

**REPORT**  
**FOR**  
**THE TONGA.ONLINE PROJECT**

Submitted to  
**Kunzwana Trust**

by



July 2006



Date: 30 June 2006

Developing the Tonga.Online project

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## **1. Executive summary**

The objective of the Tonga.Online project, a Binga district based ICT project, is to promote community building through Information and Communication Technologies (ICT). Since it began in 2001, it has grown in strength, demonstrated a positive impact, and attracted a wide support base within the local community and amongst various partners and donors.

The partners involved in the project, namely Austria Zimbabwe Friendship Association, Kunzwana Trust, HORIZONT3000 and HIVOS, wished to hold a series of workshops and meetings with stakeholders, partners and the Tonga.Online core team to discuss ways to expand the project's activities, and strengthen and expand ITCs in Binga District and to plan its implementation.

These meetings included a wider stakeholder meeting to gather information about the status of ITCs in Binga district, identify key issues, find ways to improve existing ITC services, and map a way forward to expand ITC services. Key issues that the meeting identified that will support the growth of ITC in Binga district included:

- operate on a sustainable basis
- have capacity to deliver services
- be managed properly
- have local ownership and involvement
- promote local content
- have infrastructure that works
- be accessible by the community
- apply open source systems (OSS), which is cheaper and reduces viruses
- network effectively
- be evaluated regularly to measure impact and ensure performance.

In addition, a partner meeting was held to review how partners should complement each others work, decide roles and responsibilities, and determine immediate next steps. A presentation was made to the Rural District Council's Development Subcommittee for Science and Technology to update the committee about the findings of the stakeholder meeting and to ask the committee to action the decisions taken. Finally, a planning meeting with the Tonga.Online core team was held to develop an implementation plan for the Tonga.Online project.

The report that follows highlights the main issues arising from the meetings and presentations.



## 2. Background

In 2001, the Tonga.Online project established one of the first community-based Internet and Computer Centres / ITCs in Zimbabwe at Binga High School in the Binga district, a remote district in Northern Matebeleland. In 2004, two more ITCs were established at Sianzundu Secondary School and Siachilaba Primary School whilst the Binga High School ITC was expanded to include a sound studio to become a Multimedia Centre, which is used for music composition and the recording of Tonga culture.

The overall objectives of the project are to:

- Improve access to information and communication technology and its usage for education and empowerment of the indigenous Tonga people;
- Improve community building and representation, civil society networking and participatory local development;
- Improve social service delivery, transparency and accountability of Local Government;
- Contribute to poverty reduction, rural livelihood and employment creation and the achievement of Millennium Development Goals (1, 2, 3, 6, 8);

The specific project goals are to:

- Increase access to ICT and its usage as tools for education and empowerment of the rural poor and indigenous Tonga communities in Binga district and beyond;
- Increase community building and local area networking;
- Preserve and develop Tonga cultural heritage by promoting relevant local content, cultural expression and cultural exchange;
- Improve Local Government's service delivery especially in the field of education by capacity building and participatory development planning;
- Facilitate skills transfer and capacity building;
- Promote gender balanced access and usage of ICT and women empowerment;
- Improve rural livelihood, employment and private / cooperative business opportunities.

From the onset the project has emphasised maximum participation and consultation with beneficiaries, stakeholders and partners to ensure local ownership and proper running of the centres, as well as gender mainstreaming to ensure the project benefits women as well as men.

The Tonga.Online project has so far installed computers into schools (Binga High School, Siachilaba Primary, and Sianzundu School in Zimbabwe, and also Sinazongwe on the Zambian side. The target beneficiaries of the project are schools, local government offices, the communities in the district, parastatals, civil society organisations, cultural institutions and the communal and private sectors.

Stakeholders involved in the project include: local School Development Associations (SDA), School Development Committees (SDCs), traditional and community representatives, central and



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local government, Basilwizi Trust (a Tonga advocacy NGO), civil society groupings (churches and private sector parties e.g. business, cooperatives) and cultural institutions (Binga Museum, Libraries, Craft Centres etc.) and cultural / music groups, the Tonga Online coordination team, and WorldLinks (World Bank's World Links for Development (WorLD) programme).

Partners include: Austria Zimbabwe Friendship Association AZFA / ARGEZIM (an Austrian NGO), the Austrian government (through HORIZONT3000, an Austrian NGO and project implementation agency which provides technical support and training), and Kunzwana Trust (a Zimbabwean cultural organisation), Arachnid (a Bulawayo-based organisation that provides technical support by servicing, mending machines etc.), HIVOS (which provided funding for the ongoing year). In the longer-term, it is envisaged that the above partners will gradually withdraw and that the project will be self-sustaining and run by the Tonga people. This process has begun through the establishment of management committees, comprising teachers, parents and members of the local community, set up at each centre which helps to run the centres.

The impact of the project has been very positive with a wide spectrum of the community being able to access information from the Internet for a variety of purposes at cost effective rates. However, project management of the ITC has been weak which has affected the ITC being incorporated into the broad development plans of Binga Rural District Council.

Encouraged by its success, the project is now striving to reach out to other schools and villages in Binga district and to encompass local government on Binga district level as well as mainstreaming computer technology into Binga's overall development plans.



### **3. Developing the Tonga.Online project and ITCs within Binga District**

The partners wished to hold a series of workshops and meetings with stakeholders, partners and the Tonga.Online core team to discuss ways to expand the project's activities, and strengthen and expand ITC in Binga District and to plan its implementation.

Before the meetings, the partners, represented by the Austria Zimbabwe Friendship Association AZFA / ARGEZIM, HORIZONT3000, and Kunzwana Trust, met with the District Administrator, the District Education Officer and made visits to ITCs at Binga High School, Siachilaba and Sianzundu.

Highlights of these meetings, which were held on Monday 17 July 2006, are summarised below.

#### **a) District Administrator**

- The project must have personnel based in Binga, preferably local Tonga people
- The DA would like the RDC to have input into proposals prepared to ensure that they are in keeping with development priorities for the district
- He would like the percentage of the project budget spent on administrative costs and salaries to be small compared to the budget for project activities
- He would like to have regular feedback and reporting about project activities
- He requested for information about the project budget.

#### **b) The District Education Officer**

- Computer teachers are difficult to find and attract to Binga
- Would like to see local Tonga teachers seconded to educational institutions for training in ICT
- Would like to see teacher trainees from Bulawayo Teachers College and National University of Science and Technology NUST being posted to Binga

#### **c) School ITCs**

- Printers were often not working because charges do not cover replacement toner and paper costs
- Rats damage cables
- Teachers show great interest in learning computers, as do students
- There are not enough computers
- Some schools do not have phone lines, and at other ITCs the phones do not always work which affects internet access
- Phone lines and printers down mean decreased revenues
- Work needs to be done to overcome perception barriers if Linux is to be used more widely

After these preliminary meetings, a series of planning meetings were held.



#### **d) ITC4D Planning Seminar: Tuesday 18 July 2006**

This meeting included: visitors, partners, Ministry of Education representatives, Headmasters from Binga District, a Binga Museum representative, ITC Management Committee representatives, a NUST representative, and the Tonga.Online co-ordination team. (Please see the appendix for the full list of participants). The purpose of the seminar was to discuss with stakeholders:

- *Where are we now?:* A review of ITCs within Binga district, identify key issues, and
- *Where do we want to go?:* Find ways to improve existing ITC services, and map a way forward to expand ITC services

(i) *Where are we now?*

Presentations were made by Sianzundu ITC, Binga ITC, Siachilaba ITC and the Twiimbilane Studio which have been part of the Tonga.Online project so far. In addition, schools that have recently received computers (i.e. From President Mugabe campaigning) presented their current status regarding the use of ICT. These include Pashu Secondary School, Lubimbi High School, Manjolo Springs Primary School, Kariangwe High School and Binga Primary School.

The existing ITCs have been teaching computers to students and staff at the schools and offering various ITC services to the community, such as teaching computer courses or printing services. About 90% of computers were working which shows a great improvement over last year. All centres have computer teachers, although not all are formally qualified.

Problems included: phone lines not working with resulting lack of connectivity and loss of revenue, viruses, rats damaging equipment, old and slow machines, technical faults with the computers, printers not working either because they are broken or because charges for printing have not covered the cost of replacing toner cartridges, lightening guards not working because of circuit overload, gender imbalanced and poorly supported ITC management committees, fast rising operating costs due to the inflationary environment.

One ITC reported that current needs for ITC have reached a peak and that new sources of usage interest needs to be identified. ITCs within Binga are communicating with each other and sharing information about technical matters and how to teach computers. There is little current use of Linux software as users perceive Microsoft more favourably and teachers are not sufficiently familiar with the software to promote it. Efforts need to be made to overcome these perception barriers if Linux is to be widely used in the district. Tonga.Online was reported to be providing useful technical assistance to ITCs.

Discussions revealed that policies need to be developed to cover several areas of ITC operation. For example:

- To prevent wastage of resources
- To ensure ethical use of internet
- To ensure that students are not excluded or disadvantaged in terms of access
- To ensure that useful information from ITCs is communicated

- To ensure that new user needs are identified which will lead to increased usage
- Pricing policies to ensure that money is available to replenish used resources, e.g. toner
- Mandate and accountability mechanisms for ITC management committees to ensure that they perform the required service
- To ensure that the RDC is kept informed about ITC activities in the district

Discussions also revealed the need to use a common syllabus for teaching computer science. Currently, many schools are making up their own syllabi as they are unaware that the Ministry of Education has already developed syllabi. The Provincial Education Director, who was present, informed the meeting that the teaching of computers will become compulsory from 2007 and that the Better Schools Programme can facilitate the training of computer teachers. The Ministry is committed to supplying computer teachers to all schools teaching computers, and teachers are currently being trained for this purpose.

The schools which have recently received computers gave their current status. Pashu Secondary School reported that it has ten computers and two printers. Use of the computers has not yet commenced as security is still being arranged. It is planned to teach computer use to students, staff and the community. The school needs a qualified teacher, however.

Binga Primary School has four computers, 75% of which are working. Computer lessons are only being given to Grades 4-7 because there are not enough computers to offer lessons to other students. Most staff are not computer literate and are not able to teach students. The school hopes to purchase a modem and a printer soon.

Manjolo Primary School has four computers. The computer room has been electrified and secured. Teaching the basics of computers is being offered to both the school students and the community. However, there is no trained teacher, and a teacher who has a basic understanding of computers is training another teacher in 'introduction to computers'. The school is connected to the internet, but does not currently have a printer.

Lubimbi High School has ten computers. However, the school has no electricity. The school is hoping to receive power soon.

Kariyangwe High School does not have any computers and there is no electricity in the area yet.

All schools expressed interest in benefiting from the resources and experience of Tonga.Online.

Twiimbilane Studio is staffed on a part-time basis and offers sound recording and editing facilities to established and aspiring artists in the district. The Studio facilitated a music and computer workshop in December 2005 to make the community more aware of the services offered. Recording services have been used by church groups and individual musicians. It was agreed that studio equipment should not be taken outside the studio.

Key issues that the meeting identified that will support the growth of ICT usage in Binga district



included:

- operate on a sustainable basis
- have capacity to deliver services
- be managed properly
- have local ownership and involvement
- promote local content
- have infrastructure that works
- be accessible by the community
- have open source systems (OSS), which is cheaper and reduces viruses
- network effectively
- be evaluated regularly to measure impact and ensure performance

(ii) *Where do we want to go?*

From what the meeting decided in terms of issues and future direction, a vision for ICT growth in Binga district can be inferred:

*“To provide sustainable, accessible, capacitated and efficiently managed ITCs within Binga District which are networked locally and connected internationally through the internet.”*

Based on the key issues, the meeting identified actions to ensure strong ITCs within the district:

#### SUSTAINABILITY

- create income
- have support from the Ministry of Education, Sport and Culture
- develop a common computer studies syllabus
- move away from donor support
- conduct a needs analysis to identify user needs and offer relevant and convenient services
- make the community aware of services and benefits
- ensure community support and involvement
- market services to make the community aware of ICT services

#### ACCESS

- use the results of a needs assessment to identify ways to make services more accessible for all members of the community

#### CAPACITY

- train trainers to teach computer studies
- technical training for computer teachers so they can service computers on site
- good technological backup for more complex technical problems and servicing
- staff development
- obtain new computers and replace old ones
- have access to OSS

#### MANAGEMENT

- strengthen stakeholders and Management Committees



#### LOCAL OWNERSHIP & INVOLVEMENT

- develop a communication plan for the district
- hold regular ITC meetings and Management Committee meetings and share results

#### LOCAL CONTENT

- identify cultural resource people – elderly with knowledge of Tonga culture
- develop strategy to develop how to promote local content
- develop a website / subsites
- include 'local content' on the agendas of the regular ITC meetings and Management Committees meetings

#### INFRASTRUCTURE

- conduct feasibility study into technological options to improve connectivity services
- work with ZESA, TelOne and other stakeholders to improve connectivity

#### OPEN SOURCE SYSTEMS (OSS)

- train users in OSS and overcome barriers to use

#### NETWORK

- regular ITC meetings to share ideas
- explore other national, regional and international networking opportunities

#### EVALUATE IMPACT

- develop performance indicators with the community for service delivery
- collect data about service delivery
- regularly evaluate results of data collected
- plan and implement improvements

The RDDC's Science and Technology Subcommittee is the body that needs to drive the actions above. It was proposed to form an ITC Resource Group to support the sub-committee's efforts. Those identified as having useful skills and contacts include:

- Tonga.Online – Project Director will chair the Working Group, coordinate
- Ministry of Education, Sport and Culture
- Local Govt – ICT and Science sub-committee
- Ministry of Gender
- Ministry of Youth
- TelOne
- ZESA
- NUST
- School Management Committees
- Community Leadership – modern, traditional
- Other stakeholders – business, churches, donors, etc
- Technical advisors - Dr Mangena (NUST), Mr Dube (Provincial Education Director), Mr Gudza (WorldLinks)
- ITC Network



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It is envisaged that these individuals and organisations will provide the subcommittee with a pool of technical know how and support to effectively implement the above-mentioned actions.

Please see the appendix for a draft action plan that the subcommittee may find useful in the execution of the above plan.

#### **e) Partners Planning meeting: Wednesday 19 July 2006**

This meeting included: Keith Goddard (Kunzwana), Spiwe Hombarume, Overson Chiyaka (both HIVOS), Peter Kuthan, Hedi Kuthan (both AZFA), Johannes Atzinger (HORIZONT3000), Barbara Vitoria (consultant)

The meeting discussed how the project should develop and covered:

- How partners should complement each others work, co-operate with each other
- Decide roles and responsibilities, especially regarding establishing operations in Zambia
- Determine immediate next steps

##### *i) Areas of co-operation and roles*

Investigate setting up a community based radio station, starting on the Zambian side, and keeping it on the Zimbabwean side agenda until the political environment is supportive for start up in Zimbabwe.

HIVOS needs to know what is required for funding, especially since a new funding cycle is beginning in 2007 which includes activities for the Zambian side.

One report on the project should be prepared that satisfies the reporting requirements for all parties.

A new proposal should be developed to specifically incorporate activities on the Zambian side. The proposal should cover a 2 – 3 year period. The structure of the project is to be designed as lean as possible.

The project needs a Project Director, based in Binga, who is ICT technically capable, has training capability, able to influence stakeholders, management capabilities, Tonga speaking (or willing to learn). The Project Director to be also responsible for managing the Zambian side. Job descriptions need to be prepared in the light of the new demands of the project. The project needs an administrator/bookkeeper to manage the projects budgets. It is planned to advertise in September for these positions.



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NUST can send technical expertise (third year students) to the project to support it at a technical level. This is cheaper than sending people from Binga to NUST. Also needed is an IT Trainer in Binga and a liaison person in Harare who can network with other donors and development partners.

An advisory board for Tonga.Online needs to be formed, to include possibly, Dr Mangena (NUST), Mr Dube (Ministry of Education / Mat North province), who can provide useful professional expertise to guide the project.

ITC conferences and the RDDC Science and Technology sub-committee should be the main driving bodies of the project, and ensure that the energy of the project stays within the Binga level.

The Project Director needs to explore ways to speed up the rural electrification programme to connect schools which are currently without electricity. Tap the right people to achieve this.

*(ii) Next steps*

Full-time Project Director and Bookkeeper/Administrator/IT Trainer to be recruited by October 2006, and based in Binga. Also a second Coordinator/Administrator/Bookkeeper (in Zambia) and a Liaison / Operations Officer based in Harare to be recruited.

Identify a technical counterpart for Uwe Allgauer whom he can train to do technical support work, and identify on-site people at each ITC to train. Devise a training programme.

Technical feasibility study needs to be done to explore improving connectivity. Uwe Allgauer and Dr Mangene to develop a Terms of Reference and give to NUST to conduct the study. Penny to write a letter to action this.

Establish the Binga Wireless Network Cluster as a trial phase to connect all the stakeholders in Binga and Manjolo to establish a wireless network, following the feasibility study.

A Needs Analysis should be done to identify the needs of various existing and potential users to find out what needs will hook them into the use of the ITCs e.g. women, business sectors and farmers.

Job descriptions need to be prepared with Key Performance Indicators and reporting mechanisms. (Please see the appendix for draft job descriptions and suggested project performance indicators)

Cultural exchange: Approach HIVOS for funding this jointly with AZFA. Suggested that this includes a wider group of European countries, e.g. including the Netherlands and other European countries. Also to organise a workshop to be run on both sides of the river for musicians, to be filmed and recorded. Funding could be derived from Linz and Vienna City Councils and Upper Austria Province funds.



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**f) Presentation to the Binga Rural District Council: Morning, Thursday 20 July 2006**

A presentation was made to the Science and Technology Subcommittee of the RDDC on the stakeholder meeting. The purpose of the presentation was to update the subcommittee on the outcome of the meeting and to secure ongoing support for the project amongst local stakeholders.

Please see the appendix for the presentation.

**g) Tonga.Online Core Team Implementation Planning meeting: Thursday 20 July and Friday 21 July 2006**

This meetings reviewed the week of meetings and mapped out immediate actions needed.

*(i) Background*

- Tonga.Online is a temporary project organisation
- The current project funding is for another 18 months (complete March 2008)
- Must have a lean and competent structure – ICT/OSS/multimedia/web design, management, leadership
- Must have a Project Director who is local, resident in Binga, preferably knows the Tonga language or willing to learn, preferably a woman

*(ii) Staff required*

- Project Director
- Assistant/administrator/bookkeeper
- Cultural/Multimedia manager

All should have strong training / capacity building skills. Posts will be advertised in August, and to be filled by 1<sup>st</sup> October. Current staff should be made aware of the changes and the implications for their positions and overlap/interim period with any new staff being employed should be discussed.

*(iii) Partners*

Technical trainees and interns from NUST will be asked to provide technical expertise. Kunzwana Trust will to provide project management oversight.



*(iv) Action Plan*

1. Staff recruitment – September/October 2006
2. Feasibility study
  - NUST to draw up a proposal outlining the approach by August 2006, with expected cost, so a ToR can be devised
  - Ready by the end of September
  - Implementation by Christmas 2006
3. Needs assessment
  - Devise ToR with stakeholders, and elicit proposals
  - Plan study and implement and complete by Christmas 2006
  - Include exploring potential opportunities for ITCs meeting the community's needs for: data, voice communication, entertainment, transactions, information (education, sport, culture, financial, business, news, etc), e-governance, etc
4. Strategic Review Workshop – January 2007
5. HORIZONT3000 to liaise with Ministry of Education – August to December 2006
  - Licensing and personnel
  - Letters of Understanding with NUST and Ministry of Education
6. Technical troubleshooting including ICT skills transfer – Uwe and NUST
  - Design a training manual (on CD, website) to address the most problematic and frequent problems at each centre (20% of solutions fix 80% of the problems) – by September 2006
7. Development of comprehensive Capacity Building programme - Linux ICDL
  - New Project Director should devise a migration strategy to Linux and devise dual boot training – by Christmas 2006
  - Draft training manual – by Christmas 2006
8. Local infrastructure development – DEO and Binga hub (server) upgrade
9. Advisory Board
  - Mr Dube (Min of Ed), Dr Mangena (NUST, Mr Gutsa (WorldLinks) – meets every 6 months
  - First meeting to take place in January 2007 with the Strategic Review and July 2007 (next Project Review Workshop)
  - Project Director reports to Advisory Board at every meeting
10. Training
  - Training programmes in:
    - a) Project Management
    - b) Gender mainstreaming
    - c) Open Source Systems
    - d) E- governance
    - e) Financial management



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- f) E- learning
- g) Local content / Cultural heritage promotion

- ITC conferences – every 2 months, starting end of September 2006
- Management Committees – schedule meetings with Management Committees between October-December. Project Director to attend one meeting at each school once a term.

#### 11. Local content

- Web site / subsites revision – has archives - ongoing

#### 12. Evaluation – develop indicators

- Final evaluation to be completed by December 2007
- Indicators – project, stakeholder management, users, staff, financial, project management, impact, relevance of training, ICT usage, range of use, management committees, postings to web site, volumes of emails, access of Tonga people to NUST, etc

#### 13. Cultural exchange

## APPENDIX

### 1. MEETING PARTICIPANT LISTS

#### a) ITC4D Planning Seminar: Tuesday 18 & Wednesday 19 July 2006

1. Mr A.Dube – Ministry of Education, Sport and Culture – Acting Provincial Education Director
2. Mr A.Khumalo - Ministry of Education, Sport and Culture – Acting Assistant Provincial Education Director
3. Mr S.Ncube - Ministry of Education, Sport and Culture – Headmaster Binga High School
4. Mr V.Nyati - Ministry of Education, Sport and Culture – Chairman Binga ITC
5. Mr S.Muchineripi - Ministry of Education, Sport and Culture – Binga ITC, Teacher in Charge
6. Mr B.Z.Siasweka - Ministry of Education, Sport and Culture – Assistant Teacher in Charge
7. Mrs J.S.Matanga - Ministry of Education, Sport and Culture – Head, Musenampongo Primary School
8. Mr Mpofu Tymon - Ministry of Education, Sport and Culture – Teacher Siachilaba Primary School
9. Mr Baron Ncube – Zimbabwe Information Services - Information Officer
10. Mrs Monica Zharare - Ministry of Education, Sport and Culture – Senior Teacher, Manjolo Primary School
11. Mr L Ncube - Ministry of Education, Sport and Culture – Deputy Head, Kariangwe High School
12. Mr S.A Dube - Ministry of Education, Sport and Culture – Head, Binga Primary School
13. Mr Spaceman Siatimbula - Ministry of Education, Sport and Culture - Senior teacher, Manjolo Secondary School
14. Mr Cheteni Trison - Ministry of Education, Sport and Culture – Headmaster, Pashu High School
15. Mr C.Chuma - Chairperson, Syanzyundu ITC
16. Mr J.Chikozho - BaTonga Museum – Curator
17. Mr F.Munga - Ministry of Education, Sport and Culture – Senior Teacher, Syanzyundu Secondary School
18. Mr Peter Munkuli - Ministry of Education, Sport and Culture – Chairperson, Siachilaba ITC
19. Mr Elia Mutale - Ministry of Education, Sport and Culture – HOD Sciences, Syanzyundu Secondary School
20. Mr K.Mwiinde - Ministry of Education, Sport and Culture – Deputy Head - Siachilaba Primary School
21. Mr N.Sibanda - Ministry of Education, Sport and Culture – Headmaster, Lubimbi High School
22. Mr S Simuchembu – Ministry of Youth – Rural Development Officer
23. Mr M Mudenda - Binga Craft Centre – Manager
24. Miss Emelda Munkombwe - Tonga.Online – IT trainer
25. Mr Clement Mungombe - Tonga.Online – IT trainer
26. Mr Sengamo Ndlovu - Tonga.Online – Studio Technician
27. Mr David Mungombe - Tonga.Online – Coordinator, Binga
28. Ms Penny Yon - Tonga.Online - Coordinator /Liaison, Harare
29. Mr P Kuthan – Austria Zimbabwe Friendship Association / HORIZONT3000 monitoring consultant
30. Ms H Kuthan - Austria Zimbabwe Friendship Association
31. Mr K Goddard – Director - Kunzwana Trust
32. Mr J Atzinger – HORIZONT3000
33. Mr Uwe Allegauer – HORIZONT3000
34. Ms Siphwe Hombarume – Programme Administrator - HIVOS
35. Mr Overson Chiyaka – Programme Officer Monitoring and Evaluation – HIVOS





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36. Dr Mangena – National University of Science and Technology

37. Ms Barbara Vitoria – Consultant – ICC Zimbabwe

**b) Partners Planning meeting: Wednesday 19 July 2006**

1. Mr P Kuthan – Austria Zimbabwe Friendship Association / HORIZONT3000 monitoring consultant
2. Mr K Goddard – Director - Kunzwana Trust
3. Mr J Atzinger – HORIZONT3000
4. Ms Sipiwe Hombarume – Programme Administrator - HIVOS
5. Mr Overson Chiyaka – Programme Officer Monitoring and Evaluation – HIVOS
6. Ms Barbara Vitoria – Consultant – ICC Zimbabwe

**c) ICT Presentation to the Binga Rural District Council: Thursday 20 July 2006**

1. Mr C Dube Ministry of Education, Sport and Culture – Better Schools Programme of Zimbabwe – Science and Technology Subcommittee - Chairperson
2. Mr Mugande - Binga Rural District Council - Science and Technology Subcommittee – Secretary
3. Mr Munyengeri - Local Government – District Administrator's Office – Science and Technology Subcommittee - member
4. Mr D Sinampande - Public Service Commission - Science and Technology Subcommittee - member
5. Mr Musiwa – Tel One - Science and Technology Subcommittee – member
6. Mr Tazwivinga – District Development Fund - Science and Technology Subcommittee – member
7. Mr Hungwe – Central Mechanical Equipment Department (CMED) - Science and Technology Subcommittee – member
8. Mr M Nyoni – ZESA - Science and Technology Subcommittee – member
9. Mr Simuchembu – Ministry of Youth - Science and Technology Subcommittee – member
10. Mr D Mungombe - Tonga.Online - Science and Technology Subcommittee – member
11. Mr Uwe Allgauer - HORIZONT3000 - Science and Technology Subcommittee – member
12. Mr S Muchineripi - Binga High School - Science and Technology Subcommittee – member
13. Mr M Mudenda - Binga RD Council, Chairperson - Science and Technology Subcommittee – member
14. Miss Emelda Munkombwe - Tonga.Online – IT trainer
15. Mr Clement Mungombe - Tonga.Online – IT trainer
16. Mr Sengamo Ndlovu - Tonga.Online – Studio Technician
17. Ms Penny Yon - Tonga.Online - Coordinator /Liaison, Harare
18. Mr J Atzinger – HORIZONT3000
19. Mr K Goddard – Director - Kunzwana Trust
20. Mr P Kuthan – Austria Zimbabwe Friendship Association / HORIZONT3000 monitoring consultant
21. Ms H Kuthan - Austria Zimbabwe Friendship Association
22. Mr David Mungombe - Tonga.Online – Coordinator, Binga
23. Ms Barbara Vitoria – Consultant – ICC Zimbabwe



## **2. PRESENTATION TO THE RDDC SCIENCE & TECHNOLOGY SUB-COMMITTEE BY THE TONGA.ONLINE PROJECT: Thursday, 20 July 2006**

### **IMPROVING AND EXPANDING INFORMATION COMMUNICATION TECHNOLOGY IN BINGA DISTRICT**

#### **i. The objective of the Tonga.Online project is to promote community building through information communication technologies (ICT)**

- increase ICT access
- increase community building
- preserve and develop Tonga culture
- support local government service delivery, especially the Ministry of Education, Sport and Culture
- increase ICT skills transfer
- gender balance and empower women
- livelihoods, employment and business

#### **ii. The project has grown in strength since it started**

- started in 2001 with an ITC at Binga High School
- in 2004, ITCs, were opened at Sianzundu and Siachilaba, and a sound studio was opened at Binga High School
- in 2005, an ITC was opened at Sinazongwe in Zambia
- this year several new schools have computers and are teaching computers: Pashu Secondary School, Manjolo Springs Primary, Binga Primary, Lubimbi High School (has no electricity), Kariangwe High School.

#### **iii. The project has had many positive effects on community access to ITC**

- increased access to information and communication
- increased knowledge of information and communication technology
- lower cost of educational materials
- increased access to educational materials
- over 500 students, teachers and local government officers and the community have received computer training
- increased number of O-level qualified students in computer studies

#### **iv. The Tonga online project has attracted a wide support base**

- schools : School Development Associations (SDA), School Development Committees (SDCs)
- government – local and central, especially the Ministry of Education, Sport and Culture
- local organisations: churches, music, groups, businesses, museum, library
- donors: HIVOS, AZFA, HORIZONT3000, Kunzwana Trust

**v. This week a stakeholder meeting was held**

- review ITC within Binga district
- identify key issues
- find ways to improve existing ITC services
- map out a way forward to expand ITC services

**vi. To ensure that ITCs within Binga district grow in strength, ICTs need to:**

- a) operate on a sustainable basis
- b) have capacity to deliver services
- c) be managed properly
- d) have local ownership and involvement
- e) promote local content
- f) have infrastructure that works
- g) be accessible by the community
- h) have open source systems (OSS), cheaper and reduces viruses)
- i) network effectively
- j) be evaluated to measure impact and ensure performance

**vii. To improve services in Binga district requires action**

**a) SUSTAINABILITY**

- create income
- have support from the Ministry of Education, Sport and Culture
- develop a common computer studies syllabus
- move away from donor support
- know user needs and offer relevant and convenient services
- make the community aware of services and benefits
- ensure community support and involvement
- conduct a needs analysis to identify what ways ITC can be of value to the community
- market services to make the community aware of ICT services

**b) CAPACITY**

- train trainers to teach computer studies
- technical training for computer teachers so they can service computers on site
- good technological backup for more complex technical problems and servicing
- staff development
- obtain new computers and replace old ones
- have access to OSS

**c) MANAGEMENT**

- strengthen stakeholders and Management Committees

**d) LOCAL OWNERSHIP & INVOLVEMENT**

- develop a communication plan for the district
- hold regular ITC meetings and Management Committee meetings and share results

e) LOCAL CONTENT

- identify cultural resource people – elderly with knowledge of Tonga culture
- develop strategy to develop how to promote local content
- develop a website
- include 'local content' on the agendas of the regular ITC meetings and Management Committees meetings

f) INFRASTRUCTURE

- conduct feasibility study into technological options to improve connectivity services
- work with ZESA, TelOne and other stakeholders to improve connectivity

g) ACCESS

- use the results of needs assessment to identify ways to make services more accessible for all members of the community

h) Open Source Systems (OSS)

- train users in OSS and overcome barriers to use

i) NETWORK

- regular ITC meetings to share ideas
- explore other national, regional and international networking opportunities

j) EVALUATE IMPACT

- develop performance indicators with the community for service delivery
- collect data about service delivery
- regularly evaluate results of data collected
- plan and implement improvements

**8. It is proposed to form an ITC Resource Group to support the District Council's Science and Technology sub-committee to expand ICT in Binga District**

- Tonga.Online – Project Director will chair the Working Group, coordinate
- Ministry of Education, Sport and Culture
- Local Govt – ITC and Science sub-committee
- Ministry of Gender
- Ministry of Youth
- TelOne
- ZESA
- NUST
- School Management Committees
- Community Leadership – modern, traditional
- Other stakeholders – business, churches, donors, etc
- Technical advisors - Dr Mangena (NUST), Mr Dube (Prove Ed Officer), Mr Gudza (WorldLinks)
- ITC Network

### 3. PROJECT PERFORMANCE INDICATORS FOR TONGA.ONLINE

Indicators in bold appear to be a) important and b) relatively easy to collect data about. It is suggested that these be reviewed and agreed to ensure that what is important is focussed on to ensure that the desired outcomes are achieved. It is also suggested that these are discussed with the Project Director, so the person knows exactly what they need to aim for. The Project Director should be asked to develop a plan to collect the information on these indicators and agree how often and in what format (graphs, text, tables, etc) the data should be presented.

#### 1. Usage and access indicators

- a) **Increase use of ITCs**
  - **Numbers of users**
  - **Variety of purpose of use**
  - **Variety of types of users**
- b) **Increase in user satisfaction ratings**
- c) **Increase in the number of centres up and running**
- d) **ICT is included in DDC development plan for Binga District**
- e) Increased awareness of ITCs
- f) Increased usage of ICT by Local Government staff and teachers
- g) Decrease in complaints and begging
- h) Increased awareness of policy for ethical use of ITCs
- i) Increase in business and tourism as a result of usage of ICT
- j) Increased number of websites and blog sites

#### 2. Sustainability indicators

- a) **Increase in revenue and cost coverage of ITCs**
- b) **Decrease in number of site visits made by technicians to fix technical problems**
- c) Minutes of meetings by Management Committees indicating regular meetings

#### 3. Infrastructure indicators

- a) **Increase in 'up time' of connectivity**
- b) **Increase in connectivity speed**
- c) **Increased uptime of printers**
- d) **Increased uptime of computers**
- e) Installation and function and technical backup
- f) Technical log of problems kept decreases in size
- g) Solutions to technical problems posted online

#### 4. Cultural indicators

- a) **Increased visibility of Tonga cultural heritage**
- b) **Increased website hits**
- c) **Increased web site contributions relating to Tonga heritage**

- d) Increased Tonga language postings**
- e) Increased number of multimedia materials stored on the website archives and elsewhere**
- f) Website has an English and Tonga interface**
- g) Increased percentage balance of women mentioned or shown in multimedia content – text, picture, etc**
- h) Number and quality of interactive links with the Binga museum and archive**
- i) Increased number of cross river visits between ITCs between Zambia and Zimbabwe
- j) Increased number of linkages between Zimbabwe and Zambia using internet and email

## **5. Capacity indicators**

- b) Increased numbers of people trained to specified levels, especially women, young people and groups which have marginalised access to ICT**
- c) Completion and distribution of training manuals (physically or posted on website)**
- d) Increased number of users and centres for whom OSS is their preferred interface**
- e) Increased numbers of IT teachers in the district (qualified,/not qualified)**
- f) Increased number of local IT trainees gone through training**
- g) Completion of training manual in electronic and print format**
- h) Increased number of instances of interaction with local, national, regional and international platforms for ICT
- i) Increased number of presentations and inputs from Binga ITCs to local, national, regional and international ITCs
- j) Increased number of staff trained
- k) Increased number of NUST interns have visited and trained in the area
- l) Completion of training manuals

## **6. Impact indicators**

- a) Increased positive impact on those trained, especially on woman, young people and IT marginalised groups, e.g. economic, social, educational, communication, etc**
  - Increased numbers of jobs/income created as a result of use of ITCs
  - Increased numbers of students who have passed ICT courses
  - Increased numbers of people doing distance learning
  - Numbers of people using ITCs for subscriptions
- b) Number of students doing ICT courses in school**
- c) Number of students (female and male) who have passed ICT course**
- d) DEO office has computer and is using it**
- e) Number of visits by tourists and friends
- f) Value of business through adverts and sales on the website

## **7. Project Management Indicators**

- a) Project performance indicators achieved**
- b) Project implementation plan adhered to**
- c) All record keeping is up to date**
- d) No instances of deviance from reporting schedule**
- e) No unauthorized expenditure**
- f) No instances of expenditure exceeding budget without authorisation of donor**



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- g) No instances of vehicle abuse or use of vehicle outside Binga District without prior authority of Kunzwana or use of vehicle for any business unrelated to the project (i.e. no side business)**
- h) Itemized phone bills show no instance of the project phone being used for personal use by staff or any other person**
- i) No thefts or misuse of project assets**
- j) No use of the office for any business unrelated to the project**
- k) No instances where the reputation of the project is damaged as a result of employees behaviour or actions or lack of action**



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## **4. JOB DESCRIPTIONS**

**DEPARTMENT:** Tonga.Online Project

**JOB TITLE:** Project Director

**REPORTS TO:** Board of Kunzwana Trust

**TYPE OF CONTRACT:** Fixed term (18 months from 1<sup>st</sup> October 2006)

**JOB PURPOSE:**

- To assist in the establishment, service expansion and service quality of ITCs in Binga District by providing project leadership, implementing skills transfer, supporting infrastructure development and infrastructure maintenance initiatives and capacity building within the district.
- To ensure that the project objectives and project performance indicators are achieved.
- To liaise with Kunzwana to promote multimedia cultural products.

### **OVERALL EXPECTATION OF EMPLOYEE**

- Lead, initiate, and assist in the development of project strategy, plan and implement sustainable and accessible ITCs within the district
- Monitor and control the activities and budget of the project to ensure that project objectives and performance indicators are achieved and that the project stays within budget
- Supervise project staff effectively to ensure that they achieve their performance targets and contribute to the achievement of the project objectives and indicators
- Facilitate the capacity development of those responsible for implementing and supporting ITCs within the district by ensuring skills transfer
- Initiate and facilitate meetings and actions that will lead to the growth of well managed and resourced ITCs
- Be engaged in research and advocacy work that will positively influence policy which will support the growth of ITCs
- Conduct ongoing research to identify community needs and how ITCs can be used by various community stakeholders. Use the information to that ensure growth of ICT use by different community stakeholders
- Support the RDC and the Ministry of Education's efforts to implement ITCs in Binga
- Identify potential risks: operational, financial, staff, technical, capacity building, etc, and document ways in which these should be handled. Anticipate problems and proactively find ways to overcome these
- Liaise with national service providers to ensure that phone lines and power supplies are available and working
- Ensure that hardware and software and networks are functioning to maximum capacity
- Support and facilitate appropriate technical backup and technical skills transfer
- Represent Tonga.Online wherever required



- Facilitate skills transfer to ensure that centers have the technical and management skills to operate effectively and sustainably
- Ensure that ICT is used and promoted in local government planning
- Promote Tonga cultural heritage
- Meet with the Artistic Manager once a month to discuss progress on the production of cultural multimedia products. Records meeting content by taking minutes
- Achieves performance indicators
- Honest and ethical
- Adhere to Tonga.Online's policies and procedure
- Is willing to be flexible
- Ensure efficient time management
- Able to prioritise tasks
- Report to work on time
- Does not exceed authority levels

## **DUTIES AND RESPONSIBILITIES**

- Prepare detailed implementation plan based on the project's strategies and performance indicators together with Kunzwana and the Advisory Board within the first month of the contract
- Develop, propose and agree relevant project indicators with Kunzwana Trust and the Advisory Board within the first month of taking the position
- Manage project finances according to the project budget with the required approval and guidance from Kunzwana
- Supervise staff and manage staff performance
- Prepare monthly reports for the Kunzwana and copied to the Advisory Board on progress made on project objectives and project implementation plan, identification of problems and suggested ways to overcome these. Monthly reports on proposed activities for the following month. Financial reporting on a monthly basis. Prepare quarterly financial reports (narrative and numeric) for donors, including financial requests and forecasts.
- Ensure that the project objectives and performance indicators are achieved and collect information on these to ensure performance can be monitored effectively. Devise mechanisms for collecting information about project performance indicators. Prepare a document for this process within one month of commencing the contract
- Identify how ITC can be used by various community stakeholders and use the information to find ways to ensure growth of ICT use
- Collect information on ICT usage by gender, age, stakeholder type and any other relevant criteria, and maintain a database, analyze trends and highlight in monthly project reports
- Identify the main risks relating to the operational, financial, human resource, technical, capacity building aspects of the project and prepare a document with ways to address these within the first month of the contract
- Devise and document appropriate policies, rules, procedures and systems for the

- operational, technical, human resource, financial/asset management of the project
- Draft policy documents, press releases, proposals and articles about the project as needed
- Devise a staff development programme
- Develop good working relationships with key stakeholders: Ministry of Education and Museum, Local Government
- Interact with stakeholders to build good relationships to support project activities
- Liaise with the Kunzwana Trust with regard to the hiring of any staff
- Participate in strategic reviews and prepare the necessary documentation
- Draft computer training manuals based on existing materials and customize to Bonga District
- Ensure that bi-monthly ITC conferences are held, to guide and assist of ITCs to promote ITC within the District. Maintain meeting minutes
- Identify relevant content for the website and other media to ensure that Tonga cultural heritage is preserved, developed and promoted
- Ensure that project assets are not misused or stolen or removed from the property
- Has policies and procedures to ensure the safety of project assets
- Implements policies and systems to ensure that ICT is used ethically (e.g. not used for accessing pornography websites)

#### **ADDITIONAL DUTIES AND RESPONSIBILITIES**

- Accomplishes all tasks as necessary to ensure the efficient management and implementation of the project

#### **QUALIFICATIONS**

##### **Education**

- Tertiary qualified graduate in Information and Communication Technology, Development Studies, Cultural Studies, Social Studies, or Management

##### **Experience**

- At least five years of related experience in programme or project management, development work and training.
- Able to manage an information and technologically complex and intensive programme
- Proven track record of effective project and financial management

##### **Management skills**

- Has capability for 'big picture' thinking and is well versed in management systems
- Strategic thinking
- Strategic planning - development and implementation
- Leadership skills
- Participatory leadership style and willing to share information
- Planning and implementing skills
- Monitoring and control



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- Management of staff
- Report writing and proposal writing
- Project management
- Financial management
- Analytical and problem solving skills
- Strong operational focus
- Results focused
- Presentation, communication, negotiation and advocacy skills
- Able to motivate others, team builder
- Excellent communicator, intelligent and articulate
- Well-organized and self-directed
- A team player and able to coach and mentor staff
- Trustworthy and follows through on promises
- Responds to requests promptly

#### **Technical skills**

- Familiar with a wide range of software packages, including spreadsheet, word processing, email and internet
- User knowledge of Open Source Software (OSS) applications
- Clean class B driving license

#### **Language skills**

- Reads, analyses and interprets complex documents
- Fluent speaker of CiTonga, or willing to learn
- Must speak and write fluently in English
- Speaks and writes Shona and/ or Ndebele

#### **Attitudes and values**

- Solutions-orientated, energetic, 'Can do'
- Maintains a positive and respectful attitude
- Culturally sensitive
- Gender sensitive
- Proactive problem solving
- Honesty and integrity
- Results orientated
- Takes initiative
- Good listener
- Creative and finds ways to develop ICT opportunities in the community
- High ethical standards
- Maintains a high professional image at all times

#### **Other requirements**

- Based in Binga



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### **AUTHORITY LEVEL**

- May not enter into any agreements or open project bank accounts without the approval of Kunzwana Trust
- May not authorize the use of the project vehicle outside Binga District without prior authority from Kunzwana Trust and nor for any business unrelated to the project (i.e. no side business)
- May not authorize expenditure of more than 10% of any budget line item within any month without prior authorization from Kunzwana Trust
- May not use the project phone for any business unrelated to the project
- May not use the office for any business unrelated to the project

### **PERFORMANCE INDICATORS**

- Project key performance indicators achieved
- Project implementation plan adhered to
- All record keeping is up to date
- No instances of deviance from reporting schedule
- No unauthorized expenditure
- No instances of vehicle abuse
- No instance of the project phone being used for personal use by staff or any other person
- No thefts or misuse of project assets
- No instances where the reputation of the project is damaged as a result of the employee's behaviour or actions or lack of action

### **SALARY**



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**DEPARTMENT:** Tonga.Online Project

**JOB TITLE:** Project Artistic and Communications Manager

**TPYE OF CONTRACT:** Fixed term (18 months from 1<sup>st</sup> October 2006)

**REPORTS TO:** Project Director

**JOB PURPOSE:**

- To promote, preserve and disseminate information relating to Tonga heritage using multimedia methods (i.e. sound recording, film, video, photography, text)
- Work with artists to record their music, provide services to promote their work
- Produce multimedia products and tools using the content from the Project Director
- Build and maintain a digital archive
- Provide training in multimedia to the community
- Maintain the website

**OVERALL EXPECTATION OF EMPLOYEE**

Achieved:

- Website has significant local content, having an interface in both CiTonga and English
- Archive with a wide variety of multimedia materials
- Manage the Studio in a professional manner
- Increased interest nationally, regionally and internationally in the website
- Improved quantity and quality of documented multimedia products
- Arrange workshops on issues related to multimedia
- Work within the allocated budget for the Studio
- Promote local Tonga cultural heritage
- Honest and ethical
- Adheres to Tonga.Online's policies and procedure
- Is willing to be flexible
- Ensures efficient time management to achieve the results
- Ability to prioritise
- Achieves performance indicators
- Does not exceed authority levels

**DUTIES AND RESPONSIBILITIES**

- Work with Project Director to create content for the website
- Web Administrator duties to service website to ensure it is running and accessible at all times
- Meet with Tonga people who have a wealth of information about Tonga cultural heritage to identify relevant cultural content
- Identify artists with potential and work with them to develop multimedia products, bearing in mind the need for a wide variety of artistic expression gender balance
- Package cultural content into multimedia formats
- Record artistic work using the studio when it is appropriate, and recording in the field when appropriate



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- Use FTP to place cultural multimedia products in the archive
- Archive copies of the website every month
- Develop interactive training materials for multimedia training
- Update the website on a monthly basis with new content
- Make requests for finances to Project Director
- Account for expenses made
- Meet with the Project Director once a month to discuss activities
- Participate in strategic reviews
- Draft training manuals for multimedia training
- Ensure that equipment is not removed from the studio
- Has policies and procedures to ensure the safety of project assets, and ensures that project assets are not misused or stolen

### **ADDITIONAL DUTIES AND RESPONSIBILITIES**

- Accomplishes all tasks as necessary to ensure the efficient management and implementation of the project

### **QUALIFICATIONS**

#### **Education**

- O Level English pass
- O Level or A Level, or Bachelors degree

#### **Experience**

- Worked in the arts industry and committed to the development of the arts
- Production of multimedia products (must produce portfolio of work for review)
- Web design and maintenance (must produce portfolio of work for review)
- Recording using the media of sound, photography, film

#### **Technical Skills**

- Computer literate
- Knowledge of Files Transfer Protocol
- Knows how to use Dream Weaver software
- Web design and maintenance
- Multimedia product design and creation
- Knowledge of sound recording
- Knowledge of film recording
- Photographic skills
- Is generally technically literate and has a feeling for machines

#### **Management skills**

- Report preparation
- Results focused
- Self motivator



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- Excellent communicator, intelligent and articulate
- Well-organized and self-directed
- A team player
- Trustworthy and follows through on promises
- Responds to requests promptly

#### **Technical skills**

- Familiar with a wide range of software packages, including spreadsheet, word processing, email and internet
- User knowledge of Open Source Software (OSS) applications
- Clean class B driving license

#### **Language skills**

- Writes and speaks English fluently
- Fluent speaker of Tonga, or willing to learn
- Speaks and writes Shona and/ or Ndebele

#### **Attitudes and values**

- Solutions-orientated, energetic, 'Can do'
- Respectful
- Culturally sensitive
- Gender sensitive
- Proactive problem solving
- Honesty and integrity
- Results orientated
- Takes initiative
- Good listener
- Creative and finds ways to develop ICT opportunities in the community
- Able to prioritise work

#### **Other requirements**

- Based in Binga

#### **AUTHORITY LEVEL**

- May not enter into any agreements or open project bank account
- May not authorize the use of the project vehicle outside Binga District without prior authority from Kunzwana Trust and nor for any business unrelated to the project (i.e. no side business)
- May not authorize expenditure of more than 10% of any budget line item within any month without prior authorization from Kunzwana Trust
- May not use the studio for any business unrelated to the project

#### **PERFORMANCE INDICATORS**



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- Increased visibility of Tonga cultural heritage
- Increased website hits
- Increased web site contributions relating to Tonga heritage
- Increased Tonga language postings
- Increased number of multimedia materials stored on the website archives and elsewhere
- Website has an English and Tonga interface
- Increased percentage balance of women mentioned or shown in multimedia content – text, picture, etc
- Number and quality of interactive links with the Binga museum and archive
- Increase in revenue and cost coverage of the Studio operations
- No instances where the reputation of the project is damaged as a result of employees behaviour or actions or lack of action
- No instances of vehicle abuse
- No instance of the project phone being used for personal use by staff or any other person
- No unauthorized expenditure
- No thefts or misuse of project assets

## **SALARY**





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**DEPARTMENT:** Tonga.Online Project

**JOB TITLE:** Project Administrator

**REPORTS TO:** Project Director

**TYPE OF CONTRACT:** Fixed term (18 months from 1<sup>st</sup> October 2006)

**JOB PURPOSE:**

- To assist the Project Director in carrying out her/his role
- Carry out general administration duties for the Tonga.Online Project office
- Provide bookkeeping services
- Manage the project in the absence of the Project Director

**OVERALL EXPECTATION OF EMPLOYEE**

Achieved:

- Competently assist the Project Director
- Filing is up-to-date and correct
- Financial records are accurate and up-to-date
- Adheres to Tonga.Online's policies and procedure
- The office is run professionally and is clean and tidy
- Is willing to be flexible
- Ensures efficient time management
- Ability to prioritize
- Promote local Tonga cultural heritage
- Cultural sensitive
- Honest and ethical
- Consistently reports work on time
- Achieves performance indicators
- Does not exceed authority levels

**DUTIES AND RESPONSIBILITIES**

- Assist the Project Director
- Answer the telephone in a professional manner
- Welcome and handle members of the public in a professional manner and answer enquiries
- Keep financial records and maintain accurate project budgets
- Provide the Director with information for report preparation, including financial reports
- Organize functions
- Write letters
- Train stakeholders in financial management and bookkeeping
- Liaise with Project Accountant
- Oversee and arrange the collection of information on project indicators and manage database
- Messenger duties
- Maintain a clean and tidy office



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- Purchase office consumables
- Maintain an inventory of project assets
- Alert the Project Manager to problems that may affect project performance
- Ensure that project assets are not misused or misused
- Maintain a log book to record who comes into the office or calls and the nature of their business, which is recorded in the database

### **ADDITIONAL DUTIES AND RESPONSIBILITIES**

- Accomplishes all tasks as necessary to ensure the efficient management and implementation of the project

### **QUALIFICATIONS**

#### **Education**

- 5 'O' Levels including in English
- Level 4 or above in Bookkeeping
- Clean class B driving license

#### **Experience**

- At least 5 years' experience in keeping computerized accounts
- Able to use spreadsheets and word processing software

#### **Administrative skills**

- Filing
- Collection of information and database management
- Inventory management
- Purchasing
- Cleaning
- Tidy
- Clerical
- Methodical and consistent
- Accurate

#### **Technical skills**

- Familiar with a wide range of software packages, including spreadsheet, word processing, email and internet
- Bookkeeping skills
- User knowledge of Open Source Software (OSS) applications
- Clean class B driving license

#### **Language skills**

- Reads and writes fluently in English
- Fluent in one other Zimbabwean language, preferably CiTonga



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### **Other skills**

- Outgoing and people orientated personality

### **Attitudes and values**

- Solutions-orientated, energetic, 'Can do'
- Pleasant and helpful
- Able to prioritise work
- Respectful
- Diligent
- Culturally sensitive
- Gender sensitive
- Proactive problem solving
- Honesty and integrity
- Results orientated
- Takes initiative
- Good listener

### **Other requirements**

- Based in Binga

### **AUTHORITY LEVEL**

- May not enter into any agreements or open project bank accounts without the approval of Kunzwana Trust
- May not use of the project vehicle nor authorise others to use it without prior authority from the Project Director nor use the vehicle for any business unrelated to the project (i.e. no side business)
- May not authorize expenditure for budget line item outside the budgeted amount, nor for any other purpose than for which it is intended
- May not use the project phone for any business unrelated to the project
- May not use the office for any business unrelated to the project

### **PERFORMANCE INDICATORS**

- No instances of vehicle abuse
- No instance of the project phone being used for personal use by staff or any other person
- No unauthorized expenditure
- All record keeping, including financial records, are accurate and up to date
- Office is clean and tidy
- No complaints about difficulty in finding filed documents
- No consumables run out
- No complaints from members of the public about the way in which the duties and functions are carried out by the incumbent
- No thefts or misuse of project assets, and no project assets misused or stolen or removed from the property



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- Financial reporting from Management Committees meets the project's standards
- Database information updated monthly and is accurate
- No instances where the reputation of the project is damaged as a result of the employee's behaviour or actions or lack of action

## **SALARY**

## 5. ACTION PLAN TEMPLATE FOR THE RDDC SCIENCE AND TECHNOLOGY SUB-COMMITTEE

<b>1. Strategy: Create sustainable ITCs</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Identify ways ITCs can create income to operate sustainably			
b) Identify ways to ensure ITCs have support from the Ministry of Education			
c) Develop a common computer studies syllabus			
d) Develop plan for moving away from donor support			
e) Conduct needs assessment to identify user needs and use the information to design and offer relevant and convenient ITC services	Tonga.Online	December 2006	Report outlining how a) existing users can use more ITC services, and b) ways in which new users can use ITCs
f) Develop a plan to make the community aware of services and benefits			
g) Identify ways to ensure community support and involvement			
h) Develop a plan to market ITC services and to make the community aware of ICT services			

<b>2. Strategy: Create accessible ITCs</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Use the results of needs assessment to identify ways to make services more accessible for all members of the community, bearing in mind the need to ensure access by women and young people			
b) Develop a plan to make the required changes to service delivery to make them more accessible			



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3. Strategy: Ensure ITCs have capacity			
Actions:	Who – insert person	By when will it be done – insert date	Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)
a) Develop a plan to ensure trained teachers are available to teach computer studies			
b) Organise a technical training course for computer teachers to enable them to service computers on site			
c) Develop and implement a plan to provide ITCs with technical back-up for complex technical problems			
d) Organise a staff development programme to give staff computer skills			
e) Identify possible sources of new computers, identify the best approach, make requests, and follow up			
f) Develop plan to overcome barriers to use of Open Source Software and encourage usage			

<b>4. Strategy: Ensure ITC are properly managed</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Identify the main areas in which ITC Management Committees need to be strengthened			
b) Develop a training programme and support programme to address the needs identified			
c) Develop policies with ITCs to ensure efficient management of ITCs (e.g. To prevent wastage of resources, ensure ethical use of internet, ensure that students are not excluded or disadvantaged in terms of access, ensure that useful information from ITCs is communicated, ensure that new user needs are identified which will lead to increased usage, pricing policies to ensure that money is available to replenish used resources, e.g. toner, develop mandate and accountability mechanisms for ITC management committees to ensure that they perform the required service			



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<b>5. Strategy: Build local ownership and involvement</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Develop a communications plan for the district to ensure local involvement			
b) Develop a meeting schedule for 2 monthly ITC meetings and circulate meeting minutes			
c) Develop a schedule for regular Management Committee meetings and circulate minutes			

<b>6. Strategy: Build local content</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Identify people within the community who have a wealth of cultural knowledge			
b) Develop a plan to record cultural knowledge and artistic expression and record			
c) Develop ways to use the recorded material			
d) Create a website to post the material collected			
e) Ensure 'local content' is on the regular agendas of the regular ITC meetings and Management Committee meetings			



<b>7. Strategy: Ensure that infrastructure supports ITC development</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Conduct a feasibility study into technological options to improve connectivity	Tonga.Online	December 2006	Report with recommendations on how best to improve connectivity
b) Meet with ZESA, TelOne and other stakeholders to improve connectivity			
<b>8. Strategy: Encourage use of Open Source Software (OSS)</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Develop a training programme and train users in how to use OSS			
<b>9. Strategy: Use networks to build ITCs</b>			
<b>Actions:</b>	<b>Who – insert person</b>	<b>By when will it be done – insert date</b>	<b>Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)</b>
a) Develop a meeting schedule for 2 monthly ITC meetings and circulate meeting minutes			
b) Identify national, regional and international networks that will be useful to communicate with, and make contact with key people			



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10. Strategy: Evaluate the impact of ITCs			
Actions:	Who – insert person	By when will it be done – insert date	Expected Tangible Outcome (e.g. report, meeting, increase in trend, etc)
a) Develop performance indicators for the ITC service delivery with the community			
b) Develop a plan to collect monthly data on performance of identified indicators			
c) Review indicator performance at Sub-committee meetings and plan ways to improve services			
d) Put into action the agreed improvement plan and monitor progress regularly			