Business Environment Reform Facility

Innovative Stakeholder Engagement for ANJE (Associação Nacional de Jovens Empresários), Mozambique – Phase 1

December 2016

About Business Environment Reform Facility (BERF)

BERF is funded by the UK Department for International Development (DFID) under the Business Environment for Economic Development (BEED) Programme. BERF is a central facility responding to demand from the DFID's priority Country Offices and stakeholders to initiate, improve and scale up business environment reform programmes. BERF is managed by a consortium led by KPMG LLP. The programme started in January 2016 and will finish in January 2019.

We provide expert advice, analysis of lessons learned, policy research about what works and what doesn't and develop innovative new approaches to involving businesses and consumers in investment climate reform.

BERF has a strong emphasis on strengthening the Business Environment for women and girls, as well as for young adults more generally. It is also aiming to improve the relationship between business and the physical environment including where relevant through linkage to climate change analysis. BERF recognises the need for appropriate political economy analysis in order to underpin business environment reform processes and interventions.

About this Report

Research for this assignment was conducted by Peter Wilson, Rebecca Mills and Halima Murunga in November and December 2016.

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Diagrams, Tables and Figures

Acronyms and Abbreviations

ANJE	Associação Nacional de Jovens Empresários
ARPU	Average Revenue per User
BE(R)	Business Environment (Reform)
BEEP	Business Enabling Environment Programme
BERF	Business Environment Reform Facility
BMO	Business Membership Organisation
CO	DFID Country Office
CTA	Confederation of Economic Associations of Mozambique
DFID	Department for International Development
FCAS	Fragile and Conflict Affected States
GoM	Government of Mozambique
ICT	Information Communication and Technology
ICR	Investment Climate Reform
IFC	International Finance Corporation
IMF	International Monetary Fund
ISP	Internet Service Provider
M&E	Monitoring and evaluation
Mcel	Mozambique Cellular
MDAs	Ministries, Departments and Agencies
MNO	Mobile Network Operator
MoU	Memorandum of Understanding
PEA	Political economy analysis
PPD	Public Private Dialogue
PSD	Private Sector Development
QA	Quality assurance
QoS	Quality of Service
SME	Small and Medium Enterprise
SMS	Short Messaging Service
SPEED	Support Program for Economic and Enterprise Development (USAID)
TA/TS	Technical Support
TBC	To be confirmed
ToC	Theory of Change
ToRs	Terms of Reference
USSD	Unstructured Supplementary Service Data
VfM	Value for Money
WB(G)	World Bank (Group)
WEE	Women's Economic Empowerment
YTD	Year-to-date

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1. Executive Summary

1.1 Objectives

The main objective of this assignment was to establish the potential for BERF's Innovative Stakeholder Engagement workstream to provide support to ANJE (Associação Nacional de Jovens Empresários), a business membership organisation (BMO) for young entrepreneurs based in Maputo, Mozambique. The objective is underpinned by business environment reform principles: through strengthened engagement with its members, ANJE could more accurately and convincingly represent private sector views on the business environment to government and advocate for reform through effective public private dialogue (PPD).

1.2 Main findings and conclusions

ANJE is run by a small group of enthusiastic and energetic young volunteers. The organisation has had some considerable successes: it has built a recognisable brand, attracted sponsorship and significant interest, evidenced by its more than 9,000 followers on Facebook and approximately 500 registered members. It has also successfully integrated modern communication tools into its day-to-day engagement with its members, including the free newsletter tool MailChimp, social media, and WhatsApp groups. However, while ANJE has evidently created a platform on which young entrepreneurs are eager to engage, it has struggled to keep up with its fast growth and the growing needs of its membership. Our interviews with the ANJE management team, selected members and an online survey of members, established the following key issues:

■ ANJE is run by volunteers with other business interests and limited capacity.

■ Roles and responsibilities in the ANJE team are not clearly defined. For example, all ANJE management team members have access to the organisation's main email inbox, with no one person assigned to responding to ANJE member enquiries.

■ ANJE has struggled to maintain an accurate database of its members. The team uses Excel which has to be updated manually. The main master copy was recently lost, although some data has subsequently been recovered.

■ Feedback from ANJE members indicates a certain dissatisfaction with the frequency and quality of communication, with some queries and membership registration requests going unanswered.

BERF has supported ANJE to draw up a Communications Strategy (Appendix 4) which includes the messages, tools and activities that should form the basis of its day-to-day communications function. In light of ANJE's existing use of a variety of communications tools, its eager to engage membership and the internal operational issues it faces, BERF concluded that ANJE would be well placed to receive further support from BERF ISE. BERF proposes to implement an IT solution that would facilitate strengthened communication with its membership and build on ANJE's existing good practices.

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1.3   Technology solution

BERF has set out the Terms of Reference (ToRs – Appendix 1) for procurement of a contractor to design and implement a web-enabled portal that could, following preliminary work by ANJE to implement their Communications Strategy and with DFID approval, be implemented in phase 2. BERF's proposed technology solution for ANJE is a mobile-to-web management portal. The platform provides both a management portal for ANJE staff and a members-only portal for ANJE members. Both portals can leverage the data and feedback gathered from the online tools already used by ANJE:

ANJE Management Portal:

The portal would allow ANJE management team to:

- Broadcast custom SMS messages to various member groups, including event invites, automated feedback, polling, news, and notifications;

- Manage and edit ANJE's membership database online;

- Register its members through online, mobile and SMS portals. Feedback would be automatically sent to members, and a ticket number would be issued to allow tracking of communication;

- Track and manage workflow through a dashboard, enabling the team to process all incoming requests from members and allocate internal administrative tasks;

- Manage a library module, including uploading of documents related to policy, entrepreneurship, and leadership.

ANJE Members' Portal:

The members' portal would allow ANJE members to:

- Register online and receive automated feedback, including a registration number, through email and SMS;

- Request specific content and services;

- Access ANJE members only information, including policy, leadership and motivational content not available through general social media;

- Receive SMS alerts on events, notifications, meetings and news.

1.4   Key risks and conditionalities

The key risks of any further engagement (phase 2) with ANJE are as follows:

- **Inadequate commitment by ANJE.** In initial engagement with ANJE, the organisation did not appear fully committed to the assignment's objectives and to providing resources and membership access to discuss issues and needs. The ANJE Board of Directors has subsequently given their assurance that the organisation is willing to proceed with

implementing the Communications Strategy and looks forward to further engagement with BERF in 2017.

- **Inadequate capacity to perform basic and advanced communications tasks.** BERF has recommended that ANJE should a) reorganise their executive roles to ensure a more balanced contribution to managing ANJE for the benefit of members, b) implement the Communications Strategy before further support can be provided and c) seek external support to fund at least a part-time administrative resource, as evidence of its capacity to operate a communications function successfully.

- **Financing and sustainability questions.** ANJE should demonstrate a financially sustainable plan and provide evidence of a diversified range of funding sources and contributions in kind.

In order to proceed to phase 2 of this assignment, DFID and BERF require sufficient reassurance that ANJE can mitigate these three key areas of risk:

- **Commitment.** Enthusiasm for the technology-enabled project is clear, but needs to be demonstrated in more concrete terms.

- **Internal capacity.** ANJE should clearly designate the roles of voluntary directors and seek funding for a full-time staff member with the skills to ensure the ongoing successful implementation of the proposed technology solution.

- **Sustainability.** ANJE should demonstrate that it is able to cover the (low) costs of sustaining the recommended technology. ANJE does not charge its members a subscription fee and has explored alternative financing models. We recommend that ANJE should fully investigate its long-term sustainability options and articulate these in a clear business plan.

1.5   Next steps

BERF recommends that:

1) ANJE should approve, revise if necessary and implement the Communications Strategy (Appendix 4) in the period January to March 2017. [initiated by 31st January 2017]

2) BERF should review progress by ANJE towards mitigation of the three risks and should assess the appropriateness and timing of further support i.e. design and implementation of the technology-based solution. [assessment by 31st March 2017]

3) BERF should confirm the likely costs of the assignment and discuss with DFID whether or not a contract amendment is required within BERF, or if work can be financed within the scope of existing fixed output prices. [by 31st March 2017]

4) BERF should submit recommendations to DFID as to whether or not to proceed to phase 2. [by 31st March 2017]

2. Introduction

2.1 Background

ANJE is a business membership organisation that represents the interests of young entrepreneurs in Mozambique. It is primarily aimed at people between the ages of 18 to 35 who are self-employed or own a business and has approximately 500 members.

Established in 2010, ANJE promotes products, services and public policies that benefit the creation and improvement of businesses owned by young people. Its mission is to promote youth businesses through capacity building and advocating for a business environment more conducive to youth development. Currently ANJE works with the Ministry for Youth, Ministry of Labour, the President's Office and Prime Minister's Office but also advocates indirectly to government through the CTA.

ANJE is funded principally through funding secured from donors (mainly fees from project management) and corporate benefactors. Currently ANJE does not charge a membership subscription.

ANJE is managed by a Board of seven Directors led by a President and Vice-President. The Board manages the organisation on a day-to-day basis and is entirely voluntary.

ANJE services include business information to members and non-members, networking events, business training, statistics and business promotion events.

ANJE members are distributed throughout Mozambique, from Maputo in the south to the industrial hubs of Beira and Nampula up to 2,000 kilometres to the north. All members have access to mobile phones and online media although internet penetration and smartphone usage is generally low in Mozambique. A low intensity civil conflict is being waged in Sofala Province (around Beira), so face-to-face meetings can be logistically difficult and costly.

2.2 Objectives

BERF ToRs proposed a two phased approach:

Phase 1: Identify, cost the development of and assess appropriate ICT mechanisms (e.g. internet, smartphones, SMS, etc) for engaging ANJE members more effectively in BE dialogue; and produce ToRs for Phase 2.

Phase 2: Following development and testing of the chosen mechanism, provide a fully working technology-based mechanism for ANJE; and produce in partnership with ANJE an implementation and outreach plan to ensure effective use of the mechanism.

2.3 Approach to the assignment

During a BERF scoping visit to Mozambique in May 2016, ANJE requested support from BERF's Innovative Stakeholder Engagement team to facilitate more effective communication with its members through the use of a technology based solution. In November and December 2016, BERF conducted a desk-based literature review to map ANJE membership distribution,

the BMO and PPD landscape in Mozambique and current donor programmes. This was followed by a ten day consultative visit to Mozambique to interview ANJE directors, staff and a sample of members, internet service providers (ISPs), mobile network operators (MNOs), local technology businesses and donors. An online survey of members was undertaken.

2.4 Cross-cutting issues

2.4.1 **Gender.** The assignment focuses attention on improving the effectiveness of communication between the BMO and its membership with the aim of strengthening the organisation's capacity to engage in the PPD process. ANJE is active as an agent of gender balance (one of its directors runs training courses for women) but does not currently capture gender in its membership statistics, thus it has not been possible to determine its gender composition nor (in the short survey) any specific communications challenges relating to gender differences. BERF's proposed technology solution includes upgrading ANJE's membership database to enable the capture of membership demographics, which in turn should enable the organisation to identify gender issues within its membership.

2.4.2 **Youth.** ANJE is a young entrepreneurs BMO representing youth aged 18-35. The organisation was established specifically to build the capacity of young entrepreneurs and advocate for business environment reform more conducive to youth development. BERF's proposed technology solution for improved data capture and use of surveys should enable ANJE to identify issues specific to youth businesses.

2.4.3 **Conflict.** Mozambique faces a low-level civil war between government forces (the ruling party, Frente de Libertação de Moçambique – Frelimo) and the armed opposition party (Resistência Nacional Moçambicana – Renamo), that continues to generate insecurity in central and northern Mozambique. Conflict severely hampers business activities and makes communications between ANJE and its membership outside Maputo extremely difficult and costly. BERF's proposed technology solution should enable ANJE to strengthen communications with its members in central and northern provinces and provide evidence of business environment challenges outside Maputo.

2.4.4 **Political economy analysis (PEA).** The CTA has identified and advocated a long list of priority business environment reforms to government, although a lack of political will by the ruling party (Frelimo) has been a major barrier to promulgating new laws and framing regulations more conducive to business investment and growth. The need to divert resources to the civil war, Mozambique's poor economic performance and disputes with the IMF over economic management, transparency and corruption are also reasons for a lack of progress on reforms. The private sector shares to some extent responsibility for the lack of progress –

the PPD process has lacked rigour in assembling an evidence-based case for reform.

2.5 Changes to assignment scope

BERF undertook extensive desk-based research and in-country consultations to achieve the objectives and meet the scope of work set out in the ToRs (Appendix 5). The following issues, with explanations, were not covered by the assignment:

Scope Issue	Explanation
Consultation with Mozambique CTA	An interview with the CTA was requested but was not possible to organise in time, mainly because of a recent change in CTA executive personnel. CTA has subsequently requested an interview (through DFID) with BERF to determine possible future support. This has been followed up by BERF with DFID Mozambique.
Identification of existing good practice in mobile-based and online communication and dialogue mechanisms, including lessons learnt from any previous use of such communication mechanisms internationally	Initial research into technology-based dialogue mechanisms suggested that the topic could be more effectively covered in a separate BERF exercise. Therefore, largely due to time constraints, BERF recommends that DFID ICT should commission such a study under the BERF Evidence and Learning workstream and share the results with DFID Mozambique.

3. Public-Private Dialogue (PPD) in Mozambique

3.1 Definition of PPD

Public private dialogue is the formal platform through which the private sector and government interact. Successful PPD allows the business community to influence and shape policies that facilitate a flourishing and competitive business environment. The development of the private sector and a business environment conducive to inclusive investment are central to economic growth, job creation and poverty reduction.

It is therefore essential that BMOs such as ANJE can accurately reflect private sector interests to government and have full engagement with their membership through effective channels of communication. Effective communication works in two ways: information flowing out – whereby the BMO increases awareness of policy, laws, regulations and institutional actions – and information flowing in – whereby the BMO gathers feedback and opinions from members. Dialogue with government over specific policy issues is strengthened by gathering detailed evidence of constraints on investment from the experiences of the private sector.

3.2 Mozambique PPD structure and capacity

Diagram 1 illustrates the broad PPD structure in Mozambique.

Diagram 1 PPD structure in Mozambique
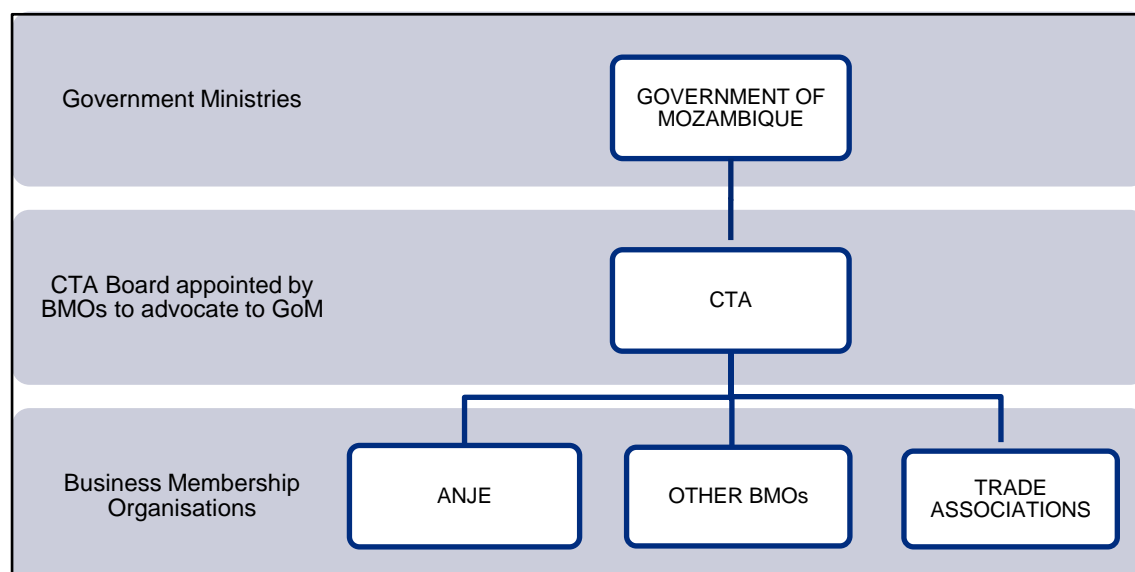
The apex PPD organisation, the Confederation of Economic Associations of Mozambique (CTA) was established in 1996 as the official dialogue partner with the government. The CTA's mission is to promote a business environment conducive to the development of the private sector and a strong participatory movement that is socially responsible and able to influence government economic reforms and drive business competitiveness.

The CTA comprises 140 members from sectoral federations, trades chambers and business associations and is represented in the main towns of Mozambique and in most industry sectors. CTA consists of five sectoral working groups (tourism, civil construction, agribusiness, industry, commerce and services, and transport) and four cross-cutting groups (labour policy, financial policy, public services policy, fiscal, customs and trade policy).

The results of PPD have been disappointing. A lack of political will has been cited as the main barrier to implementing reforms – in 2015 the CTA worked closely with government to identify and agree priority statutory and regulatory reforms, but government has been slow to promulgate new laws and to reform regulations and licences.[1] Other reasons for a lack of progress on reforms include the need to divert resources to the civil war, Mozambique's poor economic performance and disputes with international agencies (e.g. the IMF) over economic management, transparency and corruption.

The private sector shares responsibility for the lack of BE reforms because of the inappropriateness of reforms tabled for government action and the absence of rigour in assembling an evidence-based case for reform. Proposals typically have not reflected the major business environment constraints – narrow sectoral interests have prevailed over national economic reforms – and the main BMOs have elected to go for volume (over 100 reforms were tabled in 2015) rather than strongly argued priorities that government could feasibly handle.

3.3   Donor engagement in PPD

Current donor engagement in business environment reform and PPD is as follows:

- DFID chairs the multi-donor working group on business environment reform and funds reform of regulations and licences through the E-BAU programme.

- USAID has commenced the next phase of its SPEED (Support Program for Economic and Enterprise Development) programme, which has a business environment reform and public-private dialogue component.

- The World Bank is in the process of launching its Let's Work Partnership (LWP) programme which harnesses the potential of the private sector to help create more and better jobs that are inclusive. Reforming the business environment in key value chains is an important component of the LWP programme.[2]

- Danida's FAN programme is in the process of being transformed into a Mozambican institution that supports the private sector and business environment reform. FAN has previously funded BMOs and is open to further funding proposals from BMOs and civil society organisations.

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[1] The government produced a shortlist of 22 reforms for priority action but by 2016 had introduced only 3 reforms.

[2] BERF is currently engaged in BER diagnostics in the LWP selected value chains.

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4.   Survey of Members' Needs

A survey of ANJE members was undertaken to determine their opinion of ANJE services, and their communication habits and preferences. A summary of the 31 responses is presented below.[3]

4.1   Respondent details

27 of the 31 respondents provided further details of their business, including location, industry, number of employees and length of membership at ANJE.

Employees

The average number of employees in respondents' companies was 12, and totalled 656 overall.

Location

The vast majority of respondents (85%) were from Maputo City or Maputo Province, with only 4 respondents situated in the northern areas of Sofala, Tete and Zambezia (Table 1).

Table 1 Survey Responses: Location

Location	Frequency	%
Maputo City	21	78%
Beira	2	7%
Maputo Province	2	7%
Tete	1	4%
Zambezia Province	1	4%
Total	27	100%

Industry sectors

Respondents were from a wide range of industry sectors, the largest of which were transport and logistics (19%) and ICT (15%) (Table 2).

Table 2 Survey Responses: Industry Sectors

Industry Sector	Frequency	%
Transport and Logistics	5	19%
ICT	4	15%
Business services	3	11%
Consulting	2	7%
Fashion and Beauty	2	7%
Real Estate	2	7%
Recruitment	2	7%

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[3] Because the universe was not made available to the consultants, it has not been possible to determine the representativeness of the response.

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Industry Sector	Frequency	%
Accounting, auditing and tax	1	4%
Agriculture	1	4%
Automotive	1	4%
Construction	1	4%
Food and Beverages	1	4%
Oil and Gas	1	4%
Retail	1	4%
Total	27	100%

Period of ANJE membership

The majority of respondents (76%) joined ANJE in the past three years, with the remainder joining between 2010 and 2013 (Table 3).

Table 3 Survey Responses: Period of ANJE Membership

Year Joined	Frequency	%
2010	1	4%
2011	1	4%
2013	4	16%
2014	10	40%
2015	4	16%
2016	5	20%
Total	25	100%

4.2 Benefits of ANJE membership

Members were asked about the benefits of ANJE membership. Networking was the main benefit identified (71.0%), followed by information (64.5%) and dialogue with government (35.5%) (Figure 1).

Members were also asked to rate the effectiveness of these benefits (Figure 2):

- **Networking** was rated well on the whole, receiving an average score of 7.21 out of 10. However, opinions were divided, with 40% awarding it 10 out of 10, and 32% rating it as poor (less than 5 out of 10).

- **Information** received an average score of 6.75. Again, opinion was divided – 46% gave it more than 8 out of 10, while 32% rated this service as poor (less than 5 out of 10).

- **Dialogue with government** scored an average of 5 out of 10, with 63% of respondents scoring it as 5 out of 10 or less, and only 18% rating it 8 out of 10 or above.

Figure 1 Survey Responses: Benefits of ANJE Membership

Please select the main benefits to you of ANJE membership

Benefit	Percentage
Networking	71.0%
Information	64.5%
Diaglogue with Gov't	35.5%
Other	16.1%
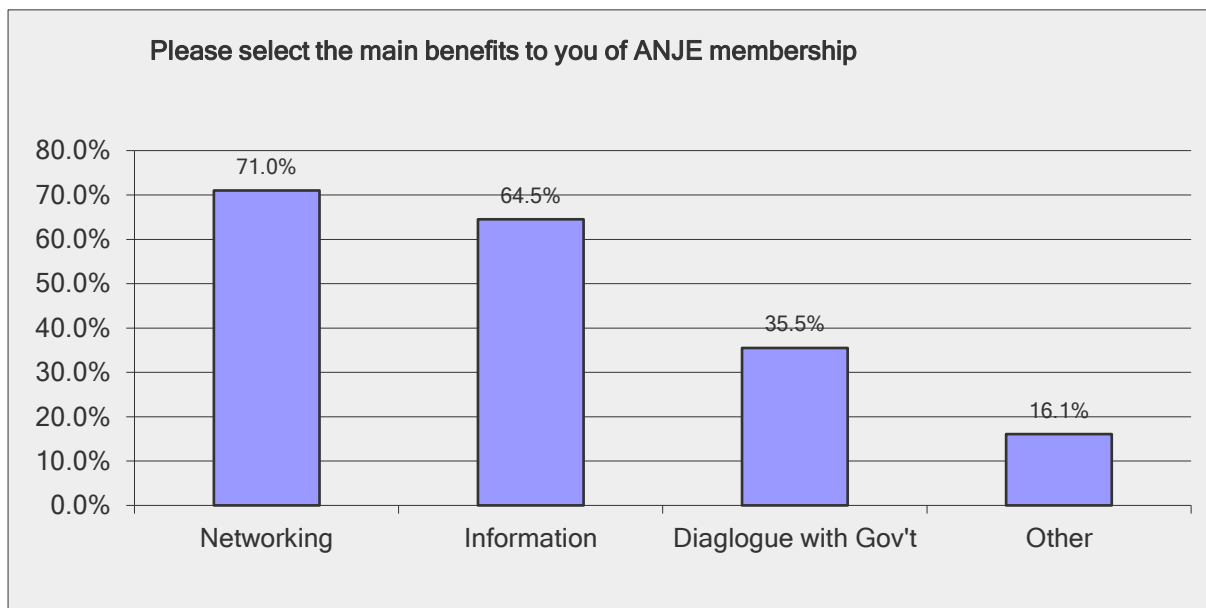
Figure 2 Survey Responses: Effectiveness of ANJE Membership

How effective are these benefits?

Benefit	Score
Other	4.42
Dialogue with government	5.09
Information	6.75
Networking	7.21
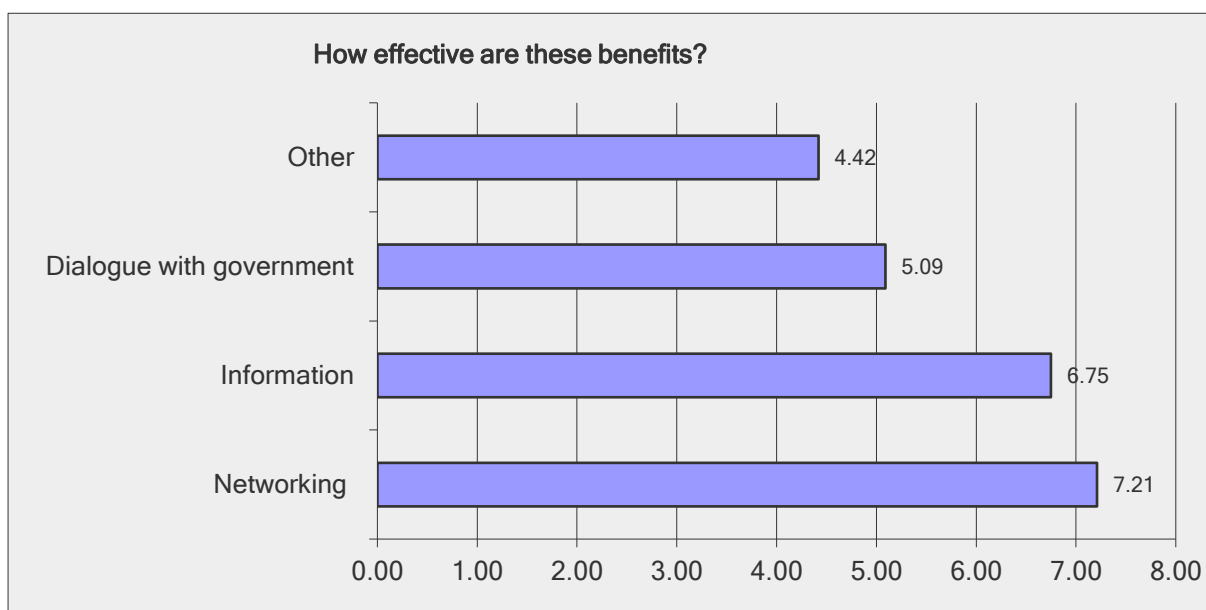
4.3 Services needed (not currently supplied)

Respondents were asked to detail services they would like to receive, but which are not currently provided by ANJE. A small number of respondents suggested the following:

- Angel investing and business incubation

- Regular training of entrepreneurs

- Partnerships with national and foreign entities

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■ Support entrepreneurs in linking up with multinational companies

4.4 Further comments

Respondents were invited to provide further comment on ANJE and its services. The selected comments are as follows:

■ *"ANJE should seek partnerships with other similar organisations to monetise the members' businesses. It should invite other young entrepreneurs to exchange information."*

■ *"My relationship with ANJE is still very recent and I have not opened my company yet. The newsletter is a good initiative but should be more publicized among the members. I also feel that communication with members is not frequent and training programmes are scarce or perhaps not well publicised, a point I consider to be fundamental for those who want to start their business."*

■ One respondent from Beira was dissatisfied with ANJE's services and did not feel that members outside of the province benefited from the support ANJE promised.

4.5 Members' communication with ANJE

The majority of members (46%) communicated with ANJE by email; WhatsApp and Facebook were significantly lower at 14% (Figure 3).

Figure 3 Survey Responses: Members' Communication with ANJE

BE RF — Business Environment Reform Facility
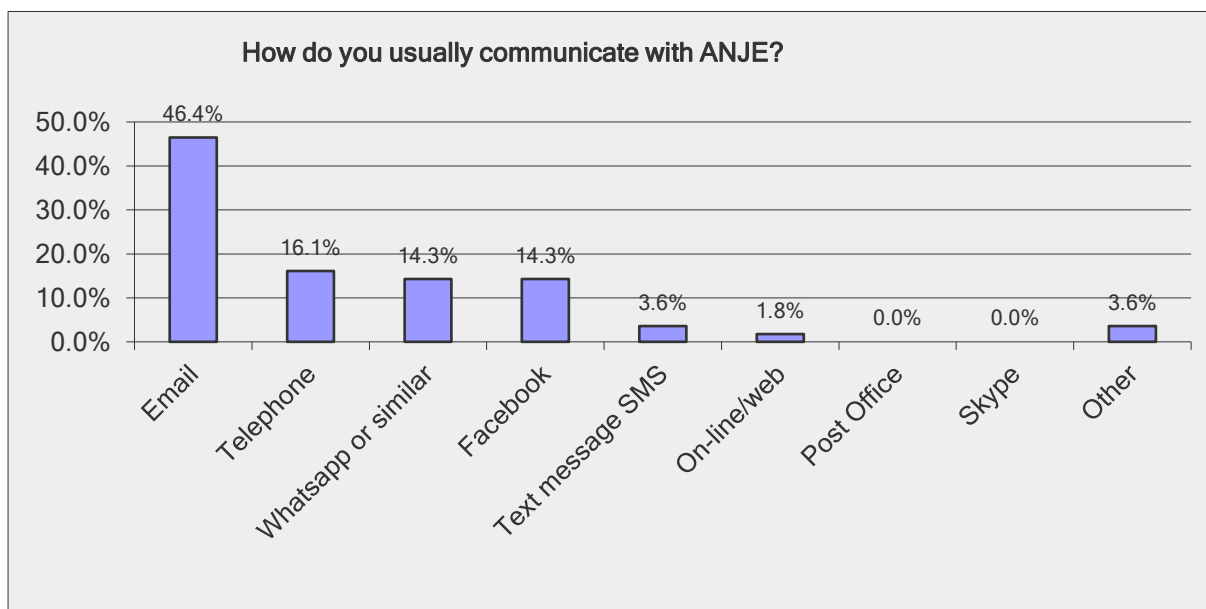
4.6   Sources of information about government policy

Figure 4 Survey Responses: Source of Information about Government Policy

How do you find out about government policy and reforms affecting your business?

- ANJE newsletter: 17.8%
- Other business people: 15.6%
- From government sources: 11.1%
- Other - please specify: 11.1%
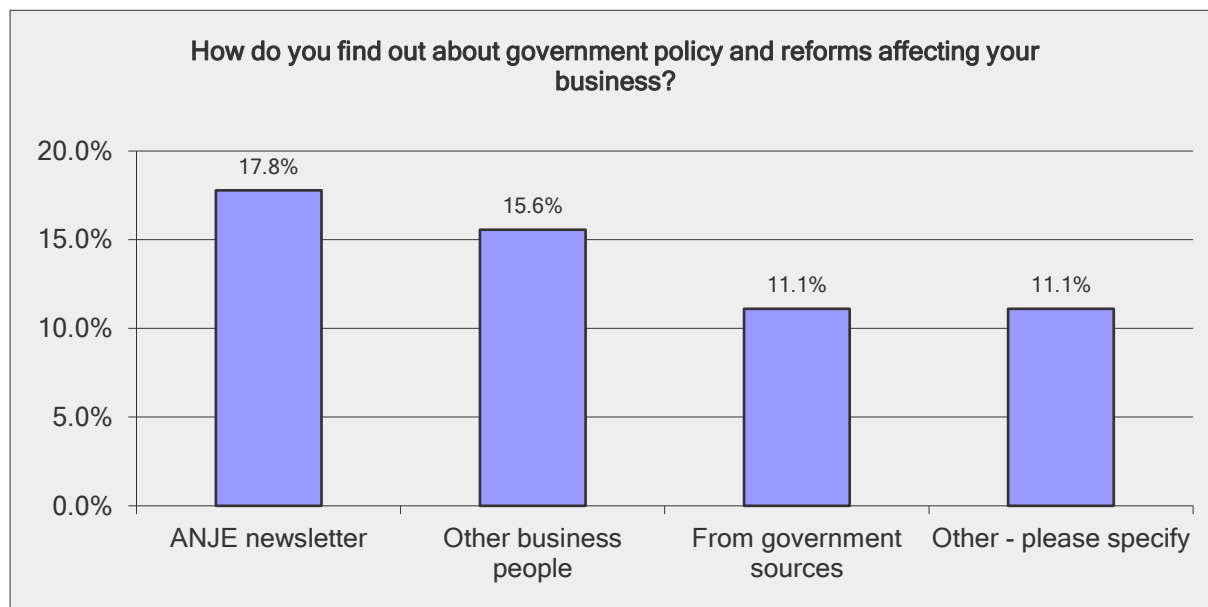
Members generally used the press (44%) as their main source of information on government policy, while the ANJE newsletter was the second most popular source at 17% (Figure 4).

4.7   Biggest challenges to business

Figure 5 Survey Responses: Biggest Challenges to Members' Businesses

What are the biggest challenges facing your business?

- Lack of demand: 34.9%
- Government laws and regulations: 20.9%
- Supplier problems: 9.3%
- Transport infrastructure: 7.0%
- Staff problems: 4.7%
- Other: 23.3%
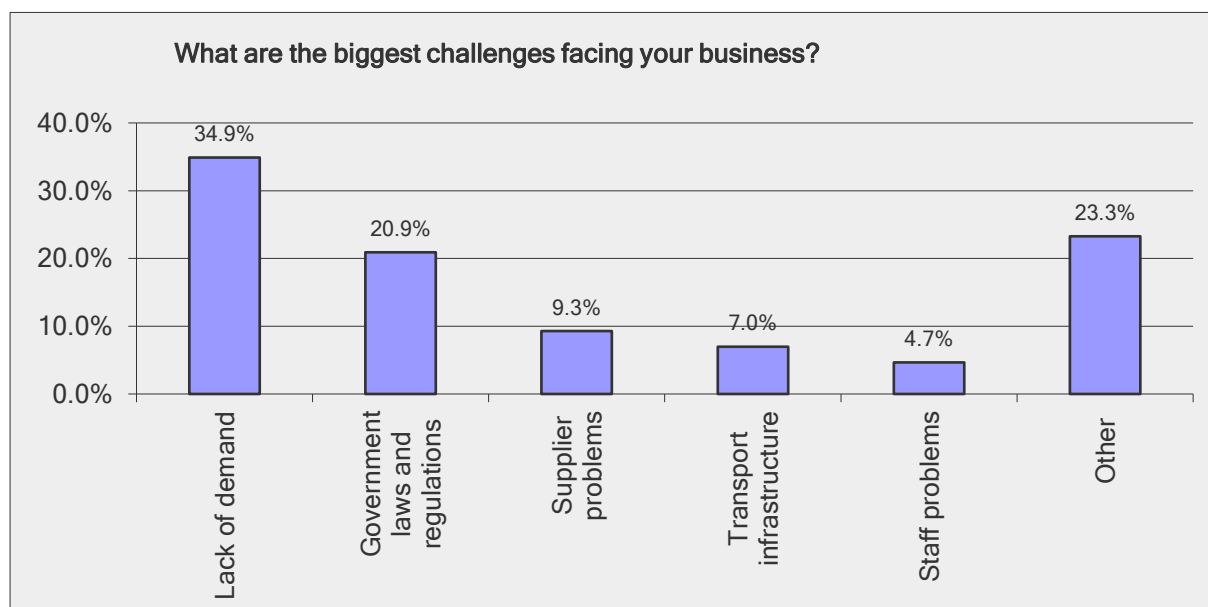
Respondents were asked to select the biggest challenges to their businesses. The two biggest challenges were lack of demand (35%) and government laws with 23% selecting 'other', citing

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the country's financial crisis and lack of access to finance and investment as the main reasons (Figure 5).

4.8   Survey summary and conclusions

The survey highlighted some important questions relevant to this assignment. In particular:

- As the ANJE management team are aware, there is some frustration among members that ANJE is not as responsive as they would wish, and does not provide the services members expected to receive. The proposed BERF technology solution should help ANJE to communicate more effectively with its members.

- ANJE members selected email as their preferred method of communication. ANJE does not currently have a communications officer responsible for corresponding with members, and BERF has recommended that they reorganise to deploy someone in such a role. The management portal BERF has proposed would allow for easier processing of membership requests.

- Members' expectations of ANJE are high. In addition to networking and dialogue with government, members expect training programmes, mentoring and introductions to international businesses and potential investors. While on the one hand it is a positive sign that members expect so much from ANJE, ANJE should focus its offering on one or two core areas, such as PPD and networking, which would allow the organisation to focus on high quality delivery and thus manage the expectations of its members.

- Dialogue with government is a relatively low priority for members and is not seen as ANJE's primary function – ANJE scored poorly in this area. ANJE should ensure that PPD and representing young entrepreneur's interests in business environment reform remain a core part of its offering to members.

5.   Strengthening ANJE Communications: Technology Options

5.1   Technology context in Mozambique

Mobile phone penetration in Africa has increased rapidly in the past 12 years, going from 1% in 2000 to 54% in 2012,[4] fuelled by mobile subscribers who regard communication as a priority in their budgets, averaging expenditure of $5-$8 per month.[5]

Mozambique has three mobile network operators (MNOs): a) Mozambique Cellular (Mcel) b) Vodacom and c) Movitel, connecting a total of 17.5 million subscribers out a population of 27 million inhabitants. The MNOs have a variety of services including Voice, SMS/USSD, mobile data, mobile broadband, and mobile money.

Over the last five years the population of internet users in Mozambique has risen substantially from 127,500 in 2010 to 1.8 million in 2016.[6] The rapid rise is due to three main factors:

- Mobile data is the common channel to access the internet, whether through mobile handsets, tablets or USB dongles;

- Increased competition in the handset market with the introduction of cheaper internet ready devices. MNOs cited their cheapest smart phones ranging from USD$20-$25;

- The introduction of a third MNO, Movitel in 2012 consequently resulted in competitive pricing, leading to a 40%[7] drop in mobile data charges.

Affordable and accessible mobile data provides a platform for Mozambican youth (who comprise 66.4% of the population[8]) to access valuable content, promote e-commerce and develop digital communities with like-minded individuals.

5.2   Communications objectives

ANJE is a youth focused BMO comprised of approximately 500 members countrywide. Currently no analysis of the membership is possible e.g. gender balance, because the database does not record membership demographics. The composition of membership is a mix of existing and potential entrepreneurs. ANJE is managed centrally from Maputo by a management team of directors who serve on a part-time basis. The main functions of the BMO are:

- Disseminate information on entrepreneurship and legislation to members;

- Develop entrepreneurial skills of members by developing content and hosting events;

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[4] The Sub-Saharan Africa Mobile Observatory. Deloitte.

[5] UN Africa Renewal Magazine, Africa's mobile youth drive change (2013).

[6] GSMA Mozambique Country Statistics (2016).

[7] Telecoms Research Mozambique, Eaglestone securities (2014).

[8] UNICEF Mozambique Population Statistics, https://www.unicef.org/infobycountry/mozambique_statistics.html.

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- Facilitate partnerships with national, regional and international bodies to promote entrepreneurship and business networks;

- Advocate for the needs of members with external organisations e.g. CTA and government.

Establishing user requirements

BERF established user requirements to determine the needs of ANJE operations. In depth analysis involved: a) interactions with the ANJE management, board and members, and b) analysis of their current tools of communication. The resulting outcome is a solution design based on the identified needs of targeted users.

Need 1: Membership database

In the past, ANJE segmented its membership into the following categories: gold, silver and bronze. The categories were defined by size of the business, value proposition, and subscription fees. It allowed ANJE to provide specialised services according to each category.

The effectiveness of the categorisation is based on the presence of a robust up-to-date members' database. The organisation uses Microsoft Excel to store its data which is not regularly updated. In addition the team cited a particular incident that lead to the loss of member data. Poor redundancy protocols further worsened the incident as there was no means to retrieve the lost data.

Need 2: Internal work allocation

ANJE management receives numerous requests from potential members expressing interest in joining the organisation. Requests are sent in via email to one address that is accessed by all members of the management team. Consequently the team is unable to prioritise and track which request has been responded to or actioned. Requests from existing members are subject to the same problem creating delays and in some cases no response at all.

Need 3: Membership communities

ANJE member communities are built on social platforms namely WhatsApp and Facebook. The WhatsApp groups are segmented into provinces, which restricts members from engaging with each other due to their localities.

Furthermore ANJE is unable to control the narrative in any of the groups. Multiple conversations varying from topic discussions, requests, invitations and unauthorised selling of goods/services, make it impossible for the team to administer or track individual threads.

5.3 Technology solutions

This section proposes a customised ICT solution that meets the identified needs and expectations of the ANJE management and its members. The recommended objectives of the solution are the following:

- Enhance communication between ANJE and its members countrywide.

- Enable the ANJE management team to log, track and process requests from members.

- Generate automated feedback to members for service requests.

- Create efficient working practices by sharing and coordinating.

The solution would be a mobile to web platform to bridge the gap between ANJE management and its members. The platform should be built on user centric design principles whereby the users are involved throughout design, development and implementation stages. The process should be iterative and refined by continuous evaluation by the ANJE team.

ANJE Management portal

The ANJE management portal should be easy to use and should have the least possible requirements for user access. All management team members should have user accounts and passwords to access the platform and the following modules:

Digitisation of member database

The digitisation of the member database should allow ANJE to kick-start the process of storing detailed information based on pre-defined parameters. Detailed data would allow ANJE to analyse, segment and prioritise the needs of their members, according to e.g. locational, sectoral or gender characteristics.

Internal task allocation

A task management module should support feedback from members and create an internal structure for managing, categorising and prioritising incoming requests from members. The resulting efficiency would develop a regulated feedback loop between ANJE and its members (Diagram 2).

Diagram 2 Members reporting matters to ANJE
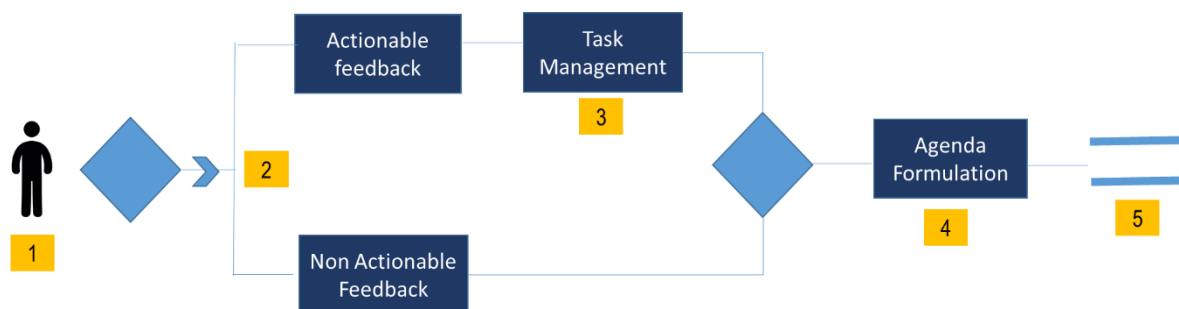
Legend

No	Description
1	Member reports incidence by phone, email or SMS
2	The report is received by ANJE and the user will categorise the report in actionable or non-actionable feedback
3	Actionable feedback is assigned to relevant staff member for resolution
4	All feedback both actionable and non-actionable is categorized to inform the management committee and board on prevailing issues that are of a common interest to the members
5	Policy Tracker Database: A repository of indexed incidences that inform on agenda on policy formulation, lobbying, newsletter content, etc

Policy tracker

A policy tracker should create a repository for logging feedback from members related to issues affecting their businesses (Diagram 3). It should result in ANJE's ability to:

- Formulate agendas to advocate with the CTA and government agencies;

- Prioritise agenda items that formulate the parameters of partnership with national, regional and international organisations e.g. youth or related associations;

- Empower ANJE to launch participatory issue-based conversations with its members.

Diagram 3 Members join discussions or subscribe for updates on agenda items
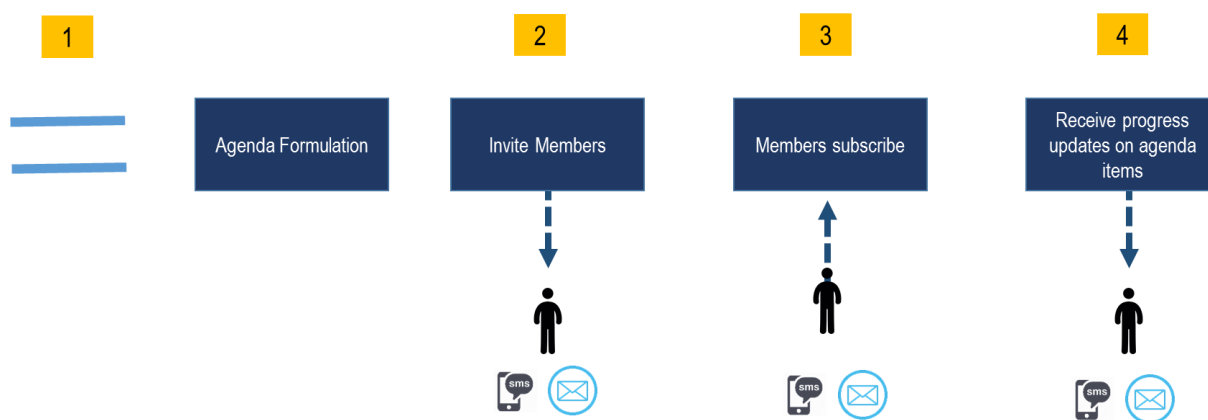
Legend

No	Description
1	Agenda items are posted from the policy tracker database for the members to participate.
2	Members are invited through email, and/or SMS to join the conversation around the selected agenda items.
3	Members subscribe to the agenda item of interest. Confirmation of subscription is sent via SMS and/or Email.
4	As ANJE continually engages in dialogue they post updates onto the agenda item. Members can keep track through notifications sent via Email and/or SMS. In addition members have the provision to comment on activities

Knowledge base

A central repository of all relevant content is essential for members. To support this function, the relevant communications personnel should be able to upload, index and publish content such as documents, videos and blogs.

SMS/Email broadcasting

The management team requested tools to support communication targeted at their members. A tool to enable broadcasting via Email and/or SMS should be considered in the design of the technology solution The ANJE team should be able to use the tool to send out event invitations, polling, news updates or notifications.

Directory

The directory is a repository of all ANJE members, profiling their business and respective contacts information. The ANJE team should have the ability to upload and publish these profiles.

Reports

The design should consider a simple easy-to-use section that allows ANJE users to generate a variety of reports. Additional functionality should include the ability to export reports to Microsoft Office.

ANJE Members' Portal

Members should access the portal online or on mobile. The portal should be light to curtail high internet data consumption as a user navigates through the site. In addition the portal should be user friendly, narrated in both Portuguese and English. It is recommended the online portal be accessed through a log-in page on the ANJE website. The portal should have the following design considerations:

Service requests

A service request form should allow members to give categorised feedback to ANJE. The form should be linked to the corresponding service request module on the ANJE management portal for consequent action and resolution. The management team requested an automated feedback response to members on submitting the form.

Additionally members should have the ability to lodge service requests from multiple platforms such as SMS, Email or social media platforms.

The portal should have a member registration form that can be accessed publically on the ANJE website. Each registration should generate a service request for the ANJE team for approval or rejection. Automated feedback should be sent to the member to acknowledge receipt.

Policy tracker

The policy tracker is a participatory tool for members to subscribe to agenda items that are of interest to them. Therefore each agenda item should create small digital communities who should be able to view updates and comment on conversation threads. To promote active engagement, notifications of updates should be sent to members by email and/or SMS.

Knowledge base

Members should be able to access a variety of content published by ANJE. All the content should be categorised and indexed for easy navigation.

Directory

A directory should list the profiles of members including business name, owner's name and business category. Members of ANJE should have the ability to search and view profiles of other members.

5.4   Resourcing and operational issues

This section outlines the resources required by ANJE to operate the solution effectively.

Human resources

The ANJE team is made up of seven part-time personnel. In order to operate the technology solution effectively, it is recommended that ANJE should nominate two staff members for the roles of Communications Manager and Systems Administrator.

Table 4 ANJE organisation

Role	Description of General Tasks	Time Spent
Management team	Manage assigned tasks generated from service request module Review/Approve/Reject content Review/Analyse reports	1 hour per day
Communications Manager	Design, review and upload content. Manage SMS/Email broadcast module Assign member tasks generated from service request module to management team members	2 hours per day
Systems Administrator	User support Review system data Monitor performance of SMS, Mobile and Web platforms Liaise with Technical supplier in the case of escalated issues	4 hours per week

Technical resources

The proposed solution has components of mobile and web. The following components should be taken into account to support the operationalisation of the solution.

Table 5 Mobile and web components

No	Item	Description
1	**Web Portal Functionality**	
1.1	Cloud Server	Server accessed remotely from a cloud service provider. The Server will host the ANJE portal
1.2	SSL Certificate	SSL Certificates secure connections from a web server to a browser.
1.3	Internet Domain Name	Domain name identifies the IP address of the solution hosted on the web server
2	**SMS Functionality**	
2.1	SMS Gateway	The SMS gateway allows the proposed ICT solution to send or receive Short Message Service (SMS) transmissions to or from the MNO network
2.2	SMS Set up	Fees related to set up the SMS Short code
2.3	Bulk SMS Costs	Fees related to the purchase of SMS that will be sent or received by the solution SMS service

5.5   Recommended Implementation Approach

The contractor should be responsible for development, implementation and handholding of the proposed solution (Diagram 4). The implementation will be divided into milestones in priority order:

1. Project initiation

The appointed contractor should begin work by analysing the technology requirements and engaging with project stakeholders. Further assessment of user requirements should be conducted through engagement with stakeholders. The contractor should produce software design and user requirements documents during this milestone.

A joint project team representing stakeholders should be set up to lead implementation. The team should assign roles/responsibilities, develop documentation and map out activities.

In tandem, validation of the membership database should be undertaken jointly by the contractor and ANJE, with members updating their contact details and other information.

2. Project review

Project review meetings should be held periodically to assess progress and challenges. These forums provide an opportunity to de-brief the BERF team.

3. System development

Informed by the user requirements and software design documentation, the contractor's technical team should embark on design and prototyping of the solution. All iterations of the solution should be reviewed and approved by the joint project and BERF team.

4. System testing

The solution should be tested by internal and external bodies to examine all aspects of security, system features and user experience. The ANJE management team should carry out User Acceptance Tests, interrogating all components of the system.

5. Training ANJE users

The ANJE team should be trained using a competence-based training model. The objective is to ensure participants can grasp all functionalities of the solution through practical simulation. The contractor should develop illustrated training material. Technical one-to-one training should be undertaken separately for the System Administrator and Communications Officer.

The contractor should develop user manuals in Portuguese and English to assist ANJE users to navigate the solution.

6. System Roll Out

The full system roll out should commence after training. ANJE should carry out an outreach campaign to members to create awareness and share the benefits of the portal. Access details for all registered members should be shared on email and SMS.

5.6 Expected results of technology solutions

- Introduction of a structured feedback loop between members creates efficiency resulting in better service delivery to members;

- Shift towards evidence-based advocacy with CTA and government through utilisation of the policy tracker;

- Enhanced ability for ANJE to create or strengthen partnerships with national, regional and international organisations informed by members' conversations on the policy tracker;

- Potential to reintroduce member subscription fees due to digitised member database and perceived value derived from participatory tools. The increase in participation by members should result in a higher propensity to pay subscription fees;

- Potential for additional value added services to members that are incidental to the project objectives.

5.7 Indicative inputs for phase 2

The contractor should consider forming a project team to implement the solution.

Project Manager

The project manager is responsible for the planning and execution of the project. In addition he or she should liaise closely with key stakeholders including ANJE, BERF and sub-

contractors. He or she should oversee the development of the solution and ensure timely implementation.

Development Team

The development team is responsible for system planning, developing, testing and roll out of the solution. The team's technical competencies should include:

■ Application developers – The developers will define the architecture of the solution informed by the software requirements. The team will develop the solution into a fully functional solution within scope. The team should comprise two application developers and one mobile application developer;

■ UX Developer – The UX developer is responsible for developing design, usability, and accessibility elements for all users interacting with the application;

■ Quality Assurance (QA) Engineer – The QA Engineer is expected to participate in the software development process in an effort to deliver a quality software application. He or she should determine the desired level of quality, especially by means of attention to every stage of the process of development.

Implementation Team

The implementation team should focus on all non-technical elements of the project, made up of two personnel namely the Project Manager supported by the Business Analyst. They should be in charge of analysis of business processes, content development, stakeholder engagement, user training, monitoring and evaluation. One of the personnel should be a Portuguese speaker to facilitate easier communication with stakeholders.

Table 6 Indicative resources ANJE

Resources			
Labour	**Number**	**Days Each**	**Days Total**
Project Team Lead/Project Manager	1	45	45
Business Analyst	1	45	45
UX Developer	1	20	20
Application Developers	2	40	80
Mobile Application Developer	1	40	40
QA Engineer	1	20	20
Total	**7**		**250**

Resources
Additional Costs
One time set up costs: Cloud server set up, SMS Gateway set up (3 MNOs Mcel, Vodacom and Movitel), Domain Name (.co.mz, .com, .org, .net), publish mobile application on Google playstore
Annual maintenance cost: SSL certificate, Cloud hosting, Public IP, Domain name, SMS Gateway
Traveling & Lodging Cost (Project Manager 40 days, Business Analyst 35 days, QA Engineer 5, Master Trainer 10 days)
User training approximate for 12 personnel for one day
Design and printing of user manuals and training materials 30 pieces
Bulk SMS 15000 SMS

The resources for the proposed technology solution for ANJE (Table 6) are based on design, development and implementation for two Mozambican BMOs to take advantage of economies of effort.[9] The contractor should, however, customise the ANJE solution to fit the requirements specified in the ToRs.

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[9] Resource costs for design, development and implementation for only one Mozambican BMO will be approximately 20% higher.

Department
for International
Development

Diagram 4 High level system design
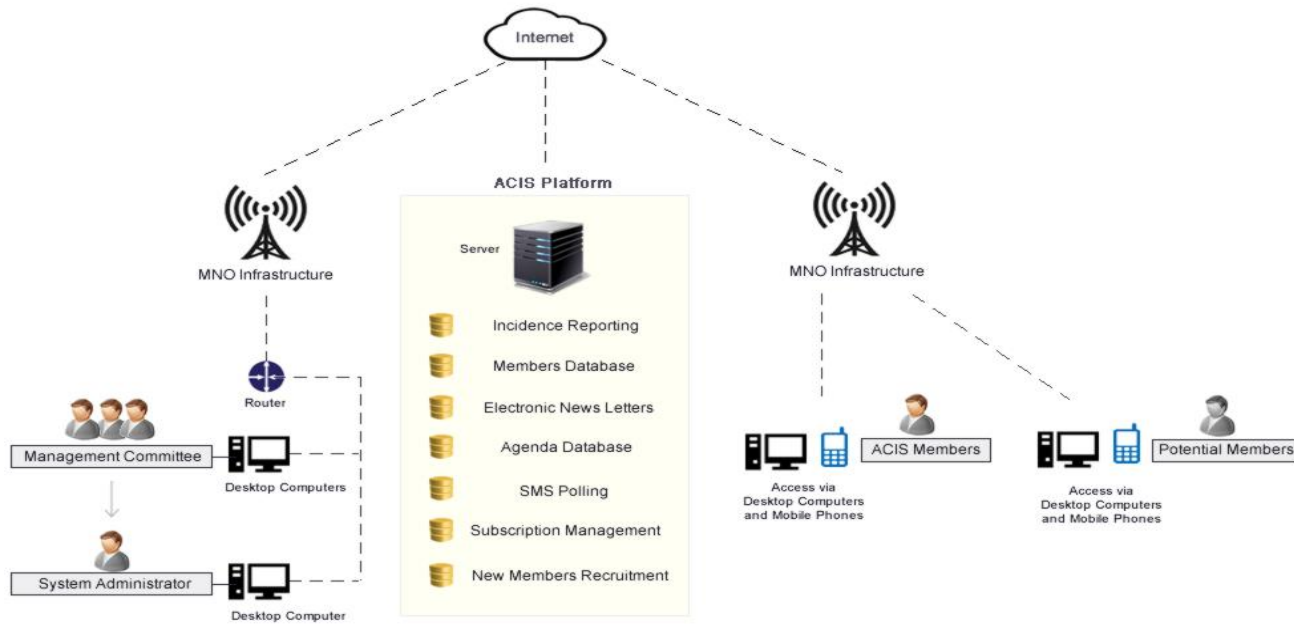
Table 7 ANJE: Indicative design and implementation timeframe

No.	Project Activities	Month 1				Month 2				Month 3				Month 4			
		W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16
1	Project Initiation	▒	▒	▒	▒												
1.1	Project Initiation Meeting	█															
1.2	User Requirements Gathering/Review	█															
1.3	Membership Data Validation Exercise	█	█	█	█												
2	Project Review	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒
2.1	Project Review Meetings	█	█			█		█		█			█		█		
3	System Development		▒	▒	▒	▒	▒	▒	▒								
3.1	Development and Customisations		█	█	█	█	█	█	█	█	█						
4	System Testing					▒	▒										
4.1	Prepare Testing Documentation/Tools					█											
4.2	Internal Testing by contractor					█	█										
4.3	External Testing by 3rd Party entity						█										
4.4	User Acceptance Tests						█										
5	User Training							▒	▒								
5.1	Prepare Training Documentation/Training							█									
5.2	Development of User Manuals							█	█								
5.3	Execution of Training							█									
5.4	Submission of Training report								█								
6	System Roll Out									▒	▒	▒	▒	▒	▒	▒	▒
6.1	Launch Member Outreach campaign									█	█	█	█				
6.2	External Launch											█					
6.3	Submission of Final Project Report													█			
6.4	Project Sign Off														█		

6. Recommendations

6.1 Key risks and conditionalities

The key risks of any further engagement with ANJE are as follows:

- **Inadequate commitment by ANJE.** The BERF team was not fully convinced that ANJE was committed to the assignment's objectives and to providing resources and membership access to discuss issues and needs. For example, BERF was unable to undertake its planned programme of consultations with a focus group of selected members. BERF was ultimately able to have helpful discussions with ANJE executives and was given access to the ANJE membership database to undertake a survey of members. Subsequently the ANJE directors met with BERF and gave their joint assurance that the organisation is willing to proceed with implementing the Communications Strategy.

- **Inadequate capacity to perform basic and advanced communications tasks.** The ANJE organisation structure and problems revealed to BERF e.g. losing all membership data, in the consultative phase indicated that there were questions about the capacity of ANJE to absorb effectively the benefits of a technology-based Communications Strategy. BERF has recommended that ANJE should implement the strategy and reorganise its voluntary roles before further support can be provided, as evidence of its capacity to operate a communications function successfully. ANJE currently has no full time member of staff dedicated to the day-to-day running of the organisation. We recommend that a suitable permanent member of staff should be appointed full-time to ensure the organisation's future success. While BERF can offer some initial support and training, providing the core capacity of the organisation is the directors' responsibility. This approach should operationalise the principle that technology-based communications solutions are more likely to succeed if they are built on a robust organisation and communications base.

- **Financing and sustainability questions.** Currently ANJE does not charge a subscription fee for membership as (ANJE argues) its members are young entrepreneurs with little spare cash. While this may work in the short term, as ANJE builds its membership base and its good reputation, a clear business model for sustaining the organisation in the long-term should be established. For example, the management team suggested that ANJE could ultimately be supported by revenues from the sale of membership email addresses to advertising companies or sponsors (with membership permission). The technological solution that BERF proposes (online databases, digitised membership details) could support this. BERF recommends that ANJE should explore its long-term sustainability options and articulate these in a written business strategy. Value for money considerations require that ANJE should have a

financially sustainable future and provide evidence of a diversified range of funding sources as well as pro bono contributions from members and contributions in kind.

In order to proceed to phase 2 of this assignment, DFID and BERF require sufficient reassurance that ANJE can mitigate these three key risks, as follows:

- **Commitment** to the success of the technology-based improvements going forward.

- **Capacity** including at least one full-time administrative official and clearly designated roles of voluntary directors to ensure the ongoing successful implementation of the proposed technology solution.

- **Sustainability** in terms of covering the (low) costs of the recommended technology.

6.2   Next steps

BERF recommends that:

- In the period January to March 2017, ANJE should approve, revise if necessary and implement the Communications Strategy set out in Appendix 4, reorganise its voluntary roles and secure long-term funding. [initiated by 15th January 2017]

- BERF should review progress by ANJE towards mitigation of the three risks and should assess the appropriateness and timing of further support to ANJE i.e. design and implementation of the technology-based solution. [assessment by 31st March 2017]

- BERF should confirm the likely costs of the assignment and discuss with DFID whether or not a contract amendment is required within BERF, or if work can be financed within the scope of existing fixed output prices. [by 31st March 2017]

- BERF should submit recommendations to DFID on whether or not to proceed to phase 2. [by 31st March 2017]

Appendix 1 ToRs: Technology-Enabled Communications Solution for ANJE

Introduction

Business Environment Reform Facility (BERF) is funded by the UK Department for International Development (DFID) under the Business Environment for Economic Development (BEED) Programme. BERF is a central facility responding to demand from the DFID's priority Country Offices and stakeholders to initiate, improve and scale up business environment reform programmes. BERF is managed by a consortium led by KPMG LLP. The programme started in January 2016 and will finish in January 2019.

BERF provides expert advice, analysis of lessons learned, policy research about what works and what doesn't and develops innovative new approaches to involving businesses and consumers in investment climate reform.

ANJE (Associação Nacional de Jovens Empresários) is a business membership organisation (BMO) for young entrepreneurs based in Maputo, Mozambique. ANJE members are distributed throughout Mozambique, from the capital Maputo in the south to the industrial hubs of Beira and Nampula up to 2,000 kilometres to the north. With a low intensity civil conflict being waged in Sofala Province (around Beira), face-to-face meetings are logistically difficult and costly. On the other hand, while internet penetration and smartphone usage is generally low in Mozambique, all ANJE members have access to mobile phones and online media.

Overview

The BERF study of ANJE's operations highlighted the need for an ICT solution to enhance two-way communication with its members, enabling ANJE to strengthen its effectiveness in managing feedback from members.

The ICT solution should be user friendly, scalable, affordable (preferably open source technologies) and fully customised to the unique requirements of ANJE management and its constituent members. The platform should have three components: a) web application, b) mobile application and c) SMS. Design considerations should include reliability and affordability. Hosting options for the solution should combine with remote access and round-the-clock support from the vendor in the case of system downtime. The solution should include third party components and their respective costs for smooth and uninterrupted operation and use of the platform.

Objectives

The overall objective of this assignment is to develop and deploy an ICT solution to support ANJE to represent the needs of its membership. The ANJE management team articulated the following objectives for the assignment:

■ Digitise the membership database, which will result in improved and targeted communicationand dissemination of relevant and timely content (such as policy papers, news and proposed legislation).

■ Enable members to submit feedback logged as service requests via email, SMS and Facebook to ANJE management; requests should be logged, categorised and assigned for resolution.

■ Provide an online repository and tools to structure and prioritise feedback from members that inform agenda formulation; this should result in structured engagements with external agencies such as CTA, civil society and government.

■ Provide secure access to members through an online portal to: i) view policy related documentation; ii) view members' profiles and contact details; iii) subscribe and comment on posted agenda items; and iv) apply for membership to ANJE.

Beneficiaries

The principal beneficiaries of the solution are the members of ANJE who constitute a digital community. Members should be able to access content and utilise participatory tools to engage with other members and management.

ANJE management should be able to use the tool to facilitate interaction with its members, create efficiencies in managing member requests and support the agenda formulation.

System features

The platform should have separate portals for ANJE management and members both accessed on mobile and web.

ANJE Management Portal

The ANJE management portal should be a secure website accessed with user accounts and passwords. It should be modular by design with the following components:

The solution should be cloud-based to ensure safety of data, with redundancies in the case of data loses.

Table 8 ANJE Management Portal Modules

No.	Module	Description
1	Membership Database	Manage membership data including business information, contacts, subscription payment, preferences of content, participation to special interest groups.
2	Directory	Module that allows user to manage and publish profiles of members including business contacts.
3	Service Request	Displays all indexed feedback from members categorised into member details, location, nature of feedback, date received and status.
		Provision should be added to enable a user to log, prioritise, index and assign feedback to relevant personnel.
		Solution should cater for external requests to join the organisation.
		All service requests logged should trigger automated feedback alerts to the sender.

No.	Module	Description
4	Task Management	Function that allows users to access, view, and action assigned tasks. All listed tasks should be categorised based on index number, nature of request, member who requested, date received and status.
		Users should have options on how to action each task.
5	Policy Tracker	Indexed incidences (collated from service request module) are posted in the policy tracker as agenda items.
		Provision should be added to enable management to raise agenda items internally. The decision to approve and reject posts on the policy tracker is at the discretion of the ANJE management.
		Ability to update each agenda item with any engagement/notifications or news. The systems administrator should be able to trigger notifications via Email or SMS.
6	Knowledge Base	This module should allow the communications responsible to upload, manage and publish content.
		All uploaded content should have tools to allow user to categorise each file.
7	SMS/Email Broadcasting	Bulk SMS/Email broadcasting is a tool to allow targeted communication to members based on set parameters such as event invites, notifications, news and SMS polling.
8	System Administration	This module should manage all technical functionalities of the solution including user accounts, access rights, workflows and support.
9	Reports	Generate reports based on the requirements of the ANJE management.

ANJE Members' Portal

ANJE members should be able to access their portal online via the ANJE website and/or a mobile application. Access should be restricted to users who have been assigned user accounts and passwords by ANJE.

The portal should be user friendly, easy to navigate and support English and Portuguese languages. The following modules are expected in the development of the solution:

Table 9 ANJE Members' Portal Modules

No	Module	Description
1	Membership Registration	Interested members should have the ability to apply for membership on the ANJE website.
		Automated feedback acknowledging receipt and status of membership should be sent upon submitting membership registration form.
		Interested members should be able to query progress of registration.
		Upon approval or rejection, the solution should prompt a notification to the interested member.
2	Service Request	Members should have the ability to lodge service requests on the portal. External options for reporting via Email and SMS should be added.
		Member should receive automated feedback acknowledging receipt of service request.
		A display of history of all previously reported incidences should be logged, categorised based on index number, date reported, location, and status.
3	Policy Tracker	This is a repository of categorised and indexed incidence reports (Agenda items);
		Users should be able to subscribe to any agenda item;

No	Module	Description
		Option to view and comment on updates of ANJE dialogues with stakeholders on each agenda item thread;
		Option to receive notifications of updates via Email or SMS.
4	Knowledge Base	This is an online repository of categorised and indexed legislative content, reports and policy documentation;
		Users should have the ability to download reports in Microsoft office, and or pdf formats;
		Contractor should consider provisions to view embedded videos.
5	Membership directory	Listed profiles of member organisations with business profile, name of entrepreneur and contact details.
6	SMS/Email Notifications	Users should be able to receive SMS/Email notification of event invites, news alerts, and organisation updates.
7	Accounts	User should be able to manage selected personal account details and password.
8	User Support	Users should be able to request for user support. These requests are routed to the appointed systems administrator.

Scope of work

The proposed scope of work includes the development and deployment of the solution. The obligations of the contractor during the implementation of the solution include analysing the technology requirements, planning, system design, prototyping, testing and implementation together with training of ANJE principal users. The proposed timeframe is broken down into milestones agreed on by all key stakeholders. Approvals to proceed from one milestone to the next should be at the discretion of the ANJE and BERF team.

Milestone 1 – Project initiation

This preliminary milestone enables the contractor to orientate with all existing technical/project related documentation and engage further with the ANJE team to collect additional system requirements.

To ensure project accountability and inclusion, the contractor should form a project team with all stakeholders to oversee implementation. The following project documentation should be produced during this milestone:

- Detailed project implementation plan

- User requirements document

- Software design document (SDD)

- Compliance matrix – This is a guidance document to advise the project team. It consists of a matrix that details all the expected features/modules of the solution. This tool will be used to measure delivery of the full suite of modules.

The contractor should support ANJE to validate and migrate their existing member database from Microsoft Excel to Customer Relations Management (Membership Database module.

Milestone 2 – System development (2 months)

The development process should cut across preceding milestones, as the process should be reiterative so as to include all relevant feedback from users and stakeholders within scope. Prototypes of the solution should be periodically reviewed by the project team at various stages.

Illustrative user manuals should be provided with instructions for both portals (ANJE management and members) in Portuguese and English.

Additionally, a technical manual should be prepared for the System Administrator on how to manage the solution post-implementation.

Milestone 3 - System testing (2 Weeks)

Testing should involve evaluation of the ICT solutions' compliance with the specified requirements. Three levels of testing should be carried out and documented: a) internal testing by the contractors' technical team, b) external testing by a selected quality assurance service provider and c) user acceptance tests with ANJE.

Milestone 4 - User training

A comprehensive competence based training for the ANJE team should be conducted on successful completion of system tests. Further training for the appointed System Administrator should be conducted to ensure continuity post project implementation. A comprehensive report should be presented to the project and BERF team.

Milestone 5 - System roll out / go live

The system should be rolled out on successful training of selected ANJE staff. The project team should review the completion of the solution using the compliance matrix. A final report should be presented for sign off by the BERF team. The contractor should provide off-site support for a period of at least 2 months after this milestone.

Additional Requirements

- The proposed solution should be legible in Portuguese and English to cater for the different linguistic needs of users.

- Recommend cost-effective cloud hosting services, open source platform for the application and database, affordable SMS services or service providers. Selection of services will be made in conjunction with the project and BERF team.

- The platform interface should be responsive, fast and easy to load on computers and mobile phones.

- Project documentation including a detailed software design document, implementation plan, user manuals and test documents should be provided at the closure of the project.

Place and Period of Performance

The contractor should have a project team comprised of members with relevant technical and communication skills. The team is expected to work closely with ANJE to produce an implementation guideline that outlines the responsibilities of both entities.

The project should be undertaken in 4 months. Initial information gathering, consultation and analysis will be conducted in Maputo, Mozambique. Design and development of the application should be undertaken remotely at the discretion of the selected contractor. It is expected that the contractor should have one or more personnel on site to participate in project review meetings and project related activities.

Deliverables

Deliverable 1: Refined requirements analysis, system design and project timeline:

- Refined use case scenarios, implementation plan and software design document;
- Presentation of findings and initial system design to project and BERF team;
- Validation of membership data.

Deliverable 2: System design and development:

- Creation of high-level and low-level design documents informed by user requirements;
- Creation of Graphic User Interfaces (GUI) and prototypes for the review and approval of the proposed project team;
- Finalisation of development and database platforms;
- Migration of membership data;
- Finalisation of two portal content in coordination with users of the proposed application;
- Application development as per international best practices;
- Presentation to ANJE and BERF of costings for post-implementation maintenance;
- Presentation to project team on finalised processes and data flow diagrams.

Deliverable 3: System testing/stakeholder feedback:

- Configuration of the portal(s) for testing;
- Conduct testing on servers and release module beta versions for project team feedback;
- Resolution of bugs and issues identified by the testers;
- Produce final testing report detailing testing;
- Presentation to project team for review; addition of upgrades within scope based on the feedback.

Deliverable No. 4: User training:

- Development of training material for system users;

- Development of user manuals to proposed system users;

- Conduct training in Maputo for selected ANJE leadership.

Deliverable 5: System roll out:

- Roll out the 2 portals (ANJE management and Members Portals);

- Presentation of final system to project team for roll out;

- Presentation of final project report for sign off.

Qualification criteria

Only registered IT firms (not individuals) who possess relevant experience as indicated in these ToRs are eligible to apply. The firm must include their profile, past relevant qualifications, references from past engagements, last three financial audit reports, registration certificates and tax registration certificates.

The eligibility criteria for shortlisting include:

- Technical team lead of this assignment must possess at least 5-10 years' experience in leading similar applications from design, development, testing and deployment. Preference will be given to individuals who have worked on similar IT initiatives;

- At least 5 years of experience (after firm's registration) in designing and developing similar applications;

- The firm should have sufficient qualified and experienced staff on board with full-time availability during the contract period;

- The firm should have Portuguese speaking staff to conduct user trainings and initial handholding;

- The firm should be able to provide support services after the deployment of application;

- Preference will be given to firm/s which have a presence in Mozambique. The firm must prove its financial stability by submitting the last three audited annual reports and financial statements.

Appendix 2   List of Suppliers

The following list details the suppliers that meet the necessary proficiency for designing and developing the ANJE technology-enabled solution.

No	Name of supplier	Services	Specialties	Client Sectors	Recent projects
1	Every1Mobile Website: www.every1mobile.net Address: Woodstock Industrial Centre (Woodstock Exchange) 66-68 Albert Road, Woodstock Cape Town, South Africa	Web application development, Mobile application development (Android, OIS, Windows), SMS / USDD application development	Application development, Surveys, Customer relationship management (CRM), Content Management, Geographic information system, System integration	Non-Governmental Organisations, International Donors/ Foundations, Government	Digital Literacy - Design and delivery of an online community supporting girls to become more web literate; Voices for Change - Strategy, design, build and management of mobile and online components; social media activation & integration with offline components
2	Grupo Internacional Sipinvest,SA Website: www.sipinvestgroup.com Address: Rua Xavier Botelho nr. 95, Maputo, Mozambique	Website Development, Mobile application development (Android, OIS, Windows)		System integration, Corporate Business	
3	IT Dev Website: www.itdev.co.mz Address: 657 Avenida Julius Nyerere, Maputo, Mozambique	Web application development, Website development, Mobile application development (Android, OIS, Windows)	Surveys, Application development, System integration	SME Business, Corporate Business, Non-Governmental Organisations, Government	Financing Mozambique: Online repository of financial entities, CTA Website - Content management system
4	Maximum Consult Ltd Website: www.maximumconsult.com	Web application development, Mobile application development (Android, OIS, Windows), Payment gateways	Customer relationship management (CRM), Surveys, System integration, Social	Non-Governmental Organisations, Government International Donors/ Foundations, SME Business	Min of Forestry Website - Online repository for the Ministry of Forests and Lands Mozambique, APME Website - Design and Implementation

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No	Name of supplier	Services	Specialties	Client Sectors	Recent projects
	Address: 257, Julius Nyerere Avenue. Main Campus of Eduardo Mondlane University. MICT Building, Maputo, Mozambique		media marketing, IT consulting		of a Portal, based on a content management system
5	Quicktrack Solutions Ltd Website: www.quicktrackmoz.com Address: Ave 25 de Setembro, n 1007 Maputo, Mozambique	Web application development, Mobile application development (Android, OIS, Windows), Online Payment Gateways	Application development, Customer relationship management (CRM), System integration, Workflow/task based systems, Payments	Government, Non-Governmental Organisations, SME Business, Corporate Business	
6	UX Website: www.ux.co.mz Address: Avenida Mao Tse Tung 1227, Maputo, Mozambique	Web application development, SMS / USDD application development, Mobile application development (Android, OIS, Windows)	Application development, Customer relationship management (CRM), System integration, Surveys, Geographic information system	Employment, Utilities, Education	Emprego - Online recruitment for the formal sector
7	2iBi Consultoria Tecnologias d Informação Unip Lda Website: www.2ibi.com Address: Av. Mártires da Revolução, Edifício CPMZ, 1452, 1.º andar, Beira - Moçambique	Web application development, Mobile application development (Android, OIS, Windows), SMS / USDD application development	Application development, Customer relationship management (CRM), System integration, Surveys, Geographic information system, Billing, Payments	Oil and Gas, Environment	Spring management software- a comprehensive management solution that strengthens the performance of organizations,

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Appendix 4　　　ANJE Mozambique Communications Strategy

Introduction

In consultation with ANJE, the BERF team identified three problematic areas:

- While ANJE has successfully gained a large membership, and sponsorship, it has no full time staff and is run by volunteers. These volunteers have full time work and/ or business interests outside of ANJE, and limited capacity. ANJE therefore needs time efficient systems to respond to the needs of its membership.

- ANJE management team has struggled to track its registered members, and responsibilities for responding to member registration requests, and dealing with member queries, is unclear.

- ANJE management team does not have reliable systems or procedures for maintaining a database of members. The database is currently hosted in Excel sheets, which require manual maintenance and are not backed up by an external server, leaving the information vulnerable to computer damage, loss, viruses, etc.

This communications strategy aims to set out how technology based systems can help ANJE meet its objectives and mitigate the problems outlined above through clearer roles and responsibilities, more efficient operational management and better engagement with ANJE membership.

Objectives

This communications strategy supports ANJE's core organisational objectives, which are to:

- Support and encourage youth entrepreneurship in Mozambique;

- Accurately represent and defend youth entrepreneurs' interests;

- Provide regular updates of news, information and statistics, alerts and reminders, and participation in networking and business promotion events;

- Foster a sense of business community.

Audiences and Stakeholders

There are three types of communication flows that ANJE must prioritise in order to meet its objectives and be of high value to its membership. These are as follows:

ANJE → Youth Entrepreneurs (A to B)   ANJE disseminates information to its membership.

Youth Entrepreneurs → ANJE (B to A)   ANJE gathers information from ANJE members.

Entrepreneurs → Entrepreneurs (B to B)   Members benefit from a platform on which they can communicate with each other, network, and share business-critical information.

Prospective Members → ANJE   Young entrepreneurs gather information about ANJE and sign up to membership.

Tools and Activities

ANJE Management Portal

We recommend that ANJE should adopt a web, mobile and SMS based Management Portal. This will provide a single platform from which ANJE can monitor its membership, members can register and contact ANJE, and allocation of follow up tasks can be effectively managed through a workflow module. The table below provides further details of the proposed functionalities of the ANJE Management Portal:

ANJE Management Portal Functionalities	
Module	Purpose
Membership database manager	Member details can be edited and added to an online database, accessible to multiple members of ANJE's management team and backed up by a cloud server.
Membership registration	New members can register through an online, mobile and SMS portal. Members will receive automated feedback and a ticket number.
Workflow	Task based module, enables ANJE management team to process all incoming requests from members and internal administrative tasks. The team will receive SMS reminders to follow up on tasks, and can track a 'to do list' via an online dashboard.
Library	ANJE can upload documents related to policy, entrepreneurship, and leadership, etc accessible to members.
Events management	Allows ANJE team to manage upcoming events, including broadcasting SMS invitations to members.
Mobile Application	It will enable members with smartphones to access the database and all other services through an application in IOS and Android platforms.
SMS broadcast	Ability to broadcast custom messages to different segments of members. These include: event invites, automated feedback, polling, news, and notifications. SMS marketing can be used to advertise ANJE sponsors' products and services. These messages can be targeted to specific members. ANJE would charge sponsors based on a defined pricing structure.

ANJE Resources Required

Company Resources

ANJE should ensure that resources are available to finance the following services:

■ Internet access for both mobile and web portals

■ Monthly payments for (pricing dependent on demand):

  – Bulk SMS

  – SMS Gateway

  – Cloud Server

Human Resource Capacity

The roles and responsibilities required to ensure successful management of the portal are detailed in the table below. ANJE should assign these roles to members of its management team and/or to committed ANJE volunteers. Voluntary (unpaid) commitment by members of the management team as the sole source of resource input, however, is unlikely to provide sufficient capacity to lead and manage ANJE successfully and to manage and operate the proposed communications portal in the long-term. We therefore strongly recommend that ANJE should seek funding for at least one paid full-time member of staff, to mitigate the risks associated with volunteers' limited time and capacity.

Staff Required for Successful Management of ANJE Communications Portal		
Role	**Tasks**	**Time**
ANJE Director	1) Manage and assign tasks **2)** Review content and reports	1 hour per day
Communications Manager	3) Design, review and upload content 4) Manage SMS broadcast module **5)** Assign member requests to management team	2 hours per day
Systems Administrator	6) User support 7) Review system data 8) Monitor performance of SMS, Mobile, Web platforms **9)** Liaise with technical supplier for escalated issues	4 hours per week

BERF support

Subject to approval (or modification) of the above functionalities by ANJE, and overall project approval by DFID, BERF could provide the following technical support:

■ Design, develop, customise and install the proposed ICT system.

■ Ensure that ANJE members are properly trained on effective use of the system.

■ Provide limited offsite support for an agreed number of months following installation.

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Appendix 5   ToRs: Innovative Stakeholder Engagement for ANJE Mozambique

Overview

General

DFID Mozambique's Business Environment (BE) programme of work prioritises 1) reforms to laws, regulation and institutions to provide a more enabling environment for young entrepreneurs and for jobs for young people and 2) bringing a business environment constraints perspective to the World Bank's Let's Work Partnership (LWP) value chain analysis.

These ToRs provide a rationale for BERF support through DFID Mozambique to the National Youth Entrepreneurs' Association ANJE (Associação Nacional de Jovens Empresários) for more effective membership engagement based on innovative technology and efficient organisation.

The request for support to ANJE is supported by DFID Mozambique as a major component of DFID's strategy to provide more and better quality jobs and self-employment opportunities for young people.

The BERF team will ensure that the assignments are coordinated with BMO-focused initiatives implemented by Danish International Development Agency (DANIDA). This will reduce the risk of duplicating or encroaching on work already undertaken, and encourage the sharing of lessons learned.

We aim to combine the implementation of this assignment with a similar programme DFID Mozambique has commissioned for ACIS (Commercial, Industrial and Services Association). This premier business membership organisation (BMO) has near identical needs to ANJE. Executing both projects simultaneously will provide cost efficiencies for DFID Mozambique, and there may be opportunities for cross learning and fertilisation between the two.

ANJE

Established in 2010, ANJE is an association that promotes products, services and public policies that benefit the creation and improvement of businesses owned by young people. ANJE's mission is to promote youth businesses through capacity building and advocating for a business environment more conducive to youth development. Currently ANJE works with the Ministry for Youth, Ministry of Labour, the President's Office and Prime Minister's Office.

ANJE is primarily aimed at people between the ages of 18 to 35 who are self-employed or own a business. The organisation works in two main streams: 1) lobbying and advocacy for the design and implementation of laws, policies and programmes that are more inclusive for innovation and entrepreneurship, and 2) design and implementation of projects aimed at building the necessary capacities to foster the creation and development of youth businesses.

ANJE has identified the following main challenges facing young entrepreneurs:

- Lack of fiscal incentives and constraints to technology utilisation to foster productivity

- Lack of an entrepreneurial culture and relevant education and training

- Lack of access to finance (banks have high interest rates and strict processes)

- Lack of management skills to compete locally or globally

ANJE supports a National Entrepreneurship Policy that would require the government to produce laws and regulations conducive to entrepreneurship in general and youth entrepreneurship in particular. Technical assistance (TA) to review Mozambique's BE would be key for youth economic empowerment and promoting an enabling environment for youth businesses to prosper.

The problem

ANJE's membership of 600 young people is distributed all over Mozambique. The country has severe communications and transport problems and members cannot easily get to meetings or participate remotely in ANJE's portfolio of activities. Nor can ANJE effectively solicit members' experiences of BE and feedback on GoMoz BER proposals without incurring substantial cost in reaching out beyond the Maputo region.

ANJE has a non-structured MS Excel database and although is developing an online membership database has members data scattered around. To complement this, ANJE has requested support to find a technology solution to the problem of restricted outreach – any youth entrepreneur in Mozambique, regardless of location would own a mobile phone, smartphone or basic, though internet coverage in Mozambique is officially only at 6%. The potential advantages of using a mobile-based app or other online mechanism to reach out to members are as follows:

- Improved low-cost communication with existing members to a) ensure full participation in lobbying, advocacy, feedback and receiving information and support at a lower cost, and b) secure commitment to paying membership fees through an improved value for money service;

- Reaching out cost-effectively to new young entrepreneurs to promote ANJE's services and recruit new members; and

- Raising ANJE's profile in the dialogue space by providing real-time feedback from members and communicating this to other stakeholders, including other BMOs (e.g. ACIS) and the Confederação das Associações Económicas de Moçambique (CTA), the government funded apex public-private dialogue (PPD) organisation.

Objectives

Phase 1: a) Identify, cost the development of and assess appropriate ICT mechanisms (e.g. internet, smartphones, SMS, etc) for engaging ANJE's members more effectively in BE dialogue; and b) produce ToRs for Phase 2.

Phase 2: a) Following development and testing of the chosen mechanism, provide a fully working technology-based mechanism for ANJE; and b) produce (in partnerships with the organisations) an implementation and outreach plan to ensure effective use of the mechanism.

Link with BER, investment and poverty reduction

The assignment links to improved BER policy and programmes (through direct policy dialogue with GoMoz), mitigating binding constraints to investment (through removal or modification of laws and regulations impeding investment) and poverty reduction (through improved self-employment opportunities and competitiveness of members' businesses).

This assignment provides expert external assistance and does not replace the work of DFID civil servants.

Client and Beneficiaries

The client is DFID Mozambique and the direct beneficiary is ANJE, a private sector Business Membership Organisation (BMO) with a strong focus on youth in general and on young women. ANJE's policy advocacy and MSME initiatives affect poor entrepreneurs in the formal and informal sectors in urban and rural areas by lobbying GoMoz on more conducive business policies, including the informal sector, and providing business skills training and general support for entrepreneurship.

Scope

Phase 1

- Consultations with ANJE membership (the primary users of the technology-based communication mechanism);

- Consultations with Mozambique MDAs and stakeholders, including CTA;

- Identification of the technologies most commonly used to communicate between BMOs and members (e.g. internet, online, smartphones, SMS, etc);

- Analysis of the extent to which particular stakeholder groups, such as young men and women, have effective and equal access through communication technologies;

- Identify and examine options for an ICT mechanism to enable ANJE to communicate effectively with members in urban and remote rural areas;

- Cost the options and produce criteria for the final choice of the mechanism; and

- Write ToRs for Phase 2.

Phase 2

- Produce a technical specification for design and implementation of a technology-based communication mechanism;

■ Undertake a procurement exercise to identify a developer (including sourcing local suppliers, where available) and commission an innovative technology-based communication mechanism;

■ Finalise mechanism trials and support full implementation; and

■ Produce a marketing and outreach plan to ensure effective use of the mechanism.

Method

Phase 1: Desk-based research and interviews

■ Analysis of existing ANJE membership distribution, experience of BE constraints and problems of communication and engagement in BE dialogue, at both national and regional levels;

■ Analysis of existing donor-funded programmes in Mozambique which involve PPD and/or BER, in particular the USAID SPEED programme and the World Bank's Let's Work Partnership (LWP);

■ Identification of main MDAs, CSOs, BMOs and lobby groups and public-private dialogue (PPD) issues; and

■ Identification of existing good practice in mobile-based and online communication and dialogue mechanisms, including lessons learnt from any previous use of such communication mechanisms internationally;

■ Preliminary analysis of the BMO communications landscape in Mozambique, identifying in particular existing data on internet, smartphone and feature phone usage;

■ Research will include reference to gender, youth, FCAS, PEA, and implementation.

Phase 1: In-country consultations

■ Consultations with ANJE membership who will be the primary users of the mobile-based/online communication app and examine the extent to which members would use a technology-based mechanism, and the kinds of issues they would like to see raised;

■ Consultations with Mozambique MDAs and stakeholders, including CTA;

■ Analysis of the extent to which young men and women have effective and equal access through communication technologies and constraints to communication;

■ Examine the technology landscape to determine the most appropriate mechanism for ANJE;

■ Identify and examine options for an ICT mechanism to enable ANJE to communicate effectively with members in urban and remote rural areas;

■ Cost the options and produce criteria for the final choice of the mechanism;

■ Make presentations to DFID, ANJE and other relevant groups; and

- Write ToRs for Phase 2.

Phase 2: Desk-based research

- Identify suppliers experienced and skilled in the provision of the proposed service and conduct initial meetings;

- Use the information gathered above to develop a technical specification and ITT for a BMO communication mechanism to inform BER in Mozambique; and

- Undertake a procurement exercise to select a preferred supplier.

Phase 2: Implementation

- Supplier develops and tests technology mechanism;

- Finalise trials and approve full working model, including member feedback;

- Produce marketing and outreach plan including budget, in cooperation with ANJE; and

- Sign-off by DFID Mozambique and ANJE.

Timeframe

The aim is to engage a team to undertake the assignment from September to October (Phase 1), and November to December (Phase 2) 2016. These timescales are currently indicative, and subject to the finalisation of the ToRs with DFID Mozambique and ANJE. The likely lead times for certain processes of Phase 2, including technology procurement, design and testing, and mobilisation, will be more concretely established during Phase 1.

Deliverables

Phase 1

- Report on and costing of the most appropriate ICT mechanism for engaging ANJE's members more effectively in BE dialogue;

- ToRs for Phase 2.

Phase 2

- A fully working technology-based communication mechanism for ANJE;

- An implementation and outreach plan for effective use of the mechanism.

Dissemination

The main deliverables will be disseminated and/or published, including local dissemination to the donor community and other stakeholders and publication on the BERF website. The dissemination of these deliverables will be agreed with DFID Mozambique and ANJE.

The adoption of mobile and online communication solutions to public-private dialogue processes is still in its infancy and practical design and implementation experience, such as

that of ANJE in Mozambique, could provide important lessons for future application of low-cost technology solutions to BER in poor countries.

Workplan (schedule)

Workplan for ANJE Stakeholder Assignment: Phase 1		
Item/Activities	Location	Timing
Drafting of ToRs	Home based	Week 1
Approval of ToRs	Home based	Week 2
Consultants Search and Selection	Home based	Week 3-4
Finalise Consultant Team	Home based	Week 5-6
Assignment Desk Research	Home based	Week 7
Assignment stakeholder consultations	Mozambique	Week 8-9
Draft report ready	Home based	Week 10
Review of Report by DFID and ANJE	Home based	Week 11
Address comments from DFID and ANJE	Home based	Week 12

The indicative total number of days required for the combined projects, i.e. both ANJE and ACIS, is 52, as follows:

- Private sector development expert – 21 days

- Technical/Communications Expert – 19 days

- Local Consultant – 12 days

Consultant	Week 1	Week 2	Week 3	Week 4	Total
PSD Expert	5 days desk-based research	10 days consultations Mozambique	5 days report writing	1 day revision to report	21
Technical/Communications Expert	3 days desk-based research	10 days consultations Mozambique	5 days report writing	1 day revision to report	19
Local Consultant	2 days briefing local stakeholders	10 days with assignment team			12

Phase 2

The workplan for Phase 2 will be produced once the report for Phase 1 has been completed and all possible technology solutions have been explored and costed. It is difficult to say at this early stage when Phase 2 will take place, but we estimate it will begin in November 2016, and will likely continue into January 2017.

- **Competencies Required**

The assignment team will be comprised of three consultants:

- Private Sector Development expert with knowledge of public-private dialogue and stakeholder engagement mechanisms.

- Technical/communications expert with a background in designing SMS, online and mobile apps for public-private dialogue feedback.

- Local Portuguese-speaking consultant with experience of working with GoMoz, MDAs and local BMOs.

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