



## Reaching to Rural (R2R)

*Connecting the rural Tanzania through Telecentres*

### Report on

Joint Impact Assessment, Services Need Analysis and Designing  
Business Model Towards Developing A Sustainable Network of  
Telecentres in The United Republic of Tanzania

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By:



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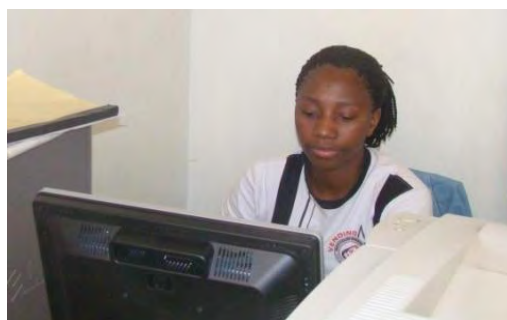
## List of Abbreviations

A2I	-	Access to Information
BIID	-	Bangladesh Institute of ICT in Development (BIID)
B2B	-	Business to Business
B2C	-	Business to Consumer
G2C	-	Government to Citizens
IA	-	Implementing Agency
IDRC	-	International Development Research Centre
IICD	-	International Institute for Communication and Development
IT	-	Information Technology
ICT	-	Information and Communication Technology
ICT4D	-	Information and Communication Technology for Development
ITU	-	International Telecommunication Union
GDP	-	Gross Domestic Product
LLE	-	Local Level Entrepreneur
MDG	-	Millennium Development Goal
MSME	-	Micro, Small and Medium Enterprises
NGO	-	Non Government Organizations
NLA	-	National Level Agency
NTI	-	National Telecentre Institute
PPP	-	Private Public Partnership
RIC	-	Rural Information Center
SLA	-	Service Level Agreement
SME	-	Small and Medium Entrepreneur
SoP	-	Standard Operating Procedures
TCRA	-	Tanzania Communication Regulatory Authority
TTN	-	Tanzania Telecentre Network
UNDP	-	United Nations Development Program
UNEP	-	United Nations Environment Program
WSIS	-	World Summit on the Information Society

## Executive Summary

Tanzania Communication Regulatory Authority (TCRA), initiated this study jointly with Bangladesh Institute of ICT in Development (BIID) and Tanzania Telecentre Network (TTN) to assess the impact of Telecentres and develop a business model to serve the rural underprivileged communities towards improvement of livelihood by using ICT tools.

Telecentre is an initiative that has been implemented by different organizations in Tanzania including private sector, development organization, Academic institutes and Government. In the past few years huge amount of resources have been invested for telecentre related initiatives at global level but not much has been done in Tanzania. TCRA as the leading agency of the government with the obligation of promoting efficient communication services and increase access to ICTs in the underserved areas (including deployment of telecenters) and promoting efficient, reliable and affordable communications infrastructure and applications. This study covered 22 (Twenty two) telecentres (List in Annexure G) spread all over the country and reviewed the performances in-depth from various perspective, and assess impact at several levels to arrive at recommendations for structured approach to developing services and management/ operations model, with special focus on ICT component.



**Picture 1: Young students learning computer operation in a Telecentre**

The key strength recognized from the study is that the commitment of the government is very high and TCRA is responsible of promoting efficient communication services and increase access to ICTs in the underserved areas by ensuring a smooth market access, efficiency and competitiveness of informal sector players mostly in the underserved localities.

We analyzed field results in order to understand the impact of telecentres towards rural livelihood with deeper inside. It indicates that the major economic activities are agriculture & MSMEs in the rural areas. Secondary data of demographic information on Tanzania also echo that 80% GDP and 80% employment generated from agriculture sector.

Based on our comprehensive field study BIID framed the major observations, findings, list out the major gaps, developed outlines to address the major challenges and designed framework for the TCRA to *improve performance* of telecentres in livelihood development in rural areas. This will allow TCRA to efficiently allocate resources and develop programs that enhance the livelihoods of rural communities

The study assessed the existing services offered by the telecentres in Tanzania which is mainly dominated by secretarial services (highest usage) rather any information related ICT enabled services. Agriculture (market) information and advisory service was found mostly demanded and most of the centres mentioned as the major service but the study observed the missing link between the kind of demand and availability of the same at field level. Another major observation on services was the lack of availability of public / citizen services. The major missing part of the existing telecentres was availability of 'appropriate content'. Findings of the research indicates that telecentres has the scope to contribute positive impact on rural communities by creating access to information and relevant services to create employment & increase income. Similarly, government and other service providers also can be benefitted by using the ICT tools to deliver public services efficiently to the citizens.

Poor capacity of the telecentres in terms of availability of need based services, low skilled HR and limited technology (internet & physical setup) provision has been identified as most critical factors and limitations which need to address immediately. Another major challenge has been identified is power crisis, performance of these centres never been fully achieved due to lack of electricity. Also genders perspective was missing from the initiatives, however, some telecentres addressed gender as across cutting issue. This study recommended to address these issues through an integrated and structured approach.

To enhance the centres capacity, the study identified the gap of structural approach towards systemic changes in the process of establishment of telecentres in terms of coordination, HR training, content & service development and overall quality issues. This study recommends for formation of a Working Group on Telecentres (WGT) under the leadership of TCRA to coordinate and monitor the development of a sustainable Telecentre network in Tanzania. The WGT will be the peer body to frame policy and guide TCRA on different issues of telecentres including service provisioning, training, promotion, awareness development etc. at local level. Detail of the WGT given in Annexure A.

The study categorically identified that the existing telecentres have been implemented without any sustainable business model, in terms of objectives, management, financial, service basket as well as scalability and replication. Most of the telecentres established with support from various government and development agencies which made them dependent & crippled to think without help. Some telecentres were supported even where they don't need support. The overall eco-system of telecentres featured as a 'subsidized' service delivery mechanism and the services tuned as per the donors expectation instead of addressing the local demand. The study also identified the leadership crisis in telecentre movement through Business Model centric approach in Tanzania. 3 (Three) different models have been recommended in this study to address different kinds of social need and operational modality to serve the wider rural communities (Annexure F).

A structural approach has been recommended in this study with 4 (Four) tier implementation framework which includes Working Group on Telecentres, National Level Agency (NLA) and National Telecentres Institute (NTI), Implementation Agency (IA) and Local Level Entrepreneur (LLE). This independent structure will be directly involved to attain the national objective set for telecentres and address various issues at different level. PPP (Private Public Partnership) model can be followed to implement the proposed framework where TCRA will play the lead role to oversee and private sector may lead the implementation in collaboration with other stakeholders. Detail Guidelines for Implementation of Telcentres is given in Annexure D.

This study recommended the process for establishing a network of telecentres in a sustainable way with a 4 (Four) Tier implementation framework these are, tier 1 is The Working Group on Telecentres (WGT), Tier 2 includes National Level Agency (NLA) & National Telecentre Institute (NTI), Tier 3 includes Implementing Agency (IA) & Service Provider (SP) and tier 4 is Local Level Entrepreneur (LLE).

The report has developed a framework for future partnership between TCRA, BIID and TTN where other stakeholders will be invited to ensure the process robust in terms of roll out centres, networking with partners, service development, Monitoring & evaluation, capacity building and managing the centres. Tanzania Telecentre Network (TTN) has been identified as one of the major stakeholder in telecentre movement at national level. They represent telecentres to the external partners and working to become the hub for taking this process forward. Due to different reasons and challenges, TTN is struggling to offer solutions required which include management and operational leadership. BIID with its long experience in telecentres can contribute significantly as a major stakeholder where the study recommended TCRA to lead telecentre related all initiatives in Tanzania and position in Tier 1 (WGT) of the proposed implementation framework. BIID and TTN will play complementary role at Tier 2 (NLA & NIT) and 3 (NIT & IA) respectively. TTN's role will be instrumental in Tier 4 (LLE) also. Detail of the framework given in Annexure D.

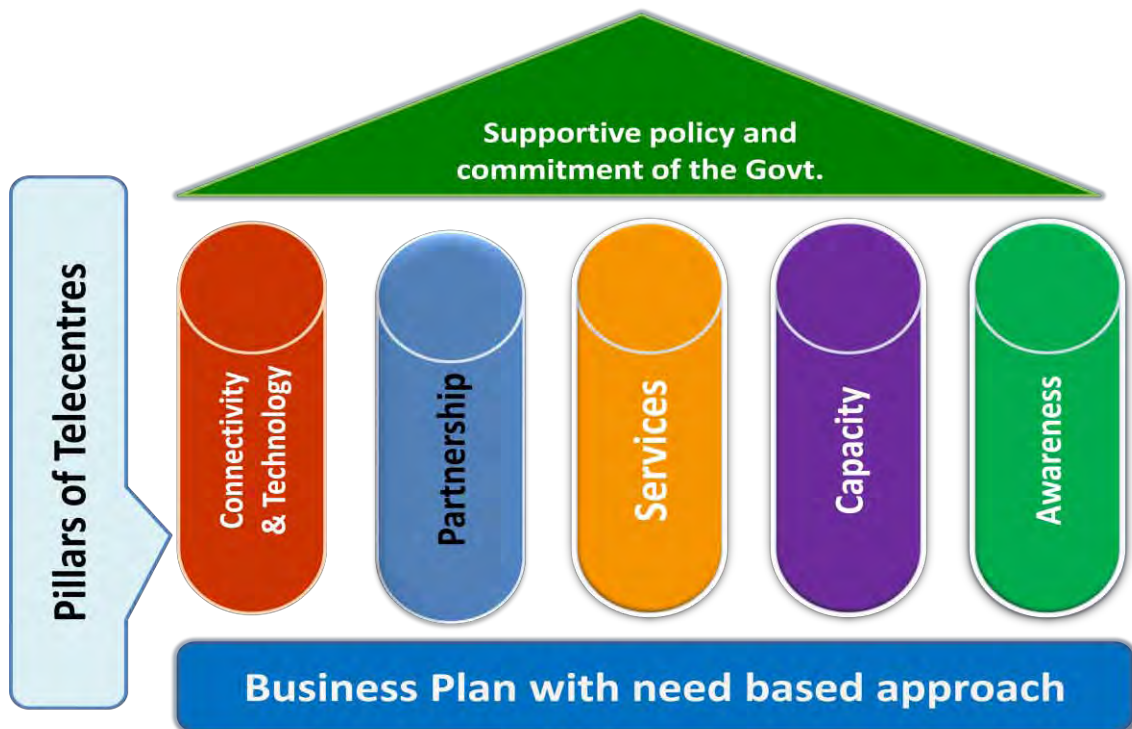
TCRA has been identified as the organization to initiate advocacy on policy and regulatory issues to enable different governmental agencies to facilitate more ICT enabled citizen services and integrate telecentres as service delivery points. Services like agri-extension, agri-marketing, public announcements, training, tax collection, govt. payment, fertilizer recommendation etc. has been identified to integrate immediately in the service basket of telecentre with proper initiative. The proposed WGT will recommend TCRA on all regulatory affairs and NLA may be assigned to extend technical support and facilitate to make these ICT enabled services.

The study found that there is huge scope to integrate ICT-based citizen services for the rural people at wider scale; however, a digital divide exists, which is reflective of a broader economic and social divide. Efficiency of the government can be improved by integration of



ICT and use telecentres as service delivery points.

This report concludes with a set of recommendation including proposed business model(s) for integrating the actual outcome and the desired changes for the potential growth of telecentres from the point of view of poverty reduction and sustainability. The proposed business models primarily defined upon on the socio-economic perspective as well as to response the immediate actionable interventions for TCRA and other stakeholders.



The study considered policy agenda as a major intervention area to focus and recommended to launch a national advocacy campaign titled **Reach to Rural (R2R)**. This will be mainly a document containing vision, mission, strategy, scopes, issues and implementation plan of facilitating sustainable network of telecentres in Tanzania. R2R will be framed through a research process and lead by the proposed Working Group and by organizing a series of local, regional and national workshop.

This report ends with a conclusion of expectation to see a vibrant telecentre dynamics established in Tanzania and serving rural communities towards empowering and improving livelihood.

## Chapter 1

### 1.1 Background

The Tanzania Communications Regulatory Authority (TCRA), established by the TCRA Act no. 12 of 2003 is an independent authority for the Postal, Broadcasting and Electronic communications industries in the United Republic of Tanzania. It merged the former Tanzania Communications Commission and the Tanzania Broadcasting Commission. Its role includes licensing and regulating Postal services, Broadcasting services and Electronic Communications sectors in the United Republic of Tanzania. TCRA as a government Body through its strategic plan ensures that ICTs is promoted to increase communication services and access with a focus on deployment of telecentres as a proliferation to serve the rural communities this commitment is to ensure that rural connectivity has come forward to assess the present status of telecentres towards developing a business model.

It is now recognized and established that Information and Communication Technology (ICT) has the potential to offer benefits for rural people and enterprises by enhancing their access to information, advice and knowledge. Developing a sustainable network of telecenters to deliver ICT-based information and services for the rural communities and MSMEs can be an effective strategy to improve the livelihood of the rural people. It can also enhance the competitiveness of the rural SMEs including farmers who have among others, the need for information on new markets, better farming, best business practices and business promotion where technology can become the catalyst to help the enterprises access the same. Hence, Telecentre in rural Tanzania has been selected as a major focus area for TCRA. Working in this segment, BIID conducted the study in collaboration with TTN and supported by TCRA to facilitate the development and promotion of sustainable telecentres in Tanzania.

The existing telecentres are contributing to the rural people's livelihood in manifold ways. TCRA intended to conduct a study, in order to assess how these centers are contributing to the livelihood of the rural farmers, entrepreneurs and above all the rural populace. This study will further explore how these centers can be of more use for its different target groups.

In Tanzania, telecenter initiatives started to emerge early in this new millennium. Telecenters come in various shapes and forms in terms of their management and operations model. Some are NGO led, some driven by the communities, yet another category combines commercial orientation with community ownership. Recently, there are government initiatives supported by development partners to establish telecenter in delivering essential public services to the rural communities. Tanzania Telecenter Network (TTN) emerged as an apex body of these rapidly proliferating telecenter networks but due to many valid reasons, TTN couldn't deliver as expected.

TCRA invited Bangladesh Institute of ICT in Development (BIID) to conduct a study titled **Impact Assessment, Services Need Analysis and Designing Business Model Towards Developing A Sustainable Network of Telecentres in The United Republic of Tanzania** in collaboration with Tanzania Telecentre Network (TTN). TCRA, the Communication Regulatory Authority of Tanzania established few telecentres in last few years like many other organizations (including government and development agencies like ITU, UNESCO, IICD, Telecentre.org etc.) but the existing model couldn't achieve the goal in terms of sustainability and scale up. In contrast, many developing countries have shown significant growth in Telecentre movement and spreads ICT usage in rural areas with relevant services. To build on these experiences and to address these challenges, TCRA facilitated the initiative where BIID and TTN implementing the project with the aim to develop a business model towards establishing a network of sustainable telecentres in Tanzania. BIID initiated the study after visiting respective stakeholders, Telecentres and detail discussion with TCRA and TTN.

Another dimension of this initiative is to share the Bangladesh experience of proliferation of entrepreneurship which lead to Telecentre establishment and study the global trends like India, Philippines from different perspectives.

## 1.2 Objectives

The broad objective of the research under this assignment is to undertake an Impact Assessment, Services need Analysis and Designing a Business Model towards Developing a Sustainable Network of Telecentres in the United Republic of Tanzania.

In order to provide appropriate services to target rural people through the centres, the specific objectives shall be:

- a. To assess the services offered by the existing centres and review the impact of the services among the targeted beneficiaries;
- b. To identify the most demanded and useful services delivered through the centres;
- c. To assess the ways to enhance the centres' capacity;
- d. To develop a business model for the Centres;
- e. To develop a structured approach to replicate the centres in other locations; and
- f. To develop a framework of a strategic alliance amongst TCRA, BIID and TTN.

### 1.3 Understanding the Assignment

The most important part of this assignment was to define the scope and understanding the social, economic & political perspectives on Telecentre issue from local perspective. Through studying the existing telecentres in terms of services and sustainability, BIID recommended the business model(s) as well as proposed a framework to create a sustainable network of telecentres in Tanzania. BIID team has gone through a process to map out the services vs demands of local people to assess the service readiness and also considered the regulatory perspective on usage of ICT tools to deliver public services.

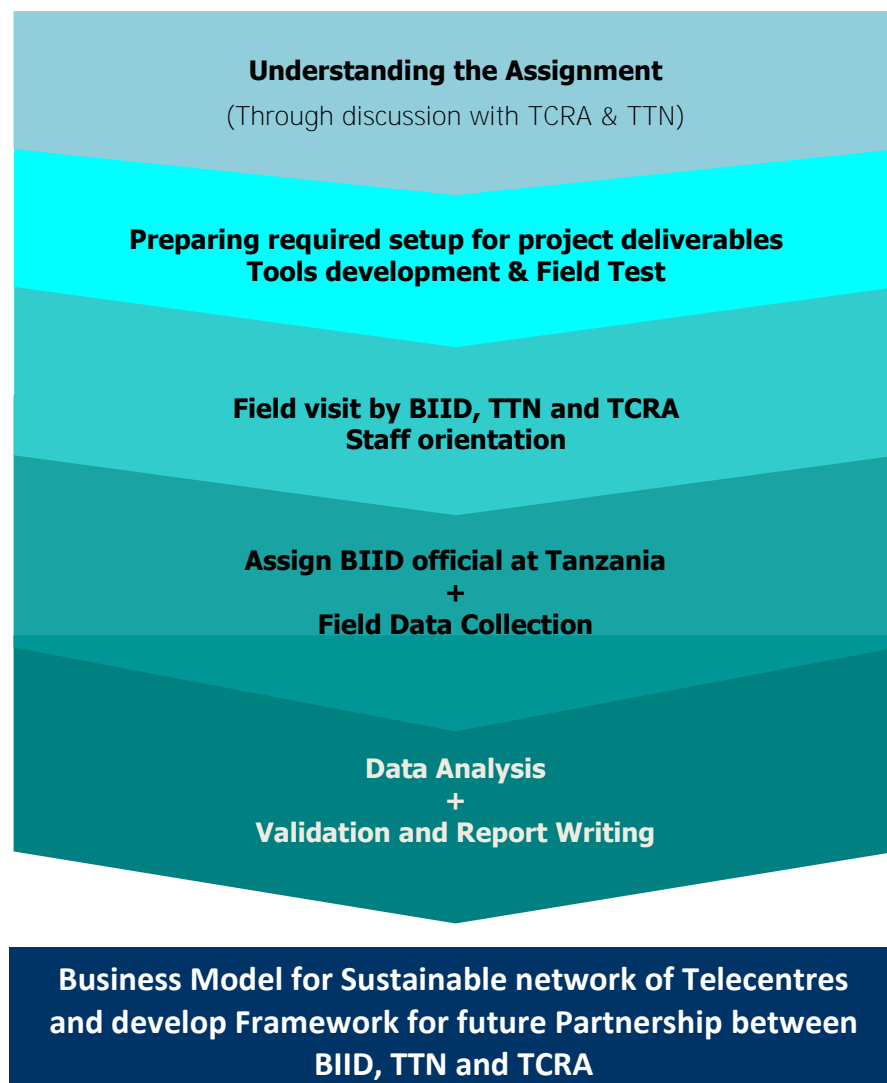
The study ensured the following deliverables as per the Memorandum of Understanding (MoU) signed between TCRA, BIID and TTN

- A diagnostic report including major reasons for non-performance of the centres, analysis of the usage trend, understanding of the user profiles, awareness level, gap between the services and contents needed and services offered, service readiness, capacity (HR & Technology) of the centres, financial analysis, etc.;
- Business model for Telecentres to scale up existing Telecentres including reporting and monitoring mechanisms;
- Proposed regulatory, institutional arrangement and legislation for facilitation of the establishment and running of the centres;
- A Framework of partnership amongst TCRA, BIID, TTN and any other interested parties.

## Chapter 2

### 2.1 Research Inception Process

The research inception process for the commissioned work is described below. These are the general phases where data collection and in depth discussions done simultaneously at field (in 20 locations of different parts of Tanzania) and Bangladesh office for secondary data analysis. The detailed inception plan is described in the rest of the report.



### 2.2 Staffing and Team-Building

BIID's program team members have been carefully chosen for this project with focus on core competencies in telecentres and rural development. Also staffs in Dhaka Office have experiences in research, content & service development and business knowledge. Business graduates with previous experience in research, activation and content development were hired to fill in positions of Research Officer, Field Coordinator and Program Officer. The

program team is supervised by a Team Leader with many years of private sector experience and more than 15 years experience in ICT4D and enterprise development.

Also a major part of the assignment has been implemented by the TTN members and BIID developed a training module for them to understand & communicate properly. Training sessions organized at couple of locations (Sengerema, Mwanza and FADECO, Kagera) and BIID official (assigned in Tanzania) supported the local team on this. Local staff of Sengerema Telecentres (Photo right side) was trained for the study to coordinate.



**Picture 2 :** Telecentre staffs are integral part of the community

## 2.3 Research Methodology and Activities

In this research, Rapid Appraisal (RA) methodology was used to identifying process of learning and acquiring relevant information in a limited period of time. RA is particularly useful in defining issues and generating insights, emphasizing learning from and with a community. The earliest form of Rapid Appraisal originated in the late 1970's. Known initially as Rapid Rural Appraisal (RRA), the new methodology was fostered to improve the cost-effectiveness, timeliness, and quality of rural development-related research (Gibbs, 1995).

RRA takes a multi-disciplinary approach to research and has been described as a qualitative survey methodology (Dunn, 1994). However, there is no limit to concentrate only on qualitative methodology than quantitative. Data gathering is based on sampling from a range of experiences and from people in the field. This information is then filtered through the perceptions of the researcher/s to provide rich detail and insight. Particular variation is sought rather than averages. RRA techniques have been applied extensively in many areas of development studies including agricultural research planning (Henman & Chambers, 2001), natural resources and land care (Dunn, 1994) and emergency relief (Slim & Mitchell, 1992).



**Picture 3:** Participants in FGD

The Rapid Rural Appraisal research method was used to gather fast and cost-efficient data from the participants at ground. For the data gathering, interviewees had to select and ask to participate in an interview. There were different groups of interviewees; the first group consists of telecentre officials while the second group consists of users & non users.

The study followed by a detail plan of activities and a dynamic plan was also in place to

ensure adjustment of the field requirement and timely delivery of the project deliverables.

The total duration of the assignment was 90 (Ninety) days working from the date of signing the MoU which includes training of Field Investigators (FI), assessment tool development and field visit report preparation. The assignment was implemented in 2 phases

### **Phase 1: Assessment – Areas of investigation (By BIID)**

- Desk study (literature review)
- Study existing centers
- Location (Centre/Area specific) study
- HR and capacity of existing workforce (org/entrepreneur)
- Assess the awareness level
- Mapping the existing services

### **Phase 2: Reengineering – Areas of work , Impact Assessment and Business Model Development**

- Understand and measure impact at local level.
- Identify services to be developed
- Identify the areas to enhance centers' capacity
- Value addition to client end service delivery
- Identify content to be developed.
- Design promotional tool (if require)
- Recommendations.

## **2.4 Research Tool Development**

BIID developed tools for the research which are questionnaire (quantitative and qualitative) and FGD (Focus Group Discussion) guidelines. Also, location profile, centre profile and baseline info will be used in this study. Copies of the questionnaires are attached in annexure.

This process was not limited to these tools only rather discussions with various stakeholders played a major role to finalize the study report.

Basic info on research methodology and tools are given below -



- Qualitative and quantitative tools have been used to collect information and data
- 20 Telecentres and 2 Internet café have been covered (List enclosed)
- 400 samples, 22 centre profile, 20 location profile and 13 in depth interview conducted
- Focus Group Discussion (FGD) with local stakeholders to validate major issues
- Depth Interview (DI) conducted with various national level stakeholders to understand the policy issues
- Observations from various workshops also considered as a tool
- Secondary data used for historical analysis
- Detailed literature review to understand global trend and issues

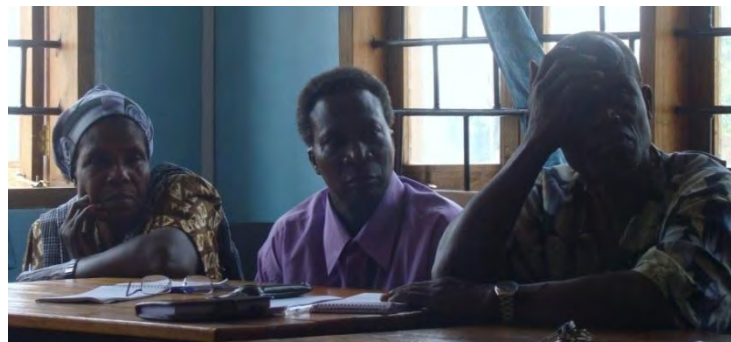
## 2.5 Reporting Mechanism

Regular reporting system was introduced though it didn't work properly due to some communication problem and unavoidable circumstances. BIID worked hard to ensure timely submission of weekly reports and share regular updates with TCRA.

The response of the telecentre operator / manager on this study was totally different as BIID assumed in the planning phase, specially, in terms of commitment and capacity of TTN. The respondents verbally took ownership and understanding the importance of the study but during research phase very few shown their commitment, even the leading telecenters which may be also a cause of the 'present weak status' of telecentre. BIID identified the lack of motivation and leadership (which contributes & leads to such socio cultural behavior) as one of the major reason behind this.

## 2.6 Data Collection

Data was collected through TTN members, and BIID & TTN representatives visited all 22 centres which included 2 internet cafes and 20 telecentres to conduct the research (List and profile of the Telecentres in Annexure G). This team ensured monitoring the progress and met the queries raised during the data collection process.



**Picture 4:** Local opinion leaders shared their views during Focus Group Discussion (Sengerama)



In the beginning, in depth discussions with TTN leaders & members also conducted in the initial stage to understand their views and opinions on present status of telecentres and how to improve the situation. Also, BIID team is meeting regularly with various groups and leaders (Photo above) to understand the local dynamics.

In most of the discussions, representatives of different stakeholders expressed the positive contribution of telecentres in the society but very few of the attendees had clarity about vision, sustainability and service integration issues. It was also observed that many of the participants represented from various NGOs who have good ties with TTN.

During various discussions, BIID made the objective of this study and briefed the TTN leaders to clear to understand the focus of important stakeholders on telecentre and broader ICT4D issues to serve the rural communities. The Chairman of TTN shared the challenges facing by the telecentres and identified lack of appropriate as one of the major reason. He also highlighted to scopes of govt. support for delivering public services like agriculture information for farmers. He expressed that TTN could play a vital role in telecentre movement but due to limited no. of telecentres and leadership crisis, TTN couldn't play that role. The Chairman also emphasized on the *Business Model* for telecentre to scale up and ensure sustainability in the long run in Tanzania.

A series of discussions held with different stakeholders including Ministry of Agriculture, Ministry of Livestock to understand the existing information and service delivery mechanism in rural areas, and scopes to bring ICT enabled services to ensure efficiency and accountability. The government officials were very excited to hear the potentials of telecentres to serve the farmers and opined that it may open a new era in agriculture extension service in Tanzania. BIID also shared the concept of ICT enabled solution for agri information & advisory support, fertilizer recommendation and linkage of farmers to market which were also appreciated by the government officials. They also suggested to include capacity building of relevant HR of the respective ministries on ICT tools and services while the telecentre services will be rolled out. Many of the respondents expressed to solicit their support on telecentre related issues (mainly service development) in future, if require.

While discussing the present status of telecentres with 2 (Two) telecentres, it appears that the initiatives were distorted (partly) by external supports for certain period and now both the centres are running in full phase. They were skeptic about the role of the government and expressed that *'government sometime take un-planned decision which is expensive in the long run'*. Both the entrepreneurs have been with TTN (As member) for long time but perceive different opinions on the benefits to be a part of TTN and have little clarity about TTN's objectives.

In Zanzibar, the Hasina Soft Telecentre was serving the tourist groups who needed internet services to communicate with friends & family, ticket booking etc. Also local businesses use

the centre for various business communication and other secretarial services. The centre owner shared his experience and voice on issues like support during the dull season and low pricing of internet in bulk for telecentres.

BIID also visited University of Dar Es Salaam Computing Centre (UCC), Telecom operator like MIC (T) Ltd. and development agencies includes SIDA (The Embassy of Sweden) and The Embassy of Denmark who has been engaged in telecentre related initiatives.

Prof Beda and the UCC team shared their experiences on telecentres and expressed that relevant local content /service development is still a major challenge in Tanzania. They also identified the lack of coordination and priority of the government as couple of major challenge in telecentre proliferation in rural areas. UCC also expressed their interest to work in any telecentre initiative in future.

MIC (T) Ltd. considers telecentres as new opportunities in rural market and interested to collaborate in future in any similar initiatives. They also shared that the Value Added Services (VAS) market in telecom industry is growing fast in Tanzania and there are ample opportunity to integrate those services in telecentres to cater wider communities of the rural area.

SIDA shared that they already extended their support in telecentre related initiatives in Tanzania and contributed significantly in connectivity and capacity building. They are interested to see the next steps from the government as well as how the business model can be integrated in the existing eco-system. SIDA is also keen to see that telecentres are serving rural communities who are in remote locations.

The study team visited Cromabo centre and observed that the telecentre model was designed with holistic approach but due to lack of proper management & leadership, the centre failed to perform as per plan. Even the centre had no clue what is the real scenario in the field and whether the intervention is contributing at all. The manager and operator of the centre shared that information component is very low in demand but the centre is making money from other services. Also the centre itself has VSAT which is very costly proposition for connectivity. It appeared that due to the dependency on donors, the centres crippled in terms of innovation and business attitude.

Interaction with different stakeholders and their observation on existing public service delivery seems will bring a distinct dimension in the report. Major findings and observations of these discussions incorporated in Section 3.2.

BIID developed an online platform to submit the questionnaires directly from the centres and all relevant authorities have access to these data.

A team comprising local members (selected from TTN secretariat, Sengerema) oriented by

BIID and engaged to collect the data for the research. The Secretariat for this research was set up at Sengerema Telecentre, Mwanza. Local Telecentre staffs were involved in coordination and collection of data from the field.

## Chapter 3

### 3.1 Literature Review

Literature review has been completed by BIID researchers and gone through various reports, presentation and policy papers of government, private sector, academia (University) and development agencies (local and international). The literatures includes **Medium Term Strategic Plan 2009/2010-2011/12**, Ministry of Communications, Science and Technology, Tanzania, 2009, **Plan of Action**, Document WSIS-03/GENEVA/DOC/ 5-E, 12 December 2003, **Themes and issues in Telecentre Sustainability**, Raul Roman & Royal D. Colle. January, 2002 etc.

**Information and Communication Technology (ICT) is one of the key pillars for socio-economic development of any country. However, to exploit the full potential of ICT access to networked resources must be made available to a bigger segment of the citizens. The govt. of Tanzania understands that ICTs are tools that can contribute to sustainable development and poverty alleviation, if applied to support existing development activities. Tanzanian govt. has taken long term development philosophy that is “Development vision 2025”. (<http://www.tanzania.go.tz/vision.htm>).**

The Tanzania Development Vision 2025 singles out ICTs as a key enabler for socio-economic development in Tanzania, ICT Policy (2003). It articulates ten main focus areas in harnessing ICT in Tanzania: strategic ICT leadership; ICT infrastructure; ICT Industry; Human Capital; Legal and Regulatory Framework; Productive Sectors; Service Sectors; Public Service; Local Content; and Universal Access. It is also noteworthy that Vision 2025 explicitly includes ICT by noting, **“The new opportunities that ICT is opening up can be harnessed to meet the goals of the Vision”**. This ICT Policy is therefore a reflection of national goals, objectives and aspirations as expressed in Vision 2025, setting out digital opportunities that Tanzania can exploit towards meeting the Vision 2025. The ICT policy which was formulated and ratified in 2003 was geared towards realization of vision 2025. (*Pro-Poor ICT Project Report – Tanzania: A Community-owned Network* : Prof. Beda Mutagahywa, Dr. Respickius Casmir, Mr. Theophilus E. Mlaki, December 2006) [http://propoor-ict.net/docs/tanzania\\_report.pdf](http://propoor-ict.net/docs/tanzania_report.pdf).

For universal access, The Government will strive to reduce the ICT access gap between the rural and the urban areas by using the Universal Communication Access Fund, offering special incentives to investors in rural ICT provisions, supporting the construction of rural telecentres and involving local government authorities in ICT utilization and promotion. Beside that The Government will encourage and facilitate the optimal use of existing ICT capacity and infrastructure in order to extend affordable access nationally, and especially in rural and disadvantaged communities. (National Information and communications Technologies Policy, 2003)

The revised strategic plan has come up with new vision, mission, objectives and targets

which when properly implemented, will enable the Ministry to discharge its functions and deliver quality services that meet customers' expectations. One of the objectives is "Access to affordable information and communications technologies service increased." To address the situation; therefore, MCST has taken some strategies and targets. One of them "develops the use of ICT through telecenters". To implement this strategy, targets are: ICT use in service delivery mainstreamed by June, 2012, UCAF established and operational by June, 2012. (Medium term strategic plan 2009/2010-2011/12, Ministry of communications, science and technology, Tanzania, 2009)

.....declare our common desire and commitment to build a people-centred, inclusive and development-oriented Information Society, where everyone can create, access, utilize and share information and knowledge, enabling individuals, communities and peoples to achieve their full potential in promoting their sustainable development and improving their quality of life, premised on the purposes and principles of the Charter of the United Nations and respecting fully and upholding the Universal Declaration of Human Rights.

(Declaration of Principles, Document WSIS-03/GENEVA/DOC/4-E, 12Dec, 2003)  
[www.itu.int/wsis/docs/geneva/official/dop.html](http://www.itu.int/wsis/docs/geneva/official/dop.html)

..... the benefits of the information technology revolution are today unevenly distributed between the developed and developing countries and within societies. We are fully committed to turning this digital divide into a digital opportunity for all, particularly for those who risk being left behind and being further marginalized. (Declaration of Principles, Document WSIS-03/GENEVA/DOC/4-E 12 December 2003)

In today's world, poverty is not only defined in terms of economic and social deprivation. Academicians and development agencies also consider poverty as being 'information poor'. As (Jaggi, 2003) says, 'a more informed citizen is in a better position to exercise its right, and better able to carry out its responsibilities and increase their income level within the community and region'. It is argued that information and communication technologies (ICT) can play a significant role in alleviating poverty in rural areas of developing countries if they align with an appropriate development strategy (Harris, 2002, 2004; Martin & McKeown, 1993).

..... to empower the poor, particularly those living in remote, rural and marginalized urban areas, to access information and to use ICTs as a tool to support their efforts to lift themselves out of poverty. (Declaration of Principles, Document WSIS-03/GENEVA/DOC/4-E 12 December 2003)

Based on internationally agreed development goals, including those in the Millennium Declaration, which are premised on international cooperation, indicative targets may serve as global references for improving connectivity and access in the use of ICTs in promoting

the objectives of the Plan of Action, to be achieved by 2015. These targets may be taken into account in the establishment of the national targets to connect villages with ICTs and establish community access points, to connect universities, colleges, secondary schools and primary schools with ICTs, to ensure that more than half the world's inhabitants have access to ICTs within their reach. (Plan of Action, Document WSIS-03/GENEVA/DOC/ 5-E ,12 December 2003) [www.itu.int/wsis/docs/geneva/official/poa.html](http://www.itu.int/wsis/docs/geneva/official/poa.html).

Governments, and other stakeholders, should establish sustainable multi-purpose community public access points, providing affordable or free-of-charge access for their citizens to the various communication resources, notably the Internet. These access points should, to the extent possible, have sufficient capacity to provide assistance to users, in libraries, educational institutions, public administrations, post offices or other public places, with special emphasis on rural and underserved areas, while respecting intellectual property rights (IPRs) and encouraging the use of information and sharing of knowledge. (Plan of Action, Document WSIS-03/GENEVA/DOC/ 5-E, 12 December 2003)

Telecenters are an innovation and thus a stranger to the community. And a new telecenter in the community will mean a change in the way some parts of the community work. Some members of the community will welcome the telecenter with curiosity and fascination. Others will see it as a threat and an intrusion in a system that already has its time-tested traditional ways. In this section, we look at some of the obstacles that need to be addressed in getting widespread participation. These are Economic obstacles, Physical obstacles to participation, Social obstacles to participation, Political obstacles to participation, Public awareness. (Creating A Participatory Telecenter Enterprise, Raul Roman and Royal Colle, Cornell University)

Much of the attention regarding ICTs and telecenters deals with “connectivity” — that is, putting people in touch with the communication hardware. There is ample evidence to suggest that the sustainability of telecenters depends on recognizing the dimensions of access, because without sufficient access, telecenters will not be able to justify their existence, nor be demand-driven. Most prevalent obstacles to access are literacy, relevance, the culture of information, the cost of information, technophobia, complexity of ICT protocols, power. (Themes and issues in Telecentre Sustainability, By Raul Roman & Royal D. Colle, January, 2002)

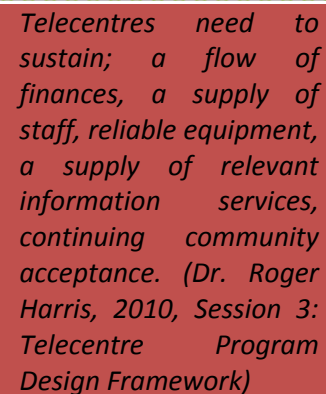


**Picture 5:** A Bangladeshi student demonstrating the use of computer in the class

This is often acknowledged as one of the most important factors in the success or failure of a telecenter. Fuchs comment sums it up: “Without knowledgeable, community oriented

telecenter who really want to share the tools and capacity of the Information Society, no telecenter can hope to succeed.” (Fuchs, 1998).

Yet training is the key to reaching out to the community and strategically building a clientele that can make a telecenter demand-driven. Telecenter personnel may need to train personnel in other organizations such as agricultural cooperatives and community health clinics to help build the recognition that the telecenters can support these organizations and their members with relevant information resources. (Themes and issues in Telecentre Sustainability, By Raul Roman & Royal D. Colle. January, 2002)



*Telecentres need to sustain; a flow of finances, a supply of staff, reliable equipment, a supply of relevant information services, continuing community acceptance. (Dr. Roger Harris, 2010, Session 3: Telecentre Program Design Framework)*

While there are many differences among these operations, we perceive ten themes that may provide starting points for generating *hypotheses* regarding successful telecenters.....  
...The power of a national commitment by policy-makers who recognize the value of connecting the people of the country through the modern tools of the Information Society, and follow that commitment with funding and organizational support for multi-year programs, The importance of partnerships in translating national policy into action through governmental and non-governmental bodies at the regional and local levels, The value of having local “champions” (innovators) who can mobilize others (early adopters, opinion leaders) to accept the vision of an ICT telecenter program, The significant value of community volunteers in operating telecenters, The advantages of clusters or networks of telecenters working together in a region to develop and share a variety of resources, The importance of raising awareness about information and ICTs as a valuable resource for individuals, families, organizations and communities. Telecenters need for long term sustainability and business plans that fit the culture of the community. Focusing on information services rather than on computers and the Internet alone to build a local institution more fully woven into the fabric of the community, with a larger base for generating income. Participation as an important goal that requires a strategic approach. (Themes and issues in Telecentre Sustainability, By Raul Roman & Royal D. Colle. January, 2002)

There are several dimensions to sustainability. Telecentres need to sustain; a flow of finances, a supply of staff, reliable equipment, a supply of relevant information services, continuing community acceptance. (Dr. Roger Harris, 2010, Session 3: Telecentre Program Design Framework)

To improve and strengthen telecentre performance key areas to focus on management training ,networking, monitoring and feedback, stakeholder involvement from the design stage.( Report of an International Meeting on Telecentre Evaluation, Edited by Ricardo



Gómez and Patrik Hunt, IDRC) /www.idrc.ca/uploads/user-S/10244248430Farhills.pdf

The selection of content and services would be based on their ability to impact positively the rural communities through increasing their livelihood, helping income generation and enabling socio-economic development. This means that a specific content/service should be in a marketable format for it to be selected as a part of the multiple services to be provided by the telecenters. At all the different layers, ICTs will be important enablers for making these services possible. (Koda Traore, 2009, Telecentres Africa, CTA)

There are factors for successfully running a Telecentre (RCA) such as Focus on sustainability, Location-specific design of RCAs, Need for capacity development - In order to ensure that existing and future RCAs are managed properly, effectively and efficiently there is need for training of current and future managers of these facilities in administrative and financial management, Reduce cost of connectivity, Government support for connectivity infrastructure, Raising awareness on ICTs, Enhance networking that means Existing telecentres need to network more closely and effectively in order to promote exchange of information and experiences and sharing of resources where feasible, Setting up a technical support mechanism, English language and computer training for communities, Locally relevant content and services. (Liang Tan, Rural Communication Access Centres in Tanzania, IICD, 2007)

“The more a telecentre is required to generate revenues, the less emphasis it will place on supporting development and the more it will place on revenue-generating services.”- (Dr. Roger Harris, 2011, Knowledge sharing session on Telecentre/ICT4D practices in Bangladesh)

## 3.2 Major Observations

Based on the existing information and direct interaction with various government and other stakeholders including private sector, it appears that the government of Tanzania is very keen (different agencies are directly involved) to promote telecentres to serve the citizens and committed to scale up in a big way. At the Same time, we observed lack of coordination and services unavailability hindering the process.



**Picture 6:** Sengerema Telecentre and FM Radio- One of the pioneer telecentre in Africa

Existing practices of telecentres are mostly driven by the government and NGOs. Some are entrepreneurship based and doing excellent like Hasina Soft Telecentre in Zanzibar while others are serving local communities such as Cromabu in Magu, Mwanza.

**Lack of innovation is the major hindrance in Telecentre practice in Tanzania to integrate**



**diversified services and models. Also due to supply driven approach, major actors are responding only to the donors demand rather than focusing on local need based service requirement.**

It also revealed that due to the increased penetration of mobile phone, internet service is getting popular among a wider group of community people, particularly among the young generation. But it was observed that the demand for ICT enabled information services yet to be explored in rural areas and government has to come forward with few demand based citizen services so that people can get involved and benefit by availing those services through telecentres.

In summary these major observations are –

- a. There is no coordinated effort and integrated approach is missing in telecenters of Tanzania. Business model was not observed in terms of sustainability and local demand & service availability.
- b. Usage of ICT at government offices is still very low and most of the computers are being used as ‘typing tools’, not much as a tool to make the governance process efficient.
- c. The concept of ‘public service delivery through using ICT tools’ is still very new to many of the government agencies including the Ministry of Agriculture. However the interest to integrate & use of ICT among different govt. officials are very high. Due to lack of practice and innovative ways to use of ICT as a decision making tools, many govt. officials are not familiar with this technology.
- d. TCRA is keen to promote telecentre based development in Tanzania and the govt. is ready to facilitate major initiatives in the field of ICT4D
- e. Strengthening of TTN is needed as the network of telecentres in setting vision, institutional need assessment, capacity (HR & Technical) and governance structure
- f. Mobile phone operators already created the platform for affordable connectivity and wider coverage in major parts of the country
- g. UCAF can contribute significantly to reach the last mile with appropriate services
- h. Substantial initiatives have to be taken to create a sustainable network of telecentre through an integrated and visionary approach



**Picture 6:** Meeting with Chalinzi Telecentre

### 3.3 Research fundamentals

The study considered few fundamental issues to cover broader horizon of telecentres to understand the dynamics properly and frame the future working modality, mainly the following perspectives were covered –

- Policy and Enabling Environment relevant to telecentres
- Vision, Plan of Action and Implementation of TTN and other stakeholders
- Telecentre Dynamics as catalyst for development
- Socio-cultural behavior including usage of ICT
- Approach and initiatives by different organizations
- Sustainability – Social and Financial
- Roles of various actors (Govt., Donors, Private sector, Academic institutes and NGOs)

### 3.4 Respondent Profile

#### Age

The study revealed that there were various age groups who use the centers for various types of services. However, the single largest age group who use the information centers are between 21 to 25 years (43%), followed by the age group of 26 to 30 years (19%). A considerable percentage of users belong to 31-35years age group (14%). Following Table has details.

**Ages of the Users of the Telecentres** (Figures in Percentage)

<b>Age</b>	<b>User (Figure in %)</b>
<b>15-20</b>	<b>9</b>
<b>21-25</b>	<b>43</b>
<b>26-30</b>	<b>19</b>
<b>31-35</b>	<b>14</b>
<b>36-40</b>	<b>5</b>
<b>45-50</b>	<b>10</b>

#### Occupation

People from different variety of occupations use the telecenters to avail different information services. During the survey it exposed that largest group of users of the services provided by the centers is the students & service holder (32%). Businessmen are the third single largest users of the centers' services (20%). A considerable percentage of users belong to unemployed group. Farmers are also users of the services provided the center. The table

below has shown details.

**Occupation of the Service Users of Telecenter (Figures in Percentage)**

<b>Profession</b>	<b>Percentage of Respondents</b>
<b>Student</b>	<b>32</b>
<b>Service</b>	<b>32</b>
<b>Business</b>	<b>20</b>
<b>Unemployed</b>	<b>12</b>
<b>Farming</b>	<b>4</b>

**Types of information required in daily life**

For the requirement of this study the users were asked about their daily necessary information which is important in their daily life. The most required information was daily news and the second most was educational information like info about higher study, education materials and reference books. Apart from that job recruitment information is also highly required. Other information needed in their daily life are shown in details in table below.

**Information required in daily life (Figures in Percentage)**

<b>Types of information</b>	<b>Percentage of respondent</b>
News	28
Education materials/reference book	19
Job related info	17
Marketing information	14
Prices of different items	5
Info about games & events	5
Product information	3
Govt. policies	3
Business opportunities	3
Agricultural info about inputs	3

**Sources of availing information:**

People try different ways to acquire information for their daily life. In survey it is revealed that sometimes they get it from ICT based sources and some time from traditional sources. Radio is the most popular source for community people. TV, internet, mobile phone are also convenient sources of information. Besides that some traditional sources like newspaper, notice board, school library, and concerned office are also reliable sources for availing the information. Details are given below in the table.

**Traditional sources of information:**

### Traditional sources of information required in daily life (Figures in Percentage)

Sources of info	Respondents (%)
Concerned office( Govt. office)	78
School library	11
Notice board	6
Teachers	5

### ICT based sources of information:

### ICT based sources of information required in daily life (Figures in Percentage)

Sources	Percentage of respondent
Radio	53
TV	25
Mobile phone	11
Internet	11

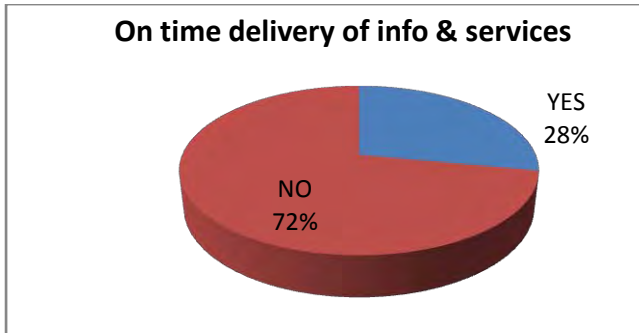
### Difficulties of getting information

People feel the necessity of information in their daily life but find it not easy to obtain the information staying in remote places. They have to face intricacies for availing the benefit of information. In the survey it came out that 100% people face this problem in terms availability and timely delivery of relevant information from institutional sources like govt. offices. This is basically the sourcing of demanded information (content) irrespective of sources. The above data shown only the existing sources of information which is generic and **'supply driven'** not demand based or customized i.e. requirement specific.

### Delivery of information and services on time or not

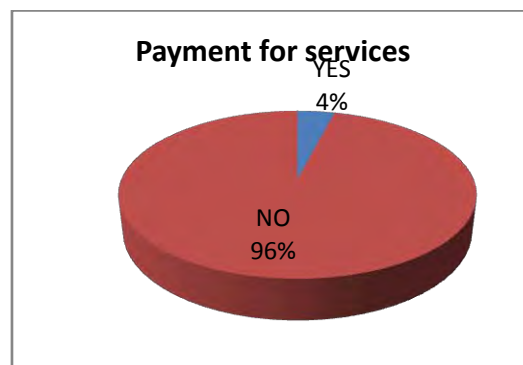
People were questioned whether they get the services & information on time or not. Two third i.e. 72% of the respondent answered 'No'. It reflects that they are not contented of attaining the information and services.

Interestingly, 28% respondent expressed that they receive information timely and major source of these information are personal sources, mainly fellow business colleagues / partners or farmers. Information includes, market price of raw materials, product, job information etc.



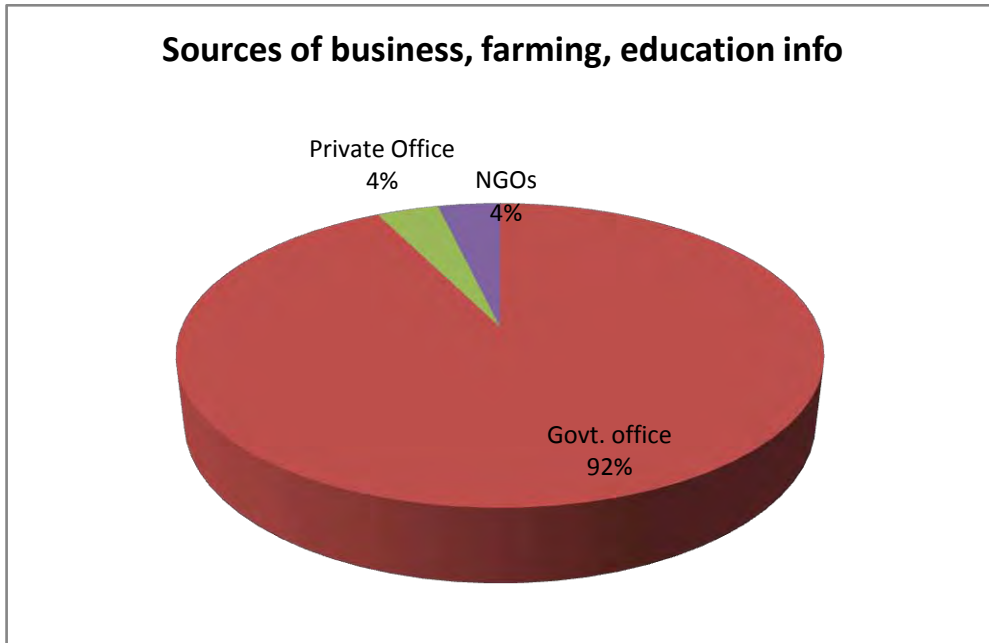
### Payment for services and information

It is very important to know about the payment mechanism for availing of services, both information and other ICT enabled services. To ensure financial sustainability of the telecentres, transactional component is very crucial specially, how users are availing it, are they getting it by payment or at free of cost. The survey found that almost 96% is availing these at free of cost. These free services are development related information based services, like market information, job information etc. However, users (4%) pay for availing any secretarial services and training.



### Sources of information

People need various types of information for improving their livelihood such as information about agricultural inputs, demand and supply of different products, price of raw materials, price of ready products, job vacancy, information about better job, educational info etc. Most of the people go to concern government office in district town, regional town to collect information. Only a small portion (under NGO category) of the respondent confirmed telecentre as the source of information. Other sources of which information can be gathered are shown in pie chart below.



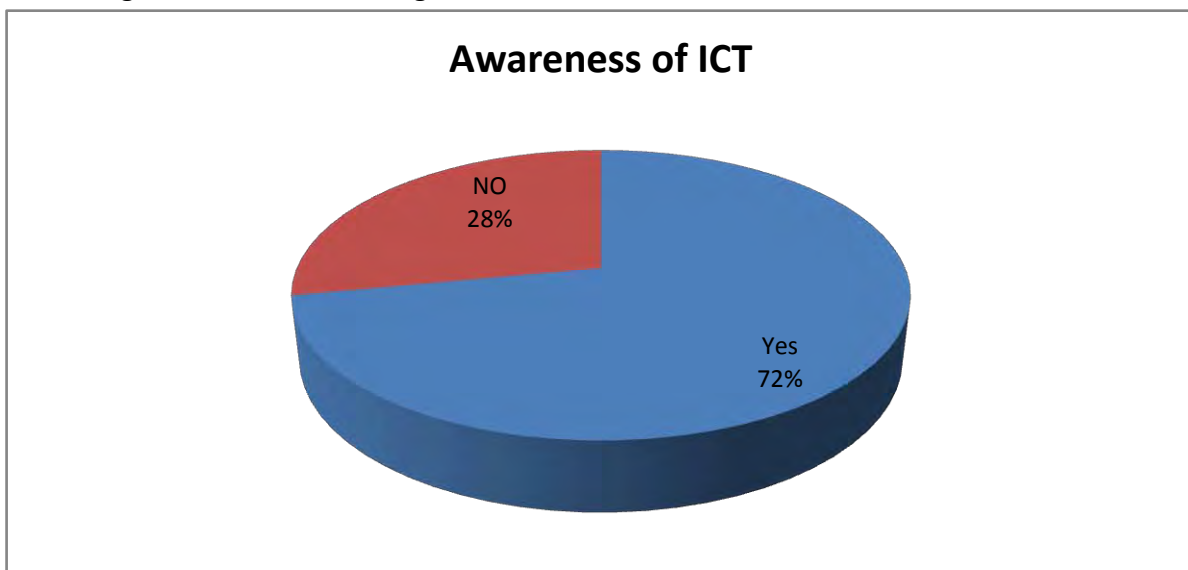
#### Sources of different citizen services

There are different types of citizen services like birth certificate, different govt. forms, tax payment, licensing etc. The survey revealed that 100% of the people go to the respective government offices for availing the services and information. Government offices are in district and regional towns.

#### Awareness of ICT usage

The survey revealed that most of the people (both user and non-user) know about ICT but they don't know about it in details. They have very less idea of its usage and its importance.

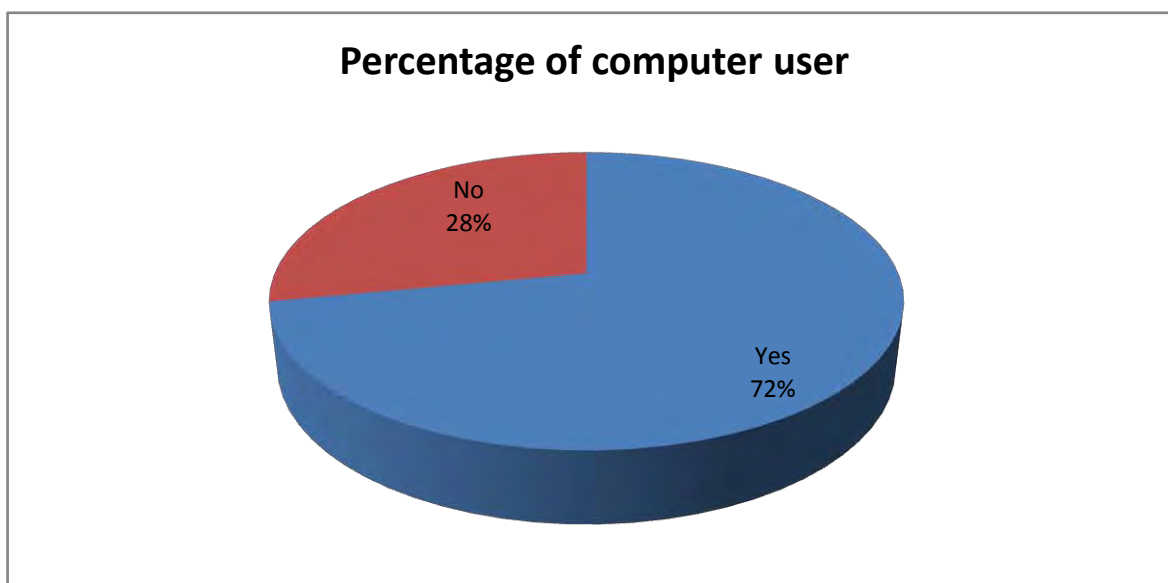
Percentage of ICT awareness is given below:



### Use of computer (Telecentre user)

The survey revealed that a large portion of users use computers by themselves. Some of them are having computers of their own, some of them use from school, some of them get the facility of computer from the telecentres.

The Percentages of computer users are given below in pie form.



### Purposes of using computer

The users were asked for the purpose of computer usage, and most of the answer was training. This means that most of them are using computer for learning purpose. Some of the users use it for personal records and for official work and few people use it for some other various purposes as shown in the table below:

#### Purpose of using computer (Figures in Percentage)

Purpose for using computer	Percentage of respondents
Training/Learning	37
Keep personal records	21
Official work	16
Internet browsing	6
Maintain accounts	5
Check mail	5
Read newspaper	5
Compose	5

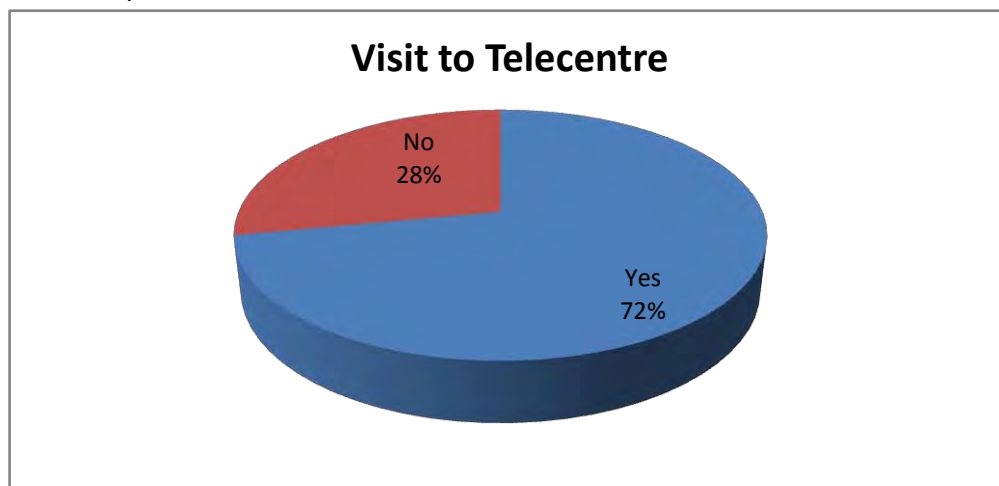
### Perception about telecentre services

People who know about telecentre they conceive a good perception about telecentre. All of

them understand that it's a source of huge information which can be very much useful for solving their day to day problem. They know it provide secretarial services including internet service. They believe telecentres can endow with many more information for humanizing their living standard.

### Visit to telecentre

When the community people were asked whether they go to telecentre for availing the services more than two third people gave the positive answer. The percentage is shown below in pie chart:



### Different services availed by the users

Community people who visit telecentre most of them take benefit of different services of telecentre. Training/ learning was the most availed service by the users. Besides that they took different secretarial service .They visit telecentre to see notice board for getting different messages and information.

**Different services availed by the users from Telecentre (Figure in percentage)**

Services	Service usage
Computer Training	50
See notice board	17
Mail check	11
Browsing	11
Market price	6
Printing	5

### Information /services which are not available in telecentre

Telecentre should be the focal point of all kind of valid information from where users can take the advantage of those information and services. But the survey found that most of the information services are missing in the centre. Most of the users want to know about



market information like comparative price of raw materials, latest price of product, demand of different products in different regions etc. They are also very much interested to know info about financial support means where from they will get the loan and how it will be processed.

Agricultural, job information, business information is also very much essential. Besides they also want technical info to take care of their equipment which telecentre are not providing. Internet service, browsing services, newspaper, citizen services are not available in telecentre.

Details of required info /services which are not available in telecentre are shown below:

**Information /services which are not available in telecentre (Figure in percentage)**

<b>Types of Information</b>	<b>Respondents (In %)</b>
Market information	15
Internet service	15
News paper	10
Education information	10
e-library service	10
Agricultural information	10
Business information	10
Browsing services	5
Job info	5
Citizen Service	5
Info about financial support	5

**Expected services from telecentre:**

As per telecentre definition, this is a public place where people can access computer, the internet and other digital technologies that enable them to gather information, create, learn, and communicate with others while they develop essential digital skills. Their common focus is on the use of digital technologies to support community, economic, educational, and social development. Community people of Tanzania also expect the flow of different kind of information to make right decisions in their regular life. Information services can act as an empowerment vehicle for disadvantaged communities.

List of the expected services from telecentre are given in details below:

**Expected services from telecentre (Figure in percentage)**

<b>Types of services</b>	<b>Respondents (%)</b>
All kind of information	19
Agricultural info	19
Education materials	13
Updated market info	13
Product price	6
Business info	6
Job info	6
Web addresses of different company	6
Quick service	6
Good service	6

**Major categories of telecentre users (service wise)**

- Students for training
- Small businesses for secretarial services
- Farmers for communication and price information
- Young people for training and internet
- General people for Services like M-Pesa
- Some centres (Mostly NGOs) are offering information on agriculture as a part of their other activities

**Features of the non users**

***Awareness***

A significant portion of non-user of telecentres are using mobile phone but not aware of telecentre and services can be offered through ICT tools like internet & computer. It was due to mainly lack of communication among the community people on telecentres and its services.

***Service Need***

Non-users of telecentres also opined for availing the services (after briefing about telecentres) and expressed interest to avail services when needed. The demand for

telecentres among non-users is wider (Secretarial to online marketing) than the users due to lack of clarity on technological readiness. However, it gives a glimpse of bigger horizon of services which can be integrated in future.

### 3.5 Telecentre Service Assessments

Based on the findings of the study, it appears that there is a huge gap between the services available at the centres and the demanded services by the users and non users (potential customers).

The following table categorically identified the available and demanding services.

Available services	Most demanded services	Remarks
Training	Agri information	Information services (Agri, business, citizen) are limited or not available  Most of all available services are being offered against payment
Internet Browsing	Secretarial	
Photocopy	Training	
Type & Printing	Communication	
Mobile Money	Livelihood info	
Community Radio	Citizen services	
Crop information	Business support	
Market info.	Market Price Info	

### 3.6 Observations – General

The study also identified few important areas which also need to be addressed to develop a sustainable network of telecentres. These are mainly as follows -

- Service basket is wider (Training, internet, etc.)
- Lack of ICT enabled services for the community
- Capacity of the centres and HR is low
- Diversified model with different approach



- Connectivity cost is very high (Using VSAT, photo)
- Awareness level is very poor among local people
- Importance of telecentres has not been established by local communities
- Proper planning, management of centres and ownership are not well defined and clear

### **3.7 Location and economic profile**

The responding telecentres are mainly established at semi-urban or rural areas and major occupation of the local communities are agriculture which endorse the national economic profile of Tanzania. Here are the few important findings on geographic and economic profiles -

- Telecentres are established at district and ward level
- Major economic activity is Agriculture ( including agro processing)
- Many people are engaged in micro enterprises, small retailer shops are the most common phenomenon in rural set up
- General people are using mobile phone but not much internet, however, internet penetration is increasing significantly due to increased use of mobile
- Growth of cyber café is phenomenal in semi urban areas
- Communication (Transport & Roads) system is poor where ICT could contribute and reduce physical movement in a significant way
- Availability of public services are complex in terms of readiness and accessibility
- 

### **3.8 Centre profile**

The study covered 22 locations and observed that some of the telecentre and cyber café have good physical infrastructure. Observations also have on the ICT setup and profiling of the centres.

Major observations on centre profiling are -

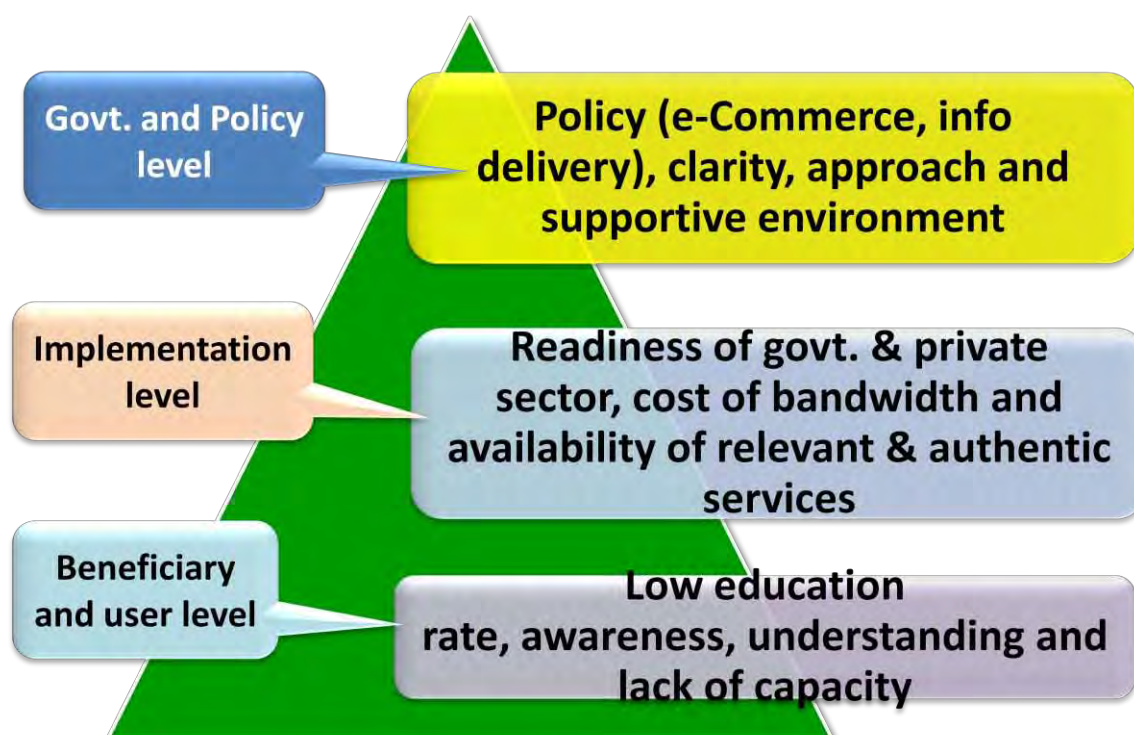
- Few centres are well structured with ICT equipment and set up
- Most of the centres started operation without proper planning and preparatory works (in terms of readiness of services, training, profiling, local communication etc.)
- Most Telecentres are not familiar to the local communities as an ICT Hub for information

- Capacity (HR and Technology) is not competent, only few centres managed to train their people and arranged hardware but most of these are becoming non-performing
- Centre managers / operators don't use internet regularly (i.e. not familiar with the web resources and communication facilities)
- Some centres operate on hybrid model, this is an interesting observation that centres owned & managed by NGOs but now operating like a 'for-profit' entity.

Detail of each centre is enclosed in Annexure E.

### 3.9 Challenges at different level

The following chart shows the challenges exists in telecentre eco system in Tanzania.



### 3.10 Opportunities and strength

This study underlines the opportunities and strengths exists on telecentre and broader ICT4D issues, the major findings are -

- Telecentres are now in govt. priority to serve the rural communities
- Demand for using ICT enabled services are high among different segments of the

population

- Service availability is within the reach due to massive proliferation of internet and mobile phone
- Low cost connectivity solution and 2 submarine connection is available in Tanzania to ensure reliable connectivity
- Internet service is now available at district level and public access points are increasing , though its progression is very slow for some other reason
- Some centres already have business model at limited scale, basically operate as for-profit
- Challenges and limitations are being identified like the gaps of service and capacity of centres
- Private sector is ready for investment, only need to facilitate the demonstration of benefits of telecentres



## PHOTO GALLERY



**Picture 7:** Businesses use Telecentre for communication



**Picture 8:** Tourists use Telecentre for flight booking



**Picture 10:** Volunteers sharing field experience in CROMABU Centre



**Picture 9:** Centre operator busy with work at



**Picture 12:** BIID and TTN team visits Chalinzee



**Picture 11:** M-Money can be a common service



**Picture 13:** Women are engaged in telecentre operation

### 3.11 Diagnosis of TTN as a Network: Potentials and challenges

TTN was established under the mandate of IDRC (Canadian Donor) to promote fostering telecentre movement in Tanzania. But partnership between TTN and IDRC didn't continue for long due to gap on understanding and conceptual differences. However, after establishing the network, TTN initiated various projects through alternate donors and already been promoted as the representative body of Telecentres at national as well as global level.

TTN secretariat has been hosted by Sengerema Telecentres and Mr. Felician Ncheye is the Secretary General & Mr. Bermuda is serving as the Chairman since formation of the network. Due to lack of proper documentation and absence of web site, it was difficult to collect accurate information on TTN. However, based on the discussions of the TTN leaders and members it appears that around 26 members spread all over Tanzania.

Major observations on TTN are as follows -

- a. Represent telecentres of Tanzania
- b. Governance system yet to establish (Membership, Management, Finance, Election, etc.)
- c. Vision, Mission and activities need to be framed in more realistic manner and understanding on members expectation from TTN is not clear
- d. Dominance of donor driven approach among the TTN leadership
- e. Well connected with various stakeholders

This research team also observed the communication gap between its members and limited scope to share ideas, information, experiences & issues which they face on daily basis. Most of the members are not clear about the role of telecentre as a whole & TTN and looking for only 'financial support' to strengthen the network which clearly shown the dependency on the donors.

At the same time, the study found that few members are keen to see TTN as an independent and self sustaining organization.





## Chapter 5

### 5.1 Recommendations

In this section, we provide recommendations based on field data and the above-mentioned suggestions for creating a sustainable network of telecentres in Tanzania. Caution must be exercised when considering the recommendations from this study, as it is exploratory in nature. The recommendations in this section reflect actions to address issues on which there appeared to be consensus, as well as those derived from observations and reflections during study, including ideas from visits and discussions with TCRA and TTN.

#### 5.1.1 Formation of Working Group on Telecentre (WGT)

The study strongly recommends establishing a high level group under the leadership of TCRA to lead the telecentre movement through proper guidance and develop a network of sustainable network. This Working Group will provide advisory support to TCRA to lead the telecentre related activities in Tanzania. Details of the *Working Group on Telecentre* are given in Annexure A.

#### 5.1.2 Facilitate establishment of a sustainable network of Telecentres

TCRA will take lead to develop a network of sustainable telecentres in Tanzania with the objective to serve the rural communities and bridge the digital divide gap. This study extensively gone through the existing initiatives and analyzed the citizen requirement to frame possible options for telecentres to cater various groups of the society. BIID categorically understood that one single model will not be able to address the need of the local demand so different alternate options have been proposed as Business Model.

This study recommended the process for establishing a network of telecentres in a sustainable way with a 4 (Four) Tier implementation framework these are, tier 1 is The Working Group on Telecentres (WGT), Tier 2 includes National Level Agency (NLA) & National Telecentre Institute (NTI), Tier 3 includes Implementing Agency (IA) & Service Provider (SP) and tier 4 is Local Level Entrepreneur (LLE). A detail Implementation Guideline of Telecentre is given in Annexure D and application form given in Annexure J.

The business model will be selected by the implementing agency (IA) based on the objectives and mandate of the telecentre as described in the RFP (Request for Proposal) floated by the respective agency. Each model will require different sets of service basket, operational modality and will require investment for fixed & working capital or operational expenses. Simultaneously, a set of relevant interventions (like WGT, R2R, NTI, NLA etc.) also recommended in this report so that the business models work properly.

This process will cover the following –

- 5.1.2.1 Promote Business Model based telecentres which includes 3 (Three) different options and basic features of each model is given below -

<b>Major Features</b>		
<b>Model – 1</b>	<b>Model - 2</b>	<b>Model – 3</b>
<b>TCRA will take lead to initiate business model centric Telecentre establishment</b>		
<b>Conduct Need Assessment and Baseline Survey</b>		
Entrepreneurship lead and commercially viable with embedded social services	Govt. lead and Community owned no-profit no loss model (both fee based & free services)	Specialized for specific target groups like students, patients, farmers. Heavily subsidized.
Service basket will include both commercial and development services including ICT enabled information & advisory services, Secretarial, Communication etc.	Major focus will be given to deliver public information services (citizen centric) hosted by the govt., or NGO offices and will also include revenue generating services to cover operational cost	Centres will offer social and development based services, education related service in school, extension services in agri offices, tele-medicine in hospitals.
All investment (Physical infrastructure, equipment, operational cost) will borne by the entrepreneur. Average investment will require \$ 5000-8000.	Average investment will be approx \$ 10000 (to cover 'free' services) and host organization will share operational cost with the centre manager/ franchisee.	Local organization will host and mobilize resources for both capital and operation expenses. Some activities may be framed to generate some revenue like training and service charges
Extensive training for entrepreneur, manager and all respective concerns will be organized before launching the centre and regular refreshers course will be conducted		
Service need and capacity & readiness (HR and Technical), awareness level assessment will be conducted in each location and develop strategies and plan of action		
Implementing Agency will ensure training, service development and monitoring		
Basic ICT enabled services will be available in all models		
<b>Research, Business Plan, Services, Partnership will be applicable for all models</b>		

Detail of the *business models* provided in Annexure F.

- 5.1.2.2 Based of the recommendation of the Need assessment and baseline survey (as per clause 5.1.2.1), the National Level Agency (NLA) and Implementing Agency (IA) will initiate development of ICT enabled services as per need assessment with support services (As back office) through service providers, specifically on

the following sectors -

- a. Information and advisory services including market price on agriculture
- b. Market price service of agro commodity (excluding input related info)
- c. Local job related info and support service
- d. Advisory services for Micro, small and medium enterprises on different issues like access to finance
- e. Citizen services (make available in telecentres)
- f. Special advisory services for local women groups
- g. Promote tele-medicine services
- h. Online agro commodity trade and e-commerce
- i. Any other services deemed essential for the local community

Services will be developed based on need assessment and NLA will ensure contents are customized to address the local requirement, like in local language and demand driven. Authenticity and validation of contents are also crucial in the initial phase to ensure quality service. Detail of need assessment process described in Annexure I.

During service development, specially, the information related content it has to be ensured that **Content Development Process (CDP)**<sup>1</sup> is being followed by the service providers. In the Phase I, resources for content & service development to be mobilized by the respective agencies (primarily TCRA) and may bring external resources like UCAF. In Phase II, Implementing Agency (IA) will pay Franchisee Fees for services which will be incorporated in the RFP for establishment of telecentres. NLA will ensure quality check of content and services and follow up with IA on field level feedback.

5.1.2.3 TCRA will take lead to create a network of telecentres within 5 years (at least cover all districts in phase one i.e. 2 years and all Wards within Phase II i.e. 3 years) to demonstrate and understand the impact through massive promotional campaign and direct communication at field level. Detail SoP for telecentres is given in Annexure B.

In Phase I, National Level Agency (NLA) will facilitate development of basic services which will be based on cost sharing basis under PPP model. In phase II, Service Providers (SP) will be responsible for developing the relevant services and content. IA will have agreement with NLA and SP to deliver the services to the telecentres. For public services, respective government agencies will be responsible for developing and delivering the contents to NLA and IA. For private service, supports may require for research & development, however, SPs will invest for service development. Telecentre Management Guidelines also given in Annexure C.

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<sup>1</sup> CDP is a process of content identification, sourcing, collection, compilation, validation, field test and authentication. In this process most reliable sources will be used for content collection.

Until the WGT is formed, TCRA in consultation with the proposed National Level Agency (NLA) and Tanzania Telecentre Network (TTN) will frame the implementation plan in Phase I. Roles of NLA, IA, SP and LLE also defined in Annexure D.

### 5.1.3 Regulatory issues, advocacy and Strategy

#### ***Vision for Change – A Roadmap to Reach the Rural (R2R)***

BIID foster and consider that the Government of United Republic of Tanzania needs to initiate a national campaign on broader ICT4D (ICT for Development) to serve the citizens through an efficient and modern way. A document with national vision can contribute significantly to set and achieve national targets on new initiatives. TCRA can initiate the process in consultation with the respective stakeholders (maybe the Ministry of Telecom) and promote strategies to position telecentre as a development agenda among the stakeholders at National policy level that every citizens of Tanzania will get access to information and public services through telecentres. Services at Citizens doorstep will be the motto of the initiative towards improving livelihood through creating employment opportunities, basic health service and increasing income by using ICT tools and telecentres.

**to empower the poor,  
particularly those living in  
remote, rural and  
marginalized urban areas, to  
access information and to  
use ICTs as a tool to support  
their efforts to lift  
themselves out of poverty.**

*(Declaration of Principles,  
Document WSIS-  
03/GENEVA/DOC/4-E 12 December  
2003)*

This study recommend to launch a project titled '**Reaching the Rural (R2R)**' as a *Charter of Change* with vision, strategies, targets and implementation plan to bring the rural citizens under a network of telecentres to facilitate various social and economic services. This campaign based advocacy document will also emphasize the environmental issues of e-waste and policy advocacy agenda. The outcome of this initiative will be a document which will be shared among the relevant stakeholders to ensure achieving common goals to reach the rural communities through telecentres and ICT enabled tools.



Figure 15 Local entrepreneurs are interested to avail ICT enabled services

BIID propose intensive advocacy discussion with all relevant stakeholders must be

conducted to guide to set the role and framework of the ***Vision Document***. Government should endorse this document towards establishing a sustainable network of telecentres. Based on the recommendations, BIID foresee that a national framework will be developed to achieve the common goal of TCRA, TTN and BIID, together. A series of consultation meeting and advocacy workshop will be required to frame the R2R document and endorsement of the government & other stakeholders from private sector and civil society will be needed to finalize it. The final document should be published from the President's office or Ministry of Telecom in collaboration with others.

BIID can play an instrumental role in implementing this initiative through partnering with TCRA and a new local entity titled BIID Tanzania will be the engine for ensuring successful implementation of the initiative and achieving the Goal. TTN will be the strategic partner in this process and lead the project at field level.

TCRA in consultation with BIID and TTN may finalize the Plan of Action for R2R initiative.

### ***Strategy: Multi Stakeholder Partnership (MSP) Approach***

This study understand that creating a sustainable network of telecentres will require involvement and contribution from various types of organization ranging from Government, NGO, Private sector and Academia. Only single organization can't ensure success of developing such a complex initiative, this research recommends to adopt MSP in every phase of implementation of recommendations.

BIID also understand the value and scope of building partnership with various organizations under the leadership of TCRA to work together in the field of ICT4D. An alliance jointly with a local company or directly with TCRA will be established to facilitate development of telecentre related initiatives as well as develop a market for Telecentre / ICT4D in Tanzania.

Setting examples and demonstrating impacts (in terms of benefits and sustainability) of telecentres as an efficient service delivery mechanism at grass root level as well as policy level needed to be established.

Promote proliferation of business model based telecentres (different recommended options based on service requirement and local perspective) and develop a sustainable network. Massive awareness building campaign will be initiated to promote telecentres.

### ***Bundling of Service***

This research strongly recommends introducing ***bundling of services*** as the common

strategy for all telecentres, irrespective of business models. The telecentres will offer both social (development) and commercial services to ensure sustainability in the long run. Through this, centres can serve the community as well as generate revenue to ensure financial sustainability. A service basket is proposed along with the Business Model in Annexure F.

#### **5.1.4 Strengthening TTN**

This study identified specific areas of TTN's strength and weaknesses which needs to be addressed on priority basis to make TTN more effective and efficient. Major areas are –

- Governance system
- Re-visiting vision and mission
- Strong Secretariat with R&D capacity
- Involve in national telecentre development initiatives
- Positioning through proper communication (web and publication)

Also regular interaction between TTN members has to be ensured through using online platform and regular regional meetings.

#### **5.1.5 Strategic Partnership between TCRA, TTN and BIID**

BIID understood categorically from this study that a strong inter-relation between TCRA, TTN and BIID is required to achieve the goals targeted by TCRA. An immediate action from TCRA will be to form strategic partnership between these organizations and foster telecentre movement by assigning specific roles of respective organizations based on their core competence.

In this dynamic process, all partners will have specific roles which are as follows -

**a. TCRA**

Lead role to implement the recommendations that will be established including forming the Working Group, Mobilizing resources and monitoring of progress. The specific role of TCRA is as the facilitator.

**b. BIID**

BIID given an opportunity, will ensure implementation of the recommendation including innovation and service development for telecentres.

**c. TTN**



Apply the findings of the research in operation and planning. TTN will also play a vital role during the scaling up of telecentres, training and service development phase.

Roles of respective organization and others will be redefined based on requirement and capacity. The above mentioned organizations are the champions of the Study that led to this report. The implementation of the Recommendations contained therein may involve various institutions and personalities.

The implementation Guidelines (Annexure D) also defined the potential roles of TCRA, TTN and BIID in future.

### 5.1.6 Action points to move forward

This study recommends initiating immediate intervention(s) to comply the mandate of TCRA and take necessary action to move forward. BIID proposed the following action lines in line of the recommendations.

BIID understands and consider that an extensive training program will be required for telecentres at different level. Attached a guideline of topics and outlines for training program for telecentres in Annexure H.

The following Gann-Chart identified the major milestones and responsibilities (proposed). Action points also worked out in 2 phases as per the recommendations.

**Plan of Action with Timeline for Phase I (2 Years)**

Activities	Timeline (Quarter wise)								Coordination Responsibility
	1	2	3	4	5	6	7	8	
Partnership Development									TCRA / WGT
Working Group Formation									
<i>Framing Reaching to Rural</i>									
Telecentre Rollout Plan									
Capacity Building of TTN									
M&E Development									
Advocacy and Awareness									
Partnership Development									



Telecentre Conference									
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### Plan of Action with Timeline for Phase II (3 Years)

Activities	Timeline (Quarter wise)								Coordination Responsibility
	1	2	3-4	5	6-7	8	9-11	12	
e-Governance Introduction									TCRA/WGT
Telecentre Academy									
Network of SME & Farmer									
Facilitate new services									
Replication of Centres									
Review and Reporting									

## 5.2 Conclusion

TCRA aims at realizing tangible results of this study which it initiated and implemented jointly by TCRA, BIID and TTN. Across all the activities, common elements include citizens as core target beneficiaries, provision of relevant and affordable information and services targeted to offer through a sustainable network of telecentres in Tanzania. Nevertheless, TCRA is committed to offer the best service and continue relationship with local and international partners to lead market changes through innovations in business model /service development and delivery models to support Telecentre initiatives in Tanzania. In future, TCRA envisions widening scope of partnership on sharing Telecentre experiences and services with other local entities and beyond through focusing on various ICT applications and services for general citizens as well as farmers, MSMEs, women groups, students, patients of rural Tanzania.

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## Annexure – A

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### Creation and Terms of Reference (ToR) for the Working Group on Telecentres (WGT)

#### Introduction

The Working Group on Telecentre (WGT) is an initiative by Tanzania Communication Regulatory Authority (TCRA), emerged as among the recommendations of the Joint Impact Assessment on Telecentre conducted by TCRA, BIID and TTN.

The study emphasized the importance of formation of a high powered Working Group in achieving the strategic goals set by TCRA for connecting the rural people, including the Millennium Development Goals (MDGs). There is a need for a truly national forum that would comprehensively address cross-cutting issues related to Telcentre, broadly integration of ICT in development issues as a cross cutting agenda.

Recognizing that in isolation no single organization is capable of achieving to “increase access to ICTs in underserved areas” defined in the Strategy Document of TCRA. Hence creation of an open and inclusive platform that can broaden the consultation on innovative ways of harnessing ICT for advancing development is crucial, and need to be accomplished in a coordinated manner.

The WGT is a direct response to this need. With its multi-stakeholder approach, the WGT will reaffirm the belief that a people-centric and sustainable Telecentre is essential for achieving better life for all, particularly in rural and underprivileged areas. The WGT will promote establishment of sustainable Telecentre in the United Republic of Tanzania to bring the benefits of ICT to the rural communities.

The WGT will function as the Peer Group on Telecentre related issues and network supported and coordinated by TCRA.

#### Composition and formation

The team may be composed of 11 Members, designated and nominated on merit by TCRA, for a two year renewable term in their personal capacity after consultation with stakeholders, and bearing in mind the need to ensure stakeholder (including Government and Private sector), gender, geographical and institutional balances. TCRA will ensure representation of top-level policy makers, practitioners, experts and thinkers from the ICT community in the team. The ICT Director, in TCRA is ex-officio member of the Group and

shall serve as the WGT Secretary.

The WGT will contribute their high-level expertise and leadership, and facilitates outreach. The basic requirement for the members of this important group is commitment, experience and vision in Telecentres (broadly on ICT for development) and traditional development fields.

It will be composed of a balanced representation from all relevant stakeholders. Development agencies and International organization may be part of this initiative with Observer Status.

Members of the outgoing WGT will be eligible for a new term. The procedures for consultations shall be adopted and publicised early enough by TCRA to permit an open, transparent and inclusive process of nominations and selection of members of the WGT.

## **Management and Operation**

A small secretariat at TCRA (or an organization assigned and authorized by TCRA) shall serve as the coordinating Unit to provide organizational and logistical support, substantive analytical support to the WGT on various pertinent issues.

## **Frequency of Meeting**

The working group will meet once in every 3 (Three) months and members will be notified through formal written communication seven (7) calendar days before the meeting. Prior to notification, an informal consultation can take place to take stock of members' availability.

In addition to routine meetings Members may allow time for WGT meetings, preparatory work and travel, and ensure that they are in a position to make the necessary overall time commitment.

## **Role of the Working Group on Telecentre (WGT)**

The high-level WGT will provide overall strategic guidance and define priority setting for facilitating development of a workable mechanism to deploy sustainable telecentres in the United Republic of Tanzania.

## **Criterion of Nomination and Appointment**

TCRA will nominate and appoint the Member's of the Working Group on Telecentre (WGT),

considering the following criterion –

1. Experience in the field of Information and Communication Technology (ICT) and its trend
2. Understanding on social and citizen perspective of ICT usage
3. Knowledge on Telecentre and broader ICT4D issues
4. Commitment to serve to achieve the national development agenda on telecentre
5. The Members are not appointed all at one time to avoid creating vacuum when their term expires.
6. A contract for services (and not a contract of employment) shall be signed by appointed members as a way to accept the nomination.

All WGT Members shall have the same general legal responsibilities and shall therefore be expected to take decisions objectively in the interests of the Country.

TCRA will appoint the WGT Chairman amongst the Members while the WGT Members will elect the Vice Chairman on their first meeting.

### **Terms of Reference (ToR)**

The Working Group on Telecentres (WGT) will be assigned for specific responsibilities and functions mentioned below -

1. Advisory support to TCRA towards achieving the strategic goals relevant to Telecentre and rural accessibility issue;
2. Provides overall strategic guidance and vision to the Alliance, in particular by identifying priorities and themes to be addressed;
3. Develop monitoring guidelines for proper supervision and monitor the status & progress of telecentres working in the United Republic of Tanzania in terms of investment, roles and impact;
4. Design and develop a coordination strategy for the relevant stakeholders to share information on Telecentre related issues;
5. Issuance of “Telecentre Certificate” for all Telecentre initiatives and all respective projects will be enlisted to TCRA (Applicable for both new roll out and existing centres);
6. Review and monitor the progress of Telecentre networks at local, Regional and international level;

7. Review periodic progress reports of the Telecentre Training Academy;
8. Review and recommend to TCRA as regards Telecentre related partnerships, sponsorship of events, etc.;
9. Spearheads activities to mobilize resources to implement activities / projects etc. as identified by the Working Group;
10. Identify and transmit to TCRA relevant cutting-edge and emerging issues and inputs on Telecentres (broadly on ICT for development);
- 11.** Liaise through TCRA, with other global bodies working in the field of Telecentres;
12. Undertake and promote awareness-raising and advocacy campaigns for Telecentres, with the support of TCRA through creating platform that promotes scalability, replicability and sustainability of Telecentre in the country by providing multi stakeholders inputs through a consultative process;
13. Helps disseminate the results of policy dialogue and think tank functions of the Recommendations made by the study to policymakers, practitioners and to wider stakeholder constituencies, with a view to capacity-building and strengthening feedback between policies, regulatory, planning and programme implementation;
14. Review the annual report on the activities of the WGT and the financial report from the TCRA Secretariat.
15. Bring to the attention of TCRA relevant developments in theory and/or practice in the field of Telecentres (Broadly on ICT for development);
16. Provide expert advice to TCRA on regulatory issues and other on relevant areas based on research and/or practical experience, including through reports, papers, presentations and participation in virtual and face-to-face dialogue;
17. Respond to explicit requests for input on Telecentre issues;
18. Contribute, in the format best suited to their individual areas of expertise, time and other resources to the activities of TCRA.
19. Facilitate the diffusion of knowledge and experience in innovative uses of Telecentres for the attainment of development goals of TCRA
20. Foster formation of partnerships by linking willing partners with complementary skills and resources in the priority areas adopted by TCRA and encouraging their collaboration, including by (a) identifying opportunities to coordinate or streamline cooperation among actors and existing initiatives and (b) matching

unmet development needs with innovative solutions; and

21. Provide "bottom-up" flow of information on implementation of relevant activities on the ground to TCRA, with particular focus on lessons learned, obstacles and challenges identified and proposals and initiatives for enhancing the impact of telecentres;
22. Attend regular meetings of the WGT.

### **Retirement, Resignation and dissolution of Membership**

Due to physical or mental inability to serve as a member of the WGT or death will automatically dissolve the membership. A member can resign from the Working Group upon submission (by letter or email) of Resignation to the Chairman of the WGT (i.e. Director General, TCRA). Membership will dissolved if any member fail to comply the terms of the WGT and if fail to attend 3 (Three) consecutive meetings.

### **Tenure of the WGT**

The term (duration) of the WGT members will be for 3 (Three) years. After every three years, TCRA will reorganize the team based on performance and requirement. Any member can be re-appointed for unlimited terms.

### **Incentives and Remuneration:**

Knowing that this activity is clearly outside the scope of member's usual responsibilities, the TCRA will determine the level of remuneration (attract supplemental fees) paid to WGT non-executive members within any limitations imposed by the Authorities operating principles.

Members of the Working Group will receive **Fees** for their contribution in terms of participation in meeting and inputs for any specific assignments, to be assigned by TCRA from time to time.



## Annexure - B

### Standard Operating Procedures (SoP) for the Telecentres

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This SoP is designed for the relevant organizations which will deal with telecentres in the United Republic of Tanzania and should follow all requirements to offer quality services to the citizens as well as customers in general. TCRA will take necessary arrangement to ensure implementation of this SoP in the telecentres through introducing various service packages to be offered by different stakeholders in the country.

#### Basic Rules and Procedure

- 1) All telecentre related initiatives will follow the national development agenda as per the Strategy and Policy guidelines on ICT set by Government of Tanzania and the regulator;
- 2) Any legal entity including private sector, development agencies, NGOs, joint venture etc. will be eligible to initiate telecentre initiative;
- 3) TCRA will lead and facilitate the process to develop a favorable eco system to create a network of sustainable telecentres in the United Republic of Tanzania;
- 4) The Working Group for Telecentres (WGT) will define, review and monitor activities and issues relating to the progress of telecentre movement in Tanzania including local content development and availability (in local language);
- 5) Implementing agency or individual(s) will define the objective, roles and business model for telecentre where role of organizations / individuals will be specified;
- 6) There should be minimum orientation and training for the organizers and operators to understand the telecentre issue and skill development to efficiently serve the customers / citizens / beneficiaries;
- 7) Proper training of the concerned officials and basic services will be ensured at the telecentres. All telecentres with the quality seal will report to TCRA on regular basis on different service related issues as would be defined by the WGT;
- 8) A **Quality Seal** will be introduced for the local telecentres to make sure that the minimum services are available and quality (in terms of authentic information and timely delivery) will be ensured;
- 9) Telecentres will have own identity (May be as independent businesses / Franchisee / Agent / Partner etc.) and will operate under an agreement with the respective organization(s);

- 10) Telecentres / Implementing agency / service provider will be responsible and liable for all kind of contents (sourcing, authenticity and validation);
- 11) A selection process (Guidelines) for Telecentres (*See Annexure C*) will be followed by the implementing agency for any centre roll out.
- 12) Any competent entity or entities may as a way to kick start the project enter into an agreement with TCRA as implementing agency for selected Telecentres to ensure mentoring, guidance, proper management, service development, efficient service delivery mechanism and monitoring (quarterly reporting with a set of indicators);
- 13) The Working Group for Telecentres (WGT) will be the lead structure for organizing, capacity building, quality service delivery and networking among the telecentres;

## Annexure C

### Telecentre Management Guidelines

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In order to have an orderly telecentres in the country all telecentres should follow certain guidelines during implementation process which covers pre launching, during implementation and monitoring activities. Here are the major activities and responsibilities of the organizations i.e. implementing agency (IA) and service providers (SP) are given below

#### Major activities and Responsibilities

Sl.	Areas	SP	IA
1	Preliminary Activities and planning	✓	✓
2	Selection of Entrepreneur	✓	✓
3	Branding of centres		✓
4	Launch and Rollout of centres	✓	✓
5	Promotion and local communication	✓	✓
6	Documentation and Monitoring	✓	
7	Capacity building	✓	✓
8	Service development and delivery	✓	

#### Detail of activities

##### A. Preliminary Activities to be completed before launch

- a. Conduct field surveys in a bid to finalize business plan, a rapid need assessment may be required to understand the local economy and social perspectives. This may differ between organizations or entrepreneurs based on their objectives and mandate. Organization(s) should follow standard guidelines as described in *Annexure I*.
- b. Establish Selection Criteria - who is eligible, how much investment required from entrepreneur or organization(s), ability to invest, what is the educational

requirement, business experience, location etc. *See section B.*

- c. Establish the service basket - what services will be offered at the telecentre, consider both commercial and social services based on the local need (*see Annexure F*);
- d. Develop training modules-basic tele centre management skills, how to maximize income from services and development services to be offered at the telecentre. (*see Annexure H*);
- e. Endorsement from TCRA (or designated organizations) for using Quality Seal;
- f. Partnership between service providers and implementing agency

## **B. Selection of Entrepreneurs**

- a. Set criteria (Detail in Annexure J)
- b. Publish Offer (Call for Proposals) in two local language in local / national dailies or share it through announcement in public places (via poster, notice etc.)
- c. Sort applications and shortlist applicants for interview
- d. Physical visit of the potential locations before final selection
- e. Final selection and signing of agreement with entrepreneurs / organizations
- f. Provide training to selected entrepreneurs / operators / managers

## **C. Branding of Telecentres**

- a. All centres under one brand or organization must have a unified branding and look
- b. Design and develop branding materials – signage, festoons, fascia, banners
- c. Design and implement the interior of centre - paint scheme, furniture, POS etc.

## **D. Promotion and local communication**

- a. Organize regular meetings and events at centre level targeting specific customer groups / segments, on both social and business purposes
- b. Develop partnership with relevant stakeholders and ensure visit the centre by respective partner organizations
- c. Publish monthly telecentre Newsletter

## **E. Launch and Rollout of Telecentres**

- a. Organize a national Launching Ceremony
- b. Develop list of invitees
- c. Book space at exhibition hall/hotel
- d. Distribute invitation cards
- e. Inform/invite media and journalists

**F. Monitoring and progress reporting**

- a. Ensure entrepreneurs / organizations provide monthly reports
- b. Make monthly visits to centres to remain abreast of events at the centre
- c. One case study per month per location and publish in newspaper / media

**G. Capacity Building**

- a. Basic training for newly recruited entrepreneurs
- b. Refreshers course in every 6 months
- c. Direct communication with technical and service solution providers

**H. Service development and delivery**

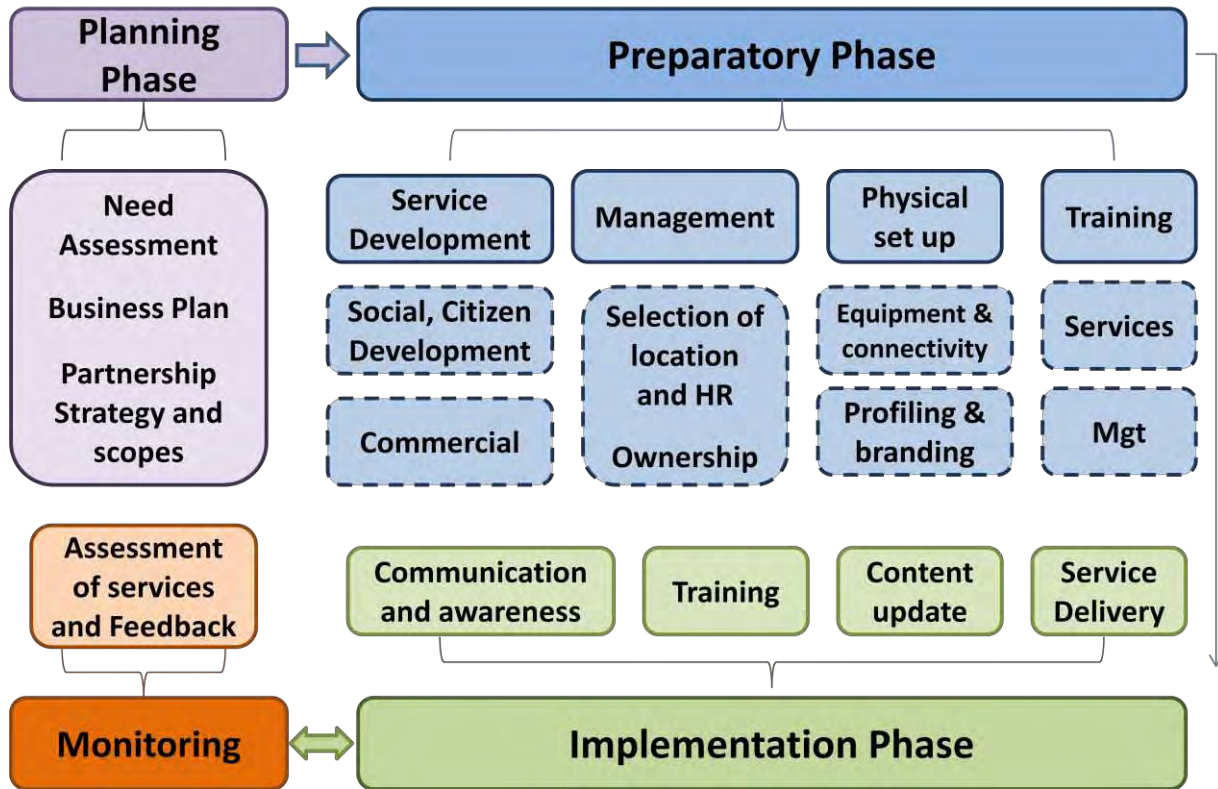
- a. Content development, update and validation from respective authorizes on agriculture, SME and other relevant topics
- b. Organize regular meetings / workshop with content sources at local level
- c. Back office support on information & queries
- d. Field test of service delivery before launching

**I. Customer care**

- a. Telecentre will ensure timely service delivery in a cost effective manner
- b. A help desk will provide all essential support information telecentre, customers can avail it over phone, email or visiting the centre physically
- c. Centre manager / operator and entrepreneurs must be trained properly to understand on customer care issues

The following diagram shows the step by step process for establishing telecentres –

# Telecentre System Diagram



## Annexure – D

### Guidelines for implementation of Telecentres in the Peoples Republic of Tanzania

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#### 1. The Telecentre Initiative: Background

- 1.1 The Tanzania Development Vision 2025 singles out ICTs as a key enabler for socio-economic development in Tanzania, ICT Policy (2003). It articulates ten main focus areas in harnessing ICT in Tanzania: strategic ICT leadership; ICT infrastructure; ICT Industry; Human Capital; Legal and Regulatory Framework; Productive Sectors; Service Sectors; Public Service; Local Content; and Universal Access. The revised strategic plan has come up with new vision, mission, objectives and targets which when properly implemented, will enable the Ministry to discharge its functions and deliver quality services that meet customers' expectations. One of the objectives is "Access to affordable information and communications technologies service increased." To address the situation; therefore, MCST has taken some strategies and targets. One of them "develops the use of ICT through telecenters". To implement this strategy, targets are: ICT use in service delivery mainstreamed by June, 2012, UCAF established and operational by June, 2012. (Medium term strategic plan 2009/2010-2011/12, Ministry of communications, science and technology, Tanzania, 2009).
- 1.2 Tanzania Communications Regulatory Authority (TCRA) conducted a joint impact assessment of the telecentres working in the United Republic of Tanzania to understand the present status, opportunities and impact at local level. Based on the findings & recommendations made by the study, TCRA envisions Telecentres as the front-end delivery points for Government, private and social sector services to rural citizens, in an integrated manner. The objective is to develop a platform that can enable Government, private and social sector organizations to align their social and commercial goals for the benefit of the rural population in the remotest corners of the country through a combination of IT-based as well as non-IT-based services.
- 1.3 Thus, the Telecentres cannot be seen as mere service delivery points. The Telecentres is positioned as a Change Agent - that would promote rural entrepreneurship, build rural capacities and livelihoods, enable community participation and collective action for social change - through a bottom-up model with focus on the rural citizen.
- 1.4 Undertaking such a mammoth task calls for active participation and close interaction amongst various stakeholders such as Ministries, Regulatory authorities, local bodies, opinion makers and agencies/ institutions involved or having interest, commercial or otherwise, in rural areas/ markets. Under the Telecentre initiative, a diversified Public Private Partnership (PPP) model with 3 (Three) different options have been proposed for undertaking this challenging task and addressing the

related issues in the most effective way.

## **2. The Implementation Framework**

2.1 The Telecentre initiative has a 4-tier implementation framework:

- a) At the first (Telecentre) level would be the Local Level Entrepreneur (LLE- loosely analogous to a franchisee), to service the rural citizens in a cluster of local administrative units.
- b) At the second/middle level would be an entity termed the Implementation Agency (Loosely analogous to a franchiser) to operate, manage and build the LLE network and business. An IA would be identified for one or more districts (one district would cover 10-100 telecentres).
- c) At the third level would be the National Level Agency (NLA) designated by TCRA to facilitate implementation of the R2R (Reaching to Rural) within the Region and to provide requisite policy, content and other support to the IAs. NLA will be the interface between the WGT and IAs in terms of translating the policy issues into implementation. WGT will consult with NLA regarding operational and management issues of telecentre initiative. NLA will also coordinate with the Impact Monitoring Agency (IMM) to frame the assessment guidelines & reporting guidelines, provide technical support to WGT on various policy issues and establishment of the National Institute of Telecentres (NIT).
- d) The Working Group on Telecentre (WGT) will be the highest body on Telecentres in the United Republic of Telecentres. WGT will define the policy issues and provide advisory support to TCRA on telecentre related issues. WGT will work closely with the NLA on various policy and implementation issues.

## **3. Other Agencies**

3.1 The National Institute of Telecentres (NIT) (Proposed): There are significant challenges in exploiting opportunities to achieve economies of scale in the identification, customization and implementation of the physical infrastructure and service readiness required for the initiative. Further, many of the potential citizen-centric services would lend themselves to aggregation at the national level. To enable the national implementation plans to benefit from such economies of scale, aggregation of best practices, content providers, etc., TCRA/WGT would establish or assign any organization (Preferably the organization serve as NLA) to serve as the National Institute of Telecentres (NIT). In terms of channeling Government support, content aggregation, etc. While the NIT is proposed to be set up during the initial implementation phase of the Scheme, it is essentially an entity created to be an integral part of the Telecentre projects.



- 3.2 Impact Monitoring Agency (IMA) (Proposed): In addition to the NIT, an IMA has been proposed for the day-to-day monitoring of the Telecentre initiative, specially the service usage and trend analysis. A web based application and reporting mechanism will ensure regular data submission from the telecentres which will enable all other stakeholders to take informed decision.
- 3.3 Tanzania Telecentre Network (TTN): It is important to facilitate a platform for the telecentre stakeholders to share knowledge among themselves and contribute in policy advocacy on telecentre issues. The existing TTN will be strengthened in few identified areas as recommended in the joint impact assessment conducted by TCRA, BIID and TTN.

## **4. Role of various Agencies**

### **4.1 TCRA**

4.1.1. The major roles envisaged for TCRA are as follows:

- a) Setting up of the Working Group on Telecentre (WGT), a High Level Committee for overseeing the implementation of the Telecentre initiative
- b) The WGT would oversee the functioning of the IA with reference to the Telecentre initiatives, including the process of selection of the IAs. The functions of the WGT detailed in Annexure A.
- c) Driver for policy, regulatory and other relevant changes
- d) Mobilize resources and provide financial support, if require
- e) Selection and assigning respective agencies to implement the Telecentre initiative at different level
- f) Facilitate and advocate for introduction of e-Government services
- g) Infrastructure and other support to the designated agency (NLA/ NIT/IMA/IA)/LLE)
- h) Take an appropriate decision on the mode and degree of integration with the Telecentre initiative of the existing physical, digital and institutional infrastructure of various Government Agencies/ Departments in the State, such as Schools, Public Hospitals, Local Govt. Offices and Post Offices (in consultation with Government).
- i) Decide on the extent and modalities of integration with the Telecentre initiative of existing Government schemes particularly development programmes in areas like Education, Health, Agriculture, Employment, etc.

## **4.2 National Level Agency (NLA): The Engine of Telecentres**

The NLA will be appointed by TCRA based on capacity and practical experiences on telecentre. NLA will play vital role in implementation of Reaching to Rural (R2R) initiative and to create a sustainable network of telecentres in the United Republic of Tanzania. NLA will be responsible for the following services -

- 4.2.1 Assess e-readiness of the State
- 4.2.2 Coordinate, manage & monitor the receipt & utilization of resources from the Government and other sources
- 4.2.3 Facilitate integration of the existing ICT enabled and other Government Schemes into the telecentre initiatives.
- 4.2.4 Work closely with WGT and IA to ensure successful implementation of telecentre related initiatives including R2R
- 4.2.5 Report to WGT regularly on implementation progress
- 4.2.6 Help IAs to identify Telecentre locations at local level
- 4.2.7 Coordinate and facilitate interactions between the IA and Government Departments, District Administration for enabling delivery of Government services through Telecentres, in an integrated manner.
- 4.2.8 Coordinate and network with other concerned regional and district level stakeholders
- 4.2.9 Monitor training and capacity building jointly with NTI and IMA
- 4.2.10 Facilitate strategies and guidelines for awareness campaigns including branding
- 4.2.11 Facilitate advisory services on connectivity and technical issues including software and hardware
- 4.2.12 Prepare the RFP for the IA and frame the major responsibilities of LLE in consultation with the WGT

## **4.3 Implementation Agency (IA): The Key Driver**

4.3.1. The IA would be the key driver of the whole Telecentre eco-system. The IA would be supported by the NIT and the WGT to implement the Telecentre initiatives in line of the national strategies and objectives. This could include activities such as identifying the required applications and services, harnessing the Connectivity issue, identifying, selecting and training the LLE, establishing the Telecentre (either directly or through the LLE), supplying,

aggregating and updating content.

- 4.3.2. The success or failure of the Telecentre initiative hinges to a large extent on the business and financial capabilities of the IA, as the Telecentre initiative is not only about rolling out IT hardware in rural areas, but building a national network of telecentres in rural areas which is yet untapped and unchartered areas of the country, besides promoting rural entrepreneurship and involving community participation.
- 4.3.3. The existing Telecentre models are on a limited scale. The Telecentre initiative at the scale it is proposed to be implemented may pose a variety of complex new issues in terms of financing, channel management, technology, integration with local community, etc. that may put the Telecentre network at risk, if not supported by a committed and financially strong IA with adequate experience of working with rural communities. Consequently, the selection of the right IA assumes significant importance for the State. It is therefore recommended that the selection of the IAs should be undertaken with adequate care and caution, with appropriate support from the NIT and TCRA/WGT.
- 4.3.4 The Implementing Agency (IA) would provide program management support to TCRA for rolling out the Telecentre at rural level. This support would continue during implementation and initial operation phase. For an initiative of this size, it is essential to have an Agency that can undertake visioning and planning at a macro level while providing the right strategy, framework and guidance to all stakeholders for effectively managing the implementation of the Telecentre initiative across the country.
- 4.3.5. IA would monitor the implementation of the Telecentre initiative to enable TCRA to review its progress from time to time and to take appropriate timely corrective measures.
- 4.3.6. IA would assist the Local Government and other agencies (who are interested to roll out telecentres) in various aspects relating to implementation of the Telecentre initiative such as development of RFP, managing the bid process, finalizing the Service Level Agreement (SLA), etc.
- 4.3.7 Ensure Lay down operating disciplines within the national Telecentre initiative at local level and provide a framework for collaborative decision making among various stakeholders.
- 4.3.8 Catalyze and ensure quality in content aggregation on an on-going basis
- 4.3.9 Build a common “Identity” like a common logo, communication strategy etc.

#### **4.4 The Local Level Entrepreneur (LLE) : The Field Force**

- 4.4.1. The LLE may be an individual entrepreneur or organization is the key to the success of the Telecentre operations. While content and services are

important, it is the LLE's ability that would ensure Telecentre sustainability. A qualified LLE is expected to have some financial strength, entrepreneurial ability, strong social commitment as well as respect within the community. The quality of service at the Telecentre would depend a great deal on the quality of LLEs. Selection and proper training of the LLE therefore would play a vital role in making the Telecentre initiative a success.

- 4.4.2 Training and orientation of the LLE will be done adequately to clarify the objectives of Telecentre. The LLE will follow the guidelines set by IA and receive support in different forms to make the telecentre sustainable.

## **5. Concept of Government Support**

- 5.1 No Capital Subsidy is envisaged under the Telecentre initiative
- 5.2 However, based on the local need and business model, underscores the need for financial support to achieve sustainability. The challenge here is to develop a framework for ascertaining the 'optimum level' of Government support - such that the LLE is discouraged nor 'over-incentivized', both leading to under-performance. For the Government, the bigger challenge is therefore to cover the revenue gaps and market distortion, which arise in rural markets.
- 5.3 Keeping the above in view, it may be appreciated that if Government services can cover a part of the telecentre cash flow requirements, a viable business model could be built around private services. IA will set a price band for the LLEs to ensure harmonization and avoid 'over pricing' or any price distortion. However, since G2B, B2G and G2C services may take longer to be operational, the telecentres need to be de-risked from the associated threats to their sustainability, due to non-availability of adequate G2B, B2G and G2C (i.e. public) services.
- 5.4 To overcome this problem, it is proposed that the Telecentres would be provided support in the form of a "Guaranteed Provision of Revenue from Public Services". The exact amount of support would be arrived against the services offered under B2G, G2B AND G2C category of services at through a price discovery mechanism, arrived at through detail consultation with relevant stakeholders. This pricing and support for public services would be determined by the WGT in consultation with the respective government bodies, initially may be funded by TCRA and respective local government agency who are implementing. The Local Government should be in the support mechanism by either making a provision in their existing budget or by allocating additional resources.
- 5.5 To ensure a reasonable assessment of public Services basket, readiness and charges or fees, it would be pertinent to initiate a detail research on e-Readiness and Market Survey Analysis as a part of the future development of telecentres in the United Republic of Tanzania. The findings should be

distributed to the potential stakeholders before scaling up and defining public service delivery mechanism.

## **6. Identifying and selection of telecentre locations**

- 6.1 The aim of the Reach to Rural (i.e. Telecentre initiative) is to create an enabling environment to establish telecentres across the country with an equitable spread. The WGT in consultation with the respective ministries and other stakeholders would have to work out the number of Telecentres that would be established in rural areas, based on certain criteria and parameter, to be defined by the WGT.
- 6.2 The IA may be given the discretion to locate the Telecentres anywhere within a Region or District within the target set by the WGT, based on the criterion mentioned in para 6.1. The IA however, would need to ensure that, minimum one (1) telecentre is established to cover a community or pre-defined administrative location, based on the criteria mentioned in para 6.1.
- 6.3 Wherever the Local Government proposes to set up a larger number of telecentres than those prescribed as per criteria mentioned in para 6.1 for certain specific reasons, prior approval of WGT, TCRA, would need to be taken by the concerned department or agency.

## **7. Connectivity**

- 7.1 The Telecentres wherever feasible, would ride on the connectivity provided by the telecom operators, ISPs or government. To that effect, it is suggested that the WGT should formalize the national connectivity plan along with the Telecentre related activities in the region or district. The IA required to ensure that the best possible connectivity solution (Quality in terms of bandwidth and price), as duly endorsed by TCRA, are considered prior to the rollout of the telecentre.
- 7.2 The WGT will initiate discussions with the concerned departments and Telecom operators for enabling broadband connectivity for the telecentres. Details of the arrangements agreed upon would be made available to the respective local government authorities through the IA. However, if TCRA considers that an alternative to the existing connectivity model, or the arrangement finalized by TCRA referred to above, would be more appropriate for the Telecentres, the IA in consultation with the local government may examine such alternative options for connectivity and formalize the same, before rolling out the telecentres.
- 7.3 All Telecentres would have to have Broadband Internet enabled connectivity. Consequently, each Region, in conjunction with the TCRA would need to formalize a plan for last mile connectivity to the Telecentres as a prerequisite to the final selection of the IAs.

## 8. The IA Selection Process

- 8.1 The IA would be selected through a transparent bid process.
- 8.2 Public Private Partnership (PPP) model would be followed to select the IA
- 8.3 Regions would have to prepare a Region - specific Request for Proposal (RFP) for selection of the IAs. The IA would provide the necessary support to the Local Government for managing the bid process.
- 8.4 The State Government would need to provide all required support to the IA in collecting information about the existing physical, infrastructure and telecom network, the IT policy, the current process of government service delivery, the e-readiness of the State, existing telecentres and their operations, rates to be charged from citizen for delivery of identified e-governance services and revenue sharing mechanism, etc. An outline of the RFP has been developed in four parts and the following are the major components:
  - Volume 1: Project Information Memorandum: To provide information about the Telecentre initiative to the bidder
  - Volume 2: Instructions to Bidders: To provide the necessary instructions to the bidder for participating in the bid process
  - Volume 3: Draft Service Level Agreement
  - Volume 4: Supplementary Information: This would include any reports, surveys, etc. which would enable better understanding of the current status of e-governance projects in the Region, service basket, rural business potential, technology options etc.
- 8.4 A detailed generic RFP will be developed by the NLA in consultation with WGT containing certain mandatory clauses are enclosed herewith. Any changes/ modifications in the mandatory clauses would require prior approval of NLA and WGT.

## 9. Approvals and Modifications

- 9.1 The WGT is the highest body for any approvals and modification of any RFP and selection process of IA. The Draft RFP would be reviewed by the WGT appointed by TCRA for the Telecentre initiative and the requisite approval would be taken from appropriate authorities for issuance of the RFP.
- 9.2 In order to facilitate implementation of the telecentre initiative, appropriate policy and regulatory amendments, if required, could be made by TCRA.
- 9.3 Before formalizing the RFP, it is recommended that specific approvals should be sought by the NLA from the respective Government authorities, on the

following issues:

- a) Integration Plan for existing service delivery process and points
- b) Number of telecentre locations
- c) Branding of telecentres
- d) Pricing of Government Services and revenue sharing arrangement for such services
- e) Number of IAs to be selected for the telecentre initiative
- f) Pre-qualification criteria for IAs
- g) Support to be provided to IAs in terms of use of govt. infrastructure, if needed.

## **10. Creating Awareness among the Government Departments**

- 10.1 The NLA/ respective government department for implementing the telecentre initiative in the Region needs to take appropriate steps to ensure all the regional departments are cognizant about the initiative, its implementing structure and the support required from each department for delivery of Government Services in an integrated manner. Accordingly the Nodal department may organize seminars for the concerned Region and District Administration officials.
- 10.2 The NLA may also consider signing Memorandum of Understanding (MoU) with concerned Departments to enable a timely and structured delivery of Government services through the Telecentres in an integrated manner.

## **11. Monitoring**

- 11.1 The IMA will monitor overall telecentre activities and progress, however, regional government agencies would need to set up a Monitoring Committee at the Regional level to coordinate with functionaries of various concerned Government Departments as well as district level officers for ensuring smooth implementation of the telecentre initiative.
- 11.2 It is expected that the IMA will coordinate with the Monitoring team of the respective departments would meet on a regular basis to review the implementation progress of the telecentres.
- 11.3 NLA will stipulate and put in place a mechanism for on-line monitoring of all Telecentres on a continuous basis. IMA, all regional bodies and IAs will report to NLA on regular basis. All beneficiary stakeholders would be required to comply with such stipulation in order to avail any support under the initiative.



- 11.4 A monthly newsletter will be published by NLA with all updates and status of the telecentre initiative.

## **12. Integration of Existing Telecentres**

- 12.1 NLA should make every effort to subsume existing telecentres within the ambit of the Telecentre initiative either in the form of IAs or LLEs, as applicable.
- 12.2 Existing telecentre operators and related organizations may also be given an opportunity to participate in the implementation process of the Telecentre initiative as IAs subject to their meeting the stipulated eligibility criteria. Where they do not qualify as IAs, the successful IAs should be encouraged to accommodate the existing telecentre operators as LLEs or group of LLEs subject to the existing operators agreeing to assume the contractual liabilities of a LLE in terms of service delivery and the two parties arriving at an appropriate legal and commercial arrangement in this regard.
- 12.3 Wherever some of the existing telecentre operators despite the efforts made by the respective agencies, are unable to participate in the bid process on account of not fulfilling the eligibility criteria, the Regional Government may consider providing public services, connectivity to such existing telecentre operators on similar terms and conditions as made available to an identified IA.
- 12.4 TCRA may also review the terms and conditions of any subsisting contracts with agencies for establishing/ running similar centers with a view to integrating them into the Telecentre initiative to the extent legally, commercially and procedurally feasible.
- 12.5 TCRA shall indicate in the RFP, the terms on which any existing telecentre/ center, set up or largely controlled by the Government, NGO or private sector, shall be made available to an IA so that the latter may factor this element into its bid.
- 12.6 The government may not restrict the use of web-enabled Government services by any future Telecentrs like entities, likely to be set-up or established without any guaranteed revenue support from the Regional agencies.
- 12.7 The Local Governments may also like to leverage existing Self Help Groups/ NGOs and other well-established and reputed citizen-centric organisations/ groups and encourage them to participate in the telecentre initiatives, including as IAs/LLEs or by supporting them in their activities, in areas such as content localisation and human resource mobilization.

### 13. Revenue Support

- 13.1 Revenue Support would be provided to the IA based on price discovery determined through the bidding process over a period of three years.
- 13.2 The IA would not be eligible for revenue support unless all the telecentres within the IA's jurisdiction (district/ division/ part of a local government, as per bid package) have been rolled out, within the specified time frame and are certified as operational by the WGT.
- 13.3 The revenue generated from delivery of private services and e-government services would be offset from the revenue support bid by the IA and accepted by the Local Government. The savings accrued to the agency on account of this offset to the extent of government support can be used for back-end computerisation by the Regional Agencies, with the prior approval of the TCRA. The Local Governments are encouraged to consider the IA's administrative costs to deliver government services and the incentives required by the IA/LLE while deciding on the extent of offset.
- 13.4 The amount of revenue support to the IA would be subject to the following:
  - a) For each local government, there would be an allocation of revenue support to the extent of 33.33% of the normative value<sup>1</sup> (computed per telecentre per month) based on the criterion mentioned in para 6.1 of these guidelines. In case, the total bid amount for the local government works out to be lower than the total allocation for the region, the Regional Government Agency may increase the number of Telecentres without exceeding the prescribed allocation. However, the actual amount of revenue support will be based on the actual bid amount, subject to the conditions mentioned in para 13.
  - b) As far as the actual bid for an individual IA, the revenue support shall not exceed 50% of the normative value (computed per telecentre per month). If the IA bid exceeds this value, the Region may adopt any of the following courses of action.
    - i) It may negotiate with the bidder to bring down the bid to within 50% of the normative value
    - ii) It may agree to meet the additional cost from the Region's own resources
    - iii) It may reduce the number of Telecentres to bring down the bid amount within 50% of the normative value.
  - c) In order to ensure that the revenue support for an IA does not exceed the limit prescribed above, the Local government may take steps to formulate appropriate bid packages (districts/regions/wards having a lower revenue potential may be clubbed with districts/regions/wards having a higher

revenue potential).

d) In special case, if the bid amount for a particular IA exceeds 50% of the normative value, instead of resorting to the procedure mentioned in para 12.4 b) above, the Regional Government Agency may approach TCRA for special approval to award the bid at a higher rate. This facility would be available to the local government agencies, provided that:

- i) The Regional Government is satisfied that, TCRA will be notified on this increase is due to special conditions prevailing in the area/ IA unit, and,
- ii) The TCRA is also satisfied that while the bid amount has exceeded 50% of the normative value, it is still within 50% of the actual operating cost of IAs in that IA area.

13.5 In case the TCRA decides to invite bids for a larger number of Telecentres than it is eligible for as per criterion mentioned in para 6.1, the total amount of revenue support available to it, either as Government support, or as NLA would be restricted to the number arrived at as per norm indicated in para 13.4 a).

13.6 All funds under the Telecentre initiative would be released to an Agency designated to receive such funds under the Telecentre Scheme, by TCRA, the Regional Government/ the United Republic of Tanzania, as grant-in-aid. The Designated Agency would be required to submit a proposal as per para 13.4 a) of these guidelines (based on 33.3 % of the normative value per telecentre and the number of Telecentres which a Regional Government is eligible to set up as per para 6.1 of these guidelines). The funds would be released in equal quarterly installments.

13.7 The first installment would be released upon receipt of the said proposal by TCRA, based on confirmation by the NLA that the Regional Government has complied with the minimum preparatory steps required for implementation of the telecentre initiative, as prescribed by the WGT. All subsequent releases would be subject to submission of utilisation certificate by the Designated Agency & release of Regional Government Share & utilisation of the same by the Designated Agency. In case the actual bid amount works out to be different from the amount sanctioned by the TCRA for the said Initiative for a Region, the Designated Agency would be required to submit a revised sanction proposal for the Scheme, prior to release of 2<sup>nd</sup> installment.

#### **14. Enablement Plan for Business Plan and G2C Services**

14.1 'Business Model' based Telecentre Initiative will be promoted and diversification done on local demand. TCRA will initiate process to promote the R2R among various government agencies as well as other stakeholders. RFP will be focused to promote 'entrepreneurship lead' telecentre roll out at

local level.

- 14.2 Since the revenue support would be based on the availability of G2C services, it is recommended that the Region /government agency/NLA should develop appropriate G2C service enablement plans, at least for key government services. The technology architecture for the same, including connectivity plans should also, as far as possible, be formalized to enable the IAs to take a holistic view of the business environment.

## **15. Service Level Agreements**

- 15.1 Upon selection of the IA, A Service Level Agreement (SLA) with the respective authority. A Draft SLA would be a recommended by the WGT. The NLA would liaison with the WGT and IAs to ensure that best practices are incorporated in the SLAs.

## **16. Timelines**

- 16.1 WGT will define the timeframe for implementation and roll out.

## Annexure – E

### Profile of the Telecentres

Sl	Name of the Centre	Location	Internet	Partner	Staff	Existing Services	Customer	Equipment	Remarks
1	Chalinze	Coastal Region	Not available	COSTECH, TTN	2	Compose, Printing, Fax Training, Lamination, Photocopy, Community Radio	Business, Officials, Student, Farmers, General Citizen	PC – 8, Fax, Printer, Laminating machine	Commercial model, no info service, Skilled HR
2	Sengerema	Mwanza	Yes	UNESCO, TCRA, IDRC, TTN Others	20	Secretarial services like Compose, Printing, Training, Photocopy Community Radio	Business, Officials, Student, Farmers, General Citizen	PC – 10, LCD TV, Printer, Fax Photocopy, Laminating machine, Scanner	Community based model, limited info service, Skilled HR, No web
3	Hasina Soft	Zanzibar	Yes	Govt. / COSTECH, TTN	5	Internet (As cyber café), Secretarial services, Food items, Stationery, Training	Tourists, Business, Officials, Student,	PC – 12, Printer, Fax Photocopy, Laminating machine	Operated as Commercial model, No Tourism based

							General Citizen		services
4	Mpwapwa	Dodoma	Not available	TCRA, TTN	0	Nil	Nil	5 Pc, 1 TV, 1 Digital Camera	The center is closed since 2008. Visited the operator
5	Ukombozi	Singida	Not available	TCRA, TTN	0*	Computer Training	Student	PC - 3	*Local Primary School teacher operate the center
<b>Sl</b>	<b>Name of the Centre</b>	<b>Location</b>	<b>Internet</b>	<b>Partner</b>	<b>Staff</b>	<b>Existing Services</b>	<b>Customer</b>	<b>Hardware</b>	<b>Remarks</b>
7	Bi. Mkapa	Pemba		TTN					Couldn't contact due to changed contact details
8	Ngara	Kigoma	Yes	TTN	7	Computer Training, Hardware and Software Support, Scanning, Internet browsing	Student, Teacher, Doctor	PC-5, Scanner-1	Commercial services available, No info service
9	Kasulu	Kigoma	No	TTN	2	Training, Compose	Business, Student	PC – 2, Printer	Operate as business, no info

									service
10	Ilula	Iringa	Yes	Govt., TTN	3	Computer Training Secretarial service Internet Agricultural Training	Job holder Student Farmer	PC-5, Laptop- 1 Photocopier- 1, TV set-1 Projector-1 Scanner-1	Commercial model, Information and other agri service available
12	Kibengwe	Kagera	Yes	UCC	4	Internet ( E-Mail, Browsing) Computer Training Photocopy	Teacher Student Job holder Businessman	PC- 13,Photocopier- 1, Printer-1, Scanner-1	Operated as commercial model.
13	FADECO	Kagera	Yes	TTN	2	Computer Training Community Radio Internet Browsing, IT Support Service Information Service- Market information, Publication, Advisory Services, Multimedia Contents	Student Farmer	PC-5,Printer-1, Scanner-1	Operate as community radio center and telecenter. Info service available.
<b>Sl</b>	<b>Name of the Centre</b>	<b>Location</b>	<b>Internet</b>	<b>Partner</b>	<b>Staff</b>	<b>Existing Services</b>	<b>Customer</b>	<b>Hardware</b>	<b>Remarks</b>
14	CROMABU	Mwanza	Yes	IICD, TTN, Women Right Associatio	6	Training, Information of market price, M- Pesa, Awareness on right, Job info	Women, Students, Businesses, Farmer , Local	VSAT, PC – 15, Printer, Scanner	Commercial model with social aspect.

				n			people		
15	NAFRAC	Shinyanga	No	NORAD/G ovt.	4	Deliver Printing Materials Management of Agro forest Materials , Livelihood materials distributed to the communities	Professionals, Student, Businessman, Local Communities	PC-3, Photocopier-1,Printer-1	The Centre is closed. NAFRAC is very potential center. Strength of NAFRAC and the network is very strong. Will re-open shortly.
16	KILSEK	Morogoro	Yes	TTN	12	Community Radio Computer Training	Student Job Holder Job Seekers Local Community	PC-8	Operating as commercial model.
17	Kilosa	Morogoro	Yes	TTN	6	Information - Agri, Electronic Post box, Micro Finance, Internet Facilities Computer Training Spoken English Course	Farmer Student Villagers Business Man	PC-4, Photocopier-1, Scanner-1, Printer-1	Operating as commercial model. Providing innovative services.
18	DONET	Dodoma	Yes	TTN	1	Agricultural Information, Deliver Government policies, Providing information generated by the community	Job holders Students Farmers Small scale Businessman	PC-5, Printer-1, Photocopeir-1, Scanner-1	Strong network at local level. Info service available



SI	Name of the Centre	Location	Internet	Partner	Staff	Existing Services	Customer	Hardware	Remarks
19	KILOLO	Iringa	No	TTN	3	Secretarial services, Training	Student, General people	PC – 4 Printer - 1	Couldn't visit, Info collected over phone
20	SIBUKA	Maswa	No	TTN	6	Community Radio	Student	PC-1, Printer-1	Telecenter service inactive
21	Mtu wetu	Mtwara	Yes	TTN	3	Internet Photocopy Secretarial Services Telephone, Fax Computer Training	Small women groups Employees Students Business community	PC 5, Fax 1, Radio 2, Speaker, 1 Scanner, TV 1 photocopier, 1	Commercial model , Training support requested
22	United African Alliance Community Centre	Arusha		TTN					Couldn't contacted
23	Spiderman Cyber Café	Kariako, Dar Es Salaam	Yes	Nil	3	Internet browsing, Printing, Stationery	Businesses, Youth, Job seeker	PC – 15, Printer – 2, Scanner, Photocopier	Commercial cyber café
24	Cate Cyber Café	Kariako, Dar Es Salaam	Yes	Nil	1	Internet browsing, Printing, Stationery	Businesses, Youth	PC – 3, Printer – 1, Photocopier, Scanner	Commercial cyber café

## Annexure – F

### Business Models and Service Basket for the Telecentres

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Business Model of telecentre covers social and economic feasibility of the initiative in terms of social benefits as well as financial return on investment based on the objective of the telecentre. Local perspective and objective of the Telecentre initiating agency will set the business model for implementation. However, there are common features for all kind of business models but unique services are available for different models.

The business model is a process includes the following –

1. Ownership structure
2. Planning and designing
3. Research (Service Need and Capacity Assessment)
4. Service identification and development
5. Capacity building and Training Module development
6. Awareness & promotional plan
7. Partnership modality
8. Financial plan (Including Return on Investment)
9. Monitoring mechanism (Indicators and Methodology)
10. Operation and Management

Selection of appropriate business model is very crucial and sustainability of telecentre(s) fully dependent on right selection. BIID identified 3 (Three) different options as **Business Model** as one single model will not be able to address the need of the local demand and sustainable depending on the socio economic perspective of the United Republic of Tanzania.

The most common and popular business model is integrated service based model which includes both commercial and community services (Model 1).

In remote rural areas, Model 3 is more applicable which is driven by subsidy and offer mostly citizen centric development services. This model can be placed in schools, hospitals or even at govt. offices.

Model 2 proposes a hi-breed solution and engagement of local community in terms ownership and management is very important in this model.

Implementing Agency (IA) will identify the model and initiate rollout. This business models has been developed mainly in terms of objectives, ownership, management and service propositions, major features are following –

<b>Major Features of Telecentres</b>		
<b>Model – 1</b>	<b>Model - 2</b>	<b>Model – 3</b>
<b>TCRA will take lead to initiate business model centric Telecentre establishment</b>		
<b>Conduct Need Assessment and Baseline Survey</b>		
Entrepreneurship lead and commercially viable with embedded social services	Govt. lead and Community owned no-profit no loss model (both fee based & free services)	Specialized for specific target groups like students, patients, farmers. Heavily subsidized.
Service basket will include both commercial and development services including ICT enabled information & advisory services, Secretarial, Communication etc.	Major focus will be given to deliver public information services (citizen centric) hosted by the govt., or NGO offices and will also include revenue generating services to cover operational cost	Centres will offer social and development based services, education related service in school, extension services in agri offices, tele-medicine in hospitals.
All investment (Physical infrastructure, equipment, operational cost) will borne by the entrepreneur. Average investment will require \$ 5000-8000.	Average investment will be approx \$ 10000 (to cover 'free' services) and host organization will share operational cost with the centre manager/ franchisee.	Local organization will host and mobilize resources for both capital and operation expenses. Some activities may be framed to generate some revenue like training and service charges
Extensive training for entrepreneur, manager and all respective concerns will be organized before launching the centre and regular refreshers course will be conducted		
Service need and capacity & readiness (HR and Technical), awareness level assessment will be conducted in each location and develop strategies and plan of action		
Implementing Agency will ensure training, service development and monitoring		
Basic ICT enabled services will be available in all models		
<b>Research, Business Plan, Services, Partnership will be applicable for all models</b>		

The proposed 3 models will have certain common services like secretarial and telecom services in addition to the customized services to address special & specific service need based services. The service basket will cover the following:

<b>Model 1</b>	<b>Entrepreneurship lead and commercially viable with embedded social services</b>
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	<b>Services</b>	<b>Remarks</b>
<b>Secretarial Services</b>	Compose & Print	Entrepreneur will identify and offer the services based on local need.
	Digital photo	
	Scan	
	Laminating	
	Video Conference	
	Photocopy	
	Mobile Servicing	
	Email	
	Stationeries	
	Fax	
	Mobile Accessories	
	Chatting	
	Courier	
	Video editing	
CD/DVD write		

<b>Info &amp; Advisory Services</b>	Agri Service	Services will be provided based on the community demand.
	Tele-medicine Service	
	MSME info	
	Job info	
	Tourism info	
	Public exam Result	
	Admission info	
	Visa verification	
	Daily newspaper (online)	
	Education info	
	Social Awareness info	
	Community radio	

<b>Citizen Services</b>	Birth Certificate Application Form	
	Death Certificate Application Form	
	Passport Application Form	
	Tax Payment	
	Govt. Tender notice	
	Govt. gazette	
	Disaster management info	
	Driving license form	
	Citizen certificate	
	Pension form etc	

<b>Telco Services</b>	SIM sales	
	Mobile set sales	
	Talk Time	
	VAS	
	Modem sales	
	Phone call	
	Mobile Internet	
<b>Training</b>	Computer Training	Various Certified training can be offered through this telecentre.
	IT Training	
	Agriculture training	
	Health Training	
	MSMSE Training	
<b>Financial Service</b>	m-Pesa	
	t-Pesa	

<b>Model 2</b>	Govt. lead and Community owned no-profit no loss model (both fee based & free services)
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	Services	Remarks
<b>Secretarial Services</b>	Computer Training	Most of the government offices outsource these secretarial services. But this telecentre can fulfill the demand of this secretarial service of the host organization.
	Compose & Print	
	FAX	
	Laminating	
	Video Conference	
	Photocopy	
	CD/DVD write	
	Email	
	Scan	
<b>Info &amp; Advisory Services</b>	Agri Service	Service will depend on the nature of the host organization. As if the host organization is agriculture extension office, the agriculture service will be offered, if health extension office, telemedicine service will be offered etc.
	Tele-medicine Service	
	MSME info	
	Education info	
	Community radio	
	Social Awareness info	
<b>Citizen Services</b>	Birth Certificate Application Form	All G2C & G2B services will be offered through this telecentre.
	Death Certificate Application Form	
	Passport Application Form	
	Tax Payment	
	Govt. Tender notice	
	Govt. gazette	
	Disaster management info	
	Driving license form	
	Citizen certificate	
Pension form etc		
<b>Telco Services</b>	SIM sales	
	Mobile set sales	
	Talk Time	
	VAS	
	Modem sales	
	Phone call	
	Mobile Internet	

<b>Model 3</b>	Specialized for specific target groups like students, patients, farmers. Heavily subsidized
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	Services	Remarks
<b>Secretarial Services</b>	Computer Training	Basic secretarial services will be available based on the requirement of the target group.
	Compose & Print	
	Digital photo	
	Laminating	
	Video Conference	
	Fax	
	Scan	
	Email	
	Photocopy	
	Internet brows	
<b>Info &amp; Advisory Services</b>	Agri Service	These services will depend on the target group requirements. If the center is agriculture based, the center will focus more on agriculture related service (consultation with agri expert, query to the agriculturist etc.). If health based, the services will be more on health like consultation with doctor through tele-medicine, infant medical service, and immunization service and so on.
	Tele-medicine Service	
	MSME info	
	Education info and service	
<b>Training</b>	Computer Training	Type of training will be decided based on the demand of target group.
	IT Training	
	Agriculture training	
	Health Training	
	MSMSE Training	
<b>Other Services</b>	Tourism info	Along with the specialize services online daily newspaper reading, job information and social awareness can be proved.
	Daily newspaper (online)	
	Job info	
	Social Awareness info	
	Community Radio	
<b>Telco Services</b>	SIM sales	Common telco services will be available.
	Phone call	
	Talk Time	
	VAS	
	Phone call	

## Annexure – G

### List of the Telecenters and Internet Café

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SN	Name	Location
1.	Sengerema	Mwanza Region
2.	Hasina Soft	Zanzibar
3.	Mtu wetu	Mtwara
4.	Mpwapwa	Dodoma
5.	Ukombozi	Singida
6.	Bi. Mkapa	Pemba
7.	Ngara	Kigoma
8.	Kasulu	Kigoma
9.	Ilula	Iringa
10.	Kibengwe	Kagera
11.	FADECO	Kagera
12.	CROMABU	Mwanza
13.	NAFRAC	Shinyanga
14.	KILSEK	Morogoro
15.	Kilosa	Morogoro
16.	Chalinze	Coast Region
17.	DONET	Dodoma
18.	KILOLO	Iringa
19.	SIBUKA	Maswa
20.	United African Alliance Community Centre	Arusha
21.	Cate Cyber Café	Kariako, Dar Es Salaam
22.	Spiderman Cyber Café	Kariako, Dar Es Salaam



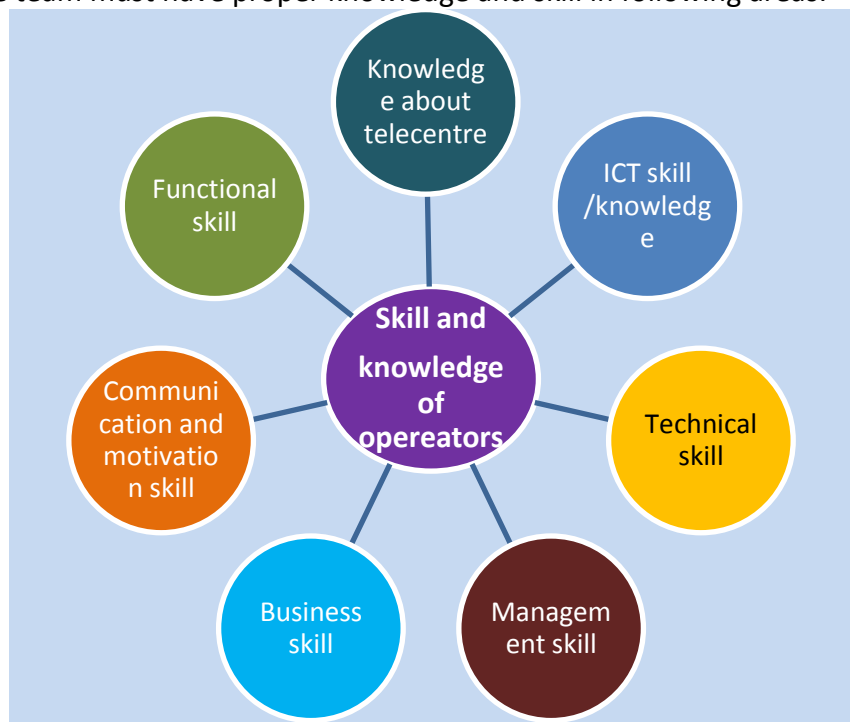
## Annexure – H

### Training and knowledge of entrepreneur/operator/manager of Telecentres

A telecentre full of computers without service can never achieve its objectives. So to take the benefit of telecentre and to make it as successful concept, the telecentre should be run by skilled, experienced, well trained and professional individuals. Generally the quality of services is directly tied in with the knowledge and professionalism. A skilled, knowledgeable entrepreneur, operator or manager can give the assurance of providing quality information services and other services to achieve the sustainability of telecentres.

National Telecentre Institute (NTI) in consultation with the WGT and NLA will frame the detail guidelines on Telecentre training and knowledge management. NTI will ensure the standard and quality of the training modules, and conduct ToT (Training of Trainers). Implementing agency (IA) will integrate training component and ensure all entrepreneurs, manager and operator are being trained properly before roll out of the telecentres. IA will ensure basic training and refreshers course to run the telecentres smoothly.

The Telecentre team must have proper knowledge and skill in following areas:



Details of the skills required are given below :

<p><b>Knowledge about Telecentre</b></p>	<ul style="list-style-type: none"> <li>• Clarity of telecentre and its goal and objectives.</li> <li>• Proper knowledge of services which will be provided at telecentre.</li> <li>• Updated knowledge about all kind of information services.</li> </ul>
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<b>ICT skill/knowledge</b>	<ul style="list-style-type: none"> <li>• Knowledge about ICT and ICT based services.</li> <li>• Keen knowledge on the use of internet facilities.</li> <li>• Competent of giving different training on computer</li> </ul>
<b>Technical skill</b>	<ul style="list-style-type: none"> <li>• Better operational understanding of the hardware (PC, UPS, printer, scanner, telephone, power supply)</li> <li>• Effective troubleshooting of technical problem.</li> <li>• Skill of software operating like internet browsing, operating system, password management, download documents, scanning and printing</li> </ul>
<b>Management skill</b>	<ul style="list-style-type: none"> <li>• Human resource management skill</li> <li>• Skill of developing management strategy</li> <li>• Skill of planning, monitoring and evaluation</li> </ul>
<b>Business skills</b>	<ul style="list-style-type: none"> <li>• Product and services identification.</li> <li>• Skill of understanding of service delivery, market trends</li> <li>• Knowledge or skill to identify business opportunities.</li> <li>• Skill of price sensitivity analysis.</li> </ul>
<b>Communication and motivation skill</b>	<ul style="list-style-type: none"> <li>• Leadership Quality</li> <li>• Public relation</li> <li>• Presentation skill</li> <li>• Understanding the community needs</li> <li>• Networking skill</li> <li>• Persuasion skill.</li> <li>• Skill of social sensitization</li> <li>• Ability of motivating people towards Telecentre</li> </ul>
<b>Functional skill</b>	<ul style="list-style-type: none"> <li>• Understanding telecentre operation</li> <li>• Maintaining documents</li> <li>• Record keeping and management</li> <li>• Marketing the telecentre services</li> <li>• Relationship building with local authority</li> <li>• Local content collection</li> <li>• Skill of selecting &amp; delivering value added services</li> <li>• Selecting of backend service providers for centres</li> </ul>

## Annexure – I

### Field Assessment (Need and Readiness) Guideline (FAG)

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Before rolling out Telecentre at field level, all stakeholders should have detail information about the community and local need. To assess the local perspectives and understand the demand, a detail field assessment will be instrumental to design the Telecentre and its service basket. The Field Assessment Guideline (FAG) will be used by the respective organizations including National Level Agency (NLA), Implementing Agency (IA) or the Local Level Entrepreneurs (LLE) to assess and understand the local need and perspectives which will help to establish citizen centric telecentre. The extent and nature of the telecentre should build on certain features of the local community people. Any organization intended to establish Telecentre in the United Republic of Tanzania will follow the FAG before rolling out Telecentre. The FAG will help the IA directly to design and customize the telecenter model (including service basket and business plan) to cater the local need of the community.

The field assessment should be conducted on location specific and will cover the following in two parts:

#### Part -I

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##### 1. Demographic Information

- a) Local Population (Total, religion and within 15 Km of the proposed location)
- b) Gender Ratio (Male – Female), if possible age group wise
- c) Education Level of the local people
- d) Available public offices and services offered
- e) Major private / corporate offices and services offered
- f) Special features, if any

##### 2. Economic Information

- a) Main Occupation (Top 5)
- b) Average income level
- c) Poverty rate (As per Govt. policy)
- d) Major produces - Main Crops (Top 5) and Crop Calendar
- e) Main Businesses (Top 5)
- f) Main employment generating sectors
- g) Major financial institutes (including Micro finance)

##### 3. Social Information

- a) Awareness level on ICT usage and service benefits

- b) Prominent social, religious and cultural events
- c) Safety programs offered at local level (from the government)
- d) Local NGOs and services offered
- e) Local Educational Institute (Govt, Private & others)
- f) Local Hospitals including special facilities
- g) Trend and culture of local youths (Social networking, gathering etc.)

#### **4. Technical Information**

- a) Connectivity (Available options with costs and services)
- b) Maintenance and support service facility for equipment
- c) Availability of skilled HR (ICT Knowledge)
- d) ICT service providers and services offered

#### **5. Infrastructural Information**

- a) Communication facilities for the local communities (Transport)
- b) Local market places (Category and item wise)
- c) Availability of Cyber Café (No., status and services)
- d) Identifying potential locations for establishing the telecentres

#### **6. Financial Information**

- a) Business Model Assessment (Social, Community or Entrepreneurship)
- b) Understanding on financial and social viability
- c) Assess basic cost heads like space (120-800 sft.), operation, management etc.
- d) Feasibility assessment (Cost vs Revenue)
- e) Investment plan

## **Part -II**

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### **1. Review of the existing Telecentres information** (If any Telecentre or similar services is available)

- a) Name of Existing Telecentres / information sources
- b) Area of Specialization
- c) Service Offered
- d) Operational & Management Structure (NGO/Entrepreneurship/ Community/ Govt./ Hospital/ Educational Institute etc.)
- e) Basic impact assessment (User, benefits, revenue and sustainability)

### **2. Understanding the risks, threats and challenges**

- a. Assess potential business risks in terms of revenue
- b. Understand and scale social risks of acceptability of services
- c. Measure the potential threats and challenges of low usage of ICT enabled

services may evolve due to low awareness

- d. Capacity of HR and Technology including connectivity and troubleshooting

**3. Identifying the opportunities, strength and scopes of leverage**

- a. As a part of SWOT analysis, list out the opportunities, strength and scopes to leverage the existing facilities
- b. Identify the actors relevant to these issues