

STAR Programme: HIVOS en KPN

Report on Visit Aro Mozambique



**21th until 30th of August
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Chapter 1: Report on Visit Aro Mozambique

1.1 Preparation

As a preparation of our visit to Mozambique we had some conference calls and meetings with Michiel Valk (programme manager KPN), Marjan Besuijen (Hivos) and once with Inez Hackenburg (consultant for Hivos). During these meetings we discussed the situation of Aro Mozambique and the way Marjan and Michiel identified the organization and the project proposal during the identification trip. Thereby we discussed the wishes of Aro as regarding to setting up a Telecentre, their possibilities to do this and include several activists (including female activists) in this.

While discussing this we made one clear objective of our trip:

1. Identify the capacity of Aro Mozambique to set up a Telecentre and defining phases for this: Phase 1 would include setting up an intranet/portal.
2. Finalize the document on setting up the Telecentre and make this more concrete, which also refers to the Phases.
3. Define a further planning and next steps with tasks and responsables (with a participation of activists, male but also female).

Besides this we decided it would be good to implement the SMS Bulk tool at Aro Mozambique to have a concrete thing to start with and to broaden the communication capacity for Aro Mozambique. By starting to implement this, we could evaluate their capacities and also challenge them on maintenance and evaluation by:

1. Implement the tool
2. Make a workaround for the tool
3. Make a document on maintenance and evaluation of the tool

With these Goals for the Telecentre and the SMS Bulk tool in mind, we made a programme proposal for our Visit and shared this with Aro Mozambique (see table below)

As we were not sure everything would be at present for implementing the SMS Bulk tool, we arranged one laptop from KPN, which we could leave at Aro Mozambique. We made a handbook on the Bulk tool and ofcourse checked their internet connection.

Week 34	Activity	Attending Persons	Extra	To be discussed
Mo 21-08	16.45 arrival at Pemba			
Tu 22-08	GET TO KNOW <ul style="list-style-type: none"> o Introduction o Get to know o Finalise programme visit o Project so far 	<ul style="list-style-type: none"> o Project team <ul style="list-style-type: none"> o 2 Activistas o Osorio o Edson o Board representatives o Project designers o Activistas 	Tavito (translator)	We suggest to meet some people of the board and some activistas as well as the people who wrote the project proposal
Wed 23-08	SMS BULKTOOL (Workshop) <ul style="list-style-type: none"> o <i>Workplan Year 1</i> <ul style="list-style-type: none"> o What kind of messages o Whom to send o How to collect numbers o <i>Demo SMS Bulktool</i> 	<ul style="list-style-type: none"> o Project team o Group of Activistas (10 women: 20 men) 	Tavito (translator)	Which people would you suggest to attend this workshops?
Thu 24-08	SMS BULKTOOL ctnd.. <ul style="list-style-type: none"> o <i>Implementation sms bulktool</i> <ul style="list-style-type: none"> o Internet connection o Testing o <i>Training</i> <ul style="list-style-type: none"> o Technical staff o Users 	<ul style="list-style-type: none"> o Project Team o Wonder <ul style="list-style-type: none"> o Project Team o Wonder o Other Staff? o Activistas? 	Tavito (translator)	
Fr 25-08	OVERALL PLAN (workshop) <ul style="list-style-type: none"> o Objective o Target group o Phase 1 UNIVERSITY (Visit)	<ul style="list-style-type: none"> o Project team 	Tavito (translator)	

Week 35				
Mo 28-08	OVERALL PLAN (workshop)	<ul style="list-style-type: none"> o Project Team 	Inez	
Tu 29-08	OVERALL PLAN (workshop)	<ul style="list-style-type: none"> o Project Team 	Inez	
Wed 30-08	OVERALL PLAN (workshop) WRAP UP / NEXT STEPS	<ul style="list-style-type: none"> o Project Team o Project Team o Board representative 	Tavito (translator)	
Thu 31-08	Flight back to the Netherlands			

Programme proposal: visit Aro Mozambique

1.2 The Visit

We started our programme with an introduction meeting with the staff of ARO Mozambique. In this session ARO presented their organization and gave some inside information about their activities. It was good to see that besides the staff, some of the activistas were present during this session. The result of this session was that we agreed on the agenda/ programme of the visit. As mentioned above, this contained mainly two subjects: implementing the SMS Bulk Tool and finalize the Telecentre Proposal.

Implementing the SMS Bulktool

The SMS Bulk Tool is ideal for ARO as it gives a direct possibility to communicate with their members and their activistas in the province Cabo Delgado and the city of Pemba. Because everybody was quite exited about the SMS Bulk Tool, we first gave a sneak preview en then spent the day further explaining the tool and practice a bit on this. In his enthusiasm Osorio (chairman of ARO) immediately invited, by using the SMS Bulk Tool, some of the activistas to come to the office of Aro that evening for a demonstration of the tool. During this session we let the staff of ARO present the tool to their members, which went quite well regarding to the fact that we presented it to them only once. After this we

had two workshops about the tool. The first workshop was about using the tool; when, what for, for whom etc. It was good to see that about forty activists were joining in this workshop and came up with some good ideas: for example, sending an sms to parents, so they are informed about where their child/daughter is invited to.

The next day we continued these ideas with the staff and had a second workshop with them and some activists on the maintenance of the tool (technically) and containing the knowledge (administration) about this in the ARO organisation. After the two workshops we made an outline with them to make two formal documents on the SMS Bulk Tool, using the outcome of the workshops. These documents are;

1. Use and Management of system SMS Bulk Tool
2. Plan of ARO Mozambique for next two years

Working on the Telecentre proposal

After introducing the SMS Bulk Tool successfully, we started working on the Telecentre proposal. ARO is keen on starting the Telecentre as it makes internet and ICT available for their activists. With Inez Hackenburg (translator/consultant) joining the team we started with a workshop about the goals and activities, which ARO wants to achieve with the Telecentre.

It was quite a challenge for both the KPN volunteers as the ARO staff/activistas, who mainly speak Portuguese, to work on a document that has to meet a 'European' standards. With their enthusiasm and positive spirit we managed to finalize the proposal during our stay in Mozambique.

In between the workshops we also had a meeting with the Catholic University of Pemba (UMC) and MTN. As regarding to the visit with UMC it would be good to form a partnership between ARO and the technical ICT faculty of the UMC, of which both parties can benefit. On the hand ARO can provide practical lessons for the students of the UMC, on the other hand the UMC can provide ICT knowledge and support to ARO. ARO will assure a back-up in technical and ICT knowledge this way. The visit to MTN was to get some idea of the internet connection possibilities.

Visiting activities

One of the primary activities of ARO is to inform students/residents about HIV, SOA diseases, health and hygiene. ARO is doing this within the school premises, as well as in the communities around the city of Pemba. We were invited on two of these meetings. First we joined the meeting on the technical school; which is a secondary school in the city of Pemba. During this meeting students were informed about HIV and other SOA diseases. During the class hour about a 100 students gathered in the sports hall. Here ARO presented them information and statistics on the HIV pandemic and showed them confronting pictures of several of the diseases, with a final discussion on the subject of HIV with the students. In this it was typical to see that it was mostly the girls who came upfront and started some discussion.

Second we joined the Show Bizz meeting, which was set up in the Nittita area (a Pemba suburb). Here ARO informed the local people, by using theatre, about the need of proper medicine instead of consulting the local medicine man. The theatre group also gave a demonstration in the proper use of condoms.

1.3 Final Results and decided Next steps by end of the visit

By the end of our visit we managed to finish some documents, which meet the deliverables as set in advance:

1. The SMS Bulk Tool was implemented
2. A workaround and maintenance plan was made for the SMS Bulk Tool, it just needs some finishing touch.
3. The Telecentre plan was made concrete and a plan was made for setting up the Telecentre in four Phases (see 2.1)
4. A link was made with the University in making a Partnership agreement.
5. First meetings took place with MTN for internet connections.
6. A discussion was started on designing a portal/intranet/ website of Aro Mozambique and the agreement was made that Aro would start developing this.

Decided Next steps/ planning:

By the end of the visit we made a small wrap up of which things needs to be finished in the next few weeks and what will be the next steps towards setting up a Telecentre:

How to Proceed?	
Task?	Who?
SMS Bulk Tool: <ol style="list-style-type: none"> 1. Finish SMS Bulk Tool Documents in Portuguese and English 2. Start reporting on the use of the SMS 	<ol style="list-style-type: none"> 1. Staff: Edson/ Paulino + KPN Volunteers 2. Staff: Belarmino + activistas + KPN

Bulk Tool and evaluation	Volunteers
<p>Telecentre Plan:</p> <ol style="list-style-type: none"> 1. Add time Scheduel in document (in English + Portuguese) 2. Finish table of financials with reduction to 45.000 euro's and divided over 2 years 3. Finish Plan 4. Translate plan into Portuguese 5. Send final documents to Marjan 	<ol style="list-style-type: none"> 1. Staff: Osorio (+ feedback KPN Volunteers) 2. Staff: Belarmino (+feedback KPN Volunteers) 3. All 4. Inez 5. KPN Volunteers
<p>Start up Intranet:</p> <ol style="list-style-type: none"> 1. Build website + Intranet 2. Write content 	<ol style="list-style-type: none"> 1. Staff: Edson + KPN Volunteers 2. Staff: Paolo + KPN Volunteers
<p>Start up Telecentre:</p> <ol style="list-style-type: none"> 1. Decision on Telecentre plan 2. Start with phases of plan + time schedule 	<ol style="list-style-type: none"> 1. Hivos + KPN 2. All

Wrap up + next steps

1.4 Evaluation on the organization of Aro Mozambique as regarding to Human Resources Development and Organizational Development.

1.4.1 Human Resource Development

Management skills

Within ARO Mozambique Pemba we experienced a strong hierarchic organization which is led by the coordinator (Osorio). Hierarchy is very important within the culture of ARO Mozambique, which can influence the management style.

During the meetings with the staff we experienced that the coordinator wants to be informed by all stakeholders before he wants to make a decision. In fields where expertise is needed he (and all staff members) are open for suggestion and are willing to delegate responsibilities to others; for example in the field of ICT. Further in the organization we see that the program manager, Pablo, is very skilled in motivating and coordinating the different members/activistas who work on the program of ARO (theatre, dance, music.)

Within the field of organization events we conclude that some extra attention is needed for logistics and the setup of the programs/shows. For example during the event in Nittita there was no sound, because of a too short cable, when an HIV movie was shown...

Technical skills

As regarding towards technical skills, these are certainly present within the staff of Aro Mozambique as Edson just finished the University ICT education in Pemba. Important for this is, that not only Edson is the one member with ICT knowledge, but to expand this amongst the staff and activists. The University can play a role in this as well.

Attitude and motivation

During our visit we experience a very good and enthusiastic attitude and motivation in organizing their own activities, our visit but also the eager to work further on the document for setting up a Telecentre. As regarding towards their attitude towards the activists and make them part of discussions, we evaluate them as capable in this and really take the opinion of the activists into account. Thereby we experienced more participation of women.

The enthusiasm in organizing their activities became clear to us while they took us to some events, which they organize in their weekly programs (see as described under 1.2)

The participation of activists and women was shown to us in discussion groups (organized by the staff) on for example how to use the SMS Bulk tool and which messages to send. Thereby in the workaround of the SMS Bulk tool, 2 activists will take place in the administration part (which also means responding on the sms'es) The participation of women was further shown to us as they told us that for each kind of activity (e.g. theatre, Mozambique dances, etc) now a man and a woman would be main responsible, which before was only a man.

1.4.2 Organizational Development

Strategy and policy

As regarding to their Strategy and policy Aro Mozambique has concrete goals, but it would be good to work further with them on a more long term vision. For know though setting up the Tele- centre would be long term enough, as a start. As their attitude, motivation and great number of members (which is gaining only more and more) is so strong that we think there is certainly a long term perspective for this organization.

Learning capacity

Learning capacity is at present at Aro Mozambique as we saw some nice examples of this:

- for example we trained them in working with the SMS Bulk tool and after this they had to train others, which went smoothly
- for example we made an outline on the SMS Bulk Tool documents with them, which they for the rest finished themselves as regarding to the content

Networking/ Promotion

Networking is something which is not really embedded in the organization yet. For example we challenged them on why they did not have a website yet. It turns out that this was not available yet, not because of a lack of ICT knowledge but actually there was no reason for this. So we asked them where this could be useful for. For example to show the whole world who you are and what you do!

Another thing we tried to explain them, that it would be good for them to work together with the University for certain things, as they could help the University and the University could help them. In other words try to search for Partnerships with win-win situations.

Financial management

As regarding to Financials Belarmino (the bookkeeper) has some knowledge. He is supervised by a external accountant. In our view it is essential that more members/activistas are getting involved within the financial management. This will make the organization more transparent and less depending on just one person.

Chapter 2 Project Plan Telecentre

2.1 Phases how to get to a Telecentre

As you can see in the Final Project Document of the Telecentre, together with Aro Mozambique we made an table explaining the several Phases, which need to taken into account in setting up the Telecentre. In the document you can also see the time schedule, which Aro Mozambique made on finishing the tasks in these Phases.

In the Phase plan we tried to define as concrete as possible with Aro Mozambique what has to be done before opening the Telecentre. Thereby we tried to stimulate them on including activistas in this and form project teams. In this way we can evaluate better on the planning with them and tried to give them some kind of structure in this.

Phase 1 mainly focuses on Infrastructure, Assets (getting the hardware, equipment etc), Organizational Design (setting up project teams + train them) and Marketing by developing the intranet but also make a partnership agreement with the University

Phase 2 mainly focuses on further Capacity Building and Organizational Design

Phase 3 mainly focuses on further Capacity Building but also on Maintenance and evaluation

2.2 Dividance of tasks (during these Phases)

2.2.1 Aro Mozambique

ARO Mozambique is fully responsible for the operational part of starting the Telecentre. This means that they have to purchase the equipment and setting up the network. Secondly they have to set-up an intranet and website and start to create the project teams for the intranet and training.

For the technical design of the network the University has a task on challenging the technical design with the ICT project team.

2.3.2. KPN Volunteers

KPN will support ARO during all phases in different ways;

- Give our view on the technical designs of the computer network and the intranet
- Help them with the commercial design of the Intranet
- Support them in setting up the cooperation with the University
- Give workshops/trainings in the field of management, organization development
- Setting up a solid reporting on the achievements of the Telecentre
- Be an sparring partner on issues that occur

For the next few months conference calls will we planned with Aro Mozambique, one in the two weeks. This to support them on the things mentioned above, give them feedback and check the status of setting up the Telecentre. For this a suggestion would be that the KPN Volunteers would make a report format together with ARO Mozambique, which can be easily shared with Hivos as well.

Thereby these meetings can be used to stimulate and evaluate the use of the SMS Bulk Tool and stimulate ARO on organizational involvement of women and Activistas in this project and the activities.

Depending on the 'go' - decision for the Telecentre, Aro Mozambique can start with the Phase plan in setting this up and these two weekly sessions can start as well. In the beginning of January the Telecentre set-up can be almost ready, which would be a good moment for a next visit from the KPN volunteers. This because of the fact that the KPN Volunteers can just check the last things, work further with them on the maintenance and evaluation of the Telecentre and most importantly how to learn form your evaluations.

In the start up-phases we can spam some ideas about this, but face to face sessions would be more applicate here.

2.3.3. Which other support is needed regarding towards the HR, OD and ID?

As ARO is a young organization with a young staff we believe that local, face to face support is essential for a successful project. The Partnership with the University will fill in a supporting role in ICT. We suggest that some extra support will be given via a consultant/trainer, within the field of organization development and capacity building. This consultant/trainer must be familiar with the local situation/politics. We think about a day support a month. This will give a positive impulse on the organization skills and therefore the project. This trainer has to be arranged by Hivos.

Thereby we experienced a lack of networking capabilities and for example fund raising. One or two workshops on this will be needed as well, for this we also suggest Hivos could support in finding the correct person for this.

Another last thing which would be essential for ARO and the KPN Volunteers is reporting to Hivos about the development of the Telecentre but also receive feedback on this.

2.3 Project Risks

As regarding to the Telecentre there are some risks involved, which can be managed as 2.2 is filled in correctly:

- failure in capacity building within the organization of Aro Mozambique
- sudden loss of ICT knowledge
- participation of the activists in the Telecentre
- maintenance, reporting and evaluation of the Telecentre

Chapter 3: Conclusions and Recommendations

ARO Mozambique is an organization which showed a positive spirit during our stay and in particular during the workshops. Their staff made a clear effort in getting Activistas, in particular women, involved during the workshops. It is clear that the organization has access to the youth of the Pemba area. Besides we experienced the way ARO informs students and local residents about subjects as HIV, healthcare and hygiene. This tells us that they also have access to larger groups within the community.

We experienced the staff of the organization, but also the Activistas as an positive and energetic group, which is willing to put effort in the project, getting things done and also is willing to learn.

We conclude that ARO Mozambique is capable to start a Telecentre, if supported by the the UMC for the technical support and by HIVOS/KPN on organizational development and as further described in paragraph 2.2.