U N E S C O

Scale up Initiative for Community Multimedia Centres in Mozambique
Project Document

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INTRODUCTION

Mozambique has been selected as one of the partner countries in an initiative to stimulate the establishment of large-scale networks of Community Multimedia Centres (CMCs) in Africa that was launched by UNESCO and Swiss Development Cooperation in December 2003, during the World Summit on the Information Society (WSIS) in Geneva.

The medium term goal is to establish 50 CMCs in rural and semi-rural areas of Mozambique, contributing to local development through providing equitable access to the tools of information and communication technologies (ICTs) in a development framework. Funding for a first phase of up to 20 CMCs has been provided by Switzerland as both catalyst for the whole process and guarantee of building a solid and sustainable network on the ground.

The revolution in information and communication technologies is creating new opportunities for economic growth and for social development. A broad consensus has emerged on the potential of information and communications technologies to promote sustainable development, combat poverty, strengthen democratic governance, help strengthen women's capacity to act by reducing inequalities between the sexes, promote active participation by disabled and elderly people in development, and step up the fight against diseases such as HIV/AIDS and malaria. Information and communication technologies are a strategic instrument to achieve the reduction of absolute poverty. The digital divide threatens to marginalise still further the economies and inhabitants of many developing countries such as Mozambique. The challenge of transforming this digital divide into opportunities in this area requires the commitment of the government and of its national and international partners.

Mozambique already has significant practical experience in the field of rural community radio and telecentre projects, and has built on these to establish its first pilot CMCs. Valuable lessons have been learned and will be applied to the implementation of this strategic project aimed at moving beyond the "pilot" phase.

The CMC concept is based on taking advantage of the synergies between radio and IT tools such as computers and the Internet to contribute to local development, improving access to information and education and providing opportunities for communications, information exchange and networking among communities. CMCs can play an important role in the attainment of the Millennium Development Goals.

This scale-up project falls within the framework of the Declaration of Principles and Plan of Action adopted at WSIS and of UNESCO's own Medium-Term Strategy for 2002-2007. It also reflects the goals of the New Partnership for African Development (NEPAD), which promotes development of ICTs as one of its key action areas. The establishment of CMCs is likewise consistent with Mozambique's current context. Resolution nº 28/2000 of the Council of Ministers approved the National ICT Policy, which defined ICTs as a strategic instrument in the fight to reduce absolute poverty, and one of the ICT Implementation Strategy priorities is the establishment of community access points in rural areas.

The project will be implemented by UNESCO's Communication and Information Sector through the Maputo office of UNESCO, partnered by the Eduardo Mondlane University Informatics Centre (CIUEM), a unit within the UEM dedicated to providing services and carrying out research and extension work. A multi-stakeholder steering committee made up of national and international partners with direct interests in the project will be established to ensure coordination and appropriate monitoring, while national-level oversight will be guaranteed by the ICT Policy Commission (CPInfo) chaired by the Prime Minister, with the help of its Policy Implementation Technical Unit (UTICT) and National Consultative Forum.

SECTION I - BACKGROUND AND JUSTIFICATION

1. General country context

1.1. Population and administrative organisation

Mozambique lies along the Southeast coast of Africa. It is a long, thin country covering a land area of around 800,000 km2, with a coastline of some 2,500km and a land border with six Southern African countries. Based on the 1997 population census, by 2004 Mozambique had an estimated population of 19 million, making for a very low average population density of 24 persons per km2. Some 5.9 million or 31% live in urban areas (provincial and district capitals) and the remaining 69% in rural areas. People tend to live in scattered hamlets rather than more intensive concentrations in villages.

An estimated 45% of the population is under 15 years of age. There is considerable variation in the size and population of the various provinces, as well as in population density. Nampula and Zambezia provinces alone account for over 23% of the country's area and over 38% of its population. Maputo city contains 6% of the population, but Niassa province has 5% in an area of 129,000km.

The country is divided administratively into 11 provinces (including the national capital, Maputo, which has the status of a province), subdivided into 134 districts – each of which has a district capital that ranges from a more or less extended village to a reasonably well developed urban commercial and administrative centre with certain facilities. The districts are subdivided into 393 administrative posts and 1,042 localities. 2003 legislation gives more administrative autonomy at provincial level, and makes the Administrative Post a more active level of interaction between the government and the people.

1.2. Economic growth and poverty

Despite its considerable agricultural and mineral potential, Mozambique is one of the poorest countries in the world, ranked 168 of the 174 countries covered by Human Development Indices (HDI), with Mozambique's HDI lower then the average for the least developed countries. However, in recent years Mozambique has shown signs of strong growth, albeit from a very low starting point. Between 1996 and 2002 real GDP rose by 62% and real consumption per capita rose by 50%, though there have been substantial fluctuations due to Mozambique's susceptibility to natural disasters: major floods in 2000 and 2001 and in 2003 a serious drought in the south.

According to the country's Household Surveys, the proportion of absolutely poor people has fallen from 69% in 1996/97 (39% destitute) to 54% in 2002/03. A comparison of the urban/rural figures shows that the main improvements were in rural areas: while urban absolute poverty fell by 10.5%, rural poverty fell by 16%. Average consumption of the absolutely poor has also risen.

	1996/7	2002/3	Change
Less than $1 per day	37.9	20.3	-17.6

Less than $2 per day	78.4	59.2	- 19.2
Difference	40.4	38.9	-1.6

Figure 1: % population living on less than US$1 and US$2 a day

However, according to the 2002/2003 Household Survey the proportion of family income spent on communications, education and leisure is still very small, particularly in the rural areas.

	Meticais		%	
	Urban	Rural	Urban	Rural
Communications	14,267	284	2.7	0.1
Education	6,173	260	1.2	0.1
Leisure	13,480	3,183	2.6	1.4

Figure 2: Family income available for communications, education and leisure

1.3. Education

Despite these economic indicators, there has been a substantial rise in the number of children attending school, thanks to expansion of the school network and the perception that investment in a child's education is an important means of getting out of poverty. From 1997-2003 the percentage of children aged 7-17 who had ever been to school rose from 61% to 80%, with particularly rapid growth in rural areas.

The 1997 population census identified an overall illiteracy rate of 60.5% of the population aged 15 and over: 74% of all women and 44.6% of men. There was a major difference between urban (33%) and rural (72%) figures. The total rate was estimated to have fallen to 53.6% by 2002/03, though according to the latest National Human Development Report, illiteracy by province in 2000 varied from 13% in Maputo City to 75% in Zambezia.

Although Portuguese is the official language only a small, educated minority can actually speak it, as the country has at least nine main different linguistic groups. Portuguese is the mother tongue of only 6.5% of the population, while almost 30% speak Emakhuwa and over 11% speak Xichangana.

1.4. Government policies and strategies

Government policies manifest a clear commitment to the introduction and use of ICTs in all sectors of activity, and to freedom of expression and the press.

1.4.1. The PARPA and sectoral strategies

The government's main instrument for achieving its top priority of reducing poverty in the country is the Poverty Reduction Action Plan (PARPA) 2001-2005, which contains strategic measures that are broken down into annual plans and targets. Its key goals are the following:

i) To reduce the levels of absolute poverty;

ii)   To promote rapid and sustainable economic growth through the creation of an environment favourable to private sector activity, taking into account the specific needs of the rural areas; and

iii)   To participate in the world information revolution, through the production of scientific solutions to the country's specific problems, including the incorporation of scientific and technical knowledge into the public administration and governance.

The PARPA identifies four main sector groupings and their respective priority tasks: the social sector (education and health), infrastructure (roads, energy and water) agriculture and rural development, justice (governance and legality) and macro-economic and financial policies.

It also defines other areas of action, including "technology". Here it states clearly that the key objective of ICTs is "to expand access to computers and Internet for the rural population and expand knowledge through education systems". The main measures to be implemented are:

•   Installation of computers in rural areas
•   Installation of computer laboratories in educational institutions
•   Effective community generated content based on local realities, relating not only to the PARPA's focus on Governance, but also to the other focus areas.

With regard to communications, the PARPA proposes to promote a competitive telecommunications sector and liberalize Internet communications, both of which activities are already well under way.

Each government sector has its own Strategic Plan, formulated in the light of the PARPA targets. Sectors such as education and health are mainstreaming ICT use into their strategies, both for improving efficiency and transparency and as tools for achieving their sectoral objectives, for example improving the quality of education, distance learning systems, health research and telemedicine, to name just a few.

1.4.2. Freedom of information

Mozambique's 1990 Constitution guarantees the rights to freedom of expression and of the press, the right to information and the right to create privately owned media. The 1991 Press Law is considered one of the most liberal in Africa, and established the practical modalities for implementing the Constitutional norms. Media must register with the governmental Office of Information (Gabinete de Informação), but registration is automatic so long as the administrative requirements are fulfilled. Small press organs with a circulation of less than 500 are exempted from the full registration process.

An independent watchdog body, the Media Council (Conselho Superior de Comunicação Social), was established to ensure the independence of the media, press freedom and the right to information. There is no censorship.

This law was complemented by a 1993 Decree on private radio and television broadcasting, which detailed the specific technical and other conditions for authorisation and licensing. While community radios are not explicitly included, according to Mozambican law all forms of ownership other than public are covered by the concept of private ownership. However, as in other areas (such as the establishment of small businesses), it is difficult for grassroots organisations in rural districts to organise the paperwork and meet all the bureaucratic requirements required for undertakings from large to small without assistance, and moves are under way to facilitate the process through new legislation that distinguishes between community radios and national stations or for-profit businesses.

Currently radio registration requires presentation of a technical study for approval and allocation of a frequency by the National Communications Institute (INCM), and that the owner should be a legal entity, ie a duly registered association, cooperative, company, etc, with its own statutes, editorial policy, etc. Registration is not difficult, but can be lengthy.

1.4.3. ICT Policy
Given its importance for this project, Mozambique's ICT policy is covered in detail below.

2. ICTs for Development in Mozambique

In this age of the electronic revolution, information and communication technologies have become the great common denominator of development projects – from agriculture, mining prospecting and environmental management to education, health, culture and tourism, just to give a few examples. Information and communication technologies are valuable instruments of economic and social development. Mastering and using them is an essential requirement, if countries such as Mozambique are to be relevant partners and active participants in the Global Information Society.

The ICT Policy was developed with the help of studies carried out by national experts and wide-ranging national participation through provincial level and national workshops and seminars. This process in itself made an important contribution to awareness-raising and to levels of commitment to the policy and feelings of ownership at local level. The establishment of public access centres and connectivity in the districts was one of the priority demands at provincial meetings.

2.1. The ICT Policy framework
Mozambique has been taking a series of initiatives that will allow it to resist being pushed to the margins of the world information society. Some of the most relevant are the establishment of an ICT Policy Commission (Comissão para a Política de Informática – CPInfo), chaired by the Prime Minister; the approval of the ICT Policy, through Council of Ministers Resolution no. 28/2000; and subsequent government approval of the ICT Policy Implementation Strategy in 2002. Briefly summarised, the ICT Policy has the following main objectives:

- To raise people's awareness of ICTs and their potential
- To combat absolute poverty and raise living standards
- To provide universal access to information so that citizens may improve their professional performance and gain benefits in fields such as education, science and technology, health, culture and leisure
- To expand the use of IT in the national education system
- To encourage and support IT training for managers, community leaders, women, young people and children
- To improve the efficiency of the public and private sectors, and promote more investment in ICTs
- To help reduce existing imbalances between regions, between urban and rural areas and between different segments of society, promoting access to development opportunities
- To establish a favourable environment for public-private partnerships and national-international cooperation, facilitating Mozambique's integration into the global information society

The ICT Policy Implementation Strategy provides the operational framework to support an incremental approach for the implementation of a series of short-, medium- and long-term priority projects in the six priority areas specified in the ICT Policy (education, health, human resources development, universal access, infrastructure and governance). Projects are grouped in the following programme components: Human Capacity, Content and Applications Development, e-Government, Policy and Regulation, Infrastructure, Enterprise Development and Development of ICTs in the provinces. Priorities identified in the infrastructure component for implementation during 2001-4 include the National Transmission Network; the modernisation and expansion of regional traffic centres; the VSAT communications network; piloting VSAT stations and affordable e-mail access; and the national telecentres project (to be implemented by CIUEM) aiming to install a telecentre in every district.

Other implementation priorities that are highly relevant to the CMC project include projects in the Content and Applications area, such as an information system for HIV/AIDS, distance education and a knowledge base for science and technology; and in the realm of e-Government, such as the government one-stop shop, the computerised land register and GovNet.

The government encourages civil society, the private sector (national and foreign) and international cooperation partners to provide all necessary support to the development and application of information and communication technologies in all the country's social and economic programmes.

2.2. Institutional framework

The government establishes ICT policies and strategies, regulates the involvement of both public and private interests and entities and coordinates and supervises policy implementation. This is carried out at various levels.

At national level the ICT Policy Commission (CPInfo), chaired by the Prime Minister, coordinates and monitors implementation of the ICT Policy. The vice-chair is the Minister for Higher Education, Science and Technology, and members include ministers representing key sectors – for example Transport and Communications, Finance and Education – as well as senior representatives from the Eduardo Mondlane University and TDM.

The Commission has two structures to assist it:
•   A Policy Implementation Unit (UTICT) as its executive arm
•   A National Consultative Forum with the function of promoting interaction between government and non-government stakeholders and full civil participation, comprising representatives from civil society, the private and public sectors.

The national structures will be replicated at provincial level; until these structures are in place coordination and participation are ensured by focal points linked to the Office of the Provincial Governor. The district and municipal authority level is possibly the most crucial level for the establishment and operation of CMCs. The district administrators and/or mayors are responsible for ensuring coordination of ICT activities in their areas.

3.   Information and Communications Profile

Mozambique's shape and terrain are important factors in its infrastructure deficiencies. To these must be added the destruction of post-Independence gains caused by a war that lasted until 1992, and major natural disasters – floods and cyclones – in 2000-01 that in turn wiped out much of the post-war reconstruction. As a result, the only main north-south road is still often unreliable, to the point where many travellers between northern and central Mozambique prefer to take a longer route via Zambia and Malawi. The country has only 26,200 km of classified roads, of which 5,200 km have an asphalt/all-weather surface. Many district capitals are cut off during the rainy season.

However, notwithstanding problems of quality and vulnerability, fixed telephone services and energy are available in most district capitals. The CMC programme will take advantage of existing infrastructure, the existence of which will be part of the criteria for site selection. Existing community radio and telecentre projects show that it is possible to introduce technologies at district level.

3.1.   Fixed and mobile phone networks
Coverage of fixed telephone networks, with very few exceptions, does not reach beyond provincial and district capitals and currently covers 108 of Mozambique's 134 districts. The public telecommunications company (TDM) has made large investments over recent years to upgrade its infrastructure, introducing digital phone exchanges that enable the transmission of data at provincial and district level, though this process is by no means complete. A major additional barrier to developing ICT use at district level has been the high cost of inter-urban dialup calls to reach the nearest ISP, which combined with the

slowness of the lines tends to put the Internet out of reach of the local population. The National Policy called for a special tariff for Internet connections, and this was finally introduced in early 2004 and is now in implementation.

Two operators, MCel and Vodacom, currently exploit the mobile phone market. The mobile phone networks essentially cover the provincial capitals and cities, the coastal area and the main road and rail corridors. The rural areas, and particularly the interior of the country, as yet have virtually no access to this communication technology, except in some border areas. However, as in the rest of Africa, the number of mobile phone users has already outstripped the number of landlines and will certainly continue to grow exponentially. The companies promise to extend their networks to the rural areas.

Public phone booths (cabine público) for both fixed and mobile phones can be exploited by small private operators, and exist in their thousands in shops, restaurants, bars, telecentres, street kiosks, NGOs, etc.

3.2.   Energy

There is as yet no national electricity grid, though power lines from the Cahora Bassa Dam on the Zambezi River are gradually reaching through large parts of the country to serve cities and towns. In the south power is imported from South Africa; most district capitals depend on hydro-electricity or local generators, in the latter case sometimes only operational for a few hours a day. A number of district capitals have no regular energy supply at all, and institutions and others with the economic capacity depend on individual generators or solar systems.

The quality of the energy supplied, and the vulnerability of the supply to breakdowns, rain or storms, results in extreme oscillations and power cuts that have disastrous effects on equipment. Pilot schemes have shown that computers running off solar power or carefully controlled generators have longer lives and fewer maintenance problems, but the investment costs involved in the former and the running costs involved in the latter make them difficult propositions for small community-based activities.

3.3.   National radio and television coverage

It is estimated that public, private and community radio stations cover 60-70% of the population. Radio Mozambique is a public radio, which broadcasts nationally and also has provincial stations in every province. It broadcasts in Portuguese, on shortwave, medium wave and FM, and the provincial stations also broadcast in a range of Mozambican languages. Due to Mozambique's long land borders, many people living in areas where Radio Mozambique reception is poor listen to radio broadcasts in their own languages coming from neighbouring countries.

A significant reflection of improved living standards is the increase in the number of households owning a radio:

	Census 97	Household survey 2002
Rural	21.4	41.5

Urban	51.1	54.9
National	28.9	45.5

Figure 3: Households owing a radio

Even in the big cities there are only one or two commercial radio stations that are private business ventures in the whole country, and the main private stations are owned by various religious faiths (though their programming is often quite commercial) or other interest groups.

National television reaches 30-35% of the population, mainly in urban areas. The only television station transmitting nationally is the public television (TVM), with one channel broadcasting in Portuguese that now reaches all provincial capitals and a small hinterland area through satellite or optical fibre transmission. It also reaches nine district capitals through the Community Radio/TV project implemented with the Mass Communications Institute. TVM has small local production and studio facilities in the provinces, enabling the broadcasting of local programmes and the production of items for the national network.

Apart from TVM there are two private television stations in Mozambique, both operating only in Maputo city (STV and MIRAMAR) and RTP (Portuguese TV).

3.4. ISPs (Internet service providers)
The first Mozambican Internet Service Provider (ISP) was the Eduardo Mondlane University Informatics Centre – CIUEM. Its ISP activities serving both the university and the public began in 1993, following the end of apartheid, with a dialup system to a South African university. Today it has developed to the point of having its own VSAT gateway and dedicated bandwidth, and also hosts and manages Mozambique's Internet Exchange.

The TDM also developed an ISP, Teledata, in a joint enterprise with Portuguese Marconi. Teledata was the first ISP to offer connectivity in all provincial capitals and POPs in a few district capitals, and still constitutes the main option for most provincial users.

Other Mozambican providers appeared in 1996/1997 with the support of the Leland Initiative. USAID provided funding to facilitate the emergence of private sector ISPs, initially using a single TDM-operated gateway. There are currently around 12 private ISPs, several of which with their own gateways, but all operating in Maputo. Only one, Virconn, has recently started operations in some provinces, as part of another USAID-funded initiative.

3.5. Sources of content
Mozambique has the technical capacity, but has not yet given sufficient attention to the production of its own digital content. It is hoped that the Content and Application Development component of the ICT Policy Implementation Strategy will stimulate higher levels of activity. Production is beginning to grow exponentially, with the existence of

both public and private sector initiatives: portals for business, information about the country, statistics and economic information and embryonic government information websites, as well as individual company and institutional sites. Web design is done by marketing companies, freelance designers or trained staff in the various institutions, and hosting the sites at Mozambican ISPs facilitates access within the country thanks to the Internet Exchange.

One private company, Pandora Box, has specialised in CD-Rom production of legislation and other important documents. CIUEM specialises in CD-Rom production for community purposes, including the use of local languages.

However, there is a great shortage of material with content appropriate for rural destinations and in an accessible language. Some organisations, such as the United Nations bodies, make much useful content available, but it is rarely in Portuguese. Relevant content in Portuguese can be found on Brazilian sites in particular, and CD-Roms can be imported from Portugal and Brazil.

Providing CD-Rom based information has been an important strategy for Mozambique's rural ICT projects, given that they can be a cheaper, easier to access and more durable source of information and knowledge than the Internet .

3.6. Community radio, telecentres and CMCs
Mozambique's first community radios were established in the early 1990s by the Mass Communications Institute (ICS), which now has a network of eighteen radios located in district capitals and one in Chimoio, ten of which are combined with television. The UNESCO Media Project has funded the establishment of eight radios and two media resource centres, in a process that begins with the creation of a specific legal local association. These radios have some paid staff but also depend on local management committees and volunteers. Another important actor is the Catholic Church, which has established nine radio stations, using similar methods to ensure community participation. There are now 42 radios registered and on air, and a further 3 finalising their registration processes.

The first two pilot telecentres were opened in 1999 in districts in southern Mozambique, as part of a CIUEM initiative. Since then a further six have opened, four in districts and two in provincial capitals. Some are owned by local NGOs or associations, others by schools. In addition to computer and e-mail/Internet access they provide services such as photocopying, public phone and fax, IT training, scanning, binding and small libraries.

All these radio and telecentre projects seek sustainability through a mix of development and income-generating activities, though all have required start-up funding and continued support from different sources. Income varies according to the characteristics of the district where they are located.

Most importantly, experience and continuous research have shown that the radios and/or telecentres have become integrated into their communities and are seen to fulfil

community needs. Like any rural development activity, they must have a long-term perspective: the challenges of human resources, technical difficulties and viability are enormous, but are being faced constructively.

Four pilot CMCs have been launched so far: two in southern Mozambique (Manhiça and Namaacha), by adding the UNESCO suitcase radio to telecentres, and two in the central region (Sussundenga and Dondo) by adding telecentre facilities to existing radios (one ICS and one Media Project). The Cuamba CMC is about to open.

It is important to note that there is no single model for a radio, telecentre or CMC, and in fact there are considerable variations in size, complexity, costs and organisational models. The radio stations range from sophisticated equipment in purpose-built installations to the suitcase radio behind a screen in the corner of a room. Staffing arrangements and funding levels vary likewise.

UTICT aims to establish a Provincial Digital Resource Centre (CPRD) in each provincial capital, which among other activities will serve as a hub supporting district level ICT initiatives such as the CMCs through training, technical support and content production. There are two so far, in Inhambane and Tete provinces.

Every provincial capital now has at least one IT company selling equipment and consumables and/or offering technical assistance and sometimes training. Unfortunately the quality of the technicians and materials and the costs of services vary widely, but they do provide a starting point in the search for local solutions. The SchoolNet project intends to establish regional maintenance centres.

4.   Conclusions

The information and data included in this section show that Mozambique has all the basic conditions required for successful implementation of the CMC initiative.

Although the state of the infrastructure does not permit CMCs to be established in every corner of the country, there are many districts where ICT activities are technically possible. Government policies and enabling structures are in place, and bodies such as CIUEM, ICS, the SchoolNet project, the Media Project and others have substantial on-the-ground experience in implementing ICTs for development projects outside the cities.

Most importantly, the national and local debates that took place around the ICT policy, combined with the demonstration effect of pilot projects, have produced a high level of awareness of the usefulness of ICTs, and there is enthusiasm and commitment at all levels of society.

SECTION II – THE PROJECT

1.   Purpose and Development Objective

The purpose of the project is to establish the basis for a sustainable national network of Community Multimedia Centres (CMCs) in Mozambique, thus making a strategic contribution to achieving the goals of national development and ICT policies. Moving on from pilot projects towards getting critical mass is essential for helping to ensure a more equal and participatory society.

This project will seek to establish up to 20 CMCs, as a significant step towards an intermediate goal of 50 CMCs and Mozambique's long term goal of having an ICT access point in every district.

The CMC concept is based on taking advantage of the synergies between radio and IT tools such as computers and the Internet to contribute to local development, improving access to information and education and providing opportunities for communications, information exchange, learning and networking among communities. Access to the tools for marginalized communities and population groups is seen as a first step towards appropriation and active participation in the use, production and exchange of local content and applications, and in activities related to development needs. The CMC initiative is above all a development project rather than a quick fix technological project.

The main long term development objective is the following:
• **Contribute to national socio-economic development and the fight against poverty by providing local communities with access to ICTs and knowledge through CMCs**

Immediate objectives are:
1.• To establish a sustainable national network of Community Multimedia Centres in rural areas
2.• To provide communities with information and services adapted to their needs
• To enhance the production of content in various formats (on line, off line, audio, video, electronic, printed)
And additionally:
• To test scale up strategies for rural ICT projects and disseminate the lessons learned

2. Beneficiaries

The goal is to reach the whole community within range of the radio transmitter, overcoming illiteracy and language barriers through radio programming in local languages. These listeners will benefit from "radio browsing" techniques designed to bring national and international information closer to the grassroots.

Within the communities there are specific target groups of potential beneficiaries from the CMC's various activities and services. Early ICT adopters are likely to be teachers and school students; professionals; local associations and NGOs working in the area. Staff in local government institutions will benefit from computer skills and

access, and from the possibility of transmitting their health and educational messages to a wider audience. Businesspeople will take advantage of improved communications facilities to promote their activities.

The CMCs must be proactive in reaching out to disadvantaged groups, such as women and young people who are out of school, and ensuring that nobody and no grouping feels excluded or unwelcome.

One special category of beneficiaries is the members of management committees and volunteer activists, who will gain both practical skills and valuable experience that will serve them in the future.

3.   Stakeholders

CMCs will have stakeholders at multiple levels – national, provincial, local and international – ranging from institutions and organisations that will be directly involved in project implementation to direct and indirect beneficiaries, eg government authorities and civil society organisations that will be able to make use of the CMC tools and services, bodies working in similar areas, cooperation partners and others. At local level the beneficiary communities and CMC owners and hosts are obviously key stakeholders.

The following is a summary list of the main actual and potential stakeholder entities:

3.1.   National level
➢ *ICT Policy Commission (CPInfo) and respective Implementation Unit (UTICT)*
CPInfo is chaired by the Prime Minister and its mission is the oversight, coordination and support of activities to implement the National ICT Policy, and promotion of new initiatives. It operates at national and provincial levels, ensures multi-sectoral and civil society participation in debates and activities, and also implements some projects directly.
➢ *Ministry of Higher Education, Science and Technology (MESCT)*
Vice-chair of the CPInfo and responsible for national science and technology policy, higher level distance learning, etc
➢ *Ministry of Education (MINED)*
Responsible for the national SchoolNet programme, introduction of ICTs into school curriculum, distance learning
➢ *Ministry of State Administration (MAE)*
ICT-based One-Stop Shops programme, training for local government personnel
➢ *Eduardo Mondlane University (UEM)*
Largest public university, source of technical and research skills; ICT leader through CIUEM
➢ *Eduardo Mondlane University Informatics Centre (CIUEM)*
Provides technical services, carries out research and extension work, a leader in ICT innovation, content development, training, ICT4D projects including telecentres and CMCs

➤ *Mass Communications Institute (ICS)*
Supervises the oldest network of community radios, has training and production centre
➤ *Mozambique Telecommunications Company (TDM)*
Telecommunications infrastructure, digital agencies
➤ *Radio Mozambique (RM)*
National public radio, technical and training capacity at provincial level
➤ *Mozambique Television (TVM)*
Partnerships with some community radios
➤ *UNESCO Media Project*
Responsible for establishing eight community radios through partnership with local communities, among other media support activities; provides training, resources and coordination. Promotes journalism training and women's networking. Is establishing two CMCs so far.
➤ *Private sector bodies*
ISPs, IT and other companies can participate in the CMC project as part of their social responsibility activities in addition to or instead of providing commercial services.

3.2. Provincial and district level
➤ *Provincial governments*
Leaders of development and ICT policy implementation in their territories, CPInfo focal points
➤ *Provincial Digital Resource Centres*
Hubs for provincial ICT initiatives, content development, technical support, training, etc, so far established in Tete and Inhambane by UTICT
➤ *District governments*
Responsible for district development plans, will be involved in establishment of CMCs

3.3. Civil society bodies, national and local
➤ *Local CMC host organisations or owners and the local beneficiary communities*
The most important stakeholders, most crucial for CMC success and most interested in succeeding.
➤ *National Community Radio Forum (FORCOM)*
Community radio network established in April 2004 to create a sustainable and enabling environment for all community radios and CMCs. Will support members technically and help develop partnership strategies.
➤ *Catholic church*
Radio Maria community radio network.
➤ *Community Development Foundation (FDC)*
The FDC Telecentres Project aims to produce digital educational content for primary school level (certified by MINED) and establish computer labs in upper primary schools.
➤ *Progresso Association*

NGO working in education in Cabo Delgado and Niassa; is establishing teacher resource centres with computer access and desktop publishing

➢ Numerous other *civil society bodies* are beginning to use ICTs in their activities, and are all potential CMC partners, for example *the Christian Council of Mozambique* (Education for Peace), the Women's Forum (CD-Rom on legislation concerning the family), and the LINK NGO Forum (information service).

3.4. International partners and potential partners

➢ *UNESCO*
Leader of the CMC international initiative.

➢ *Swiss Development Cooperation (SDC)*
Co-promoter and initial funder of the CMC initiative

➢ *United Nations Development Programme (UNDP)*
Implements an ICTs for Development programme with CPInfo, including support for the CPRDs

➢ *Canada Fund for Africa*
Funding for new telecentre building in Manhiça, supports programmes for development and implementation of NEPAD including ICTs

➢ *Japan International Cooperation Agency (JICA)*
Volunteer programme and support for ICT activities in Mozambique.

➢ *Swedish International Development Agency (SIDA)*
Supports ICTs for improved governance and integrated development in Niassa Province among others

➢ *International Development Research Centre (IDRC)*
Supported Mozambique's first telecentres as part of the Acacia programme, continued support to ICTs for development activities.

➢ *W.K.Kellogg Foundation (WKKF)*
Supports telecentres and integrated rural development programmes in Manica province

➢ *Other international agencies and bilateral donors*
Important contacts for exchanges of experiences and promoting collaboration. Many of the embryonic experiences to date have been the result of support by bilateral donors, and others could be encouraged to support the CMC project either directly or indirectly by incorporating components into their programmes.

➢ *International organisations working in ICTs*
Mozambique already has contacts or working relations with a number of bodies working in this field, for example: AMARC, Open Knowledge Network, Open Society Institute of Southern Africa, PANOS Institute, CATIA, CISCO, World Links, SchoolNet Africa, etc

4. Institutional arrangements

The institutional arrangements aim to guarantee maximum stakeholder involvement in an effective and functional mechanism. In particular, the strategic aim is to ensure integration of the project and its activities into the structures established to coordinate

implementation of national ICT policy. This will also help to promote national ownership of the project, which will in turn contribute to new partnerships and increased sustainability.

The project will be implemented by the Communication and Information Sector of UNESCO through UNESCO's Maputo office, with the Eduardo Mondlane University Informatics Centre (CIUEM) as implementing partner. The CIUEM is charged in the ICT Implementation Strategy with responsibility for the national telecentres project.

4.1.   National Project Team

A National Project Team, comprising a project coordinator, a technical assistant, an administrative assistant and a driver, will be established within the CIUEM. It will be contracted by UNESCO under the authority of the director of UNESCO Maputo, and also report to the Director of CIUEM. It will maintain close working links with UNESCO Headquarters.

4.2.   Multi-stakeholder Steering Committee

The national Steering Committee will be formed by the main project stakeholders. It will have the following tasks:
- Establish guidelines for project implementation
- Verify progress and propose necessary measures and adjustments
- Approve action plans and reports and assist in problem-solving
- Liaise with CPInfo and UNESCO HQ, providing progress reports and seeking input
- Promote the project goals and seek new partners and additional resources

In the light of the activities described in point 3 above, Steering Committee members will include the following:
- MESCT (chair)
- UNESCO
- CIUEM
- UTICT
- Swiss Development Agency
- FORCOM (Community Radio Forum)
- UNDP

The project coordinator will have a seat on the Steering Committee and act as its executive secretary.

The committee will adopt Terms of Reference and determine its meetings calendar. Other members may be added in the light of their involvement.

4.3.   ICT Policy Commission - national oversight and coordination body

As described in chapter 2, the ICT Policy Commission is Mozambique's highest national organ for all ICT development activities. Its direct involvement will ensure that the project is integrated into national activities in a coordinated manner, and will avoid

duplication of roles, responsibilities or tasks. UTICT, its executive arm, will sit on the Steering Committee and, together with MESCT, guarantee the necessary information flows between it and CPInfo and make the necessary consultations.

As the ICT policy coordinating body, CPInfo will assist in mobilising resources for the CMCs, communicating with government institutions and developing synergies with other projects.

CPInfo's National Consultative Forum, bringing together government, public and private sector and civil society representatives, will be able to provide input and advice for the project, and be a valuable channel through which to reach wider sectors, mobilise new partners and disseminate information and results.

4.4.   Local committees

The CMCs will be supervised by local committees, which will have direct lines of contact with the implementation unit and project management structures.
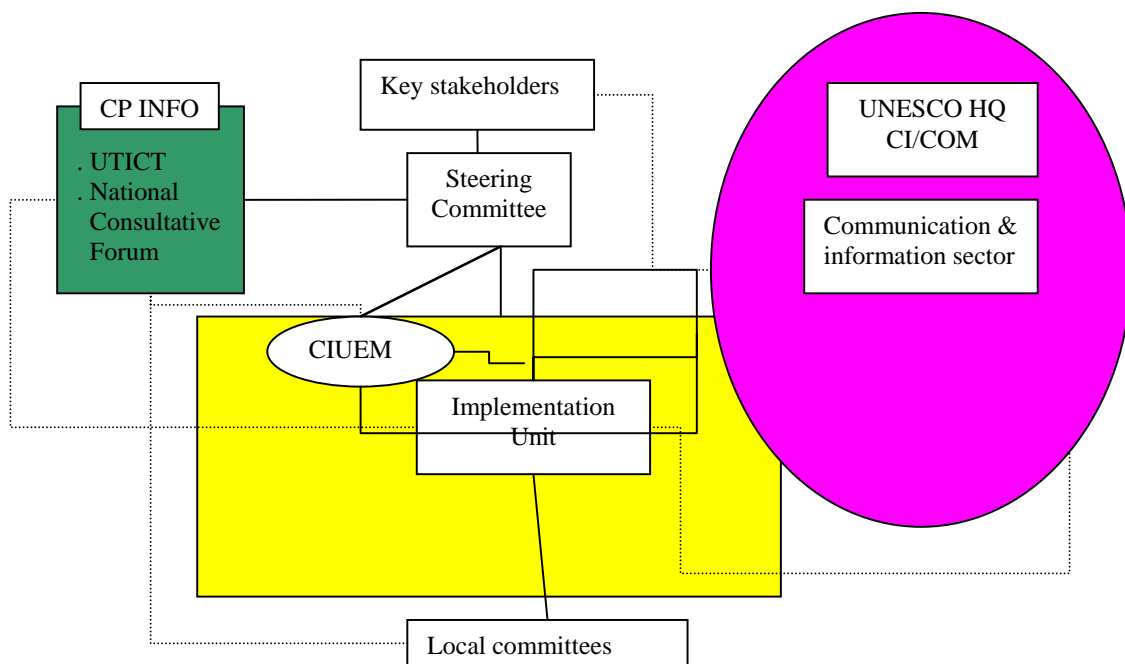

Figure 4: Overall implementation arrangements

5.   Implementation strategy

The project focuses on designing, establishing and maintaining modest, culturally appropriate, locally owned and sustainable CMCs. The strategy is based on a flexible approach that aims to build on existing initiatives, work with local partners and

coordinate nationally. For example, not only converting radios and telecentres into full CMC's, but also encouraging local institutions such as libraries, community centres or development organizations to establish their own CMCs. Additionally new CMCs or satellite CMCs may be established from scratch.

Integrating the CMC concept into existing institutions, radios or telecentres will be advantageous in that it will benefit from experience, pre-existing management and democratic structures, greater possibilities of trained human resources and easier community mobilisation. It will also be more cost-effective, especially considering that the budget does not allow for new building works. However, given the huge diversity of these institutions it will also pose considerable challenges in dealing with issues of integration, ownership, investment and funding levels and sustainability. The problems will only be overcome through creating relations of mutual trust between the implementation unit and the local partners, and guaranteeing clarity and transparency at all levels.

In view of the development framework, high priority will be given to training, the production and circulation of content, outreach activities and national and local networking. At the same time the technical component must operate reliably for the CMC to maintain its credibility and be able to play its developmental role. This latter will require careful selection of equipment and suppliers.

Coordinating and partnering with other ICT projects will be vital to ensure the rational use of Mozambique's scarce resources and maximum benefits for the population. Government and international partners will have a particularly important role in helping to prevent duplication of efforts and find ways of working together.

Considering that the funding available for the CMC initiative so far is insufficient to reach the target of 50 CMCs, mobilising additional resources directly for this programme and encouraging partners to contribute by setting up CMCs in the context of their own programmes or working to reinforce existing CMCs through supporting activities or buying services will be vital for both growth and sustainability. In this context some existing radios or telecentres may be able to mobilise their own funding along the lines discussed above.

The starting point for the implementation strategy is the data presented in an initial country study, which informed the Background and Justification section of this project document. During the study and preparation of the present document various consultations were also made with key stakeholders.

5.1. Establishment of national project team and governance structures
The project's first task is to recruit staff for the project team and set up a small office at the CIUEM. This will be carried out in coordination between UNESCO and CIUEM. Membership of the Steering Committee will be finalised, and it will meet and approve its Terms of Reference.

5.2.   Implementation phases

The project will be implemented in phases, as follows:

Phase 1 (6 months)

The installation of 6 CMCs or satellites. Priority will be given to partnering with existing radios or telecentres, and to activities in the central and northern provinces, which are the most populous and have up to now had no telecentre or CMC activities.

Simultaneously with the installation, studies will finalise the selection of the next sites.

The work of setting up the national resource centre and organising CMC support systems will begin.

Phase 2 (1 year)

Phase 2 will see the progressive installation of ten CMCs and/or satellites over a 12-month period. The focus here will be on identifying new partners among local NGOs and other institutions, and adding the radio component to existing telecentres.

During this phase the national resource centre will be consolidated, with content production being an important priority. National and regional networking and integration into existing networks will develop.

Resource mobilisation for strengthening the existing project activities and preparing phase 4 will be another priority.

Phase 3 (6 months)

The remaining four CMCs will be installed. Research to evaluate project results will be carried out and the findings disseminated. Preparation for phase 4 will begin.

Phase 4

This phase is dependent on the mobilisation of additional resources that will enable the installation of at least another twenty CMCs in different districts of Mozambique.

5.3.   Methodology

The success of the CMCs is based on community acceptance and integration, reflected in community participation in ownership and operation. A participatory approach will therefore be adopted, based on assessing needs, community collaboration and interactive feedback. Efforts will be made to involve all sectors of the community, from administrative and traditional authorities to women's and peasant's organisations, schools, religious institutions, local entrepreneurs and youth.

The pilot sites will share their experience with other communities and with each other, and will serve as demonstration sites where experiential training can occur, promoting the establishment of a sustainable network.

Participatory methodologies will be used throughout the life of the project,

5.4. Site selection
5.4.1. Site selection criteria
Site selection for the CMCs will focus on rural districts, usually in the district capitals due to the infrastructure requirements. This choice is in recognition of the reality that over 70% of the population lives in rural areas and district capitals: the primary development challenge of improving people's lives and reducing imbalances is there, and a project such as this should locate itself firmly in the forefront of development priorities. While not denying the existence of poor and marginalised populations in urban areas, they are still by and large less poor than rural inhabitants, and have more access to facilities. ICT access points such as Internet cafés already exist, and the greater population density and purchasing power creates openings for the private sector, in line with government policy.

As a general principle, the existence of technical conditions is an essential pre-requisite, but of at least equal importance are the need for balanced national coverage and the existence of local champions and receptive communities.

However, site selection must still be done very carefully, and obey basic criteria that offer conditions for successful CMCs. The main criteria will be the following:

> The existence of basic infrastructure – 24/7 energy supply, fixed telephone lines capable of transmitting data as well as voice, ISP access, road access
> Suitable terrain for radio broadcasting
> The local socio-economic base and development potential
> Number and type of potential users
> Local champions and potential host organisations, including existing telecentres and community radios, with suitable installations
> Community interest and participation
> Human resources
> The existence or not of other ICT projects in the area or potential partners (NGOs, CBOs, government, aid organisations, etc), in order to avoid duplication and promote synergies
> Regional and provincial balance

The strategy wherever possible will be to identify a local partner, as described above, which will already be organised as a legal entity with democratic structures and community participation/representation, and for this entity (the "host organisation") to take ownership of the CMC. However, where this is not possible the community may decide to create a specific local association, or some bridging arrangement may be made in the case of a satellite CMC.

5.4.2. Definition of sites for the first phase
A "long list" of possible district capital sites was drawn up on the basis of the country study and contacts with national stakeholders, comprising essentially the districts where

technical infrastructures exist, and where there is currently no CMC or similar initiative (though there may be a radio or telecentre):

i)   **Maputo province** – Moamba (community radio), Boane, Bela Vista, Catembe, Marracuene, 3 de Fevereiro;
ii) **Gaza** – Chókwè (telecentre), Manjacaze, Chicumbane, Chibuto, Chigubo;
iii) **Inhambane** – Vilankulo (community radio), Homoine (community radio), Quissico, Morrumbene, Massinga;
iv) **Manica** – Gondola (telecentre), Machipanda, Guro;
v)   **Sofala** – Nhamatanda, Mafambisse, Gorongosa, Buzi, Tica;
vi) **Tete** – Ulôngue (community radio), Mutarara (community radio), Changara, Moatize, Zóbue;
vii) **Zambézia** – Mocuba (community radio), Milange (community radio), Nicoadala, Namacurra, Ile, Chinde;
viii) **Nampula** – Ribaué (community radio), Namialo (community radio), Nacala-a-Velha, Monapo, Marrere, Memba;
ix) **Cabo Delgado** – Mueda (community radio), Chiure (community radio), Quissanga, Montepuez (ICTs/solar energy pilot), Mocímboa da Praia;
x)   **Niassa – Metangula** (community radio), Marrupa (community radio), Mandimba (community radio), Massangulo.

This list will provide the working basis for future site selection, while subject to amendment as conditions change in each district.

The short list for the first phase of implementation is as follows:
Cabo Delgado – Chiure and/or Mueda (add on to radio)
Nampula – Ribaué and/or Namialo (add on to radio)
Zambezia – Mocuba and/or Milange (add on to radio)
Tete – Ulonguè (add on to radio)
Sofala – Marromeu
Inhambane – Vilankulo (add on to radio)
Gaza – Chókwè (add on to telecentre)
Maputo – Manhiça (satellite to existing CMC)

The final decision will be taken following a rapid feasibility appraisal at each location, checking in terms of selection criteria and economic viability. An additional criterion in the first phase will be seeking (relative) geographical proximity to facilitate joint training and exchanges, and reduce travel costs.
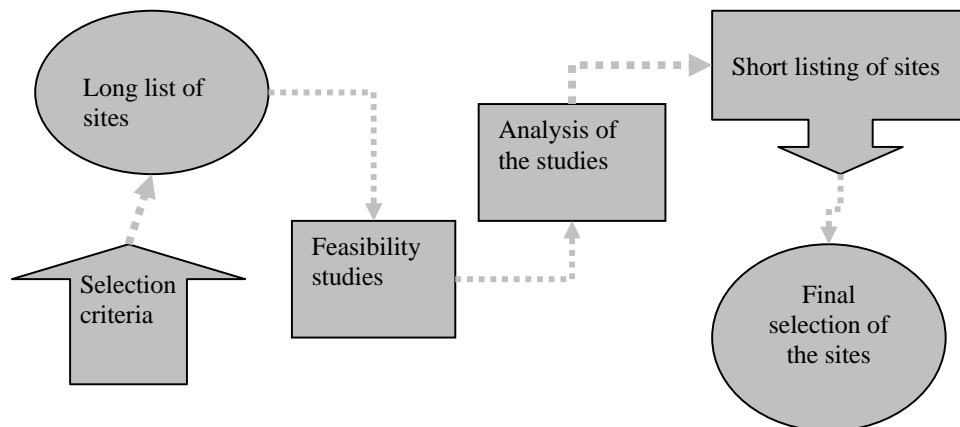
Figure 5: Procedure for finalising pilot sites

5.4.3. Installation sequencing

The main steps involved in starting up a CMC are as follows:

i.   Site selection and identification of local partner or organisational needs;
ii.   Local awareness-raising and mobilisation (generation of demand);
iii.   Setting up or adapting local management/supervisory structures;
iv.   Preparing operating plan, business plan and budget;
v.   Fulfilling requirements for registration of radio (radiation plan, name, owner, editorial policy)
vi.   Defining equipment needs and specifications;
vii.   Recruiting fulltime workers as required;
viii. Procuring equipment and accessories;
ix.   Training staff and key collaborators in management, finance, technical skills, communication and mobilisation;
x.   Purchasing and testing equipment and accessories;
xi.   Mobilising activists and beginning their training;
xii.   Preparing the premises and infrastructure (including energy installations);
xiii. Preparing and signing the contract;
xiv.   Installation of radio and IT equipment, more training and start up.

Some of these activities are carried out in sequence, some (such as mobilisation) are continuous, and some take place in parallel (particularly steps iv-xii). The host organisations have main responsibilities in steps ii, iii, v, vii, xi and xii. Steps iv, ix and xiii require close collaboration between the host organisation and the implementation unit.

This stage will culminate with the installation of the CMC's equipment and a final round of training for staff and activists. Broadcasting, content production and services must be

ready to start from the first day. An inauguration ceremony should be held (it can be later) at which the contract is publicly signed.

6.   Ownership and management models

The ownership models will be flexible and diverse, decided upon case by case. The key constant factors are: active involvement by the local community in management and in activities; capacity and transparency; and clarity over management and ownership. As set out in the selection criteria, the CMC may take as its base an existing radio or telecentre, it may be linked to a local institution or NGO, and it may need the creation of an entirely new association.

Existing organisations are likely to have their own models of democratic participation, and the project will not interfere with these but will ensure that they are adaptable to the needs of the CMC and the most representative possible of the surrounding community and key target groups such as women, farmers, etc. The project will work directly with the local level organisation that is responsible for the CMC, even when that body is part of a national organisation or institution.

Probably the greatest challenge will be to help the host organisation integrate the CMC concept fully into its ongoing activities as a whole. Experience so far suggests that when a new component is added on to an existing one, it is seen as "junior" and secondary to the main function. The organisational sub-group elected or indicated to run this new component (eg a radio or an IT component) sometimes works in isolation from the main structures, which do not take on the full spirit of ownership but "delegate" it. This difficulty is aggravated by the reality of different sources of funding for the different components, different reporting demands, etc, but that is something of a false problem that could be overcome with adequate administrative management – which does not always exist in a small grassroots organisation. Other difficulties revolve around the costs and revenue raised in relation to each component, as each hopes that the other will solve its financial problems!

Not all organisations are experienced in operating commercially, dealing with costs, pricing, stock management and sales, and the responsibility for handling cash revenue is a heavy one. To make things more complicated still, the CMCs aim to combine development activities that do not generate direct revenue with its entrepreneurial side, in a format akin to the "social entrepreneur" model.

These realities help to understand why the implementation strategy of feasibility studies and pre-startup mobilisation, discussion and clarification takes on such importance. The process must include discussion and signature of a contract between the project and the CMC host organisation which will clearly set out the CMC's objectives, the responsibilities of each party, respective rights and duties, ownership of project assets and respective inventory, and a budget and work programme related to any project funds to

be received directly by the host organisation. Existing Mozambican models and UNESCO norms will be used as a basis for drafting each individual contract.

7. Operating and business plans

7.1. Operating plan

The operating plan should be the starting point for the business plan, as it defines the CMC's proposed activities and services in the light of local community needs and the primary aim of contributing towards development.

Thus a needs assessment will be carried out, investigating not only the needs of potential consumers of CMC services (radio listeners, IT users, etc) but also the needs of potential partners or clients who wish to use the CMC to transmit their own messages or implement their own development or business programmes. This latter group may include national organisations, but emphasis in the first instance will be on building relationships and contacts at provincial and local level that can be managed locally and are more likely to be ongoing.

A plan for the phased introduction of different ICT and complementary services, radio programming, mobilisation and development activities can then be drawn up and related to different target groups. This plan will be used to guide equipment and training needs and priorities, human resource requirements and project budgeting, and in turn the business plan.

A draft plan will be prepared initially, to be adjusted in the light of possible financial, sustainability and other factors or constraints revealed by the business plan.

7.2. Business plan

The business plan will take the following aspects into consideration:
  ➢ Investment budget per individual CMC, to be funded by the project (equipment, premises, recruitment and training, mobilisation, studies, accessories and consumables, etc)
  ➢ Depreciation
  ➢ Basic running costs (personnel costs, connectivity, utilities, spare parts, maintenance and technical assistance, consumables, travel, mobilisation, etc)
  ➢ Real costs of sales, services and activities as per the operational plan
  ➢ Sources of revenue (project funding for activities, sale of services, partnerships, contracts, etc)
  ➢ Pricing policy and ability to pay
  ➢ Size of the market

Projections of income and expenditure will be made to help determine potential sustainability, the implications for numbers of personnel receiving salaries or subsidies, the viability of some services, etc.

However, not all decisions will necessarily be taken on a strictly commercial basis or in the short-term perspective that is habitual for many private sector operators today. One of the most important contributions of the business plan is to clarify the issues that need discussion and open up possibilities for different types of solution.

7.3. Sustainability

CMC sustainability is of course a critical issue. The scale up strategy cannot depend on being fully funded ad infinitum; on the contrary, the aim is for new funding to support further expansion as the first generations find their feet. Considering the ambitious goals set for CMC activities and impact, and the nature and stage of development of Mozambique's rural areas, this is a major proposition. As mentioned earlier, the hybrid development/income-generating model is in many ways more complex and difficult than a straightforward for-profit model, but at the same time absolutely necessary for a CMC. On the other hand, previous studies on telecentres have found that it is more economical to operate as a non-profit association than as a company, since there are advantages in terms of VAT exemption, no taxation and less demanding administrative requirements.

It must be remembered that like any other organisation an association has costs related to compliance with national legislation – authorisation of working hours, minimum salary levels, social security payments for employed staff, etc. Even putting up a street sign outside the premises must be authorised by the local administration, which charges an annual fee per letter that becomes quite costly in the case of lots of words advertising the CMC's services!

Sustainability does not depend on the financial component in isolation. Without acceptance by the community, a reasonable quality of services, a welcoming environment, and adequate technical and management capacity it will be very difficult to generate the kind of interest and demand that in the medium term leads to increasing revenues, or a large pool of volunteer activists. Activists give freely of their time and labour, but there are inevitable costs in training and materials, and it is important to provide some small benefits by way of recognition and encouragement.

Whenever possible the CMC should invest in capacity to provide services that are in demand and for which people are immediately prepared to pay, such as photocopying and public telephone booths. However, it must be remembered that the profit margin on these services is not as great as at first appears due to the high costs of photocopier maintenance and consumables. Investment in solar energy would also bring huge benefits in the long run, savings not only on current costs but also on the cost of equipment repair due to poor quality power supply or bad weather, and increased revenues thanks to continuity of service.

Thus sustainability strategies will give priority to the following:
- ➢ Identifying and taking advantage of opportunities stemming from the economies of scale opened up by this scale up initiative
- ➢ Encouraging, training and supporting members of management committees, editorial groups and volunteers in general

- ➢ Keeping statistics on user profiles, regular surveys to find out user satisfaction, needs and suggestions
- ➢ Ensuring good financial management, controls and reporting
- ➢ Careful costing and pricing, and sensitivity to changing situations
- ➢ Investments aimed at improving quality and continuity of service
- ➢ Mobilisation of new users through outreach and development activities
- ➢ Involvement in local or provincial activities and participation in local planning, leading to new possibilities for funding, partnerships or sponsorship of activities, radio programmes, etc
- ➢ Charging for services that have direct costs, such as photocopying
- ➢ Testing income-generating ideas such as membership schemes
- ➢ Keeping costs down through lobbying for special tariffs, establishing discount schemes with suppliers, etc

However, in most parts of the country it is unreasonable to expect immediate financial self-sufficiency, and some project inputs to fund activities such as content production, IT training for women, etc, should be planned for a first phase. Such inputs will help ensure that the CMC simultaneously consolidates its presence and builds up a user base while earning income to cover current costs.

8.   Services

The precise services to be offered will vary according to the context and circumstances of each CMC. The range of possibilities can be divided into the core activities which should be common to all, radio programming activities, additional IT services and complementary income-generating services.

Core activities
- o   Radio production and broadcasting
- o   Computer and printer access
- o   E-mail/Internet connectivity
- o   Computer training
- o   Information services, production and dissemination
- o   Design and production services (cards, invitations, documents, etc)
- o   Mobilisation/awareness-raising (theatre, leaflets, workshops, etc)

8.1.   Radio programming activities
- o   Sponsored programmes
- o   Radio browsing programmes
- o   Competitions, music dedications
- o   Paid announcements
- o   Publicity spots

8.2.   Additional IT services (depending on equipment)
- o   Scanning
- o   Faxing

o Copying CD-Roms
o Digital camera
o Maintenance/Anti-virus services

8.3. Complementary income-generating services
o Public phone booth (fixed and/or mobile)
o Card phone booth
o Fax
o Photocopying
o Binding
o Technical library
o Video and television
o Sale of small ICT-related items
o Production of transparencies and presentations
o Lamination
o Photography for ID cards
o Literacy courses, particularly for women
o English language courses

8.4. Listing of potential local partners and areas of interest
As discussed in the section on the operational plan, each CMC will draw up its own list of potential partners, including potential sources of revenue for services rendered. Here are some examples focusing on the core services as a starting point.

Interested party	Area of interest/cooperation with CMC
Members of the local community	Production, dissemination & archiving of content about the communities – history, culture, economic potential, etc – and use of local languages; information gathering to enable publicising and solution of problems
National government structures	Disseminating government information & documents; e-government; one-stop shop
Local government structures	Participation in awareness-raising campaigns; disseminating government messages; IT training for staff
Health authorities and professionals	Health messages; access to professional information (Internet)
CNCS	AIDS prevention campaigns
Women's organisations	Information for income-generation; IT training; networking with other women; lobbying
Small businesses	Information about credits and micro-credit schemes; information about the market, prices, etc; communication with clients/suppliers; promotion of products

	for sale and export; e-commerce
Schools (teachers and students)	Educational materials; reference materials; IT training; distance learning
NGOs and CBOs	Dissemination of information and messages; training for their target groups; national & international communications
Peasant organisations	Information on crops, weather, markets, crop diseases
Red Cross	Information during emergencies; communications with local activists
Banks and finance organisations	Messages about their products and services
Government extension services	Awareness-raising; development information messages;
Post Office	Sharing or sub-contracting services
STAE	Civic education and electoral information

9. Human resources and training

The availability of human resources with experience of management and/or IT skills is not guaranteed, so training is a vital issue. It has to be continuous to take into account the constant turnover of volunteers, but is also in itself a stimulus that can serve as a factor in retaining skilled people.

 Tasks and job descriptions will be defined case by case in the light of the existing organisational arrangements, size of CMC and staff numbers, but it is hoped that each CMC will have at least one fulltime person with the role of general manager. As such s/he will have the following tasks:
o   Daily management
o   Daily financial control
o   Client services
o   Training activities
o   Equipment maintenance
o   Organisation of volunteers to implement CMC activities
o   Public relations

The project training strategy envisages training at four main levels, in the following sequence:

> ➢ Introduction to CMC concept, tasks and responsibilities, management (admin, HR and financial) and business training for CMC staff and key collaborators, in particular members of the representative committees

- ➢ Technical skills training for CMC staff, committee members and key activists in basic radio operation and maintenance, basic IT skills, planning and running training courses ("training trainers")
- ➢ Courses in radio operation, journalism and production, IT skills, radio browsing, WorldSpace radio use, communications, etc, for volunteers
- ➢ Advanced training in data collection, databases, content production, Web design, desktop publishing, research, etc for staff and activists who already have basic skills and aptitude

The basic courses for activists, as well as the courses for the general public, will be given by the staff or volunteer trainers.

Generic course materials will be prepared in Portuguese, insofar as possible using existing programmes and manuals available from CIUEM, UNESCO, OneWorld, Media Project, ICS, etc, but the detailed training needs for each CMC will be worked out in the light of existing skills, decisions on the number of paid staff and/or trainers needed or available, etc. Efforts will be made to identify and mobilise as monitors people who already have radio/ICT training or experience.

Training will be in phases:
- ➢ The introductory and management issues will take place as soon as possible after definitive site selection
- ➢ The initial technical training and training of trainers will be done in two parts if possible: stage 1 shortly before the equipment arrives and stage 2 once the equipment is installed. This will depend on the availability of similar equipment and training facilities in the region, as training should not be done on different equipment or too far ahead
- ➢ Activists' and committee members' training will begin as soon as the CMC opens its doors
- ➢ Follow-up courses will be organised for staff and trainers three months after start-up and again during the second year
- ➢ Trainers will organise their own standard introductory and ongoing skills transfer programmes for volunteers
- ➢ Advanced training will be given after 6-12 months of consolidating the basic skills

This cycle will be repeated for each of the project's implementation phases.

Training courses for staff and key collaborators will be located either in the CMC or at the nearest point that has equipment and facilities to host representatives from several CMCs at once. This will depend on the final site selection for each phase, the logistical and financial implications and the availability of monitors either locally or sent from national level.

Joint courses have the advantage of facilitating subsequent networking and mutual support among CMCs, and being more intensive and concentrated away from daily

distractions, but the cost of transport, accommodation and food in a provincial capital can be almost prohibitive, higher than the cost of sending one monitor to each CMC site. Furthermore, the importance of training on the same type of equipment that will be used in the CMC must not be neglected. This means that a flexible approach will be adopted.

All large-scale training for volunteers will take place in the respective CMC.

Other training strategies will include:
- ➢ Taking up offers of places on courses organised by other bodies
- ➢ Studying the possibility of contracting a local trainer or "coach" to carry out a regular on-the-job training and capacity building programme over a period of time. Identification of the right trainer would be an essential precondition – for example, some radio technicians have difficulty in adapting their skills to community radio conditions and insist that everything has to be a carbon copy of Radio Mozambique, and this can lead to confusion and inferiority complexes
- ➢ Exchange visits in the context of networking are good learning opportunities
- ➢ Participation in workshops and seminars
- ➢ Investigation of online tutorials and the International Computer Driving Licence system

10.   Equipment, furniture and accessories

Equipment, furniture and accessory needs will be defined case by case according to whether the future CMC is already partially equipped, the CMC's size (considering its location and physical premises), local technical conditions and budgetary constraints.

Technical specifications will take into consideration availability of equipment and prices on the local market at the time of purchase, in order to achieve the best possible combination of high specifications, reliability, durability and cost as related to the usage needs of the particular CMC. The UNESCO technical recommendations will be taken as guidelines.

All equipment will be procured by the implementation unit and purchased at the time of need. Where appropriate it will be purchased from regional or local IT companies, to save freight costs and facilitate technical assistance. Furniture will be made locally.

Attention will be paid to the following factors:
o   Power stabilisers, lightning conductors and protective equipment
o   Local supplier guarantees and commitment to availability of spare parts, upgrades, accessories and consumables
o   Compatibility
o   Availability of local technical assistance
o   Choice of software (open source or Microsoft; English or Portuguese)
o   Network design and installation
o   Technological innovations that will improve CMC operations and connectivity

o   The viability of building a suitcase radio locally

Basic equipment and materials for a standard CMC could be as follows:

Quantity	Type
1	complete suitcase radio 30/100w
2	additional microphones
2	digital tape recorders
1	PC server (for the manager)
3	multimedia computers with CD/RW/DVD (for the public and for radio use)
1	modem/Internet hub
1	network hub and cabling
1	laser printer (b/w)
1	inkjet printer (colours)
3	UPS/voltage stabilisers/AVS
1	lightning conductor
1	Worldspace radio and software
1	scanner
1	telephone
various	software for general functions, digital editing, multimedia production, anti-virus, utilities, installation disks, etc
various	initial stock of consumables (tapes, printer ink, diskettes, CDs, paper) & stationery
1	toolkit for cleaning and basic maintenance, spare extensions, plugs, etc
various	manuals – technical and training
1 each	telephone and Internet contracts

Basic equipment for a satellite CMC could be as follows:

Quantity	Type
1	suitcase radio 30w or tape recorder + playback system
1	multimedia PC with CD/RW/DVD
1	printer
1	UPS and stabiliser
1	standard software + digital editing software
various	initial stock of consumables & stationery
various	manuals
1	toolkit for cleaning and basic maintenance, spare extensions, plugs, etc
1	portable radio
1	telephone
1	modem
1 each	telephone and Internet contracts

Desirable additional equipment would include:

Quantity	Type
1	photocopier
1	fax
1	digital camera
1	normal camera
1	television
1	video
1	complete or partial solar energy installation
1	manual binder
1	portable storage device
1	public mobile phone unit (where applicable)

An additional equipment requirement is a backup suitcase radio, backup UPS, and a stock of basic spare parts and accessories to be held at the national resource centre.

11. National Resource Centre

Experience to date shows that the CMCs will need various forms of ongoing support including technical advice, training, network promotion and the identification and production of information sources. A central resource centre will be responsible for coordinating and guaranteeing these activities and taking initiatives in the various areas, serving both the CMCs and other community ICT and radio initiatives in Mozambique. This capacity-building function will have a long term impact and contribute to the establishment of an national mutual aid network.

The resource centre itself will build up its services over time, collaborating with other initiatives such as OneWorld Radio, Open Knowledge Network, FORCOM, SchoolNet and Telecentres HelpNet. It will seek to establish itself as an autonomous unit and consolidate its role as a hub for information, production, circulation and sharing of materials, and an archive for CMC content resources, primarily in Portuguese and local languages. This archive will include documents relating to the project itself – plans, studies, evaluations, events, etc - which will be disseminated and debated on and offline.

The essential component of the centre is its human resources. Ideally it would have a staff of 3, comprising one computer/radio technician, one content developer/journalist and one trainer, working as a team to provide handholding support via phone, fax, e-mail and Internet and making site visits for inspections, training and quality control, while at the same time building up activities and local contacts in their specialised areas. (These latter could include IT companies, ISPs, maintenance technicians, journalists, coaches and trainers in provincial and district capitals, including in the CPRDs.)

In a first phase, at least one fulltime technician will be required, together with a multimedia workstation or laptop plus UPS, a toolkit, relevant software, manuals, and telephone and printer access. The centre should hold a small stock of common spare parts

and accessories and a backup suitcase radio as outlined in section 10 above. It will be incubated by the project implementation unit as a start, within the CIUEM, but will seek funding or partnerships for ongoing activities that will last beyond the life of this project.

The resource centre can play a major role in rationalising resources and avoiding duplication of effort. For example, a considerable quantity of training materials already exists in English, but needs both translating into Portuguese and adapting to Mozambican needs. Where appropriate materials in Portuguese already exist they will be used.

One important outcome of the resource centre's activities will be to ensure that the "telecentre" and "radio" components of the CMC are brought together and seen as a whole, with the same people equally confident in using all types of equipment. This will promote implementation of the radio browsing concept.

12. Networking

Making effective use of all the synergies existing in the field of TICs, and ensuring the permanent interchange of experiences and of best practices, will to a large extent be ensured by establishing and participating in networks at community and national level in the first place, but also at regional, continental and inter-continental level (though there is a major language barrier at those levels).

In Mozambique the existing CMCs are already members of the newly established FORCOM – National Community Radio Forum – but the forum unfortunately has no mandate to deal with issues relating to IT. The project will cooperate closely with FORCOM to ensure that the CMCs get all possible benefits from its activities. In July 2004 the CIUEM organised the I National Telecentres Meeting for telecentres and CMCs, which agreed on various follow up activities while remaining an informal network/interest group.

During the life of the project a study will be made to decide the most practical way forward: seek adaptation of FORCOM's functions, set up a separate network solely to deal with community IT matters, continue as an informal voluntary network of interested parties or find some other solution. The disadvantage of concentrating on going in with FORCOM at the moment is that it would exclude the important linkages with telecentres and ICT4D projects that have nothing to do with community radio.

In the meantime, the project will ensure implementation of a number of networking activities for the CMC, with the resource centre taking on much of the operational responsibility as described above.

Activities will include:
  ➢ setting up an e-mail discussion list at national level
  ➢ designing and maintaining a virtual knowledge platform for the CMC/ICT4D network

> ➢ promoting exchange visits among CMCs for learning and stimulating ideas
> ➢ promoting localised mutual aid and collaboration
> ➢ developing contacts with other networks at home and abroad

13.   Outputs and Activities

Immediate Objectives
1. To establish a sustainable national network of Community Multimedia Centres in rural areas.
2. To provide communities with information and services adapted to their needs
3. To enhance the production of content in various formats (on line, off line, audio, video, electronic, printed)

Immediate Objective 1:   *To establish a sustainable national network of Community Multimedia Centres in rural areas*

Output 1   Sustainable CMCs established and functioning

Activity 1	Establishment of project governance structure
Activity 2	Selection of up to 20 sites in 3 phases
Activity 3	Conducting local feasibility studies
Activity 4	Designing, budgeting, technical specifications of equipment needs, radiation plan
Activity 5	Establish local ownership and governance structures; define responsibilities, guaranteeing community participation and integration of CMC activities
Activity 6	Recruiting local staff and mobilising volunteers
Activity 7	Premising and furnishing for CMCs
Activity 8	Development of partnerships and income-generating activities

Output 2:   Staff, volunteers and members of the CMCs trained to manage and run the   CMCs

Activity 1	Planning and designing support training and courses
Activity 2	Management training for CMC staff - management, marketing, accounting, fund raising, business plans
Activity 3	Training in operation and maintenance of IT and radio equipment
Activity 4	Basic training in radio operation

Output 3   A National Resource centre established

Activity 1	Premising, equipping, furnishing and recruiting
Activity 2	Site visits for assessment on support needs
Activity 3	Supporting and capacity building the CMCs
Activity 4	Establish and maintain an archive of materials for CMCs

Output 4   Dynamic CMC network created

| | Activity 1 | Organise and implement exchange visits, seminars, multi-directional informational flows. |
| | Activity 2 | Establish synergies with other community ICT4D and media initiatives at national and international level |

Output 5   Regular evaluation and follow-up of the CMC network

	Activity 1	Identification of evaluation indicators at local and national level
	Activity 2	Follow-up visits after the establishment of the CMCs
	Activity 3	Organization of workshops to capitalise on experience
	Activity 4	Organization of a mid-term evaluation and workshop
	Activity 5	End of project evaluation

Immediate objective 2: To provide communities with information and services adapted to their needs

Output 1   Trained CMC personnel and volunteers organize regular training for communities

	Activity 1	Training as trainers of CMC staff and volunteers (introduction to IT and e-mail, journalism, radio browsing)
	Activity 2	Training of CMC volunteers in journalism, IT skills and radio browsing
	Activity 3	Organization of training in the use of Worldspace radio
	Activity 4	Identification of community needs and priorities for training
	Activity 5	Computer training for local community members

Output 2   Radio programs adapted to the needs of the communities broadcast regularly

	Activity 1	Audience research and community impact assessments
	Activity 2	Training in radio animation in the community
	Activity 3	Production, sharing and adaptation of radio programmes (including radio browsing) among the CMCs

Output 3   New information services available on-line and off-line

	Activity 1	Provide access to official documents in various formats
	Activity 2	Produce informational/educational materials in different print and multimedia formats
	Activity 3	Ensure Internet access in CMCs
	Activity 4	Establish conditions for public use of communication and Internet facilities

Immediate Objective 3: To enhance the production of content in various formats

Output 1   Increased production and dissemination of culturally diverse and locally relevant content

| | Activity 1 | Organization of advanced training for the production of content by CMC staff |

Activity 2   Design instruments for data collection and dissemination considered of use to the community

Activity 3   Create editorial groups in the CMCs in specific areas of interest for the community

Activity 4   Produce and distribute bulletins and newspapers in local languages on or off line, to present community and other initiatives, activities and news

Activity 5   Creation of community databases for use off line or online

Output 2   Information hub functions of Resource Centre consolidated

Activity 1   Creation of thematic content by the National Resource Centre in fields such as health, agriculture, local economy, electronic governance, with a view to their distribution through the CMC network

Activity 2   Promote exchange of multicultural and multilingual content between CMCs

Activity 3   Establish partnerships with national and international content producers

14.   Resource Mobilisation

The global project implementation strategy envisages multi-stakeholder participation at all levels, with local, national and international partners contributing in varying ways, in accordance with their own strategies and needs, to achieving Mozambique's overall development goal.

Thus during the implementation of the project the Steering Committee, the implementation unit and UNESCO, in coordination with other bodies, will endeavour to mobilise additional resources in cash or kind for further CMC development in Mozambique - either as an extension of the present project or for separate parallel activities in the field of CMCs. The SDC is funding the present project in order that it may play a catalytic role, and Mozambique will be unable to achieve the target of 50 CMCs and consolidate development of the CMCs and their network without new funds both to complement this project during its life and to prepare and implement "phase 4". This phase will comprise a longer term project and a final exit phase. Effective coordination and exchanges of information will be highly necessary.

At national level UNESCO and the Steering Committee will develop a strategy to target bilateral, multilateral and private sector partners. At local level each CMC will from the outset work with a series of sustainability furthering methodologies as outlined earlier, including active partnership strategies, to ensure an effective move from initial donor funding towards full sustainability

15.   Inputs

The present project document has been prepared in relation to inputs made available by UNESCO through funding by the Swiss Government.

a.   UNESCO inputs:
- Four person national project team
- National and international experts and consultants
- Equipment and material resources as identified in various needs assessments to be carried out
- Training courses and programmes
- Project vehicle
- Funds for project implementation

b.   Mozambique inputs:
- The CIUEM will provide office space to support project operations
- A senior ICT expert has been seconded to the post of Project Team coordinator
- Active stakeholder involvement through the Steering Committee and CPInfo
- The newly introduced Internet tariff will assist the sustainability of rural CMCs by reducing the cost of their dial up connections to Internet
- Support for additional resource mobilisation

In view of Mozambique's poverty and weak economy it is unable to contribute materially to project implementation. Project funded activities are expected to operate as "cost centres" and budget to cover all their own costs, including costs imputed to their host institutions.

16.   Expected results

By the end of the project it is anticipated that the following situation will have been reached:
- A sustainable network of CMCs will function effectively.
- A greater awareness raised of ICTs and ability to use ICTs at community level; a greater awareness raised of the importance of ICT in grass-roots economic and social development at the national decision¬-maker level, and greater experience acquired in harnessing ICT for grass-roots development.
- New opportunities created for small enterprise and NGO creation and/or development offered by the facilities and services of the CMC. New opportunities created for social development through active use of CMC facilities and services or involvement in CMCs through volunteering or committee groups.
- Enhanced cultural expression through production of culturally diverse and locally relevant content. Greater protection of local heritage through digital preservation of documents, such as old manuscripts and photos.
- Increased community awareness of and participation in democratic models of governance, through community involvement in the steering committees and

staffing of CMCs; also through involving CMCs in creation of shared models, such as codes of conduct. Greater awareness of broader governance issues through distribution of relevant, factual and unbiased information.
- ➢ More effective local governance through the use of ICTs.
- ➢ Increased awareness of issues in areas such as health, environment or agriculture on which messages have been disseminated, leading to behavioural change.
- ➢ Improved understanding of the processes involved in scale-up through the testing and sharing of strategies.

17. Unplanned results

The CMC concept leaves room for considerable variation and adaptation of the project to answer the specific needs of a community. The scale-up initiative aims to create sustainable CMCs in a context where each CMC can develop in a direction of its own, while being supported by the models, shared resources, inputs and experiences of the national network. A CMC may create new and innovative solutions in areas of its functioning. The CMC concept thus offers a platform for innovation and it is highly probable there will be unplanned results. The pilot CMCs have also shown that the presence of a CMC in a community triggers new entrepreneurial initiatives as well as individual initiatives in the community such as the acquisition of IT products. These can also be considered as unplanned results.

18. Assumptions and Risks

18.1. Assumptions
Project implementation is based on the following assumptions:
- ➢ The legal, policy and political framework that enables national development, and specifically ICT activities, the free flow of information and the establishment of local radios will not be altered in any way that would affect the project negatively
- ➢ The government will continue to give active and committed support to implementation of the ICT Policy, including this project, and will consider further measures to facilitate rural ICT4D activities
- ➢ The project implementation strategy will promote feelings of national ownership and capacity-building
- ➢ National and local authorities will support CMC viability by becoming "model users" that pay for services
- ➢ Adoption of the project by local communities and the host organisations
- ➢ Advantages from economies of scale and the creation of a critical mass of ICT users
- ➢ Effective site selection criteria used
- ➢ The organisational and economic models used for the CMCs will be appropriate
- ➢ Continuous monitoring and evaluation will enable problems to be identified and resolved in a timely manner

18.2   Risks

The following risks have been identified, and insofar as possible the implementation strategy expects to overcome them. The risks are not of a nature to prevent the project going ahead, even though some are outside the control of UNESCO and the project team:

> ➢ The concern for financial sustainability might lead to the exclusion of the poorest strata, who do not have the money to pay for using the centre's facilities and services, thus widening rather than reducing the digital divide
> ➢ Poor quality and cost of power and telecommunications infrastructure may cause frequent interruptions in activities and unreliable connectivity, with negative effects on the CMC's prestige and viability
> ➢ Extreme weather conditions – storms, droughts, dust, etc - may impact on the CMC in various ways
> ➢ The goal of inclusiveness could be undermined by poverty, cultural traditions and the barriers of language and illiteracy, particularly for women
> ➢ Inappropriate site selection and poor management would affect the viability of the CMC
> ➢ Lack of skilled human resources could affect the CMC's ability to guarantee high quality services, including content production in local languages
> ➢ The communities may not appropriate the CMC as theirs due to poor services, internal conflicts, lack of representation or other factors

19.   Monitoring and evaluation

Monitoring and evaluation will be continuous, on the basis of the activities and indicators defined in the logical framework (annex 1) and the work plan (annex 2). More in-depth studies will be carried out from time to time, using action research and participatory frameworks to assess more qualitative questions around use, users and impact.

Specific monitoring tools will include the following:
- The Logical Framework, providing an overview of initially identified indicators and means of verification
- Quarterly progress and financial reports and annual audits
- Annual narrative reports
- Regular analysis of the reports at Steering Committee level
- Regular Steering Committee meetings under the governance structure to be established at the start of the project
- Monthly progress and financial reports, including user statistics, prepared by each CMC for the project implementation unit
- Regular meetings of CMC management and local committees
- A mid-term assessment and workshop
- A tripartite final assessment
- Occasional studies using qualitative research instruments
- Dissemination of results and feedback to the project implementation unit and the CMCs themselves, as well as in Mozambique and abroad

13. Budget - Draft budget (2 years)

Description	Year 1	Year 2	TOTAL
Personnel			
Project team personnel	$68,004	$68,004	$136,008
Short term consultants	$18,000	$20,000	$38,000
Missions	$13,000	$15,000	$28,000
Sub-total	**$99,004**	**$103,004**	**$202,008**
Sub contracts			
Supervise, monitor, evaluate			
Research	$6,000	$8,000	$14,000
Sub-total	**$6,000**	**$8,000**	**$14,000**
Applications			
Applications development	$12,000	$20,000	$32,000
Sub-total	**$12,000**	**$20,000**	**$32,000**
Training & capacity building			
Training volunteers	$30,000	$30,000	$60,000
Training for CMC staff	$12,000	$12,000	$24,000
Community training/networking		$30,000	$30,000
Sub-total	**$42,000**	**$72,000**	**$114,000**
Equipment			
Vehicle	$8,000	$8,000	$16,000
Vehicle maintenance	$3,000	$3,000	$6,000
Premises & furnishing	$30,000		$30,000
Resource Centre equipment	$15,000		$15,000
Project team equipment	$6,000		$6,000
CMC equipment	$100,000		$100,000
Broadcast support equipment	$50,000		$50,000
Sub-total	**$212,000**	**$11,000**	**$223,000**
Information material			
Books, audio/video tapes, CD-Roms	$12,000	$25,000	$37,000
Sub-total	**$12,000**	**$25,000**	**$37,000**
Consumables			
Consumables	$17,000	$25,000	$42,000
Sub-total	**$17,000**	**$25,000**	**$42,000**
Miscellaneous			
Communications	$10,000	$20,000	$30,000
Sub-total	**$10,000**	**$20,000**	**$30,000**
Maintenance staff	$9,000	$12,000	$21,000
Sub-total	**$9,000**	**$12,000**	**$21,000**
TOTAL FOR PROJECT (without overheads)	**$419,004**	**$296,004**	**$715,008**

Annex
Logical framework

General objective	Contribute to national socio-economic development and the fight against poverty by providing local communities with access to ICTs and knowledge through CMCs			
Immediate objectives A. To establish a sustainable national network of Community Multimedia Centres in rural areas				
Expected results	**Activities**	**Indicators of achievement**	**Sources and means of verification**	**Assumptions and risks**
A.1: Sustainable CMC's established and functioning	**A.1.1:** Establishment of project governance structure	Steering committee and National Project Team operational	Terms of reference List of members	• Legal framework and political will continues to be conducive to participatory community development and empowerment for social change • Local administration, schools, hospitals, NGO's use the premises and services of the CMCs • Basic conditions for ICT are already available • Partnerships can be built at the local level
	A.1.2: Selection of up to 20 sites in 3 phases:	Nº / geographical location / type of sites selected	Reports	
	A.1.3 Conducting local feasibility studies	Existing business and implementation plans	Reports	
	A.1.4: Designing, budgeting, technical specifications of equipment needs, radiation plan			
	A.1.5: Establish local ownership and governance structures; defining responsibilities, guaranteeing community participation and integration of CMC activities	Community members in the local management committees Agreements signed	List of local committee members and TORs Documents	
	A.1.6: Recruiting local staff and mobilizing volunteers	Total staff recruited	Contracts and reports	
	A.1.7: Premising and furnishing for CMCs	Equipment bought	Inventory lists	
	A.1.8: Development of partnerships and income-generating activities	Nº and type of activities initiated	Activities and financial reports	
A.2: Staff, volunteers and members of the CMCs trained to manage and run the CMCs	**A.2.1:** Planning and designing support training and courses	Nº and type of training and support activities prepared	Calendar and working plans Course materials Reports	• Community ownership effectively developed • Human resources available at the community are willing to improve their knowledge and to manage CMC's
	A.2.2: Management training for CMC staff – management, marketing, accounting, fund raising, business plan	Nº of local members and staff trained	Reports and participants lists	
	A.2.3: Training in operation & maintenance of IT and radio equipment	Nº of local members and staff trained	Reports and participants lists Reports and participants lists	
	A.2.4: Basic training in radio operation	Nº of local members and staff trained		

Immediate objectives A. To establish a sustainable national network of Community Multimedia Centres in rural areas

Expected results	Activities	Indicators of achievement	Sources and means of verification	Assumptions and risks
A.3: A National Resource Centre established	**A.3.1:** Premising, equipping , furnishing and recruiting	Equipment bought and technicians hired	Budget and financial reports	• Ongoing monitoring is provided, to adapt the support and services to the real needs
	A.3.2: Site visits for assessment on support needs	Sites visited	Working plans and reports	
	A.3.3: Supporting and capacity building the CMCs	Services established: web sites, multimedia resources, manuals, discussion forums, help desk and technical assistance	Reports	
	A.3.4: Establish and maintain an archive of materials for CMCs	Archive established	List of materials Reports	
A.4: Dynamic CMC network created	**A.4.1:** Organise and implement exchange visits, seminars, multi-directional informational flows	Networking activities performed between the CMCs (visits, seminars, online forums, information sharing) Follow up activities	Reports Visit reports, participants list	• Fundraising efforts have been successful
	A.4.2: Establish synergies with other community ICT4D and media network initiatives at national and international level	Membership of forums und networks Partnerships established among the CMCs and with other networks		• FORCOM active thus facilitating network
A.5: Regular evaluation and follow-up of the CMC network	**A.5.1:** Identification of evaluation indicators at local and national level	Indicators list for all levels	Table of indicators	• Project activities and working plans take place on time
	A.5.2: Follow-up visits after the establishment of the CMCs	Total visits and communities visited	Reports Activities/work plans	
	A.5.3: Organization of workshops to capitalize on experience	Nº of workshops carried out	Reports	
	A.5.4: Organization of mid term evaluation and workshop	TORs, Evaluation completed Workshop carried out in mid-project	Evaluation report, w'shop participants list & report	
	A.5.5: End of project evaluation	Hired independent consultancy	Report and TOR	

Immediate objective B: To provide communities with information and services adapted to their needs

Expected results	Activities	Indicators of achievement	Sources and means of verification	Assumptions
B.1: Trained CMC personnel and volunteers organize regular training for communities	**B.1.1:** Training as trainers of CMC staff and volunteers (introduction to IT and email, journalism, radio browsing)	N° and type of courses carried out during the project cycle N° of trainers qualified	Participants lists / results Training programmes	Products and services of CMC's adapted to local community needs
	B.1.2: Training of CMC volunteers in journalism, IT skills and radio browsing	N° of volunteers trained N° and type of courses N° and type of training activities for community CMC volunteers Participants from the community in the training activities	Participants lists / results Training programmes	Local community participates in the definition of training topics
	B.1.3: Organization of training on the use of Worldspace radio	Participants from the community in the training activities	Participants list	
	B.1.4: Identification of community needs and priorities for training	Needs surveys	Reports Training plans	
	B.1.5: Computer training for local community members	N° of trainees Community members participate in CMC activities	Training participants list Follow up reports CMC's user statistics	
B.2: Radio programs adapted to the needs of the communities broadcast regularly	**B.2.1:** Audience research and community impact assessments	N° of surveys	Training plans and participants list Survey results	Audience research effectively carried out and analysed
	B.2.2: Training in radio animation in the community	Volunteers trained Animation sessions and themes Interest of the audience	Reports	
	B.2.3: Production, sharing and adaptation of radio programmes (including radio browse programmes) among the CMCs	Range of programmes available Shared radio programs	Surveys	

Immediate objective B: To provide communities with information and services adapted to their needs				
Expected results	**Activities**	**Indicators of achievement**	**Sources and means of verification**	**Assumptions**
B.3: New information services available on-line and off-line	**B.3.1:** Provide access to official documents in various formats	Availability of official information and administrative documents on line and off line	Reports List of available materials	Official documents and information are available for publishing
	B.3.2: Produce informational / educational materials in different print and multimedia formats	Type of materials available	Reports	
	B.3.3: Ensure Internet access in CMCs	Internet connection in all CMCs	Reports Communication with CMCs	
	B.3.4: Establish conditions for public use of communication and Internet facilities	Nº of community members using the Internet and other communication facilities Forms of communication for public use	Reports User statistics	Connectivity infrastructure available
Objective C: To enhance the production of content in various formats				
Expected results	**Activities**	**Indicators of achievement**	**Sources and means of verification**	**Assumptions**
C.1: Increased local production and dissemination of culturally diverse and locally relevant content	**C.1.1:** Organization of advanced training for the production of content by CMC staff	Nº and type of courses Nº staff trained	Reports Training plan Participants list Surveys	Logistic facilities and services needed to enable development of local contents are available
	C.1.2: Design instruments for data collection and dissemination considered of use to the community	Data collection instruments available Surveys conducted by the CMC volunteers and community members	Survey reports List of researchers	

Objective C: To enhance the production of content in various formats

Expected results	Activities	Indicators of achievement	Sources and means of verification	Assumptions
C.1: (cont)	**C.1.3:** Create editorial groups in the CMCs in specific areas of interest for the community	Type of local content created and developed (health, agriculture, education, women, culture, children, stories from the past, resulting from areas of special focus emanating from the audience research, etc.) Formats and languages used	Program formats Surveys Listening to the radios	
	C.1.4: Produce and distribute bulletins and newspapers in local languages on or off line, to present community initiatives, activities and other news	Nº of issues and copies	Reports	
	C.1.5: Creation of community databases for use off line or on line	Availability of databases for local use and online	Reports List of available materials	
C.2: Information hub functions of Resource Centre consolidated	**C.2.1:** Creation of thematic content by the National Resource Centre in fields such as health, agriculture, local economy, electronic governance, with a view to their distribution through the CMC network.	Type and quantity of local content shared among the CMC's	Reports, web site observations and surveys	
	C.2.2: Promote exchange of multilingual and multicultural content between CMCs	Nº of programmes/materials archived in the National Research Centre and/or shared	Visits Surveys	Functioning exchange network coordinated by the National Resource Centre
	C.2.3: Establish partnerships with national and international content producers	Nº of partnerships	Reports List of partners	