



Business Environment Reform Facility

Innovative Stakeholder Engagement for ACIS (Associação de Comércio, Indústria e Serviços), 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.

The views contained in this report are those of the authors and do not necessarily represent the views of KPMG LLP, any other BERF consortium member or DFID.

This is a working paper shared for discussion purposes only. No reliance should be placed upon this report.



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Acronyms and Abbreviations

ACIS	Associação de Comércio, Indústria e Serviços
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



1. Executive Summary

Objective

The main objective of this assignment was to establish the potential for BERF's Innovative Stakeholder Engagement workstream to provide support to ACIS (Associação de Comércio, Indústria e Serviços), a major business membership organisation (BMO) with a Head Office based in Beira and a management office in Maputo, Mozambique. The objective is underpinned by business environment reform principles: through strengthened engagement with its members, ACIS 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).

Main findings and conclusions

BERF consultations and a survey of ACIS members indicated that ACIS was regarded as one of the premier BMOs in Mozambique with an excellent reputation for effective advocacy with government and the provision of relevant business information to members. ACIS provided frequent and high quality communication with its members through social media, newsletter publications, networking events and an online library of documents. But the organisation has in the past year struggled to maintain these high standards as a result of organisational changes, according to feedback from members, which has led to a loss of approximately 50 members (some 16% of its membership base). Approximately half of these closed their businesses of which nine were tourism companies and the remaining were service providers to the oil and gas sector, construction and IT. For example, interviews and survey results revealed that:

- The ACIS Facebook and Website have not been updated since November 2015. ACIS does not have the login password for the website.
- The main communication with ACIS members consists of a weekly news summary, which according to members has declined in quality and has not been relevant to their businesses.

In consultation with ACIS, BERF has proposed that the organisation should re-establish and strengthen basic communications practices. To this end, BERF has supported ACIS 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.

BERF has agreed to support ACIS, once it has successfully implemented its Communications Strategy and strengthened its communications function, with the design, development and implementation of an innovative technology-based platform of communication with its members.



Technology solution

BERF has set out the Terms of Reference (ToRs) for procurement of a contractor to design and implement a web-enabled portal that could, following a) preliminary work by ACIS to implement their Communications Strategy and b) DFID approval, be implemented in phase 2 (Appendix 1). The technology platform provides both a management portal for ACIS staff and a members-only portal accessed from the ACIS website. Both portals can leverage the data and feedback gathered by the online tools and channels BERF has recommended in the ACIS Communications Strategy.

ACIS Management Portal:

The portal would allow ACIS staff to:

- Send SMS broadcasts to members.
- Create an online knowledge base/ library of reports on laws, regulations and institutional matters, government policy documents and other relevant material.
- Track and help to resolve policy issues raised by members (by converting feedback into 'agenda points').
- Launch opinion surveys of members, including collection and analysis of investment decisions and business environment feedback for application to dialogue processes with government.
- Resolve some of the operational difficulties ACIS has been encountering, for example, by digitising, sorting and filtering membership data, and using an e-ticketing service to manage member requests and team workflows.

ACIS Members Portal:

The portal would allow ACIS members to:

- Receive customised up-to-date news items relevant to their industry sector.
- Access a 'policy tracker' which would allow members to subscribe to agenda items (special interest groups) and view updates on ACIS dialogue.
- Access the knowledge base and online library.

Key risks and conditionalities

The key risks of any further engagement with ACIS to implement the technology-based platform (phase 2) are as follows:

- **Inadequate commitment by ACIS.** In initial engagement with ACIS, the organisation did not appear fully committed to the assignment's objectives and to providing key executives' time to discuss issues and needs – this may have been the result of internal communications difficulties. The ACIS President has given his assurance, however, that

the organisation is keen to proceed with implementing the Communications Strategy and places a high value on the work undertaken by BERF to date.

- **Inadequate capacity to perform basic and advanced communications tasks.** BERF has recommended that ACIS should implement the Communications Strategy before further support can be provided, as evidence of its capacity to operate a communications function successfully.
- **Financing and sustainability questions.** ACIS should demonstrate a financially sustainable plan and provide evidence of a diversified range of funding sources as well as pro bono contributions and contributions in kind from members.

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

- **Commitment** to the success of the technology-based improvements in Phase 2, based on specialist assistance to develop the basic website and use of facebook as an additional tool for communication with and feedback from members.
- **Capacity**, including the right staff numbers, resources, skills and management to ensure the ongoing successful implementation of the proposed technology solution.
- **Financial sustainability** in terms of covering the (low) direct and indirect costs of the recommended technology.

Next steps

BERF recommends that:

- 1) ACIS should approve, revise if necessary and implement the Communications Strategy in the period January to March 2017, with additional specialist support organised by ACIS for basic web and facebook functions. [initiated by 31st January 2017]
- 2) BERF should review progress by ACIS towards mitigation of the three risks and should assess the appropriateness, timing and cost (including review of the budget) of further support to ACIS, namely implementation of the technology solution described below. [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

The Associação de Comércio, Indústria e Serviços (ACIS) is a business membership organisation (BMO) that represents companies from major sectors of the Mozambican economy, including mining, agriculture, transport and logistics, telecoms, FMCGs, manufacturing and services. Founded in 2001 in Mozambique's second city, Beira, with a Head Office there and a management office in the capital Maputo, ACIS has approximately 240 members.

The ACIS mission is *'promote, support and protect the interests, in particular of its members, but also of businesses which undertake commercial and industrial activities in Mozambique; provide information, support and training for members; and lobby and advocate on behalf of members and the private sector in general.'*

ACIS is funded principally through annual membership subscriptions. Additional funding has been secured in the past from donors (mainly fees from project management for GTZ and CIDA) and members also make contributions in kind.

ACIS is managed by a General Assembly which is led by a President and Vice-President. It elects a Management Committee to oversee the management of the association and a Fiscal Committee which is responsible for financial oversight and auditing. ACIS is managed on a day-to-day basis by an Executive Director and an administration team of two. ACIS has achieved ISO 9001:2000 quality systems management certification.

ACIS services include translations of Mozambican legislation into English, publications such as Legal Framework Guides to assist existing and potential investors, information on HIV/AIDS workplace programmes and on business transparency and anti-corruption measures, a searchable library and a noticeboard open to members and non-members. ACIS provides regular updates of news, information and statistics, alerts and reminders and participation in networking and business promotion events to its members.

ACIS 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 (Appendix 5) 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 ACIS 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 ACIS; and produce in partnership with ACIS 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, ACIS requested support from BERF's Innovative Stakeholder Engagement workstream 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 ACIS 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 ACIS 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. ACIS 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 related to gender differences. BERF's proposed technology solution includes upgrading the ACIS 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 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 ACIS and its membership outside Maputo extremely difficult and costly. BERF's proposed technology solution should enable ACIS to strengthen communications with its members in central and northern provinces and provide evidence of business environment challenges outside Maputo.
- 2.4.3 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.
Analysis of the extent to which particular stakeholder groups, such as young men and women, have effective and equal access through communication technologies	ACIS represents all sectoral stakeholder groups. Stakeholder representation of young entrepreneurs is covered in the separate ANJE technology-enabled communications report.
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

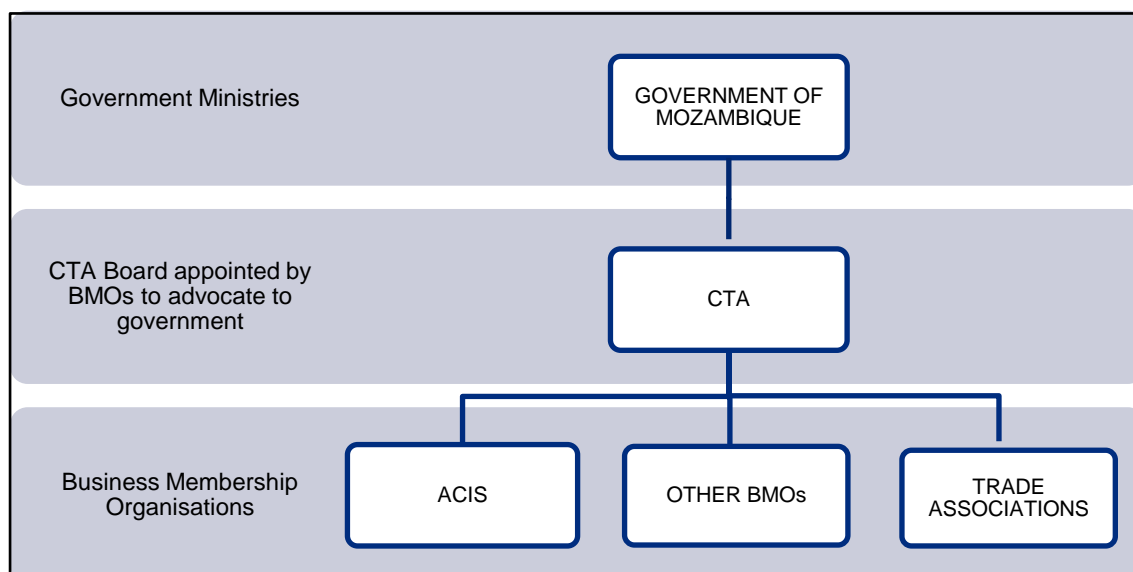
PPD is the formal platform through which the private sector and government interact. PPD can assist the business community to influence and shape policies that facilitate a flourishing and competitive business environment. The development of the private sector and a business environment conducive to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

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

3.2 Mozambique PPD structure

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.³

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.

³ FAN Foundation was created by Resolution 33/2016, of 12 December. Official gazette - Boletim da República.



4. Survey of Members' Needs

A survey of ACIS members was undertaken to determine their opinion of ACIS services and their communication habits and needs. From an approximate universe of 240 members comprising the entire ACIS membership database, 27 responses were received (10 English and 17 Portuguese).⁴

4.1 Respondent details

Employment

Total employment by the 27 respondent firms was 7,040, an average of 261 employees per firm. Gender disaggregation was not provided by the respondents.

Industry sectors

Most respondents were in business services (26%), followed by transport (22%) and construction (19%) (Table 1).

Table 1 Survey responses: Industry sector

Industry Sector	Frequency	%
Business services	7	26%
Transport and distribution	6	22%
Construction and services	5	19%
Fin services	2	7%
Mining	1	4%
Security	1	4%
Forestry	1	4%
Agriculture	1	4%
Trading	1	4%
No response	2	7%
Total	27	100%

Location

Table 2 Survey responses: Location of respondents

Location	Frequency	%
Maputo	14	52%
Several major towns	6	22%
Beira	4	15%
Lichinga	1	4%
Nampula	1	4%
Tete	1	4%
Total	27	100%

⁴ Because the universe was not made available to the consultants, it has not been possible to determine the representativeness of the response.



While most businesses were located in Maputo (or Maputo as well as other centres), there was a range of locations, including Beira (Mozambique’s second largest town) and Nampula (the largest northern town) (Table 2).⁵

Period of ACIS membership

The majority of respondents (70%) have been a member of ACIS for 10 years or less (Table 3).

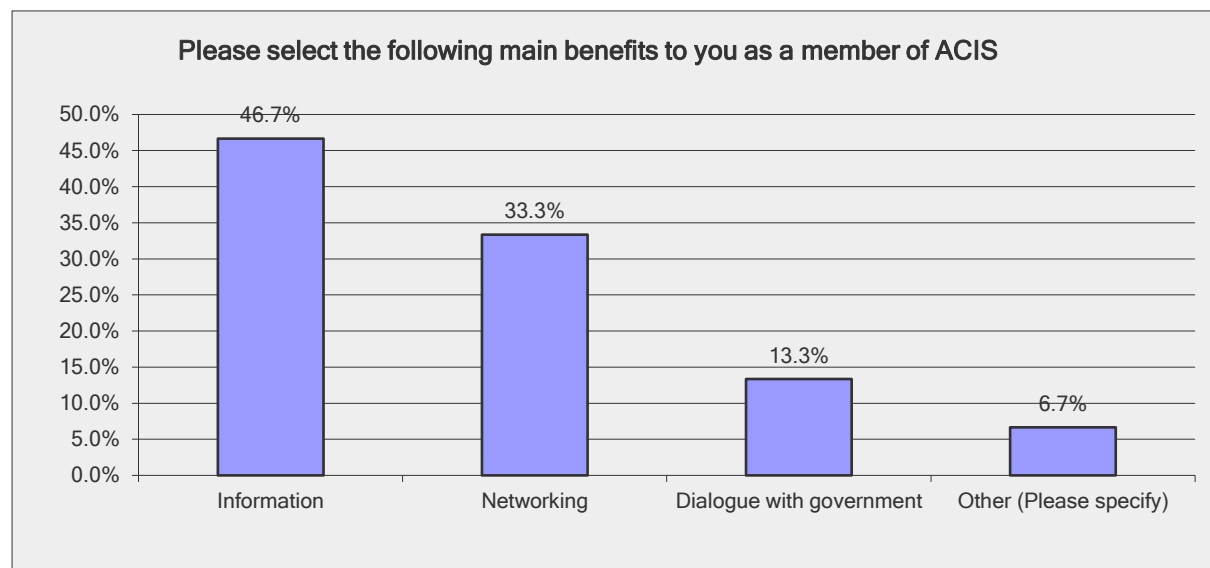
Table 3 Survey responses: Period of ACIS membership

Year Joined ACIS	Frequency	%
pre-2000	2	7%
2000-2005	6	22%
2006-2010	9	33%
2011-2015	10	37%
Total	27	100%

4.2 Benefits of ACIS membership

Members were asked about the main benefits of ACIS membership. Information (46.7%) was identified as the main benefit, followed by networking (33.3%) and dialogue with government (13.3%) (Figure 1).

Figure 1 Survey responses: Benefits of ACIS membership



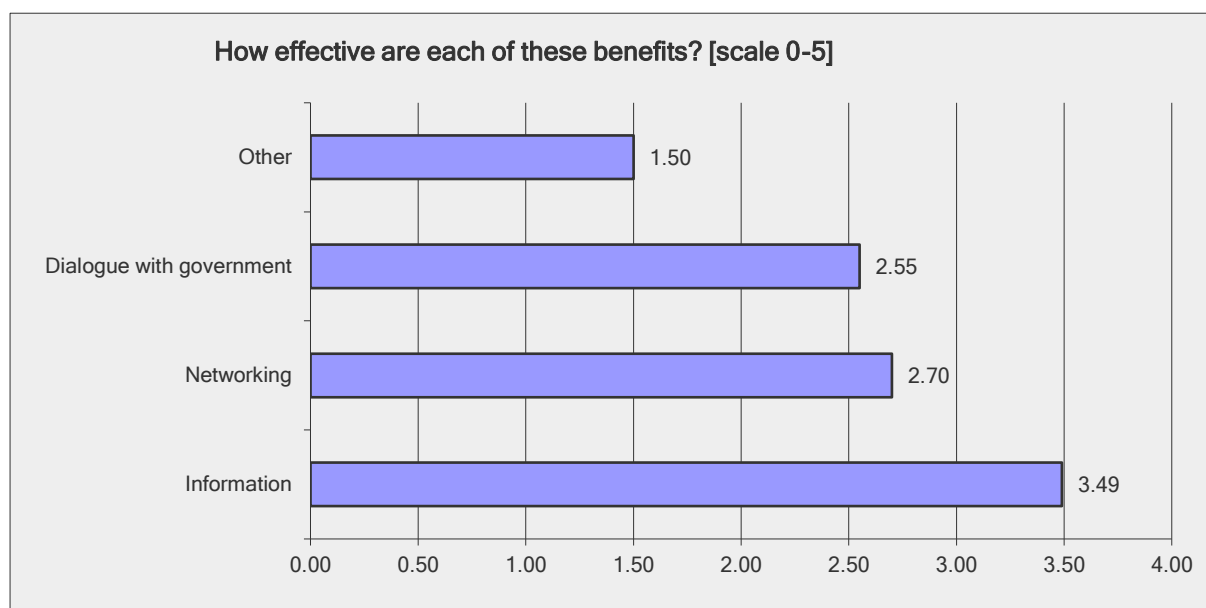
The respondents’ opinions of benefits were varied (Figure 1).

⁵ Statistics on the membership universe are not available to determine whether this distribution is representative of ACIS membership throughout Mozambique.



- **Information** was the highest scoring benefit (an average of 3.49 out of a maximum score of 5 equating to “excellent”), with 80% of responses scoring excellent (5) to satisfactory (3) and the remaining 20% poor (2) or very poor (1).
- **Networking** scored an average 2.70, with 50% of responses scoring excellent to satisfactory and the remaining 50% poor or very poor.
- **Dialogue with government** scored an average of 2.55, with 44% of responses scoring excellent to satisfactory and the remaining 56% poor or very poor.

Figure 2 Survey responses: Effectiveness of membership benefits



Respondents were invited to comment generally on the quality and effectiveness of ACIS membership benefits. Comments include:

- *“It would be nice to have some networking events again and proper support if questions are asked. We joined ACIS because it always engaged in dialogue, lobbied with the government and got businesses together. Now it seems to have transformed into an exclusive Maputo Club that sends out newsletters. It is a pity to see how ACIS went down the drain over the past years.”*
- *“We spent 90% of working time on emails comms. We want ACIS to be regularly sending out flash Moz info / news on issues that would affect its members. Currently best thing about ACIS is the weekly news in English, please don't stop sending this.”*
- *“Need representation in all provinces.”*
- *“Need electronic updates on business info.”*



- *“Need a website that provides information on the achievements of ACIS.”⁶*
- *“ACIS should have the financial capacity to have a full-time analyst of proposals for laws and regulations and to submit to its members specific points of discussion. This is how they will feel affected, what they think should change. ACIS should, for example, approach economic analysts and not just disseminate studies but suggest economic studies, so data provided by its members would be important.”*
- *“They should have asked for ideas to revitalize this association.”*
- *“Communication of events is often too late and sometimes we know by newspapers.”*

4.3 Services needed (not currently supplied)

Responses were received from seven businesses, as follows:

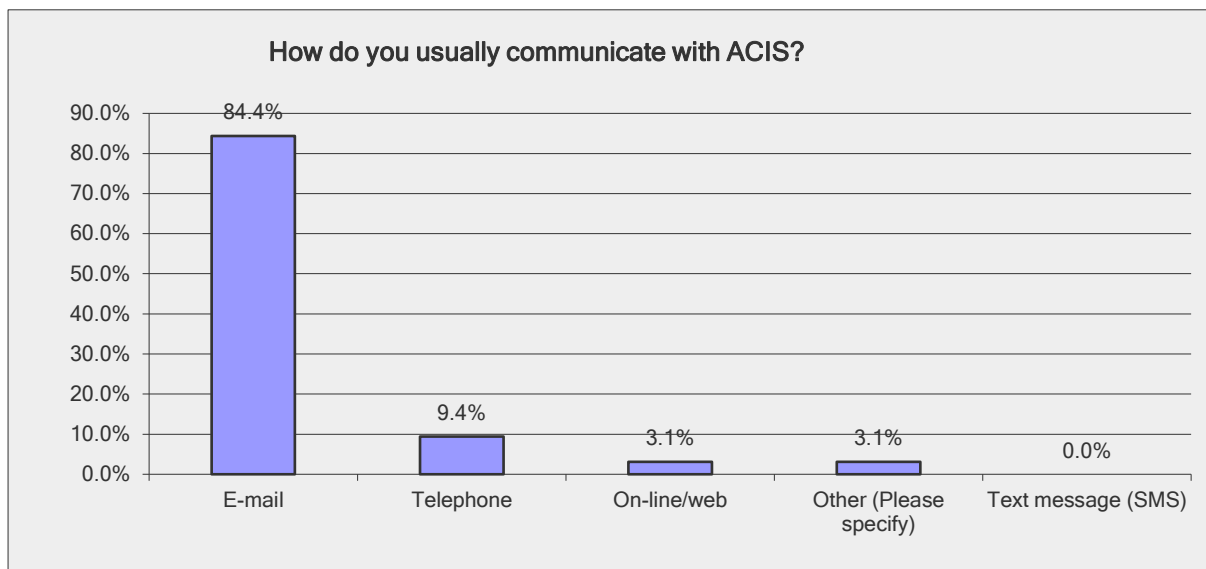
- *“Used to get regular important breaking news, extreme weather alerts, travel alerts and other information regularly on subjects that affect ACIS members, but this has all gone. ACIS is losing personal contact with its members.”*
- *“ACIS used to do networking events and there was always information about problems that were happening in the country, for example, that the X, Y or Z road was closed or that they were receiving complaints from members about the collection of improper fines.”*
- *“Information on the country's political and economic situation and market information.*
- *ACIS should create more networking events without necessarily having conferences, more like business drinks after work.”*
- *“Technical Training Courses” (topics not mentioned).*
- *“Information about updates of Human Resources Legislation.”*
- *“Catalyse and coordinate efforts of members to reach objectives of interest to the development of their businesses.”*

4.4 Members' communication with ACIS

Figure 3 sets out the main modes of communication with ACIS. Email dominates members' communication behaviour (84.4%) followed by telephone (9.4%). There is little evidence of wider forms of communication, presumably because ACIS does not offer a wider range of communication options to members.

⁶ The ACIS Facebook page and website have not been updated since November 2015. ACIS does not have the login details for the website.

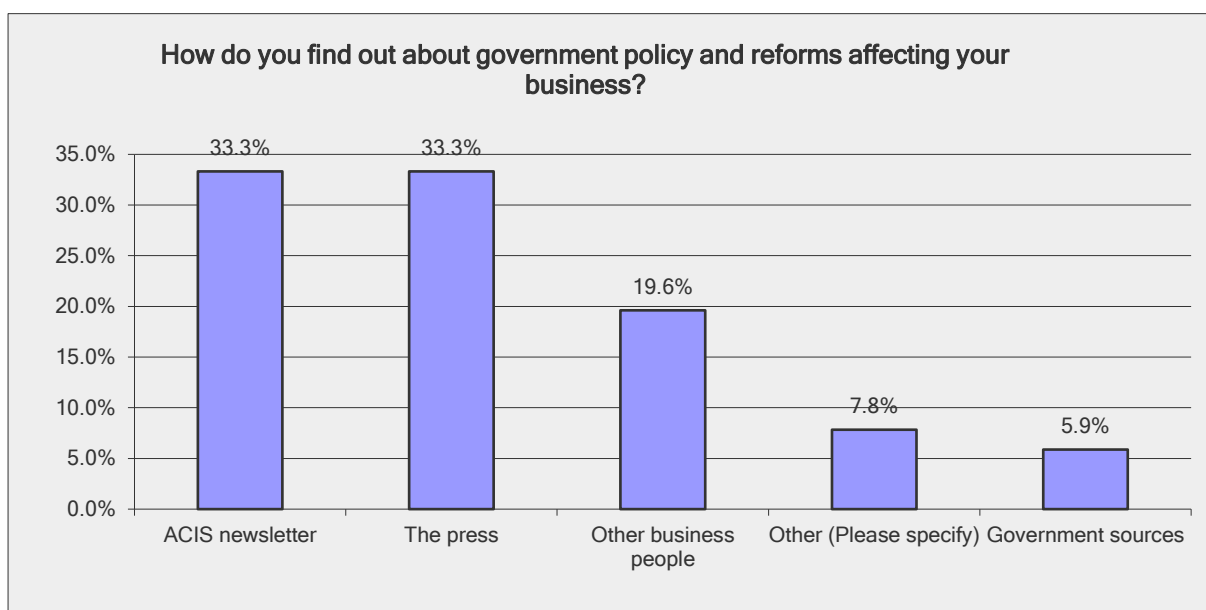
Figure 3 Survey responses: Modes of communication with ACIS



4.5 Sources of information about government policy

Members generally read the ACIS newsletter and the local press (both 33.3%) to find out about changes to government policy, laws, regulations and institutions. Business associates (19.6%) and direct government sources (5.9%) were the other main sources (Figure 4).

Figure 4 Survey responses: Sources of information about government policy



4.6 Biggest challenges to business

The survey (Figure 5) established that laws and regulations were the biggest challenge to businesses (23.3%), followed by foreign exchange access (16.4%). Transport infrastructure (12.3%), cost of borrowing (12.3%) and deficient demand (11.0%) were other significant factors. Supplier and staff problems were also mentioned as major business challenges.

Figure 5 Survey responses: Business challenges



4.7 Survey summary and conclusions

The survey achieved a 10% (approximate) response rate from mainly Maputo-based members (typically joined since 2005) in business services, transport and construction. There were a few responses from other provinces and other sectors. Average employment per firm was 216 employees – both large firms (nationals and multi-nationals) and SMEs were included in the survey.

As noted above, the main benefits of ACIS membership were information, networking and dialogue with government. Members were generally satisfied with information, though only 50% were generally satisfied with networking and the majority were dissatisfied with government dialogue. There was a range of comments about the decline in the quality of ACIS services. The most constructive identified a need for more networking events, improved electronic information particularly about the latest internal and external developments (that could not easily be found in general media e.g. google or specialised news sites), more opportunity to dialogue with government and wider provincial engagement.

Communication with ACIS is highly dependent on email. This form of communication tends to limit effective discussion amongst members about major businesses challenges and dialogue with government, particularly as laws and regulations are seen as the main business



challenge, followed by access to foreign exchange, poor transport infrastructure and cost of borrowing – all of which are business environment constraints where active engagement with ministries, departments and agencies (MDAs) to influence reforms could deliver substantive benefits to Mozambican businesses.

A BERF assignment (phase 2) to introduce more effective communications for ACIS would improve and strengthen their capability to offer a range of important services to members. The survey results suggested the following improvements:

- A systematic and relevant Communications Strategy setting out members' needs and how ACIS could meet these needs effectively and efficiently by adopting a technology-enabled approach, within a limited budget envelope.
- A technology-enabled communications approach to:
 - Record and track members' details, allowing systematic analysis of membership profiling and needs (and thus providing a sound base for determining future communications plans).
 - Enable ACIS rapidly and efficiently to gather and disseminate critical breaking news of relevance to members in general, to regional groupings and to special interest groups (SIGs).
 - Provide an interactive dialogue platform to accept, record and respond to members' questions, complaints and comments.
 - Provide an interactive dialogue platform to engage all members, regardless of their location, in discussion, debate and feedback on critical business environment topics e.g. workshops, seminars, SIGs.
 - Provide two-way dialogue with the CTA and/or direct to MDAs, facilitated by up-to-date technology-enabled feedback on key business challenges.

5. Strengthening ACIS Communications: Technology Options

5.1 Technology context

Over the last decade Mozambique has made visible improvements in ICT development as a result of public and private investment in the telecommunications network infrastructure and services. According to the Mozambican authorities, in 2013 there were 0.3 fixed lines per 100 inhabitants, 48 mobile accesses per 100 inhabitants and 0.07 fixed broadband accesses per 100 inhabitants. In just 3 years 65% of Mozambicans have received access to mobile services. Mobile phone market penetration has been propelled by weak fixed line infrastructure and relatively low investment required to scale up mobile coverage and services countrywide.

The country has three mobile network operators: a) Mozambique Cellular (Mcel), b) Vodacom, and c) Movitel, connecting a total of 17.5 million subscribers in a population of 27 million. Mcel was the first mobile operator in Mozambique, founded in 1997, followed by Vodacom in 2003 and Movitel in 2012 (Table 4).

Table 4 MNO subscribers

Mobile Network Operator (MNO)	Total No. of Subscribers (Total No. of SIM cards)	Active Subscribers (“Unique mobile subscribers”)
Mcel	6 million	5 million
Vodacom	6.5 million	5 million
Movitel	5 million	3.8 million

Source: MNO Interviews

Table 4 presents the total number and active subscribers in the network. The total number of subscribers is the number of actual SIM cards sold – subscribers can have more than one SIM card. Active subscribers are defined as “unique mobile subscribers” who actively recharge their SIM card with airtime.

The difference between the number of SIM cards and active subscribers is due to the following factors: (1) Mozambicans are price sensitive therefore will switch to an MNO offering cheaper services;⁷ and (2) the geographic coverage of each operator.⁸

5.2 Mobile Network Operator products and services

All three MNOs have invested heavily not only in the traditional Voice and SMS/USSD segments but also in broadband, mobile data and mobile money. Mobile money services have been an effective tool to promote financial inclusion of the unbanked population. In Africa approximately one out of three mobile accounts is linked to mobile money. Mcel launched the first service in 2012 followed by Vodacom in 2013 and most recently Movitel in 2016. The MNOs are still defining the product value and scalability to reach the penetration levels

⁷ GSMA Health report Country Feasibility Report 2015.

⁸ Interviews with the MNO citing their geographic coverage. Mcel is dominant in the southern provinces; Vodacom focuses along the Maputo to Nampula coastline; and 70% of Movitel’s subscribers are rural.

achieved in markets such as Kenya which is running 14 million transactions per day⁹ (Table 5).

Table 5 MNO mobile money penetration

Mobile Network Operator (MNO)	Name of Mobile Money service	Year Mobile Money Service Launched	Number of Subscribers	Percentage of Mobile Money
Mcel	MKesh	2012	1 million	20%
Vodacom	MPesa	2013	2 million	40%
Movitel	Emola	2016	3,000	7.9%

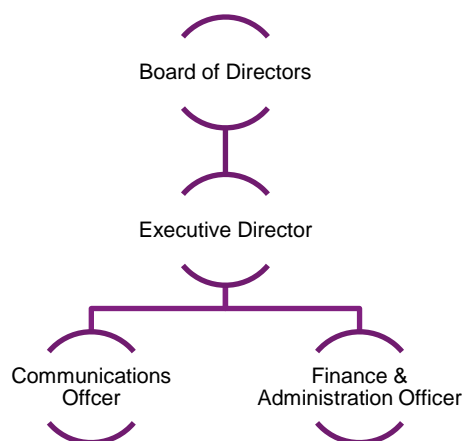
Source: MNO interviews

Mobile data has become the main channel for accessing the Internet, whether through mobile handsets, tablets or USB dongles. The installation of the Seacom’s fibre cable in 2009, and competitive pricing with the entry of Movitel into the market in 2012, caused a substantial drop in prices of more than 40%.¹⁰ Mobile data services represent not only a major opportunity for the telecommunications sector, but are also a powerful tool to promote the development of mobile enabled solutions.

5.3 ACIS communications structure

ACIS currently operates with a team of three full-time staff referred to as the management committee (Diagram 2). The management committee is in charge of the day to day running of the organisation including communication, publications, finance and administrative functions.

Diagram 2 ACIS organisational structure



5.4 Establishing user requirements

BERF established user requirements to determine the operational needs of ACIS by a) interactions with the ACIS management board and members and b) analysis of their current communication tools. The resulting outcome is a solution design based on the identified needs of targeted users.

⁹ Global adoption of mobile money in 2015: A look at the data.

¹⁰ Telecoms Research Mozambique, Eaglestone Securities (2014).



Need 1: Knowledge Management

Interviews with the management committee highlighted gaps in sustaining the community of members resulting in low retention levels. One of the biggest challenges has been maintaining the membership database which is currently stored in Microsoft Excel. This tool does not disaggregate membership by business category, location or preferences, thus hampering the ability of ACIS to utilise the data effectively.

Furthermore, the transition between the previous and current management committees has resulted in inadequate knowledge transfer.

Need 2: Dissemination of information to members countrywide

Vital tools including the website and Facebook page used to engage the membership were not available to the new team, which has to rely on email to share policy documents, news content and distribute surveys to members. Dissemination of this information involves document attachments and is therefore an inefficient method for the sender and receiver alike.

The members' survey revealed discontent with the timeliness and relevance of shared news content. Members expressed a need for real time, relevant and regular news updates.

Need 3: Structured feedback from members

Members provide feedback to ACIS on matters affecting their business operations using email and telephone, with 84% preferring email. There is no single repository to log or categorise incoming feedback, therefore information is held in different silos. Furthermore ACIS has no clear policy or guidelines for handling members' feedback. The management committee cannot effectively collate and prioritise feedback to create an agenda for eventual engagement with CTA, civil society and government.

5.5 Proposed technology intervention

Phase one aims to restore ACIS communications platforms and automate the process of feedback from members using online tools. Phase two will involve the customisation of an ICT solution to achieve the following objectives:

1. Digitise the membership database.
2. Enhance targeted communication with membership.
3. Channel membership feedback to support ACIS to prioritise on agenda items to advocate with CTA, civil society and government.

The solution is a mobile to web platform that will bridge the gap between ACIS management and its members. It will strengthen the existing feedback tools implemented in phase one. The solution will have two portals: one accessed by ACIS management and the other by members.



ACIS Management Portal

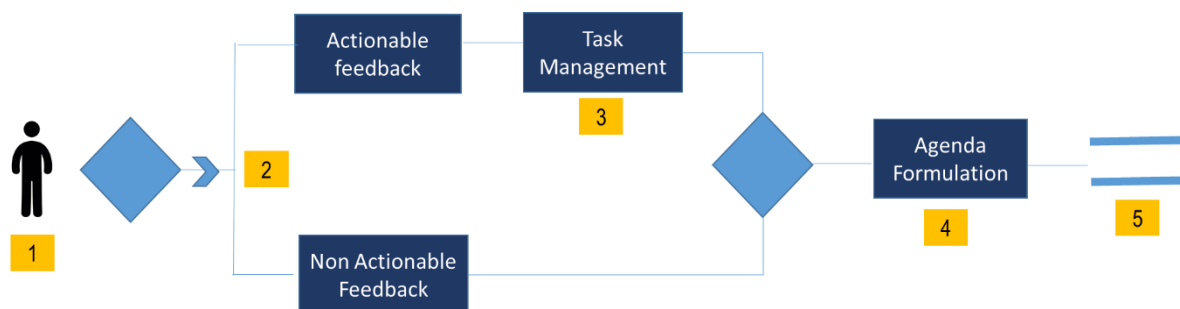
The portal should be user-friendly with the fewest possible requirements for user access. It would manage the daily ACIS to member interactions and eliminate identified challenges. With a modular design, each ACIS management committee member will have their own user account to log in and carry out specified tasks based on their role. Table 6 outlines the modules of the portal.

Table 6 Portal modules

No	Module	Description
1	Membership database	Manage membership data including business information, contacts, subscription payment, preferences of content, and participation in special interest groups. Review and approve/reject member applications.
2	Incidence reporting	The module enables ACIS to log, prioritise, index and assign incidences to relevant personnel.
3	Task Management	ACIS users can access assigned tasks (incidences) for relevant action.
4	Policy Tracker	Online repository of indexed incidences (collated from Feedback module) are posted in the policy tracker as agenda items. In addition ACIS can raise its own agenda item, in the case of proposed legislation. The decision to post on the policy tracker is at the discretion of the ACIS team. Members subscribe to agenda items based on their preference. Each agenda item is updated as per any engagement with agencies. Updates are posted on the item and shared across the various communication channels e.g. Email, Facebook.
5	Knowledge base	Online repository of categorised and indexed legislative content, reports and policy documentation
6	SMS/Email Broadcasting	Bulk SMS/Email broadcasting to members. Targeted communication to members based on set parameters.
7	Reports	Generate reports including incidence reports.
8	System administration	For self-sustainability ACIS will manage all aspects of the platform including user access rights, workflows, and rules.
9	Accounts	ACIS users should be able to manage personal account details and passwords.
10	User support	Help desk functionality in the case user requires system related support.

Members will be able to give feedback to ACIS on any matter affecting their businesses (Diagram 3). The member would have the option to report the matter via email, Facebook or SMS. The matter would be received and logged on the portal. An assigned member of the ACIS management team would log, index, prioritise and assign the matter to relevant personnel.

Diagram 3 Members reporting matters to ACIS

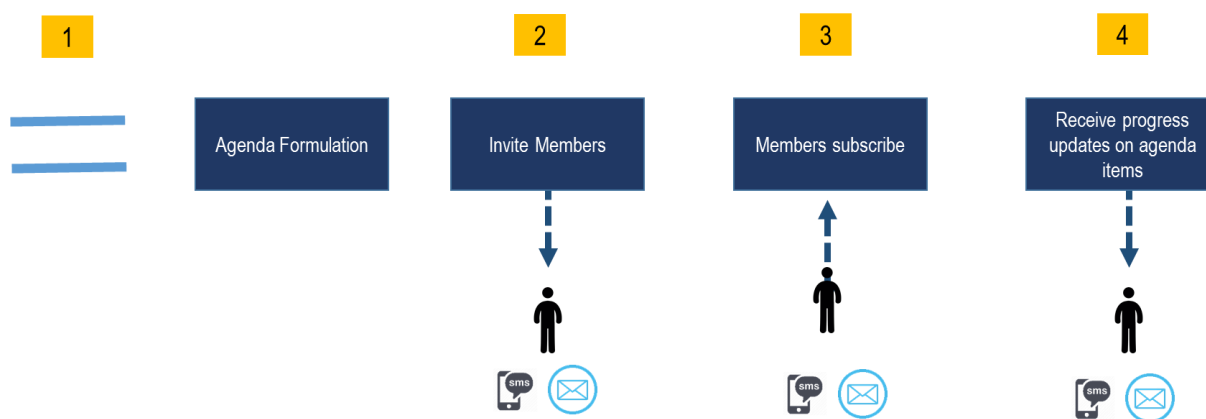


Legend

No	Description
1	Member reports incidence by phone, email or SMS
2	The report is received by ACIS 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

Matters reported would be posted to the policy tracker module as agenda items, which could be used as evidence-based advocacy to lobby with the CTA, civil society and government. Members who may have similar experiences or have an interest in the relevant agenda item should have the option to join in discussion or subscribe for updates (Diagram 4).

Diagram 4 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 ACIS 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

ACIS Members' Portal

The members' portal would be accessed through the ACIS website. Log-in accounts would be provided to members to access their content privately. Provision of account details and monthly access would be secured against payment of subscription fees. Members would access up-to-date information including proposed legislation and incidents as described in Table 7.

Table 7 Members' portal modules

No	Module	Description
1	Incidence reporting	Display of all incidences reported by the member. In addition the member can report on an incidence on an online form. The solution will support reporting via Email and SMS.
2	Policy tracker	Access indexed incidence reports with updates on ACIS dialogues with external agencies. Members subscribe to any index.
3	Knowledge base	Categorised and indexed legislative content, reports and policy documentation.
4	Membership directory	Listing of profiles of member organisations
5	SMS/Email Notifications	SMS notification of event invites, news alerts, organisation updates.
6	Accounts	A member can update their personal/business details. This supports the ACIS management to have up to date information of their members.
7	User support	Help desk functionality for members to seek system related support.

5.6 Resourcing and operational issues

Human resources

For ACIS to utilise the benefits of the proposed ICT solution effectively, management should consider capacity building for the management team. The options are to hire new skilled staff to operate the communications aspects of the platform or intensive training of existing staff to increase the scope of their responsibilities. The costs of ongoing development of ACIS staff should be budgeted annually and appropriate additional finance secured through membership fees and other sources of income.



Table 8 Time allocation to solution

Personnel	Hours Per Week Dedicated To Solution
Communications Personnel	10 hours per week
Systems Administration	5 hours per week
Executive Director	10 hours per week

Technical resources

The technical resources are divided into components required to run the application and SMS functions (Table 9).

Table 9 Technical resources

No	Item	Description
1	Web Portal Functionality	
1.1	Cloud Server	Server accessed remotely from a cloud service provider. The Server will host the ACIS 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

5.7 Recommended implementation approach

The contractor chosen to design and implement the technology-based solution (Diagram 5) would be responsible for development, implementation and handholding of the proposed solution. BERF recommends a user-centric approach whereby development should be continuous throughout the project period. Implementation should be sequenced in the following prioritised order:

1. Project initiation

Preliminary works by the contractor will include analysing the technology requirements provided. The contractor should liaise with the ACIS management team to form a joint project team that would undertake implementation. The team should assign roles/responsibilities, develop all project documentation and map out all project activities.

In tandem, validation of the membership database will be undertaken by ACIS. Members should be invited to update their contact details and other required information.

2. Project review

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



3. System development

The contractors' technical team should embark on design, development and customisation 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 ACIS staff and external experts to examine all aspects of security, system features and user experience. ACIS management team and members should carry out User Acceptance Tests, interrogating all components of the system for sign off after training.

5. Training ACIS users

ACIS staff drawn from the management committee, finance committee and board will be trained. Using a competence-based training model, participants should grasp all functionalities of the platform through practical simulation. Separately technically focused one-to-one training should be carried out for the System Administrator and Communications Officer.

User manuals will be produced by the contractor to assist ACIS users to navigate the solution.

6. System roll out

The full indicative design and implementation timeframe is provided in Table 11 (end of section 5). The system roll out should commence after training. ACIS 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. Additional online campaigns outlining detailing of key features should be carried out to increase traction among members.

5.8 Expected results of technology solutions

- Enhanced capacity to carry out advocacy through the use of reports from members.
- Additional of services provided to members including up-to-date knowledge base and participatory tools.
- Increased participation by members results in their willingness and ability to pay subscription fees.
- Potential for additional value added services to members incidental to project objectives.

5.9 Indicative inputs for phase 2

The appointed contractor should consider forming a project team to implement the solution. Below is a guideline on the critical components of the project team.



Project Manager

The Project Manager should be responsible for the planning, and execution of the project, liaising closely with stakeholders including ACIS, BERF and sub-contractors. He or she should oversee the development of the solution and ensure timely implementation.

Development Team

The development team should be responsible for system planning, developing, testing and roll out of the solution. The team has the following roles, based on the technical competencies required:

- Application developers – The developers should define the solution architecture to fulfil the requirements. The approved architecture should then be translated into workable programming code to create 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 – two personnel including the Project Manager and a Business Analyst – should focus on all non-technical elements of the project. They should be in charge of analysis of business processes, content development, stakeholder engagement, reporting, user training, monitoring and evaluation. One of the personnel should be a Portuguese speaker to facilitate communication with stakeholders.

Table 10 Indicative resources ACIS

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
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			



Resources

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 ACIS (Table 10) are based on design, development and implementation for two Mozambican BMOs to take advantage of economies of effort.¹¹ The contractor should, however, customise the ACIS solution to fit the requirements specified in the ToRs..

¹¹ Resource costs for design, development and implementation for only one Mozambican BMO will be approximately 20% higher.

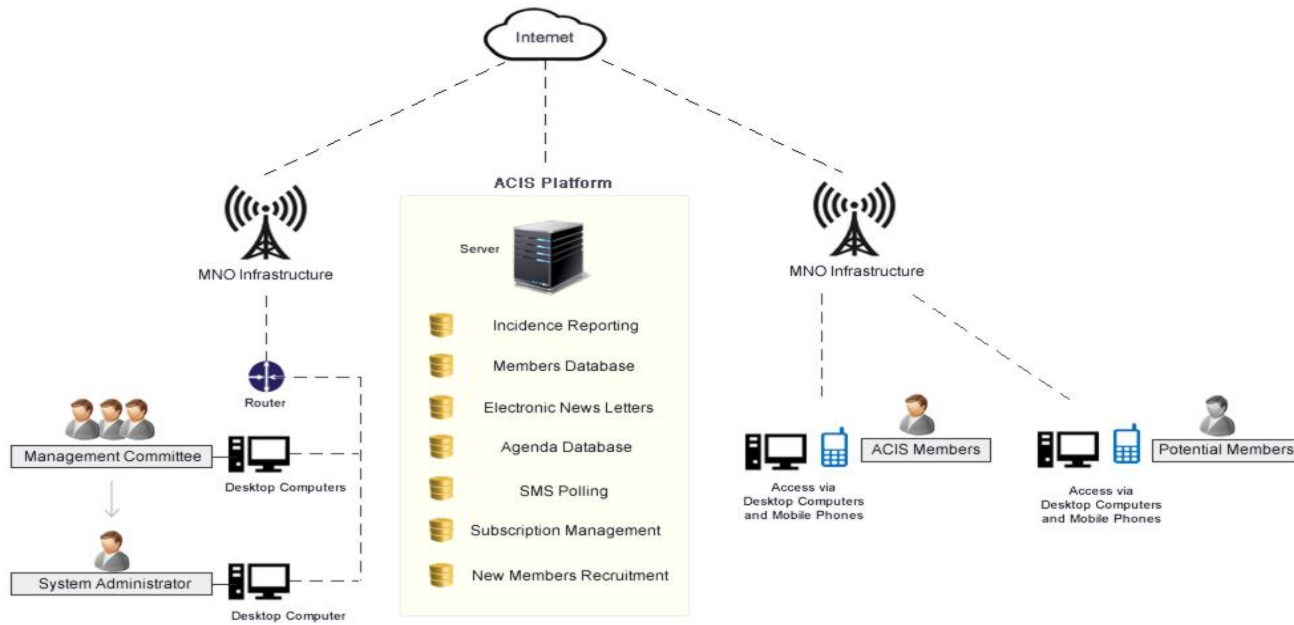


Table 11 ACIS: Indicative design and implementation timeframe

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																
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																



Diagram 5 High level system design



6. Recommendations

6.1 Key risks and conditionalities

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

- **Lack of commitment by ACIS.** In initial engagement, ACIS did not appear to be fully committed to the assignment's objectives and to providing key executives' time to discuss issues and needs. For example, BERF was unable to undertake its planned programme of consultations (e.g. a meeting with the ACIS Board of Directors) and in particular a focus group discussion with selected members. In the course of the consultative phase, however, the commitment of ACIS became clearer and BERF was ultimately able to have helpful discussions with key executives and was given access to the ACIS membership database to undertake a survey of members. Subsequently the ACIS President gave his assurance that the organisation is keen to proceed with implementing the Communications Strategy and places a high value on the work undertaken by BERF to date.
- **Inadequate capacity to perform basic and advanced communications tasks.** The ACIS organisation structure and problems indicated that there were questions about the capacity of ACIS to absorb effectively the benefits of a technology-based Communications Strategy. BERF has recommended that ACIS should implement the strategy before further support can be provided, as evidence of its capacity to operate a communications function successfully. While BERF can offer some initial support and training, providing this core capacity is the organisation's responsibility. This approach should operationalise the principle that technology-based communications solutions are more likely to succeed if they are built on a robust communications base.
- **Financing and sustainability.** The current economic climate in Mozambique has negatively affected the prospects for business which may, in combination with the poor service offering, have contributed to the fact that ACIS has lost nearly 20% of its membership in the last 12 months. Value for money considerations require that ACIS 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 assurance that ACIS can mitigate these three key risks, as follows:

- **Commitment** to the success of the technology-based improvements in Phase 2, based on specialist assistance to develop the basic website and use of facebook as an additional tool for communication with and feedback from members.
- **Capacity**, including the right staff numbers, resources, skills and management 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

We recommend that:

- ACIS should approve, revise if necessary and implement the Communications Strategy set out in Appendix 4 in the period January to March 2017 with additional specialist support organised by ACIS for basic web and facebook functions. [initiated by 31st January 2017]
- BERF should review progress by ACIS towards mitigation of the three risks and should assess the appropriateness and timing of further support to ACIS, namely design and implementation of the technology solution described above. [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 ACIS

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.

The Associação de Comercio, Industria e Serviços (ACIS) is a business membership organisation (BMO) that represents companies from major sectors of the Mozambican economy, including mining, agriculture, transport and logistics, telecoms, FMCGs, manufacturing and services. Founded in 2001 in Mozambique's second city, Beira, and now based in the capital Maputo, ACIS has approximately 240 members.

The ACIS mission is *'promote, support and protect the interests, in particular of its members, but also of businesses which undertake commercial and industrial activities in Mozambique; provide information, support and training for members; and lobby and advocate on behalf of members and the private sector in general.'*

ACIS 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 ACIS members have access to mobile phones and online media.

Assignment Overview

ACIS needs an ICT solution to complement the efforts its leadership in engaging its countrywide membership. The solution must enhance two way communication as well as facilitate structured feedback from members that can be indexed and prioritised into evidence based advocacy for lobbying through CTA to Government of Mozambique (GoM).

The ICT platform must be user friendly, scalable, affordable (preferably open source technologies) and fully customised to the ACIS requirements. The components of the platform should include: a) web application, b) mobile application and c) SMS.

In the interest of sustainability for ACIS, reliable and affordable hosting options for the solution should be recommended combined with remote access and round-the-clock support from the vendor in the case of system downtime. The design of the proposed solution should consider



other ancillary costs that ACIS should bear 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 ACIS in executing its mandate to represent the needs of its members with external agencies (government, CTA and civil society) that should carry out the following:

- a) Digitise the members' database which should result in improved and targeted communication, dissemination of relevant and timely content (such as policy papers, news and proposed legislation).
- b) Enable members to conveniently report matters via email, SMS and Facebook to ACIS management. Matters should be logged and indexed for efficient resolution and/or intervention.
- c) Provide an online repository and tools to structure and prioritise matters reported (feedback) as agenda items to advocate through CTA with GoM.
- d) Provide secure access to members through an online portal: i) to view policy related documentation ii) view members profile and contact details, iii) subscribe and comment on posted agenda items and iv) apply for membership to ACIS.

Beneficiaries

Members of staff at ACIS and Board of Directors will be the principal beneficiaries of the proposed solution. Data generated from the numerous interactions will support the agenda formulation and decision making process.

ACIS members will be the ultimate beneficiaries with ability to receive relevant information from the management as well as enjoy collaboration and participation on a virtual platform. The result is the creation of an inclusive digital community that brings together members from all provinces onto one platform.

Ancillary beneficiaries include key stakeholders drawn from the civil society, government and DFID.

System Features

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

ACIS Management Portal:

ACIS management portal should be a secure website accessed with user accounts and passwords. It should be modular by design with the following components (Table 12):



Table 12 ACIS Management Modules

No	Module	Description
1	Membership Database	<p>Manage membership data including business information, contacts, subscription payment, preferences of content, and participation in special interest groups.</p> <p>Review and approve/reject member applications.</p>
2	Incidence reporting	<p>Ticket based module logs all incoming incidences from ACIS members. ACIS personnel should be able to log, prioritise, index and assign incidences to relevant personnel.</p> <p>Module should have a interface for manual data entry by any ACIS personnel of incidences reported.</p> <p>Additional interface that displays all reported incidences categorised by index number, member name, date, location, and status.</p> <p>Automated feedback response to acknowledge receipt of incidence via Email or SMS.</p>
3	Task Management	<p>Users should access all assigned tasks in this module. Each task should be categorised based on nature, location, member name, date received and status.</p> <p>Options for action should be available</p>
4	Policy Tracker	<p>This is an online repository of indexed incidences (collated from Incidence reporting module) posted in the policy tracker as agenda items.</p> <p>In addition a staff member of ACIS should be able to raise its own agenda item, in the case of proposed legislation. The decision to post on the policy tracker is at the discretion of the ACIS team.</p> <p>Members should be able to subscribe agenda items based on their preference.</p> <p>Each agenda item should have the option to update its thread with any engagement/lobbying with stakeholders. Options for Members to comment on threads of any item should be considered. Addition of notifications of updates via Email or SMS should be taken into account.</p>
5	Knowledge Base	<p>Online repository of categorised and indexed legislative content, reports and policy documentation.</p>
6	SMS/Email Broadcasting	<p>Bulk SMS/Email broadcasting to members. Targeted communication to members based on set parameters;</p> <p>SMS polling broadcasted to selected members based on set parameters.</p>
7	Reports	<p>Generate reports including progress and incidence reports;</p> <p>Customised reports requested by ACIS leadership;</p> <p>View and download SMS survey results.</p>
8	System administration	<p>For self-sustainability ACIS will manage all aspects of the platform including user access rights, workflows, and rules.</p>
9	Accounts	<p>User should be able to manage selected personal account details and password.</p> <p>Passwords should follow protocols alphanumerical, and 8 characters.</p>
10	User Support	<p>Users should be able to request for user support via a web form. These requests are routed to the appointed systems administrator.</p>

ACIS Members' Portal:

The members' portal should be linked to the ACIS website and accessible via a secure link. User accounts and passwords should be issued and managed by the appointed systems administrator in the ACIS management committee.

The portal must be user friendly, easy to navigate and must support English and Portuguese languages.

Members should have access to the following modules (Table 13):

Table 13 ACIS Members' Portal

No.	Module	Description
1	Incidence reporting	Members should have the ability to log an incidence on the portal. Options for reporting via Email and SMS should be added. Member should receive automated feedback acknowledging receipt. A display of history of all previously reported incidences should be logged, categorised based on index number, date reported, location, and status.
2	Policy tracker	This is a repository of categorised and indexed incidence reports (Agenda items); Members should be able to subscribe to any agenda item; Option to view and comment on updates of ACIS dialogues with stakeholders on each agenda item thread; Option to receive notifications of updates via Email or SMS.
3	Knowledge base	Repository of categorised and indexed legislative content, reports and policy documentation; Ability to download reports in Microsoft office, and or pdf formats.
4	Membership directory	Listed profiles of member organisations
5	SMS/Email Notifications	Members should be able to receive SMS/Email notification of event invites, news alerts, organisation updates.
6	Accounts	User should be able to manage selected personal account details and password.
7	User Support	Users should be able to request for user support. These requests are routed to the appointed systems administrator.

The incidence reporting functionality should permit members to report via Email, SMS and through the portal. The contractor should consider integration with Email/SMS with the ACIS Management portal, for automated logging.

Scope of Work

The contractor will be responsible for development and deployment of the solution including analysing the technology requirements, planning, system design, prototyping, testing and implementation along with training of ACIS principal users. The proposed timeframe is broken down into milestones agreed upon by the ACIS and BERF team. Approvals to proceed from one milestone to the next is at the discretion of the ACIS and BERF team.

Milestone 1 – Project initiation

This preliminary milestone enables the contractor to orient themselves with all existing technical/project related documentation, and engage with the ACIS team to gather additional system requirements. It is recommended that the contractor forms a project team in collaboration with ACIS to oversee implementation. The following project documentation should be produced during this milestone:

- Detailed project implementation plan
- User requirements document
- Software design document (SDD)

The contractor should support ACIS to validate and migrate their existing member's database from Microsoft Excel to the Customer Relations Management module labelled as Membership Database in Table 12.

Milestone 2 – System development (2 months)

The development process should be iterative so as to include all relevant feedback from ACIS that is within the scope of the assignment. Prototypes of the solution should be periodically reviewed by the project and BERF team at various stages.

Illustrative user manuals should be provided with instructions for both portals (ACIS 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 will involve evaluation of ICT solution compliance with the specified requirements. Three levels of testing should be carried out and documented, namely: a) internal testing by the contractors' technical team, b) external testing by a selected quality assurance service provider and c) user acceptance tests with ACIS.

Milestone 4 – User training

A comprehensive competence based training for the ACIS team should be conducted upon successful completion of system tests. Further training for the appointed system administrator must 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 will be rolled out upon successful training of selected ACIS staff. A final report should be presented for sign off by the BERF team. The contractor should provide off-site support for a period of two months after this milestone.



Additional requirements

- The proposed solution should be written 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 should 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 available at the closure of the project.

Place and Period of Performance

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

The project should be undertaken in four months. Initial information gathering, consultation and analysis will be conducted in Maputo, Mozambique. Design and development of the application can be undertaken remotely at the discretion of the selected IT firm. 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, detailed 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 key users of the proposed application;



- Application development as per international best practices;
- Presentation to ACIS and the BERF team a financial costing for maintaining the solution post-implementation;
- 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 wise 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 ACIS leadership.

Deliverable 5: System roll out

- Roll out the 2 portals (ACIS management and Members Portals);
- Presentation of final system to project team for roll out;
- Presentation of final project report for sign off.

Contractor competences and requirements

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 the past engagements, last three years' audited financial reports and business 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, developing and deploying similar applications;



- The firm should have sufficient qualified and experienced staff with full-time availability during the contract period; and provide CVs of the team to be assigned to the project;
- 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 for at least 2 months;
- 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 ACIS 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



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,

Appendix 3 List of Contacts

Name	JobTitle	Organisation	Address	Email
Lara Pacheco Faria	Executive Director	ACIS	Av da Marginal, Edificio Global Alliance Seguros 141/C, 2 Andar, Maputo	acisdirec@acismoz.com
Paulino Inocencio	President	APME	25th September avenue, number 1147, 2nd floor, Bpartner or Regus Business Centre	inocenciopaulino@gmail.com
Martin Johnston	PSD Adviser	DFID	Prédio JAT, 3° Andar, Av 25 Setembro 420, Maputo	M-Johnston@dfid.gsx.gov.uk
Julia Kraetke	PSD Adviser	DFID	Prédio JAT, 3° Andar, Av 25 Setembro 420, Maputo	Julia-Kraetke@dfid.gsx.gov.uk
Sergio Dista	PSD Adviser	DFID	Prédio JAT, 3° Andar, Av 25 Setembro 420, Maputo	<a href="mailto:Sergio Dista <S-Dista@dfid.gov.uk>">Sergio Dista <S-Dista@dfid.gov.uk>
Phil Outram	Infra Adviser	DFID	Prédio JAT, 3° Andar, Av 25 Setembro 420, Maputo	Phil-Outram@dfid.gov.uk
Rita Freitas	Director	INAE		
Bruno Marques	Solutions Architect	Internet Solutions	38 Rua de Sidano, Maputo (Opp Eco TV)	Bruno.Marques@is.co.mz
Nelson Melo	Manager	KPMG IDAS	72C 1233 Street, Hollard Bldg, Maputo	nelsonmelo@kpmg.com
Helena Polana		Mcel	Avenida Zedequias Manganhela, Cidade de Maputo (Next to VIP Grand Hotel)	hpolana@mcel.co.mz
Gentildo Zunguze		Movitel	Avenida Guerra Popular, Maputo (Opp Barclays Guerra Popular Branch)	Gentildo.zunguze@movitel.co.mz
Juscelina Guirengane	Dep Pres, Anje	Sahanecs	Alto-Maé, Rua Travessa F.Mendes Pinto nr 40	quirengane.juscelina@sahanecs.com
Rui Adriano		Teledata	Avenida Ho Chi Min nº 710, 5º Andar, Maputo	ruineto@teledata.mz
Tiago Borges Coelho	CEO	UX	Av. Mao Tse Tung, 1227	tiago@ux.co.mz
Henry Njoroge		Vodacom	Avenida R.dos Desportitas (at Instituto Superior de Ciências e Tecnologia de Moçambique)	henry.njoroge@vm.co.mz
Delsio Cabo		Webmasters	Avenida, 787 Malhangalene	delsio.cabo@webmaster.co.mz
Fion de Vletter	Adviser	World Bank	Av. Kenneth Kaunda, 1224, Maputo	fion333@mail.com
Federica Ricaldi	Adviser	World Bank	Av. Kenneth Kaunda, 1224, Maputo	fricaldi@worldbank.org



Name	JobTitle	Organisation	Address	Email
Luca Crudeli	Consultant	USAID		luca@crudeli.it
Gisela Miranda		Teledata		gmiranda@teledata.mz
Johnny Flento	Ambassador	DANIDA	Avenida Julius Nyerere, next to Hotel Polana and Total	johfle@um.dk

Appendix 4 ACIS Mozambique Communications Strategy

Introduction

In November 2016 BERF's Innovative Stakeholder Engagement (ISE) team visited Mozambique on a two week scoping mission. The aim was to explore potential avenues for BERF ISE support to ACIS in building a technology-based communications platform and feedback tool. This document outlines a proposed communications strategy for ACIS and the key messages, stakeholders, tools and activities that ACIS should adopt. Once ACIS has fully embedded these activities and tools into its day-to-day operations, there is scope for future technology based support, which we have outlined in the final section of this report.

Objectives

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

- Represent businesses in major sectors of the Mozambican economy, and defend their interests;
- Provide regular updates of news, information and statistics, alerts and reminders, and participation in networking and business promotion events;
- Provide services to support existing and potential Mozambique investors, including relevant laws, business information and regulatory guidance (e.g. on business transparency and anti-corruption best practice); and
- Foster a sense of business community.

Audiences and Stakeholders

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

ACIS → Business (A to B)	ACIS disseminates information to its membership.
Business → ACIS (B to A)	ACIS gathers information from ACIS members.
Business → Business (B to B)	Members benefit from a platform on which they can communicate with each other, network, and share business-critical information.
Prospective Members → ACIS	Business people including investors gather information about ACIS and sign up to membership.

Tools and Activities

ACIS's key means of transmitting messages to its membership should be social media (Facebook), email (MailChimp), and the ACIS website (although senior people tend to use LinkedIn). A summary of tools is provided in the table below.

ACIS Communication Tools					
What?	How?	When?	Who?	Cost to ACIS	
Live news updates	1) Google Alerts 2) Links pasted on ACIS Facebook page	Daily	Communications Officer	Free	
Monthly newsletter	3) MailChimp 4) PDF available on the Facebook page	Monthly	ACIS Executive Director Communications Director	Free, up to 2,000 subscribers and 12,000 emails per month	
Details of new legislation	5) Brief details provided on Facebook (members' newsletters could be disseminated here)	Ad hoc	ACIS Executive Director	Free	
	6) In-depth documents provided in the members only online library			(Cost of adapting website to include members only page TBC)	
Specific feedback from members	7) Online polls via either:	Ad hoc	ACIS Executive Director	Facebook – free	
	8) Facebook, for a single question; or			Survey Monkey is free up to 10 questions and 100 responses	
	9) Survey Monkey, for <10 questions				
Event invitations	10) Facebook invitations	Ad hoc	ACIS Executive Director	Free	
	11) MailChimp				
Member to member conversations	12) Closed Facebook group	Ad hoc	Communications Officer launches the initial groups	Free	
	13) Special Interest Groups		ACIS nominates a member to drive SIG conversations		
			ACIS Executive Director monitors the content of conversations, and adds to newsletter		

Social Media

Social media should be used to meet the communications requirements of all stakeholders (A to B, B to A and B to B), as well as potential investors and members. We recommend that ACIS should use Facebook as its main communication tool for the following reasons:



- Facebook is the most popular social media website in Mozambique. Facebook penetration is 96.13%, the highest in sub-Saharan Africa, according to statistics compiled by Ogilvy in 2015.
- Consultations with ACIS membership indicate that Facebook would be the preferred primary platform for regular communication.
- Other means of communication, such as frequent emails or WhatsApp messages, can be too intrusive. Provided the content on the ACIS Facebook feed is relevant and interesting, members can engage with ACIS content at a pace and time that is convenient for them.

The ACIS Communications Officer is responsible for regularly updating the Facebook page. This includes links and posts on the following:

- **Daily news updates:** including articles related to the economy, investments in Mozambican businesses, politics, statistics, commodity prices and other business-relevant information (see 'Google Alerts' tool below).
- **Monthly ACIS summaries:** ACIS reviews the last month's news, feedback, and ACIS member discussions, and summarises in a monthly newsletter (see MailChimp below). This can be published in PDF format and posted on the Facebook page.
- **Reform:** Details of new legislation and business environment reform. (One ACIS member is publishing a newsletter with legislative alerts and legal comments. Could ACIS develop this type of service?)
- **Events:** ACIS updates its members on upcoming events and networking.

The Communications Officer should ensure that the Facebook page is updated daily.

Further Facebook options ACIS should consider:

- **A closed Facebook group for members only:** This acts as a discussion forum for members to share information, or ask questions, on an informal basis. A 'closed' Facebook group ensures that only invited members can participate in the conversations, and encourages a sense of value for money for the ACIS subscription fee. This format can also be used to run short, one question polls of members (for example, 'How will xyz proposed legislation impact your business?').
- **Special Interest Groups (SIGs):** ACIS members indicated to BERF that access to intelligence specific to their industry, or to business challenges they face (e.g. business finance, trading across borders) would be beneficial. As above, ACIS can launch closed SIGs to encourage discussion among members. We recommend that ACIS should nominate a member from a particular industry or with specific technical expertise to initiate discussions on the page during an inception period.

Google Alerts

We recommend that the ACIS Communications Officer receives Google Alerts for 'Mozambique'. This will ensure that news articles mentioning Mozambique are emailed to a specified address. The settings can be adjusted to send 'push notifications', whereby the subscriber receives an email as soon as Mozambique related news is published online; or on a daily, weekly or monthly basis.

By using the 'push notification' option, the ACIS Communications Officer can filter live information and post relevant articles on its Facebook page. This will ensure ACIS members regularly visit the site, and are continuously engaged in the organisation's discourse.

Survey Monkey

Survey Monkey is a web-based survey solution. ACIS can use this tool to gather quick feedback from its members on specific issues. For example, how members feel a proposed piece of legislation or reform will affect their business, or how satisfied ACIS members are with ACIS services. Survey Monkey is free up to 10 questions and 100 responses.

Surveys should be simple, short, and ask straightforward and unbiased questions.

MailChimp Newsletters

MailChimp is an email marketing service that can be used to create free, professional newsletters. It provides ready-made templates and an easy to use 'drag and drop' method for inserting pictures and text.

We recommend that ACIS use MailChimp to distribute monthly newsletters, and invitations to events. We recommend that newsletter emails should be used sparingly to avoid 'spamming' members.

MailChimp has two pricing plans relevant to ACIS:

- Forever Free – 12,000 total emails per month and up to 2,000 total subscribers across all lists in the account.
- Monthly Plan (from \$25 a month) – More than 2,000 subscribers, unlimited campaigns per month, and access to MailChimp special features.

Email

Members contact a central ACIS email address in order to ask specific questions, or raise issues. Social media, newsletters, and website posts should all include an email contact should members wish to engage further. The ACIS Executive Director is responsible for responding to these emails, or ensuring that an appropriate expert is contacted to address them.



Website

The ACIS website provides information about the organisation, archives of its monthly newsletters, and more detailed information on regulatory issues (such as the ACIS Legal Framework Guides) via the online library.

The library should be regularly updated in order to ensure frequent website traffic. We recommend that this information should eventually be made accessible to members only via an online login. This will encourage potential members to pay the ACIS fee.

ACIS needs to close the feedback loop by summarising the answers and sending reports back to members as well as informing concrete actions that are being taken by ACIS to address members' needs.

Evaluation and Learning

ACIS should review the effectiveness of its communications strategy on an annual basis, record feedback from members, and adjust its methods accordingly. The following questions are examples of survey questions that could be asked:

- What ACIS information do you mainly read?
- What platform do you most often use to engage with ACIS?
- What works/doesn't work?
- What do you want to see more of?
- What services do you need that ACIS does not currently supply?

ACIS Roles and Responsibilities

ACIS has three full time members of staff: ACIS Executive Director, Communications Officer, and Finance Manager. In the matrix below we set out proposed activities, and the time required for each, to ensure successful implementation of the Communications Strategy and regular updating and maintenance of the communications platform. ACIS should define how these roles are best allocated to staff.

ACIS Communication Tasks and Time Required	
Tasks	Time
Monitoring Mozambique private sector news, and updating ACIS Facebook page	1 hour per day
Collating, formatting and distributing ACIS monthly newsletter via MailChimp	2 days per month
Writing and/ or directing content of ACIS monthly newsletter	2 days per month
Organising ACIS networking events	Ad hoc
Monitoring and recording members' issues and social media discussions, and designing content of surveys or polls	1 hour per day
Monitoring business relevant legislation in Mozambique	2 hours per week
Responding to member email queries and requests for information	4 hours per week



BERF Support

ACIS could in the long-term benefit from BERF support once a comprehensive Communications Strategy is in place and the building blocks for successful engagement with ACIS members are working effectively and efficiently. Once ACIS has integrated the above Communications Strategy into its day-to-day operations, there is scope to introduce further technology-based tools and solutions. For example:

- Online registration platform that will automatically register member data for future analysis, and relieve the administrative burden of the current manual registration process.
- Introduction of a 'members only' page on the ACIS website.
- Introduction of an automated voting and feedback mechanism to support high level dialogue with CTA and Government of Mozambique.
- A communications management portal, with functionalities that could include a membership database, workflow dashboard, library, special interest groups, events management and SMS broadcast.

BERF could provide the following technical support:

- Design, develop, customise and install the recommended communications system (building on the Communications Strategy put in place by ACIS).
- Ensure that ACIS staff are properly trained in effective use of the system.
- Provide limited offsite support for an agreed number of months following installation.

Appendix 5 ToRs: Innovative Stakeholder Engagement for ACIS (Associação de Comércio, Indústria e Serviços), 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 ACIS (Associação de Comércio, Indústria e Serviços), the premier business membership organisation (BMO), for more effective membership engagement based on innovative technology and professional organisation.

The request for support to ACIS 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 ANJE (Associação Nacional de Jovens Empresários), a young entrepreneurs association, which has near identical needs to ACIS. Executing both projects simultaneously will provide cost efficiencies for DFID Mozambique, and there may be opportunities for cross learning and fertilisation between the two.

ACIS (Commercial, Industrial and Services Association of Mozambique)

ACIS is a non-profit BMO representing over 240 companies throughout Mozambique. Members are from major sectors of the Mozambican economy including mining, hydrocarbons, agriculture, transport and logistics, telecomms, forestry, FMCGs, retail, manufacturing and service provision. Members work with MSMEs and with over 450,000 smallholder farmers as outgrowers.

The ACIS mission is to *"promote, support and protect the interests, in particular of its members, but also of businesses which undertake commercial and industrial activities in Mozambique; provide information, support and training for members; and lobby and advocate on behalf of members and the private sector in general."*



ACIS is governed by a General Assembly which is led by a President and Vice-President. It elects a Management Committee which is responsible for the day-to-day running of the association, and a Fiscal Committee which is responsible for financial oversight and auditing. The elected officials meet monthly and members are able to submit comments, concerns and questions about the management of the association at these meetings.

ACIS is managed by an Executive Secretary and administration team. In 2005 ACIS achieved ISO 9001:2000 quality systems management certification.

The problem

ACIS's membership of 240 companies is distributed all over Mozambique. Because of Mozambique's severe communications and transport problems, ACIS members cannot easily get to meetings or participate from remote locations in the organisation's portfolio of activities. Nor can ACIS effectively solicit members' experiences of BE and feedback on GoMoz Business Environment Reform (BER) proposals without incurring substantial cost in reaching out beyond the Maputo region.

ACIS has requested support to find a technology solution to the problem of restricted outreach and the need to survey members cost-effectively for their opinions on economic matters, GoMoz BE reforms and investment plans. There are considerable potential advantages of resorting to a technology-based solution to BMO outreach because all members have access to online and mobile phone media. For example, surveying members whose details are recorded on an online database (easily accessible to members for updating) would create significant goodwill for ACIS resulting in a high level of member retention and would attract new members whose voices were previously unheard – particularly those businesses in more remote small towns and rural areas. The survey results would create media interest and provide the opportunity for improved public-private dialogue.

In summary, the advantages of employing an online mechanism and/or mobile-based app to reach out to members are as follows:

- Improved low-cost communication with existing members to a) ensure full participation in lobbying, advocacy and feedback, and b) secure commitment to paying membership fees through an improved value for money service;
- Reaching out cost-effectively to new members to promote ACIS services; and
- Raising ACIS's profile in the dialogue space by providing real-time feedback from members and communicating this to other stakeholders, including other BMOs (e.g. ANJE) 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 ACIS'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 ACIS; 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 ACIS, the main private sector Business Membership Organisation (BMO) with a strong membership across all sectors of Mozambique. ACIS's policy advocacy and dialogue initiatives reach poor entrepreneurs in the formal and informal sectors in urban and rural areas through more conducive GoMoz policies.

Scope

Phase 1

- Consultations with ACIS 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 ACIS 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 ACIS 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 ACIS 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 ACIS;



- Identify and examine options for an ICT mechanism to enable ACIS 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, ACIS 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; 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 ACIS; and
- Sign-off by DFID Mozambique and ACIS.

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 ACIS. 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 ACIS members more effectively in BE dialogue;
- ToRs for Phase 2.

Phase 2

- A fully working technology-based communication mechanism for ACIS;
- 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 ACIS.



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

Workplan (schedule)

Workplan for ACIS 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 ACIS	Home based	Week 11
Address comments from DFID and ACIS	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.

Contact us

Kru Desai

Government and Infrastructure

T +44 (0) 20 73115705

E kru.desai@kpmg.co.uk

John Burton

International Development Assistance Services

T +44 (0)7920082438

E john.burton2@kpmg.co.uk

Peter Wilson

BERF Team Leader

T +44 (0)7850329362

E peter.wilson@kpmg.co.uk

www.kpmg.com