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MOZAMBIQUE COMMUNITY ENGAGEMENT STRATEGY (CES)

Between July 2018 and May 2019, SRUC supported Electricidade de Moçambique (EdM) to develop and deploy its first holistic customer engagement strategy for its distribution department, “EdM com a Comunidade,” which will help the company improve its customer orientation to enhance its business outcomes.

WORK ASSIGNMENT SUMMARY

The Sector Reform and Utility Commercialization (SRUC) Task Order (TO) supported Electricidade de Moçambique (EdM), the government-owned power utility in Mozambique, as it underwent a large-scale transformation to make the company more efficient, financially viable, and operationally sustainable. A key component of this transformation is an increased focus on the customer. EdM identified a Community Engagement Strategy (CES) as a critical input to advance that goal. A CES would allow for more effective participation of communities and other stakeholders in the company's activities and projects. In close collaboration with EdM, SRUC developed a nationwide CES, operational roadmap, and procedural training materials that will address the utility's tenuous relationship with communities and its lack of protocols or policies for engaging with community members through their distribution operations.

CHALLENGE

From an organizational perspective, community engagement has not been a priority for EdM, and the utility has often had a strained relationship with the local communities in which it operates. EdM understood that improved community relations are critical to achieving its long-term objectives, which include providing universal access to electricity supply throughout Mozambique. However, the utility faces a number of challenges in effectively developing and operationalizing a CES, including:

- Budget constraints and other budget priorities
- Inadequate human resource capacity to design and oversee community engagement efforts
- Lack of understanding of:
 - Leading practices in community engagement for utilities
 - How business metrics can benefit from an effective CES.
 - How to integrate community engagement with other business operations
- Managing customer expectations that arise along with increased community engagement



Community engagement event in Nacala, conducted in the local language and to hear the local leadership’s thoughts and opinions on EdM.

APPROACH

In close collaboration with EdM, SRUC developed and implemented the CES through the following three stages:

1) Strategic Design

- Consulted with key stakeholders, including community leaders from four regions of Mozambique (Maputo, Matola, Nacala, and Tete), as well as EdM leadership and employees to incorporate feedback / concerns.
- Undertook large-scale meetings within communities of each of these four pilot regions where leadership from civil society organizations, local political leadership, and community leaders discussed ways for EDM to better reach specific populations.
- Proposed guiding principles for the CES based on international leading practices and developed key performance indicators (KPIs) to track progress of the CES over time.
- Developed a methodology for stakeholder interest mapping.
- Proposed organizational and governance structure for the CES, and identified roles, processes, systems, and tools for CES implementation.
- Identified human and institutional capacity needs for effective strategy implementation and long-term program sustainability.
- Developed materials to train the EdM employees who will implement the community engagement program.

2) Operational Roadmap

- Set priority activities for a national roll-out of the company’s proposed community engagement processes and procedures, based on the short and long-term goals of EdM and its stakeholders.
- Aligned the CES to specific operational units within EDM headquarters and its regional offices.

- Developed a cost-efficient, geographic roll-out strategy based on available human capital, resources, and regional stakeholder and EdM priorities, and developed an associated budget to facilitate dialogue with donors and potential funding sources.
- Detailed the steps for achieving the goals and objectives of the CES, including the roles and responsibilities of EdM units, timeframes, equipment needs, and other resources.

3) Training Material Preparation

- Developed training plans and materials for the regional offices to take the first steps to engage with community leaders in a measured, practical manner.
- Trained EdM staff to effectively engage with community members and implement the CES.

KEY RESULTS

- Laid the groundwork for a sustainable execution of the new national electrification strategy, through which EdM hopes to connect an additional 400,000 Mozambicans annually to the grid.
- Provided critical capacity-building support to EdM’s newly established Safety, Health, and Environment Division (SHE).
- Presented the final CES and Operational Roadmap to the Board and executive staff of EdM.
- Refined the company’s approach to its customer relationships to illustrate the business case for how and why to better engage end-users of electricity across customer classes, particularly focusing on customers without an connection to the grid and currently connected low-income consumers.

M&E INDICATORS

- Number of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance – **Community Engagement Strategy adopted by EDM leadership and its Board.** (Standard Indicator: EG.7.3-1)

COOPERATING PARTNERS

SRUC worked closely with Power Africa and the USAID Southern Africa Energy Program (SAEP) to cost-share resources, leverage technical assistance, and relationships with EDM, as well as meet mutual electrification and energy reform goals in the region.

FOLLOW ON WORK

EdM adopted the core tenets of the CES, as laid out in the operational roadmap, through the projects associated with its national electrification initiative as well as safety campaigns in its northern provinces. The new customer engagement procedures and processes have been sewn into the new connection process, in order to help create new customer relationships that are sustainable and viable, as well as with the regional offices employees who are helping combat vandalism of EdM infrastructure, in order to incentivize them to work with the company rather than put in place punitive measure for intentionally broken infrastructure. USAID SAEP is assisting EdM with the national electrification strategy through an electrification management unit (EMU), which provides continuity on any questions related to community engagement and how to incorporate it into the policies.