to be out of use so the questionnaires were not received. The respondents were asked to return the questionnaire within 3 days by the same means. Of those surveyed only 2 returned the questionnaires by e-mail, and 5 via fax.

As the sample was not significant, the team decided to change to a qualitative evaluation, while the relevant information was extracted from the 7 questionnaires received. A further 9 people were interviewed by phone: coordinators and/or managers and/or technicians representing telecentres, community radios or CMCs. The interviewees were selected from among the places that had not responded to the e-mail or fax. Notes were taken during the interviews, and are summarised in Annex C. It should be noted that many of the contact numbers and addresses supplied were out of date.

The evaluation team visited 4 sites, selected on the base of the following criteria:

Geographical location: due to limited resources one province was chosen in the central region and one in the south.

Within each province: two sites were chosen, to include units that had functioned both before and after the CAICC was established.

Location on the same route within a province.

The visits were thus made to Dondo CMC (established before CAICC) and Radio Pax (established before CAICC), both in Sofala Province, and the CMCs of Manhiça (established before CAICC) and Xinavane (established more or less simultaneously with CAICC) in Maputo Province. The centres were advised by phone of the time and date of the respective visits, with 3 days notice. Group interviews were made there, bringing together coordinators, managers, administrators and technicians, on the basis of an interview outline (Annex D). Notes were taken during the interviews (Annex E).

This process of data collection aimed to evaluate the level of use and quality of the services provided by CAICC, and gather opinions about the impact of the project on their daily activities.

With regard to national network partners – UNESCO, MCT, UTICT, FORCOM and CIUEM – individual interviews were carried out on the basis of a guideline (Annex F). The appointments were made by phone with 1-3 days notice and held at the interviewee's workplace. Transcriptions of the interviews can be found in Annex G. The aim of the interviews with partners was to verify the feelings of the members about the project implementation, in particular CAICC's functioning and perspectives for its future, and the project in general. Contacts were made with ICS and UNDP, but unfortunately it was not possible to do the interviews. However, one of the centres interviewed by phone was Moamba CMC, which is under the ICS.

Members of the CAICC management, implementation and coordination team were also interviewed: an interview with the two management technicians and one with the coordinator of the Building a Community ICT Network in Mozambique, on the basis of a guideline for unstructured interviews. The aim of these interviews was to obtain views on the project implementation process, the difficulties, and the strengths, weaknesses and opportunities. The transcriptions can be found in Annex H.

With regard to the international network, e-mails were sent to IDRC/telecentre.org and to the African Network Leaders network with the aim of finding out about the impact of experience-sharing and the vision for the future of CAICC, but by the time of writing this report nobody had replied.

#### ***4. CAICC implementation process and activities***

For lack of clear definition of the starting date and late arrival of funding, in practice the CAICC implementation process only began in September 2006, following reception of the first funds in August. CAICC was installed in an office where the CMC management team was operating within the CIUEM (later transformed into the ICT4D Office), and thus took advantage of the technical and management capacity already developed during the implementation of telecentres and CMCs, the concentration of CIUEM technicians from different ICT sectors, and the availability of Internet and e-mail services. CAICC also expected the participation of other partners both to



strengthen the budget and to strengthen capacity and the coverage of areas such as the technical aspects of radio, content development, support in negotiations to help confirm the benefits for community initiatives, etc.

On the basis of strategic implementation components designed to meet the project's goals, various activities/outputs were planned and implemented.

#### **4.1. Governance**

One of the project activities was to develop specific terms of reference and a governance structure for CAICC. The CMC Steering Committee mentioned above reached consensus that it should include the governance and supervision of CAICC within its mandate, to avoid the creation of another committee. Following the subsequent presentation of a discussion document, it was decided that a detailed proposal for integrating the CAICC mandate should be presented at the next meeting. Unfortunately, there have been no meetings of the Steering Committee since then. Even without a governance structure, the CAICC managers tried to ensure the coordination and organisation of joint activities with the partners, in particular with FORCOM, UTICT and MCT.

#### **4.2. Create initial conditions for CAICC to function**

Staff recruitment, purchasing furniture and basic equipment, and installing the Green Line telephone<sup>1</sup> and fax were among the first activities.

By December 2006 conditions had been prepared for the start-up of CAICC's main activities. Recruitment of a part-time staff member (through public competition) for helpdesk management and a part-time CIUEM staff member as coordinator was done, in a job-share regime. During this period the equipment and resources required for establishing the helpdesk were acquired, namely the Green Line phone, fax, furniture and IT equipment; local telecommunications partners and ICT companies were identified; and a database containing the contacts of coordinators, managers and technicians in the community initiatives was created.

The Green Line was clearly the means of communication most heavily used by the community initiatives coordinators. This is probably due to the possibility of technicians, volunteers, managers, administrators and other collaborators being able to make free phone calls from their individual phones. Another factor could be the fact that most telecentres, community radios and CMCs do not have Internet connectivity. The interviewees who have had contacts with CAICC unhesitatingly said that whenever they have a problem they ask for CAICC's help via the Green Line, and have had their problems solved.

#### **4.3. CAICC website**

CAICC planned an Internet website to contain content of interest to the beneficiaries in terms of information and support tools for their activities.

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<sup>1</sup> The Green Line offers free mobile phone calls to users ringing via the MCell company.

The creation of the website and launch of online services in January 2007 was one of CAICC's main activities. Among the services (see [www.caicc.org.mz](http://www.caicc.org.mz)) the following may be highlighted: online help; frequently asked questions; information about important events; information on agriculture, community radio, CMCs, science and technology, government documents, the economy, education, environment and health; contact information for communications via Green Line, fax, Skype, MSN, Yahoo and the CAICC e-mail address; user statistics; open space for blogging and information about CAICC's partners. CAICC has made efforts to keep the webpage up to date, including a space for CAICC news that covers items such as the courses offered, information on ICTs and opportunities such as competitions. There is also content for leisure and a photo gallery with images of activities such as courses and visits.

Figure 1 shows that the website has visitors from all over the world: in 2008 the majority of the 19000 visitors came from Brazil followed by Mozambique with 35%. But in just the first two months of 2009 the number of Mozambican visitors increased to around 51%, putting it in first place, as shown in Figure 2.

<b>19,065 visits came from 91 countries/territories</b>			
	<b>Country</b>	<b>Visits (Feb. - Dec. 2008)</b>	
1.	Brazil	<b>7,911</b>	41.49%
2.	Mozambique	<b>6,707</b>	35.18%
3.	Portugal	<b>2,754</b>	14.45%
4.	Angola	<b>281</b>	1.47%
5.	United States	<b>139</b>	0.73%
6.	Spain	<b>117</b>	0.61%
7.	France	<b>84</b>	0.44%
8.	Kenya	<b>84</b>	0.44%
9.	United Kingdom	<b>82</b>	0.43%
10.	Germany	<b>78</b>	0.41%

% New Visits  
**81.88%**  
 Site Avg: 81.84% (0.06%)

**Fig. 1:** CAICC website visitors by country, Feb-Dec 2008 (source: [www.caicc.org.mz](http://www.caicc.org.mz)).

Site Usage		Goal Conversion	1,815 visits came from 35 countries/territories	
	Country	Visits (Jan. - Feb. 2009)		
1.	Mozambique	926	51.02%	
2.	Brazil	422	23.25%	
3.	Portugal	241	13.28%	
4.	Norway	59	3.25%	
5.	United States	26	1.43%	
6.	United Kingdom	22	1.21%	
7.	Angola	18	0.99%	
8.	Ghana	15	0.83%	
9.	South Africa	13	0.72%	
10.	Italy	9	0.50%	

% New Visits	
<b>73.44%</b>	
Site Avg: 73.39% (0.08%)	

Fig. 2: CAICC website visitors by country, Jan-Feb 2009 (Source: www.caicc.org.mz).

Regarding the Mozambican visitors, of the 12 interviewees who have had contacts with CAICC 7 have visited the website, some occasionally and others once or twice a week. The reason why others do not visit it is their lack of functioning Internet.

Figure 3 shows that numbers of visitors increased and then showed a decrease in November and December, probably because of the end of the year, since figure 4 shows numbers rising again from January 2009 onwards.

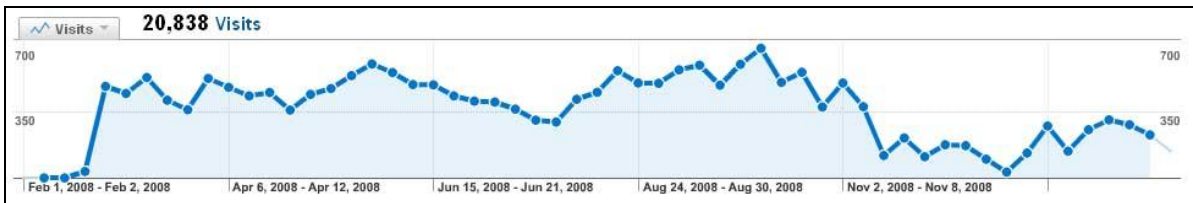


Fig. 3: CAICC website visits by week, Feb 2008 to Feb 2009 (Source: www.caicc.org.mz).

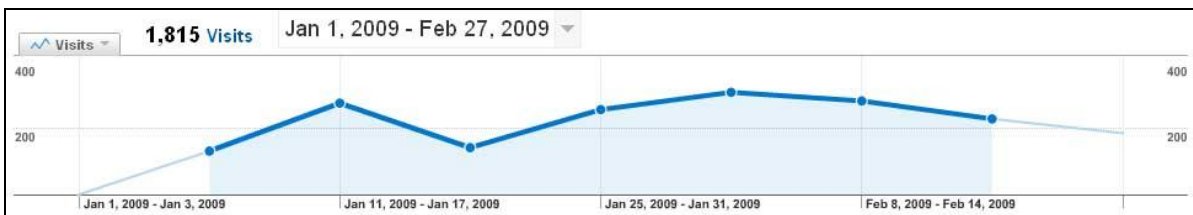
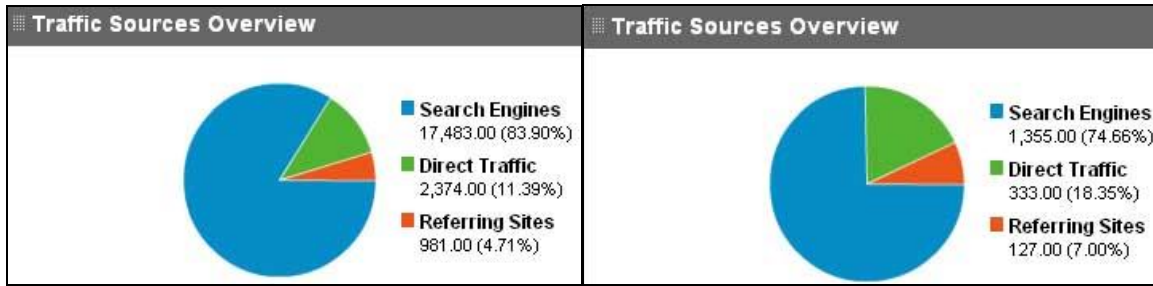


Fig. 4: CAICC website visits by week, Jan-Feb 2009 (Source: www.caicc.org.mz).

Figures 5 and 6 show that the CAICC website address is becoming known, since the percentage of direct accesses increased from 11.39% to 18.35% from 2008 to the first two months of 2009.



**Fig. 5:** Form of access to CAICC website, Feb-Dec 2008 (Source: [www.caicc.org.mz](http://www.caicc.org.mz)).

**Fig. 6:** Form of access to CAICC website, Jan-Feb 2009 (Source: [www.caicc.org.mz](http://www.caicc.org.mz)).

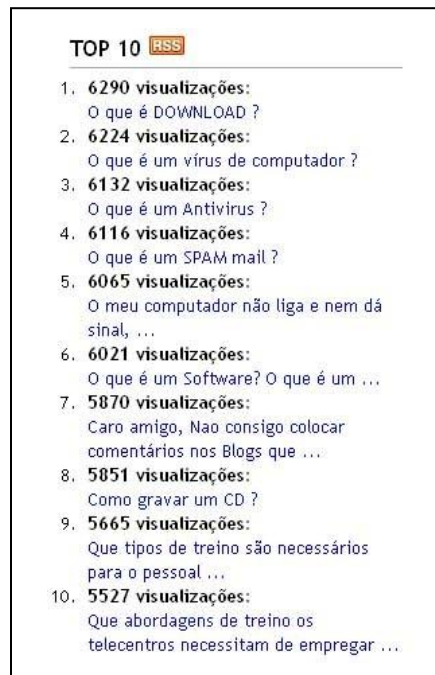
**ICT services (online help, FAQs, e-mail list & blog)**

We found from the visits and the interviews with coordination teams in telecentres, community radios and CMCs that there is general enthusiasm in using all the online services. The respondents said that they have put technical and management questions to the helpdesk through the CAICC website, received support in return that enabled the satisfactory and timely solution of their problems. They consider that this source of help is extremely useful for maintaining the support they need,

With regard to the blog, the users highlighted its importance for sharing events taking place in their communities, even though most of them limit themselves to consulting it occasionally and the number placing content on the blog is insignificant. This could be due both to the quality of Internet access and to the habit of only being a consumer.

Although the interviewees consider that participation in the e-mail discussion list is extremely useful, it can also be classified as weak, since they only write to it when they have a specific concern and when they receive e-mails they limit themselves to reading them and rarely contribute. This finding can also be confirmed by the poor response to the e-mails sent as part of this study.

In general the community initiatives that have Internet access have consulted diverse public information and information that helps improve their skills when performing their daily activities. Figure 7 shows a uniform level of access to the different Helpdesk content on how to implement computer and Internet-related tasks.



**Fig. 7:** Level of consultations of information available on the CAICC helpdesk website

Recognising the constraints of Internet access and connectivity, in 2008 CAICC worked to produce a prototype CD-Rom containing its website offline for centres with no access. It was distributed experimentally to various community initiatives. CAICC also produced and distributed a CD-Rom containing various Open Source softwares.

In a recent experience, resulting from collaboration between CIUEM and the Cruzeiro do Sul development NGO, CAICC supported the provision of Internet access provided to 13 telecentres and CMCs in different provinces through use of modems and pre-paid mobile phone cards from either of the two mobile phone companies (MCell and Vodacom).

It must be stressed that the question of connectivity is a major weakness of these initiatives, since there are places that have never had Internet or where it has never worked, others where it stopped working some time after being installed, and still others that cannot afford to pay for Internet services.

#### **4.4. Dissemination of CAICC activities**

Activities to publicise and inform about CAICC's work through leaflets, a news bulletin (two issues produced) and reports were planned. Thus of the 14 community initiatives interviewed 12 said that they are in regular contact with CAICC, one is not and one said it did not know of CAICC.

Most of the initiatives, whether or not they have received a visit, have received some support materials, mainly CDs, the news bulletin and leaflets publicizing CAICC's work. They emphasized that the material contains very useful information.

The following quotes are from some of the representatives interviewed:

"With CAICC we can keep up to date and gain capacity to maintain the equipment. We are reducing our maintenance costs." (telephone interview with Alto Molócuè CMC).

"CAICC helps to keep the centres active. We suggest that they organize more courses." (telephone interview with Moamba CMC).

"CAICC is working well and is the reason why I can now do maintenance of computers and transmitters. There should be more courses. In my opinion, CAICC should continue." (telephone interview with Cuamba CMC).

#### **4.5. Training**

Courses in computer maintenance and digital editing for radio were planned and developed. They were held in the three regions of the country, with collaboration from CAICC's partners. CAICC organized a computer maintenance course for CMC, telecentre and community radio technicians, and a digital editing course for radio producers, presenters and journalists, and held each course in Maputo, Manica and Nampula provinces for a total of 30 representatives from community initiatives in the southern, central and northern regions respectively. Organising regional courses in this way also promoted contacts and subsequent exchanges among the participants. Each course was 5 days long, and included sessions on how to use the blog, website, e-mail, FAQs and other CAICC services. Trainees were also introduced to other curricula and materials, such as MS Digital Opportunities, the Multimedia Training Kit and OpeneNRICH.

During the visits and interviews, and from the anonymous evaluation forms used for the courses, it was clear that the courses were very well received, always being classified at the level of "very good" or "excellent", though there was unanimity as to the need to make the courses longer to enable better learning and more practice. Trainees commented that they had improved their technical capacity as a result of the training. The following are some of the other suggestions.

"There should be someone available exclusively for looking after our concerns. I suggest that the courses should be longer." (telephone interview with Homoine Community Radio).

"The course should be given during the holiday periods as the volunteers are students. The courses should be longer" (telephone interview with Rádio Sem Fronteiras).

In another training strategy, CAICC contracted an economist to do a study on the problem of sustainability in three CMCs in southern Mozambique, with the aim of clarifying the challenges and outlining proposals on the basis of the realities. The study is available online at:

[http://www.caicc.org.mz/new/images/stories/documentos/sustentabilidade\\_final.pdf](http://www.caicc.org.mz/new/images/stories/documentos/sustentabilidade_final.pdf)

#### **4.6. Exchange visits**

Seven exchange visits were planned: between Catandica and Dondo CMCs; between Macanga and Mandimba CMCs; Ilha de Moçambique and Monapo visited Iuluti and Angoche CMCs; between Manhica, Xinavane and Namaacha CMCs; and between Chókwè and Moamba CMCs. All the planned visits took place. During the interviews we found a clear perception of the importance of these visits, with the interviewees saying that they enabled exchanges of experience. They regretted that there had been no return visits, and also that the plan did not cover many of the community initiatives, as some had not made any visits and others had not received any visits.

“We didn’t make any exchange visits, but we received one from Namaacha and Manhiça which enabled us to improve the content of our radio programmes on agriculture, health and other topics, which was very interesting. We also taught them how to do live football commentaries using two mobile phones” (interview with Xinavane coordinators).

#### **4.7. Monitoring visits**

A total of 21 monitoring and support visits were planned and made to community initiatives, namely: Macequece Telecentre, Macequece Community Radio, Gondola Telecentre, Catandica CMC, Sussundenga CMC, Ribáuè CMC, Angoche CMC, Monapo CMC (twice), Ilha de Moçambique CMC (twice), Namialo Community Radio, Namapa Community Radio, Nacala-Porto Community Radio, Watana Community Radio and the Community Girl’s School (Nacala), Chiúre CMC, Rádio Sem Fronteiras (Pemba), and Massinga, Xinavane and Manhiça CMCs.

The visits were made by the two CAICC managers, and had the aim of monitoring the implementation of skills learned during the training courses, helping to update and maintain ICT infrastructure and Internet access, accompanying development activities, advising on solutions to problems felt by the CMCs, radios and telecentres, and strengthening CAICC’s support activities. The Nampula CPRD was invited to participate in the visits in the northern region, as part of the perspective of developing closer relations between the CPRD and the community centres and facilitating decentralized support.

Of the 14 community representatives interviewed, around half said they had received one or two visits that lasted from 1-3 days, depending on the local needs. They characterized this activity as important, and one that should continue, as it enabled them to put their problems directly and get guidance in the technical and management areas. They would like more frequent visits, as they consider them to be very productive.

#### **4.8. Regional and international exchanges**

CAICC’s implementation framework included interchanges with various regional and international partners. Thus CAICC has participated in discussions and sharing experiences on the international network “Ugabytes list” and through the Telecentre Leaders Forum discussion list, as well as through the telecentre.org website. There is ongoing contact and collaboration between CAICC (for Mozambique), Mali and Uganda, through Skype e-mail and monthly

meetings in which all the project staff take part to discuss plans, priorities, exchanges of information and collaborative solutions. The CAICC helpdesk manager made a study visit to Uganda, where in addition to learning about Ugabyte's organizational systems he visited various CMCs and telecentres. This helped to identify the factors that contribute towards local sustainability. The exchanges with Mali and Uganda also helped all the participants to improve their helpdesk services, for example sharing experiences with regard to making contacts and the technical production of the CD containing the offline website. CAICC participated in exchanges with the East African Telecentre Leaders Forum (EATLF) in Sudan, where the CD on Open Source sparked the interest of a number of partners. It also participated in international forums in Benin, Malaysia and Sudan. Experiences for improving sustainability were also gathered at a workshop in Kenya for which telecentre.org funded CAICC's participation.

CAICC, with the support of CIUEM, has used its experience to participate actively in preparing a regional network for Southern Africa (SATNET).

A partnership has been developed following exchange visits between CAICC and the Business Telecentre Association of Brazil (ATN), during which Mozambique learned about Brazil's experience in distance learning and business orientation and ATN was interested in Mozambique's experience with the helpdesk and community radios. As a result of this interchange the Ministry of Development, Industry and Foreign Trade (MDIC) of Brazil, through ATN, offered 30 scholarships to CIUEM for two distance pilot courses in telecentre management and digital entrepreneurship. The competition and selection of candidates was done jointly by CAICC and FORCOM.

#### ***4.9. Management of CAICC activities***

CAICC's implementation was initially managed by two part-time technicians, and from the end of 2007 onwards by one full timer and one part-timer, supervised by the coordinator of the Building a Community ICT Network in Mozambique project and the CIUEM management.

Annual plans were made based on the project's objectives. The same team implements all the activities, eg doing the monitoring visits, producing and updating the website, preparing different materials for distribution, manning the helpdesk. Behind this team is a large technical team with multiple skills that helps with requests for support channelled through the Green Line, the online helpdesk, the discussion list or e-mail. Apart from the training courses and visits all the activities take place in Maputo. CAICC's idea is to provide remote support to the different community initiatives throughout the country.

The CAICC management team produces a 6-monthly activities report for telecentre.org, describing the activities carried out and level of fulfilment of objectives, the deviations, results and lessons learned. Four reports have been produced since CAICC was established.



During the interviews with the CAICC managers, one of the main problems identified was the limited budget and sustainability difficulties.

The project had a budget of USD 222,310, which was submitted and approved in 2005, divided into budget lines for staff, consultancies, evaluation, equipment, research expenses and training (see Annex I). The budget had to be revised during the implementation phase due to changing situations (see Annex J). The amounts planned for consultancy, international travel and research expenses were reduced in order to reinforce the lines for personnel and training. The amount for staff had to be increased because the initial budget planned for one fulltime person, but reality showed the need to strengthen capacity with an additional part-timer. The training budget needed to be increased due to rising costs of flights, petrol and local transport, food and accommodation.

Budget expenditure obeyed the rules in force at UEM. A requisition and 3 quotations would be submitted, approved by the director of CIUEM. The criterion for selecting suppliers is a combination of the lowest price and good quality. Payments are made by cheque, requiring two signatures, issued only after the requisition has been approved. The purchase is proved by the receipt that is then attached to the documents. All expenditure has to be justified by valid documents. A 6-monthly financial report is prepared showing expenditure, forecasts, deviations from the planned budget and explanations.

#### ***4.10. Relations with partners***

##### Local partners

The CIUEM, as partner and implementer of CAICC, has had different stages in its relations with the different partners during the project's implementation. During the initial discussions about CAICC's objectives, under the leadership of the Steering Committee chaired by the MCT and UNESCO, there was active participation from all the partners and the CAICC was accepted by everyone. With no explanation or closure process, the Steering Committee halted its activities at the end of the first phase of implementation of UNESCO's CMC Scale-up Initiative, leaving the question of CAICC's future governance undefined. The fact that CIUEM was the project proponent and had experience in telecentre and CMC management, and also had technical capacity to support and manage ICT-related services, favoured the indication of the CIUEM as host for CAICC on the part of all the partners. When implementation began, UNESCO in particular began to question the clarity of CAICC's legal status, and then made future participation conditional on a clear definition of CAICC's status and governance structure. UTICT has collaborated through the CPRDs, particularly in training and technical support. FORCOM has participated actively, primarily with regard to the radios. ICS, once it separated from FORCOM, is not participating actively in the partnership, but its doors are open and its radios throughout the country are participating in CAICC activities. No information was available about UNDP. It was hoped that MCT would reactivate the consultative committee to give better guidance and support to CAICC. CIUEM has sought closer relations with the partners, but timidly.

### International partners

CAICC has developed good relations with international partners such as telecentre.org, IDRC and Microsoft. It has also had collaborative relations with IBIS, the Danish NGO, in the area of support to community radios; with the Civil Society Support Mechanism (MASC), in using the CAICC network to disseminate its information about good governance and advocacy and promote a competition for community radios; and with the Business Telecentre Association-ATN of Brazil through the exchange visits.

## ***4. Results of project implementation***

This chapter presents an analysis of the level of fulfilment of the project's activities and objectives.

**Objective 1)** Through the creation of CAICC, establish conditions for sharing and coordinating information and the application of resources among the various programmes and projects linked to ICTs, providing a platform for promoting and giving access to the services of telecentre.org and others.

While efforts have been made by CAICC to develop specific terms of reference and a governance structure, this was not possible due to the Steering Committee, as the competent body, having interrupted its activities in June 2007. This activity was therefore not implemented. The absence of the Steering Committee means that CAICC remains without a body that is competent to monitor and approved project activity plans. Thus, we consider the attitude of CAICC to be positive in that even without its governance being defined, it carried out productive activities involving not only the beneficiaries but also the local partners, especially FORCOM, UTICT, CPRDs and MCT. Nonetheless, one would have hoped for greater persistence from CIUEM and CAICC in seeking a solution for the lack of governance, though it did hold various meetings with FORCOM and UTICT in particular.

**Objective 2)** Establish a support system (helpdesk) for telecentres, community radios and CMCs in the daily management and operational activities, helping managers, technicians and volunteers to find solutions, materials and partnerships.

The fact that project funds only arrived in August 2006, rather than April as planned, in other words with a 5-month delay, combined with the fact that the first activities were inevitably staff recruitment and the purchase of equipment and furniture, meant that the activities planned within this objective only effectively began in January 2007. Though behind schedule, all the activities were fully implemented and the objective was achieved. All the helpdesk support tools were activated, managed, monitored and improved over the project period.

Regrettably, however, there are still some beneficiary community initiatives that are not in contact with CAICC. Though CAICC has sent material and made telephone contacts to inform

about its existence, we consider that it could intensify its actions to involve everyone through visits from other community initiatives that participate actively.

The dynamism and creativity observed in community technological initiatives is striking, particularly in the radios where radio and mobile phone are being used together in interactive programmes with listeners and football commentaries using two mobile phones. CAICC should have tried negotiating with the mobile phone companies for the community initiatives to get some benefits from the fact that they are promoting mobile phone use.

During the project implementation period CAICC should have carried out at least one visit to each community initiative, which was not done. While recognising the budgetary constraints, we also believe that it is very important to follow up on technical and administrative issues through monitoring visits.

In view of the real levels of ICT skills, particularly in the rural areas, in our opinion the beneficiaries' complaint about the length of the training courses is legitimate.

**Objective 3)** Develop and implement a strategy for documenting and sharing innovations among partners in Mozambique and the rest of the world.

This objective was partially fulfilled. Regarding the production and monitoring of indicators for the helpdesk activities, various graphs and tables were produced that show the level of use of the online helpdesk. In addition, CAICC carried out a survey to evaluate the level of knowledge of CAICC among its target group, level of satisfaction and service needs, the results of which were positive.

The analytical annual reports that had been planned were not done, but 6-monthly narrative reports were produced for telecentre.org, and two information bulletins were published, in June 2008 and February 2009. CAICC should have produced an annual report which would permit the sharing of experiences in terms of results, problems and perspectives for project implementation and encourage reflection and debate. The information bulletin is informative, and the 6-monthly reports are analytical but oriented to and following the norms of the funder, and thus do not replace the annual reports.

At the same time, various activities were undertaken to publicise the project's results to partners and members of the local, regional and international networks. This enabled comments and contributions that helped improve project activities.

## ***6. Conclusions and Recommendations***

The CAICC's implementation filled a gap in the community initiatives. Considering the size of Mozambique, the efforts already made in bringing ICTs to the communities, and also the major differences in technical and management capacity in different districts, we think that CAICC was

born at the right moment. It is possible to conclude from the visits, interviews and documentation that CAICC has tried to develop its activities and achieve the project objectives.

The activities planned are in line with the project objectives, and were generally implemented, despite the constraints related to the minimal budget, the late availability of funds, the reduced number of staff, and misunderstandings among some beneficiaries about the CAICC's functions, since they hoped for material and financial support rather than their own active participation in CAICC's activities.

In the light of our analysis, there is no doubt whatsoever about the importance of CAICC for the telecentres, community radios and CMCs. CAICC's activities have made a considerable contribution to the dynamism of the beneficiaries. Community technicians have been able to do routine maintenance of equipment and make diagnoses by using the helpdesk. The network created and the exchange visits contribute significantly to learning and exchanges of experience among the beneficiaries. The frequency of visits by the Maputo coordinators should be increased to at least one per year.

CAICC's beneficiaries use its services effectively, in particular the helpdesk through the Green Line, given that almost all have access to mobile phones. Unfortunately the Internet-related services are not sufficiently used, mainly due to problems of lack of access and poor connectivity. There is an enormous thirst for training, and great acceptance of the training courses, but as they cover technical subjects the length of the courses should be re-considered, as they are thought to be very short. The quality of CAICC's services can be classified as good. The staff have certainly managed to establish ongoing remote relationships and a response capacity to every type of concern, and furthermore awakened the spirit of collaboration and mutual help among the beneficiaries. The results of the technical and monitoring visits were so good that the beneficiaries wanted more.

Cohesion among all the partners is weak, resulting from MCT's lack of leadership in its role as government representative with regard to the design and implementation of community ICT policies and others. Though relations are very good with some partners, in awareness that everyone is working for the same cause, namely the use of ICTs for development, the involvement of all the partners would be desirable.

From the evaluation made on the basis of the visits, interviews and documentation we conclude that the CAICC should continue, but with some changes, as follows:

#### Integration and Governance Structure

MCT should assume its leadership role and bring together all the partners for this just cause – providing universal access and the use of ICTs for development. We therefore recommend the reactivation of the Steering Committee with a view to the definition, integration and governance of CAICC. Taking into account the existence of various community initiatives, and that the document defining the National CMC Programme is in the process of approval, there is no doubt

that the activities being developed by CAICC could make a strong contribution to the technical sustainability and management of CMCs, community radios and telecentres, and that they in turn, in the medium and long term, could contribute to the sustainability of CAICC.

The relations between CIUEM and the local partners will achieve better synergies when there is an active governance body.

Should the attempts to reactivate the Steering Committee be unsuccessful, we recommend that the MCT takes on the role of governance body. The indication of MCT to lead the governance process is because this question should be resolved taking into account not only CAICC but also all the other community initiatives. As is generally known, there are various community initiatives implemented by different government and non-government institutions, and the existence of a single Steering Committee for all the initiatives would be ideal rather than having various committees, one for each group of community initiatives.

CAICC should increase its human resources and action partners in addition to the project coordinator, as described below.

#### Management and Human Resources

The CAICC implementation and management team, under the supervision of CIUEM, made great efforts to be able to plan and implement the activities, as envisaged by the project, within a set of budget and staff limitations.

The CAICC management should have 2-3 fulltime coordinators concentrated in Maputo, who could guarantee coverage of the whole country through monitoring visits and supervision. They would additionally guarantee increased dynamism in the production and updating of materials, dealing with requests for technical and management support, preparing and conducting training courses, maintaining and expanding the network of local, regional and international partners. CAICC's activities at provincial level should be implemented in collaboration with the CPRDs and FORCOM. Thus, like the support the CPRDs and FORCOM have been giving to implementing CAICC's activities, the technicians at each CPRD and Provincial FORCOM would be responsible for monitoring and providing direct assistance to the community initiatives in the districts of their provinces.

#### Social Contribution

As a result of CAICC's contribution, the community initiatives continue to exercise their activities of producing and disseminating information using various means, mainly radio. The local communities thus have access to local, national and international information, covering political, social, economic and other events. In all the community initiatives visited and interviewed we were told that many volunteers, after benefiting from the courses in the community activities and being volunteers during some time, get decent jobs that require computer skills and/or ability to work in radio quite easily. This contributes to the social wellbeing of the communities.

## CAICC sustainability

The question of CAICC's sustainability should not be seen in isolation, but rather should be integrated with the community initiatives themselves. It can thus be examined from various points of view:

### 1) Financial sustainability

Because CAICC provides support services to community initiatives, in current conditions its self-sustainability is very difficult since, according to Nhabinde and Nhabinde (2008) the income of the community initiatives can pay for minor repairs but is unable to cover constant breakdowns. In the future, therefore, if they create some financial capacity, payment for CAICC's services should be introduced gradually, defining which services are subject to payment.

One form of sustainability could be the allocation of supporting funds from government.

In the context of financial sustainability, it can be concluded that the return on the investment in CAICC is unquestionable because this initiative makes a considerable contribution to giving viability to investments already made in community ICTs. Given the existence of installed infrastructure in the centres, investing in CAICC is more of a priority than investing in spare parts, in order to get best use out of what exists. There is a strong functional interdependence between CAICC and the infrastructures of the community initiatives, since one influences the performance of the other.

### 2) Technical Sustainability

While CAICC has an experienced support team including CIUEM technicians, FORCOM and CPRDs, the low capacity and lack of experience of the teams – mostly young people – managing the community initiatives in the districts continues to be a constraint on putting CAICC's activities into practice. Technical sustainability requires people who have the minimum prerequisites, which is often difficult in the rural areas.

## Challenges

CAICC emerged to guarantee the sustainability and improvement of services and infrastructure in the telecentres, radios and CMCs. We therefore recommend that its activities should be accompanied by another project to replace equipment and establish Internet services, under the threat that CAICC could become unsustainable due to the disappearance of existing infrastructures in the centres themselves. In addition to the observations made during their visits by Moiana et al (2007) and in Nhabinde and Nhabinde (2008), we urge the need to replace obsolete equipment.

Given that most of CAICC's services are supported by the Internet, another no less important challenge is to guarantee connectivity at acceptable cost for Internet access and use in the rural areas. We recommend the mobilisation of support for effective access to Internet in the districts

and to replace computer and radio equipment. For example, experiences developed by FORCOM to facilitate access to credit for radios to be able to acquire transmitters could be built on.

#### Priority activities

- 1) update the database of contacts of community initiative coordinators, managers and technicians;
- 2) increase the publicising of CAICC's activities and mobilisation to integrate all beneficiaries into the network;
- 3) capacity building in ICTs including radio should be done at the local sites, to be facilitated in coordination with the CPRDs and FORCOM. The training would thus be adapted to the local technical conditions, resolving specific daily problems;
- 4) capacity building in organisation, management and implementing development and sustainability plans on the basis of local realities;
- 5) capacity building in designing projects for mobilising local support, enabling access to local funding for small activities;
- 6) and, obviously, giving continuity to the activities of the helpdesk and of CAICC in general.

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## ANNEXES

(only available in Portuguese, see Portuguese version online)

**Anexo A** : Termos de Referência **Error! Bookmark not defined.**

**Anexo B**: Questionário Dirigido às Iniciativas Comunitárias **Error! Bookmark not defined.**

**Anexo C**: Sistematização das entrevistas aos CMCs, Rádios e Telecentros (pelo uso do telefone, fax e email)

**Anexo D**: Guião de Entrevista Dirigido aos coordenadores, gestores, administradores e técnicos dos CMCs, Telecentros e Rádio Comunitárias Visitadas

**Anexo E**: Notas das Entrevistas aos coordenadores, gestores, administradores e técnicos dos CMCs, Rádios comunitárias e Telecentros, Visitados **Error! Bookmark not defined.**

**Anexo F**: Guião de entrevista aos Parceiros

**Anexo G**: Transcrição das entrevistas aos Parceiros **Error! Bookmark not defined.**

**Anexo H**: Transcrição das entrevistas com os gestores do CAICC  
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