



**Republic of Mozambique  
Ministry of Science and Technology**

**Mozambique eGovernment and Communications Infrastructure Project  
(MEGCIP)**

**Terms of Reference**

**for the**

**Business Models and Implementation Manual for  
Community Multimedia Centres (CMCs) Programme**



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## 1 Introduction

The Ministry of Science and Technology (MCT), in partnership with the Ministry of Transport and Communication, is implementing the Mozambique eGovernment and Communication Infrastructure Project (MEGCIP), funded by the World Bank, to support the key priorities of Mozambique's ICT-related policies and strategies, and to continue supporting and strengthening the national ICT sector.

The MEGCIP operates within the framework defined by the following policies and strategies of the Government of Mozambique:

- The ICT Policy of 2000;
- The ICT Policy Implementation Strategy of 2002;
- The Telecommunications Strategy of 2006;
- The eGovernment Strategy of 2006;
- The Mozambique Science, Technology and Innovation Strategy (MOSTIS) of 2006;
- The Poverty Reduction Strategy Paper (PARPA II) of 2006;
- Rural Development Strategy of 2007;
- The Public Sector Reform Programme of (2001-2011).

The World Bank has established the Regional Communications Infrastructure Program (RCIP) to address issues related to prohibitive telecommunications and ICT costs and lack of infrastructure in Eastern and Southern Africa (E&SA) by providing financing for infrastructure, e-government, and for strengthening policy and regulatory environments and institutions. The MEGCIP is a component of the RCIP Project.

The MEGCIP has two over-arching development objectives:

1. **Connectivity development objective:** by supporting populations and businesses across Mozambique to have access to quality and affordable telecom services; and
2. **Transparency development objective:** by making use of affordable capacity and contributing to improved efficiency and transparency of selected government functions through e-government applications.

The activities of the MEGCIP Project are focused within the following three areas, each consisting of a number of subprojects and covering a number of public services and institutions:

- **Technical Assistance to National ICT Institutions:**
  - Activities which support the strengthening of national ICT institutions, enhancing their capacity to efficiently coordinate and manage the development of national IT infrastructure, IT-related legislation and regulations, and which provide further support for the reform of the telecommunications sector.
- **Connectivity Infrastructure and Services:**
  - Activities, which support the construction of new, and the extension of



existing, communication infrastructure for strategic projects such as eGovernment networks, rural connectivity, research and education network and Community Multimedia Centers (CMCs).

- **eGovernment - Platforms, Applications and Services:**

- Activities to support the implementation of the national eGovernment Strategy with a view to more efficient service delivery, the inclusion of citizens, and to provide the means necessary for making progress with strategic initiatives.

One of the subcomponents in the connectivity infrastructure services is to support the implementation of the Mozambique's National Community Multimedia Centers Programme, approved by the Cabinet in 2009.

## 2 The Community Multimedia Centre Programme

A Community Multimedia Centre (CMC) is a community oriented facility that combines the strengths of a traditional Telecentre and a Community Radio. CMCs in Mozambique are already providing new means for rural communication, social integration and the empowerment of the local population, as well as for strengthening human capacity at the community level. The CMCs are community facilities established at the district centers that provide ICT-based access to information and services, and community radio to serve the rural population in all parts of Mozambique.

The Government of Mozambique (GoM) commenced a CMC pilot initiative in 2002, and subsequently undertook a scaling-up exercise. To date some 25 pilot CMCs have been constructed in all parts of the country. Based on the lessons learned from these pilot and scale-up initiatives the GoM has developed a concept for a National CMC Programme for extending the network of CMCs to all districts around the country to ensure that rural populations have equal access to knowledge and services, capacity building opportunities and decision-making mechanisms affecting their lives. The National Community Multimedia Centre Programme has been approved by the Government in 2009.

The National CMC programme should not be viewed as an ICT initiative that, for example, merely offers ICT-based access to information. Rather, it is fundamentally a development-oriented initiative that seeks to offer value-added services to rural communities, based on and tailored towards their needs and circumstances, and with a view to long-term development.

The National CMC Programme focuses on empowering rural communities<sup>[DRG1]</sup> by providing them with a wide variety of tools and services, including:

- A public space for community meetings, presentations and technology transfer events in areas such as agriculture, health and sanitation.
- Access to knowledge and information at no charge, particularly to information and services that are relevant to development and capacity building for rural communities.
- Access to ICT-based services and tools for the rural population.
- A community radio for transmitting pre-recorded and locally-developed content in local languages to the rural population.
- A specialised facility (e.g. 'hole in the wall') for providing local youth and children with the 24 x 7 access to educational applications and content.

The following table highlights some of the key services to be delivered by CMCs, identified by



various CMC stakeholders.

Students	<ul style="list-style-type: none"> <li>▪ Training of ICT skills of students</li> <li>▪ Access to local and centrally developed content</li> <li>▪ Delivery of distance education packages</li> <li>▪ Access to Internet and means of communication</li> <li>▪ Space for community activities</li> </ul>
Local Government	<ul style="list-style-type: none"> <li>▪ Training of ICT skills of local administration</li> <li>▪ Sharing of connectivity with the local government (GovNet)</li> <li>▪ Provision of ICT support for the local government</li> <li>▪ Channel of service delivery to the general public</li> <li>▪ Channel for dialogue and communication with the general public</li> <li>▪ Channel for capacity building of general public</li> </ul>
Journalists	<ul style="list-style-type: none"> <li>▪ Improved capacity to produce and disseminate local content, including in local languages</li> <li>▪ Access to locally and centrally developed content</li> <li>▪ Access to Internet and national and global information resources</li> <li>▪ Networking and capacity building of journalists</li> </ul>
Entrepreneurs (e.g. local Farmers)	<ul style="list-style-type: none"> <li>▪ Access to market and logistical information</li> <li>▪ Access to pricing, availability and demand data</li> <li>▪ Access to innovations and knowledge resources</li> <li>▪ Marketing and sales channel</li> <li>▪ Access to virtual banking services</li> <li>▪ Innovation services (e.g. business registration)</li> <li>▪ Virtual office (i.e. shared office facilities for the local private sector)</li> </ul>
General Public	<ul style="list-style-type: none"> <li>▪ Mechanisms for participation</li> <li>▪ Providing a new channel for communication and dialogue for the rural population</li> <li>▪ Promotion of integrity of local population and participation in local decision making (community councils etc.)</li> <li>▪ Space for community activities</li> <li>▪ Access to knowledge and information</li> <li>▪ Databases of indigenous knowledge, skills and innovation</li> <li>▪ Training of ICT skills of general public</li> <li>▪ Access to public services (eGovernment)</li> <li>▪ Access to Internet and means of communication</li> </ul>
Local Culture	<ul style="list-style-type: none"> <li>▪ Promotion and preservation of local culture and indigenous knowledge through locally developed content and radio programmes</li> <li>▪ Space for cultural exhibitions, community activities, etc.</li> </ul>

CMCs should be seen as a strategic tool with the potential to accelerate local development and transform rural communities by providing multiple services for a wide range of sectors, like education, health, agriculture, industry and commerce, etc., and by promoting the local generation of knowledge, the multi-directional sharing of knowledge, and open communication. The National CMC Programme will develop a framework for a multi-sectoral approach that will encourage local communities to initiate new ways to use the facilities provided by CMCs—that is, a bottom-up strategy will be encouraged[DRG<sub>2</sub>].

### 3 Consultancy Objective

The Ministry of Science and Technology (MCT) requires the services of a short-term Consultant to evaluate and produce relevant and sustainable CMC Business, Financial and





Operational Models that should include operating principles and financial modelling necessary for operationalizing this phase of the National CMC Programme. The consultant will have to assist in developing the National CMC Programme governance plan, service definition and delivery, business model and develop criteria for site selection.

### **Tasks**

The specific objectives of this consultancy are as follows:

1. Quick assessment of the current situation and main weaknesses/challenges and strengths – 2wk
2. Analyse and develop the governance structure and organizational arrangement (Institutional Model) to manage the implementation of the National CMC Programme, develop appropriate Key Performance Indicators (KPI's), establish calendar to be used to monitor and track progress towards setup of such structures and for program development, develop training plan for stakeholders involved (in line with available funding), assist development in preparing budget for first few years, and identifying corresponding funding sources for the different elements;
3. Develop technical and services specifications for CMCs IT architecture, IT setups and upgrades, including the level of services and type of services to be provided to the users, and also the necessary inputs to be provided by the MEGCIP Project to each CMC (e.g. computers, radio equipment, connectivity, IT support). Propose, as relevant, the setup of different configurations and level of service depending on the specific size of the community;
4. Estimate demand and usage projections for the various services to be offered [could provide basis for choosing tiered-model CMC] .
5. Develop cost estimates for the initial setup for each CMC and its operationa cost recovery and business model for CMCs, to enable an economically sustainable operating model, recognizing that revenue streams will be limited at least in initial stages, and preparing for the phasing out of connectivity subsidies through the MEGCIP Project;
6. Propose options for CMC management, including options for how to provide the different services required in each CMC (management and operations, technical support, connection with the community, etc), including proposing which functions could be outsourced to local partners and to private sector, bearing in mind the objective of lowering dependency on government financial contribution.
7. Organize stakeholder consultation and workshop to enable adoption of a specific preferred model;
8. Develop the National CMC Programme Financial Plan and the CMC management and financial procedures (CMC Management and Financial Procedures) and business and financial plan to determine how many CMCs can be supported (new CMCs and upgrade of existing ones, including how many for each configuration) base don financial contribution available from the different partners;



9. Develop criteria for site selection and for partner selection (including drafting standard agreements with partners);
10. Develop the CMC Implementation Manual [cookbook] to be used by all CMCs managers clarifying roles and operational model, and providing instructions of how to setup and run such centres;
11. After the establishment of the stakeholder's rules and responsibilities, specifications for sites, etc, the Consultant should translate those principles and information into needed contractual agreements/protocols and tender documents, draft all contracts/agreements models between National CMC Programme and local partner, local government and other service providers to be contracted.
12. Provide technical assistance for launching, evaluating and supervising the tender/signing of those documents the first batch of CMC to be implemented following the new model.

The detailed requirements for each of these are discussed in sections 5 and 6 below.

## **4 Requirements: Institutional, Business and Financial Models [some of this could be an annex]**

The business, operational and financial models must be delivered by means of comprehensive reports, and through diagrams and spreadsheet models for assessing the impacts of different assumptions and scenarios.

### **4.1 General requirements for the institutional business, operational and financial models**

The business, operational and financial models must meet the following general requirements:

- Provide for the sustained operation on a secure and sound financial basis;
- Provide for growth and development, plan for the initial establishment to mature operation;
- Reflect international best practice and also be rooted in the local conditions and practical realities that exist in rural Mozambique;
- Reflect a thorough understanding of the different approaches, structures and processes related to the CMC programme, at both international and national (including local) levels;
- Offer a transition strategy from the current situation to the recommended business and financial models that favours organic growth, continuous change wherever possible, financial sustainability approaches and discontinuous change only where necessary.

The spreadsheet models must accommodate at least a three-year time period.



## 4.2 National programme level (this initial list could be annex)

At the national programme level the following functions must be performed and associated services delivered:

- Support and facilitate the establishment of the new CMCs in all districts in Mozambique;
- Contribute in enhancing existing services delivered through the CMCs;
- Develop and deploy new services to be offered through CMCs;
- Set the parameters (e.g. policies, guidelines and regulations) within which the CMCs will operate;
- Provide the contractual frameworks for CMCs to partner with NGOs, CBOs, the private sector, etc;
- Develop KPI's and the Monitoring and Evaluation System of the National CMC Programme;
- Provide a central resource for content development and delivery to individual CMCs;
- Develop and maintain the shared ICT infrastructure for the national CMC Programme;
- Test and upgrade new technical components for the CMCs;
- Provide technical support to the CMCs;
- Develop Strategies to reduce costs (e.g. the use of Open Source software, in the case of proprietary software, coordination to reduce licence fees) for establishment and operating a CMC;
- Develop strategies to reduce the cost of maintenance;
- Develop Capacity building programme for managers and operators of CMCs;
- Facilitate the creation a community of CMC practitioners (e.g. CMC managers and staff), to promote the sharing of knowledge and experience;
- Establish partnerships with 3rd party service providers, e.g. distance education providers, providers of services to entrepreneurs.

Other functions to be performed at the national level may be identified during the initial stages of the consultancy.

A business model is required that will define the basis upon which these functions will be performed. The business model should address all issues that are needed to provide a national-level service for the successful and sustained operation of the CMC programme, including at least the following issues. As appropriate for each issue the Consultant should describe the key dimensions of the issue, discuss possible options including advantages and disadvantages of each, and identify a recommended option with reasons.

- An institutional vehicle at the national level, including the roles and responsibilities of each actor or stakeholder, including public-private partnerships;
- Information and services to be offered by the CMCs;
- Strategies for expansion and growth, including extending the CMC network to all districts in the country, and enhancing the services of established CMCs;
- How creation of new content will be accomplished on an ongoing basis;
- The human resource requirements at the national level, including roles, expertise levels and numbers, for a three year period;
- Funding requirements, and potential sources of funds (e.g. sales of services);



- Governance of the national CMC programme, at strategic and day-to-day levels;
- Establishing partnerships with 3rd party service providers, e.g. e-learning providers, and defining the type of relations, agreements and services to be provided.

The business model should be presented by means of a report, and also via a spreadsheet model that allows the cost and funding implications to be determined based on changing the values of key parameters that relate to the issues as identified in the report.

The Programme's operational budget and the procedures manual should be prepared taking into account the following aspects in particular:

- The proposed business models;
- The costing forecasts resulting from the "CMC Cookbook" component of the Consultancy;
- The plans and priorities defined by MCT for the first two years of the Programme;
- Consideration of management and maintenance costs for the existing as well as for the new CMCs;
- The administrative and financial procedures, including for procurement, established by the Government of Mozambique and the World Bank for the MEGCIP project.

### **4.3 Individual CMC level**

At the level of an individual CMC a business model is required that addresses all of the issues necessary for the sustained operation and growth of the CMC, taking into account the local conditions. Due to the differences in local conditions that may be found across the districts of Mozambique, it may be necessary for more than one business model to be developed at the CMC level so that local conditions may be accommodated adequately.

The business model(s) must take into account all issues that are relevant to providing CMC-based services on an ongoing basis, including enhancements and additions to the services. These issues include (but may not be limited to):

- Demand and service usage projections
- An institutional vehicle at the local level, including the roles and responsibilities of each actor or stakeholder;
- Governance of the CMC, at strategic and day-to-day levels;
- Accommodate multi-stakeholder partnerships (PPP's), defining the type of relations, agreements and services to be provided, including with the public sector, the private sector, NGOs and civil society;
- Collaboration with local telecommunications providers and ISPs;
- Structures and processes to enable full community participation in both the governance and the use of the CMC, and the access to and model of use of services by partners, CMC stakeholders and the general public;
- Collaboration and interactions with the local association;
- The information and services to be offered by the CMC (including eGovernment services);
- The pricing of services (no charge, partial subsidy and full cost-recovery);



- Funding requirements, and potential sources of funds;
- Connectivity requirements and options;
- Strategies for expansion and growth and enhancing the services of existing CMCs;
- How creation of new content will be accomplished on an ongoing basis;
- The human resource requirements for the CMC, including roles, expertise levels and numbers, for a three year period;
- The creation of partnerships with 3rd party service providers;
- Collaboration with other entities, such as GovNet, for mutual benefit (e.g. cost sharing);
- Ensuring that community ownership is inclusive, equitable and transparent

#### 4.4 Deliverables and timeframes [make consistent with other timeline - ]

The deliverables for this part of the Consultancy are[DRG3]:

Item	Description	Due (after project start) [correct]
	Inception report (incl assessmen of current situation – strengths and weaknesses)	Contracts tart + 2weeks
1	Organizational and institutional arrangements CMC Business and financial model and workshop CMC technical architecture and service specification	Contracts tart + 6weeks
2		8 weeks
3	National CMC Implementation Plan Criteria for selection of CMC	Contracts tart + 8weeks
6	CMC Implementation Manual	Contracts tart + 10weeks
7	Generic contract/agreements protocols with partners Tender documents for the CMCs (evaluation)	Contracts tart + 12weeks
8		6weeks

## 5 Requirements: CMC Implementation Manual

### 5.1 CMC service and technical modules

The concepts of a CMC *service module* and a CMC *technical module* are important. A CMC consists of several service modules. A *service module* comprises a set of one or more related services. The services in a service module are delivered using a small set of modular technical components, known as *technical modules*, that may be relatively easily added to and integrated with other technical modules. A CMC can be constructed in a modular way to meet the particular needs of the local community by selecting and implementing the appropriate service modules and their associated technical modules. These concepts also promote standardisation, flexibility and the relatively



straightforward updating of technical components of the CMC.

Based on the identified requirements for end-user services, and the technical components required to deliver those services, the Consultant must identify the full set of service modules and associated technical modules that will comprise the building blocks from which an individual CMC will be built.

Depending on the varying requirements for CMCs, which are based on the varying circumstances of rural communities, it will be necessary to include two or more scenarios that set out the different sets of service and technical modules that address different types of communities.

## **5.2 Content of the CMC Implementation Manual**

The CMC Implementation Manual must cover the following content:

### **5.2.1 *The service modules offered by a CMC***

The CMC Implementation Manual must define the various service modules that would make up any particular CMC in terms of the services offered to the end-user, and of the specialised technical modules and other components that are required to deliver those services.

### **5.2.2 *The IT architecture of the CMC***

The CMC Implementation Manual must describe the IT architecture required to support the full range of currently-defined service modules, and to allow the addition of new service modules in the future. The architecture should therefore be service-oriented. It should set out the structure of the system of hardware, software and networking components, the external properties of the components (e.g. their interfaces), and the relationship between them (e.g. information flows).

The IT architecture should be such that it can accommodate advances in technology and enable the addition of new services (and associated technical components). It should also allow for different implementation options where this is necessary due to the local circumstances of a particular CMC (see section 4.3 below).

### **5.2.3 *The standardised ICT components***

The CMC Implementation Manual must provide a detailed design that includes a comprehensive list of the specific standardised hardware, software and networking components that will be used to implement each service module in the CMC, according to the IT architecture. This list will include specification of items such as PC (Laptop and Desktop), servers, operating system, software office suite, networking equipment such as router, switches, hubs, etc. Full details of each component must be provided (e.g. Manufacturer's name, model number, configuration options, software package name and version number).



One issue that must be addressed by the Consultant is the use of Open Source Software versus Proprietary Software for some or all of the software components. The use of reliable and robust Open Source Software components is preferred, provided that the functional requirements are met.

Detailed configuration instructions and procedures must be provided for each component to enable each to be configured exactly as required for integration and use within a CMC.

The cost of each component must be provided, along with the resulting cost of all technical modules and service modules, based on the list price in Mozambique.

At the commencement of the Consultancy, target costs for different scenarios of CMCs will be discussed and agreed to.

#### **5.2.4 CMC operation**

The CMC Implementation Manual must set out the operating processes and procedures that will be used on a day-to-day basis for ensuring that the services offered by the CMC are delivered. These processes and procedures may be daily, weekly, monthly, etc., and would include (but would not be limited to):

- Start up and shut down procedures;
- Backup procedures;
- Procedures to follow during certain weather conditions (e.g. thunderstorms);
- Fault diagnosing and reporting;
- File and database maintenance;
- Operating system maintenance;
- Application maintenance;
- Service (Training, Internet access, application and website development, hosting, and management) delivery procedures;
- Service (Training, Internet access, application and website development, hosting, and management) maintenance procedure;
- Security procedures.

#### **5.2.5 Buildings, technical and support infrastructure**

The cookbook must identify all of the requirements of the buildings that would house a CMC, and the technical and support infrastructure, detailed per service module. These requirements would include (but would not be limited to):

- Floor space;
- Furniture;
- Electric power;
- Network connections;
- Cabling;



- Security.

The cookbook should set out optimally balanced solutions (low cost, robust, redundant solutions) to meeting these requirements, and illustrate these with layout sketches, schematic diagrams, to-scale diagrams, etc.

### **5.3 CMC Implementation Manual requirements**

Other requirements that must be met by the cookbook are as follows:

- The CMC Implementation Manual must be written in clear and easily-understood Portuguese, and must be logically structured. It is acceptable that an interim version be written in English, and once approved, translated to produce the final Portuguese version.
- The CMC Implementation Manual must use diagrams and other graphics where appropriate;
- The CMC Implementation Manual must include a detailed table of contents and a detailed index that allows it to be used as a reference manual.

## **6 Other requirements for the IT architecture and technical design**

Apart from the functional requirements of the CMCs that would be derived from the identified end-user services, the following requirements must also be met by the IT architecture, the design and the ICT components of the CMCs, as applicable:

- The choice of hardware components for the design must take into account local conditions that might exist at a CMC, e.g. climatic conditions, atmospheric conditions, limited local support, quality of the electric power. Hardware suitable for rural conditions must be specified.
- There must be adequate user access control and electronic security;
- It must be possible to manage a CMC remotely by a central facility (where connectivity available);
- It must be possible to upgrade software components of a CMC remotely (where connectivity available);
- It must be possible to update content remotely (where connectivity available);
- There must be a local backup facility for all local data;
- There must be a basic network management function at the CMC that enables basic network management and fault diagnosis at the CMC itself, and of all links to and from the CMC;
- Provision must be made for different local conditions that may be encountered in Mozambique that would affect the choice of technical components. For example, the source of electric power at a particular CMC site (e.g. national electricity grid or local solar power) may influence the choice of hardware (e.g. hardware that has a higher power consumption, but with a lower acquisition cost versus hardware that has a lower power consumption, but with a higher acquisition cost). The Consultant must identify where such design choices need to be made, and in such cases, provide one or two options for implementation that optimise the design for the local circumstances.
- The IT architecture, the design and the identified technical components



should have the following characteristics:

- Robust;
- Reliable;
- Modular and easily expanded;
- Simple where possible;
- Low-cost and cost-effective.

## 7 Tasks (incorporate in above list)

The Proposal must include a program of work as indicated in section 7 below. Apart from other tasks that may be identified by the Consultant, the following items will need to be accommodated in the work program (in some form, not necessarily as detailed here):

- Visit at least three CMCs, each representative of different community circumstances and needs;
- Compile a description of the end-user services currently provided by the CMCs in Mozambique, and new services that are required;
- The CMC Implementation Manual should not be merely a compilation of generic good practice for building CMCs, gleaned from the experience of others around the world. Instead, while also reflecting international good practice, the cookbook must reflect the experience that has been gained in Mozambique that relates to conditions that are specific to Mozambique. Therefore the Consultant must compile a broad description of the relevant experience gained in Mozambique in implementing CMCs, particularly experience that is related to local circumstances. This compilation would include a description of structures, components and processes being used to implement the existing CMCs.
- Devise an IT architecture for the CMCs;
- Provide a design that identifies standard components with which to implement the architecture, including technology options where appropriate;
- Set up a fully-working demonstration of all the ICT components of a CMC that delivers all of the identified service modules and includes all of the identified ICT components, including all identified technology options.
- Compile the CMC Implementation Manual.

## 8 Deliverables and timeframes<sup>[DRG4]</sup>

The deliverables for this part of the Consultancy are:

Item	Description	Due (after project start)
1	Inception report	1 week
2	First draft of the implementation guide and reference manual (the CMC Implementation Manual) for building and operating	5 weeks





	CMCs, as described above	
3	Initial lab demonstration of a complete working configuration of the ICT components as set out in the cookbook.	6 weeks
4	Final version of the CMC Implementation Manual	7 weeks
5	Final lab demonstration of a complete working configuration	8 weeks
6	Final Portuguese version of the CMC Implementation Manual (if previously written in English).	8 weeks

## 9 Profile of the Consultant

Given the wide range of skills required to perform this Consultancy, it is expected that the “Consultant” will not be a single individual, but that more than one expert will be involved.

For the business plan component of this Consultancy, the Consultant must have at least ten years of relevant experience that includes:

- The delivery of ICT-based information services, particularly in the context of rural areas in developing countries;
- Knowledge and experience of universal access strategies;
- Knowledge and experience of the innovative use of CMCs;
- Conducting demand and end user projections
- Developing and implementing business models and business plans;
- Budgeting and administrative procedures.

For the CMC Implementation Manual component of this Consultancy, the Consultant must have:

- At least eight years of relevant ICT experience that includes the hands-on building of complex ICT systems;
- Experience with ICT architectures and ICT system design;
- Experience of implementing ICT systems in rural areas in developing countries;
- Experience in setting up and/or running a CMC or similar facility.

The Consultant must demonstrate the required experience by listing relevant projects undertaken in the last five years.

Fluency in Portuguese would be an advantage, but is not essential.

## 10 Proposal requirements and evaluation criteria

Proposals submitted must include at least the following:

- A detailed scope of work;



- A description of the approach to be followed;
- An implementation plan, include a work breakdown structure and Gantt chart;
- A budget that details at least:
  - Professional fees;
  - Equipment, software and materials for the demonstration;
  - Travel and accommodation expenses.
- Details of qualifications and experience;

The body of the proposal should consist of no more than 8 000 words. Résumés or Curricula Vita of all persons directly involved in the consultancy should be attached as appendices. Additional appendices may be attached as desired.

Proposals will be evaluated for technical merit using the following weighted criteria:

- Does the Proposal demonstrate knowledge and understanding of the work in relation to the Terms of Reference? (30 points)
- Does the Proposal satisfy the requirements for professional expertise, and offer the theoretical and practical skills needed to produce sound and useable business models, and a useable cookbook, fit for purpose? (30 points)
- Is the approach feasible? (20 points<sup>[DRG5]</sup>)
- Is the workplan and organisation of the work sensible and sound? (20 points)

Expression of interest must be delivered to the address below until 15:30 o'clock (local time) of 4<sup>th</sup> June, **2010**.

**Ministry of Science and Technology**

Mozambique eGovernment and Communications Infrastructure Project  
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Proposals must be received no later than 10h00 on 28<sup>th</sup> May 2010. It is the responsibility of the Tenderer to ensure that an email is received in response to the submission, confirming receipt of the Proposal.

Interested consultants may obtain additional information and the Terms of Reference at the Ministry of Science and Technology web site ([www.mct.gov.mz](http://www.mct.gov.mz)) or from the above address during working days between 8:00 to 15:30 o'clock.