

Annual Report 2009





Ministerie van Buitenlandse Zaken



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Chairperson's Report

Mr Jozias van Aartsen

In 1910, Technical World Magazine reported on pioneering technical breakthroughs of the day: the electric long-distance seer (read 'television'), the first talking motion picture, and a radio tuner to find different radio stations. Then, as now, people had an insatiable curiosity and sense of excitement about the future: a feeling that a new age was dawning. Yet society could only speculate about the impact these technological changes would have on their daily lives. That much, at least, has not changed.

Fast forward one hundred years and today there is also a sense that a new age is dawning. Within the last decade, Google, Twitter, GPS and FaceBook have become household names, and cell phones and wireless internet make communication faster and bring us closer, at least in the Western world. The new emerging information and communication technologies are changing how we socialise, how we learn, and how we connect with each other. The major difference, compared to 1910, is the speed at which technology is evolving and its explosive uptake. Fast forward one hundred years and today there is also a sense that a new age is dawning. Within the last decade, Google, Twitter, GPS and FaceBook have become household names, and cell phones and wireless internet make communication faster and bring us closer, at least in the Western world. The new emerging information and communication technologies are changing how we socialise, how we learn, and how we connect with each other. The major difference, compared to 1910, is the speed at which technology is evolving and its explosive uptake.

Low-cost, Sustainable ICT Solutions Are the Way Forward

Yet, there are still huge discrepancies between the North and the South, with sub-Saharan Africa still lagging behind in terms of mobile phone penetration and internet access. Today, in Africa, only 30 percent of the population uses a mobile phone compared to Europe where mobile penetration now exceeds 100 percent of the population and close to two out of three Europeans use the internet.

However, despite these challenges, a growing body of practical examples from the South shows how low-cost ICT solutions are being taken up by teachers, farmers and healthcare workers. This is one of the many reasons why I enjoy working with the International Institute for Communication and Development. The nature of IICD's work means that it is continuously exploring ways in which ICT can be used as a driver for change in the developing world. Building on about 15 years of experience of using ICT to catalyse sector-wide improvements in education, health, good governance and livelihood opportunities in agriculture, IICD is optimistic about what can be achieved with its various partners in the future.

Learning Organisation

IICD's interest in innovation is not limited to ICT. It is also innovative in the methodologies it uses and its management approach. As a learning organisation, IICD strives to continuously expand and adapt its capacity to produce the desired results. Today, more than ever, IICD is convinced that only those organisations that are willing to be flexible will survive in an age of rapid change, not those that stand still, to paraphrase Peter Senge. To achieve this, IICD is actively supporting 'people's commitment and capacity to learn at all levels'.

2009: A Turning Point

In 2009, IICD reached an important turning point in its history. The global recession, the changing climate in the development sector in the Netherlands, and the final year of the 2006-2010 strategic period, meant that IICD had to revisit its strategy for the future. Building on the foundation laid in

2008 with workshops that focused on 'The Demand for ICT4D in Developing Countries' and 'The Influence of New Technologies on Development', further preparations were made in 2009 to prepare for the new IICD Strategic Framework for 2011-2015. Part of this strategy is the preparation to set up the Connect4Change Consortium, with IICD in the lead, to obtain MFS II funding from DGIS for 2011 and beyond. The Consortium consists of five prominent Dutch NGOs: IICD, Akvo, Cordaid, Edukans and ICCO, involving Text2Change as a preferred partner.

Think Big, Act Together

By the end of 2009, IICD was supporting 12 leveraging programmes, advising its local partners on the best way to replicate in an informed way their more successful ICT initiatives nationally for maximum impact. At this point, 813.000 people were using the ICT activities we support directly and 5.9 million were benefiting indirectly, compared to 500.000 in 2005. We are confident that the impact of our work and the actions and influence of our partners will continue to increase during the next decade, when we plan to make a difference to 15 million people with low incomes in Africa and Latin America. This is the major motivation beyond the creation of the Connect4Change consortium.

Learning from Experience

In 2009, IICD continued to gather and share its experiences about e-health and e-learning, e-agriculture and e-governance, both internally and externally, so that others could avoid classic mistakes and replicate good practices. To support this learning process IICD continues to rely on national ICT for development networks. These networks play a vital role in raising public awareness about the benefits of ICT and lobbying government to place ICT on the political agenda.

People –ICT - Development

ICT and development are only two thirds of IICD's winning formula: without the people, development will not take place. On behalf of the Board, I would therefore like to extend our sincere thanks to all those who helped convert IICD's vision into reality in 2009: to our worldwide partners and the dedicated team of IICD staff in The Hague.



Jozias van Aartsen
Chairperson of the Board of Trustees

Summary

ICT: a Catalyst for Change

The International Institute for Communication and Development (IICD) is a non-profit foundation that specialises in information and communication technology (ICT) as a tool and catalyst for change in developing countries.

Together with its local partners in Africa and Latin America, IICD creates practical and sustainable solutions to persistent problems in the sectors (agricultural) livelihoods, education, health and governance. Problems such as the urgent need for immediate expert medical advice in rural areas or the chronic shortage of trained teachers and suitable text books in schools. By exploiting the potential of both modern media (computers, internet, email and multimedia) and traditional media (bulletin boards, radio and television) IICD has shown that ICT can be a powerful catalyst for development.

IICD helps local people improve their overall standard of living and quality of life. Using ICT in simple, cost-effective ways empower teachers, farmers, health workers, local government officials and civil servants. However, none of this can be achieved in a vacuum: our partners from the public, private and non-profit sectors play a vital role at every step of the way. Together, we strive to bring about technical and social innovation.

IICD's long-term vision is to connect millions of people in Africa and Latin America to improve their access to information, thereby helping them shape their own future and that of society around them. In this way, IICD strives to use ICT to bring us closer to realising the Millennium Development Goals (MDGs). By the end of 2009, activities supported by IICD had helped to reach 813.000 people in nine countries: Bolivia, Burkina Faso, Ecuador, Ghana, Malawi, Mali, Tanzania, Uganda and Zambia and had benefited 5.9 million people indirectly.

Results from our Work on the Ground

Working towards independence

By the end of 2009, 24 policy and leveraging programmes were being supported by IICD and 108 projects were in place. Over 40% of IICD's projects and programmes are financially independent. This suggests that there is a strong institutional embedding of ICT within IICD's partner organisations, which is the first step towards complete independence. Although the number of self-sustaining projects is steadily rising, it still falls short of the 50% aimed for. This is due to local partners' difficulties in securing sufficient competencies among their project staff and end-users, and their limited success in finding alternative funding sources to continue using ICT as part of their core development programmes.

The services provided through the different projects can be accessed mainly from information centres run by farmers' cooperatives, schools, hospitals or local government offices as well as from one of the community information centres supported by IICD. Most end-users and beneficiaries live in rural areas and tend to belong to the group of households that have a lower income and a lower education level. This reflects IICD's deliberate policy of reaching out to lower-income households in the different countries, with a particular focus on women and youth.

Leveraging: up-scaling through new partnerships

In 2009 most Country Programmes were actively seeking out ways to leverage project experiences by expanding and facilitating informed replication on a large scale to reach more people and significantly increase impact. In the health sector, IICD has cooperated successfully with Cordaid

and ICCO in Tanzania and Malawi in setting up large-scale programmes, and in Mali a new programme that plans to use ICT to help rural community health centres make diagnoses got underway.

In livelihoods, successful programmes were set up with SNV in Uganda to expand an information system that helps rural farmers access relevant markets and marketing information. In Bolivia, the local government office in Santa Cruz fully adopted a price information system, which it subsequently rolled out to 15 provinces, thereby reaching more than one million listeners daily via a national radio station. Meanwhile, in education, in collaboration with Ayuda en Accion, the Spanish government was petitioned for funding to support a proposal for a national ICT programme for secondary schools in Bolivia, and the Motorola Foundation donated funds and equipment to upscale telecentres run by the Youth Resource Centre project and other education projects in Zambia.

Innovative ICT solutions

Most developing countries struggle with limited IT infrastructure, connectivity and/or electricity. IICD is therefore continuously looking for innovative ways to connect people and create new opportunities. In 2009, significant progress was made using thin client systems (NComputing) and smart server solutions (Synology boxes). These systems result in lower electricity, maintenance and investment costs for partners. In addition, PDAs and notebooks linked to mobile services are now being used to collect agricultural information in both Zambia and Bolivia. Mobile services using SMS are also being used to send health information to end-users in Uganda and to inform citizens about local government issues in Ecuador.

Responding to our partners' training needs

Many of our partners explicitly expressed the need for more capacity building. Therefore, to enhance partners' and end-users' organisational and technical capacities, IICD and local training partners offered 20 technical update seminars, 51 on-the-job trainings, sessions in change management and other capacity development activities throughout the year. A total of 1.630 people were trained in 2009; far more than the original target of 1.200.

The capacity of partner organisations was further strengthened through their participation in ICT for Development (ICT4D) networks and monitoring and evaluation (M&E) activities. By the end of the year, 29.000 questionnaires were filled out with the help of IICD's online M&E system. The system provides both the partners and IICD with regular feedback on their activities. Input from the questionnaires is fed back into discussions on how to improve both the impact of the projects and user satisfaction in the long term. These discussions were held at 11 focus group meetings with project teams and 17 focus group meetings with the users of the projects.

The recognised role of the national ICT4D networks

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The national ICT4D network in each one of IICD's focal countries also contributed greatly to the sustainability of ICT for Development by working on awareness-raising, advocacy and the facilitation of national knowledge-sharing activities. In 2009, a total of 140 such events were organised for their members. These networks continue to expand slowly but steadily with 263 organisational members and almost 1.000 individual members in 2009.

From Knowledge Sharing to Learning

An important part of IICD's approach towards knowledge sharing and learning involves capturing lessons learned on how to apply ICTs for development within specific sectors based on empirical

evidence collected from the field. This is then shared internationally, locally and internally. Lessons learned in the countries are analysed and used to improve current and future ICT4D practices for the wider development community, our partners and ourselves.

International knowledge sharing

International knowledge sharing took place through the publication of articles in journals for the international ICT4D community, by presenting papers, and by participating in workshops and panel discussions at (inter)national events such as the annual eLearning Africa Conference in Dakar, Senegal. IICD staff also moderated online discussions of 7.127 participants in 113 IICD communities within the Dgroups platform.

In 2009, progress was also made with the upgrade of IICD's online interactive platform, iConnect, using the latest Web 2.0 tools. The revamped iConnect will be launched in 2010.

Knowledge sharing in the countries

IICD published eight Learning Briefs in 2009. These are reports based on one or more projects within one country and sector describing the outcomes and lessons learned on how ICT can be used to overcome a specific obstacle. These publications use data collected through IICD's M&E system. The Learning Briefs are disseminated among local partners in the countries and through various online platforms used by the ICT4D community. Further in 2009, IICD organised three trilingual Cross-Country Learning Events (CCLEs) on the themes health, livelihoods and gender. A CCLE brings partners from different countries together who all work with ICTs on the same topics, or within the same sector, to share lessons learned.

International knowledge sharing

The Thematic Learning Circles, which were set up internally to enable IICD staff members to exchange experiences and ideas, continued to be popular in 2009. They consist of quarterly face-to-face gatherings and an online space on the intranet. Further, internal seminars were organised to help staff hone their technical skills.

Strong Partnerships: A Key to success

New partnerships in 2009

As Henry Ford put it: 'Coming together is a beginning. Staying together is progress, and working together is success.' For IICD, nurturing existing partnerships and building new partnerships was high on the agenda in 2009 and these were subsequently developed with Agriterra, Text to Change and others. The support provided through all these partnerships helped to address a number of persistent challenges faced by our project partners, such as poor connectivity and a chronic shortage of computers. For example, through a new partnership with NComputing, IICD's partners in Burkina Faso, Bolivia and Zambia received support with low-cost, low-energy hardware in 2009. Support also came from private foundations in the shape of funding for Youth Resource Centres and schools in Zambia provided by the Motorola Foundation.

At the same time, initiatives were taken in 2009 to increase IICD's visibility on the domestic front. One such initiative involved co-ordinating the annual Fill the Gap event in Amsterdam. Further, IICD took part in Afrikadag (Africa Day) and in Ontwikkelingssamenwerking.nu (Development Cooperation Now). These events provided excellent opportunities to meet the general public and others interested in the field of international development.

On the ground IICD collaborated with various ICT and media training institutions, companies and consultants that provide an array of services to the project partners such as technical support, training and advice.

Creating the Connect4Change consortium

The Dutch Directorate-General for International Cooperation (DGIS) at the Ministry of Foreign Affairs continued to be IICD's main funder in 2009. IICD was also supported by the Swiss Development Cooperation (SDC). In addition, IICD continued working closely with several prominent Dutch non-governmental organisations (NGOs) in 2009 such as HIVOS, Cordaid and PSO with whom IICD co-funds a number of long-term ICT initiatives. Other important partners from the private sector are Altran, Atos Origin, Inter Access and KPN.

To obtain funding from DGIS for the period 2011-2015, IICD together with AKVO, Cordaid, Edukans and ICCO created the Connect4Change consortium. With IICD in the lead, they jointly submitted a proposal for funding Connect4Change whereby they will look for innovative ICT solutions to improve education, health and sustainable economic development in twelve countries: Bolivia, Burkina Faso, Ecuador, Ethiopia, Ghana, Kenya, Mali, Malawi, Peru, Tanzania, Uganda and Zambia.

Organisation

In 2009, IICD had a total of 33 employees: 20 female and 13 male (30.26 FTE) from 12 countries and three continents. Of these, 10 worked part time and 23 on a full time basis; the average contract counted 0.92 FTE. The staff members were divided over three teams: Country Programmes, International Programmes, and Personnel, Finance & Central Services.

To further improve the quality of the organisation IICD worked hard on recommendations from an external auditor, which resulted in an upgrade of the Quality Certification from ISO 9001:2000 to ISO 9001:2008. IICD was one of the first organisations in The Netherlands to be awarded this new certificate.

In 2009 IICD also underwent an external evaluation as part of its DGIS grant application, with very positive results. IICD was recognised not only for the work done but also for the way it works with its local partners and its learning capacity.

Finance

In 2009, IICD received a total of 6.036.073 euros in funding. Due to the global economic crisis IICD received less income than expected from public and private organisations and non-Dutch NGOs. Incomes were contributions in kind (staff time) as well as computers and other hardware or software donated by private foundations and private sector companies Motorola Foundation, Inter Access, Altran, TNO, Atos Origin and KPN, and the non-Dutch NGOs Close the Gap and SPIDER. In 2009 IICD has shown a great efficiency in achieving more results and impact for the received funds.

Plans for 2010

In 2010, IICD aims to strengthen local people and organisations, and particular attention will be given to the increased need for local capacity development during the process of supporting large-scale programmes in the countries. Another major focus is the finalisation of IICD's new strategy for 2011-2015. IICD will also focus on increasing its financial sustainability through the application for funding for the Connect4Change consortium with the Directorate-General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs, and by securing this funding. Lastly,

IICD will continue increasing its visibility among various stakeholders (World Bank, European Union, UN organisations) by demonstrating the catalyst role of ICT to bring about positive and lasting change.



On behalf of the Management Team
Mrs. Caroline Figuères, Managing Director

Strategy



ICT for Development Using ICT as a Catalyst for Development

Development aid is more than providing basic necessities such as housing, food, water and security. It is also about providing the tools and creating the circumstances that people need to climb out of poverty, such as access to good health care, education and the decision-making process. Modern information and communication technology (ICT) is a catalyst for development.

During the past two decades, modern Information and Communication Technology (ICT) has completely transformed our world. ICT has been one of the main drivers behind globalisation, the creation of economic opportunities and the empowerment of individuals. Yet, many are still unable to benefit from the different opportunities that are arising, particularly those living in developing countries.

ICT can be a powerful tool when it comes to stimulating development. It can help to reduce poverty by:

- Catalysing awareness and empowerment among people so that they can take steps to improve their own livelihoods and quality of life;
- Creating economic opportunities; and
- Improving people's access to quality health care and education.

People, ICT and development

IICD uses ICT as a cross-cutting tool to improve development in sectors such as education and health, stimulate economic development (in particular within agricultural livelihoods) and to improve the environment, citizen participation and good governance.

People are at the heart of our work in development - their needs – their involvement – and their future. IICD's approach is based on developing local capacity and expertise in developing countries. It uses ICT as a tool to empower people, enabling them to improve their overall standard of living and quality of life.

Implementing information and communication technology is not the prime objective; it is merely a link to the benefits that can be gained via information and communication. As most developing countries have limited or low connectivity, IICD looks for the best ways to connect people and create new opportunities. These may include stand alone technologies or combinations of modern and traditional media – like radio and TV with computers and mobile phones.

After identifying the problem and when looking for ICT solutions, IICD and its partners consider four different aspects:

- Technical; Which technology and/or technical solution is the most suitable in the context and affordable to fulfil the expressed needs? (such as adequate connectivity, improved access to radio and television as well as to various applications relevant to specific sectors, e.g. market information systems, distance learning, diagnostics at a distance)
- Content development; Are people able to create and organise content?
- Capacity development; Do people possess the necessary skills for working with and maintaining ICT?
- Sustainability; Will the solution be sustainable in the long term? (embedding, funding, policy support).

IICD and its partners use ICT as a tool and driver to support existing and new development activities. We focus on the 'traditional' development sectors livelihoods, health, education, governance and the environment. ICT offers us a way to empower people - teachers, farmers, health workers, local government officials and civil servants - enabling them to improve their overall standard of living and quality of life. In so doing, IICD and its partners contribute directly to the Millennium Development Goals, reducing poverty, improving education, and increasing access to health care.



Trends

Innovations in ICT4D continued, but in the shadow of a global recession

Mobile applications continued to progress in the development sector in 2009. Meanwhile, high energy costs instilled an even greater sense of urgency in the quest for low-cost, energy-efficient solutions. All this took place in the aftermath of a global recession, as a direct result of which many development organisations, particularly those relying on (private sector) donations, saw a sharp drop in available funds. It was against this complex backdrop of highs and lows that two key questions were relentlessly debated: How effective is development aid? Where should its priorities lie?

The ongoing discussion in the Netherlands about development aid focused on two issues in 2009: how to improve the effectiveness of aid and the areas on which the development organisations should focus. This was in the context of a new round of proposals for the co-financing system (MFS II) by the Netherlands Ministry of Foreign Affairs. The Netherlands Directorate-General for International Cooperation (DGIS) presented a policy memorandum on civil society organisations called "cooperation, customization and added-value". In an effort to stimulate organisations to collaborate, coalitions of organisations should be formed to apply. As a consequence, in future, fewer development organisations in the Netherlands will receive funding.

IICD responded to this by setting up the 'Connect4Change' consortium with AKVO, Cordaid, Edukans and ICCO. With IICD taking the lead, they jointly submitted a proposal to the Ministry of Foreign Affairs, building on the strengths of each organisation and showing the added-value created by their obvious complementarity. The programme outlined in the proposal will aim at

fostering social innovation and increasing outcomes and the impact in education, health and livelihoods through the innovative use of ICTs in twelve countries: Bolivia, Burkina Faso, Ecuador, Ethiopia, Ghana, Kenya, Mali, Malawi, Peru, Tanzania, Uganda and Zambia.

Hardest hit in 2009 were those development organisations that relied heavily on private sector funding: they found it exceptionally difficult to find funding partners in 2009 due to the global recession. IICD also works with private sector partners, and its work also suffered during this period. Unfortunately not all existing partners that had committed themselves to support IICD's work for a longer period were able to deliver. Consequently, IICD adjusted its goals in this respect.

Mobile devices for development

When it comes to fostering social innovation in the year under review the mobile devices took centre stage. In previous years much was said about the potential of mobile phones for development, considering the fact that people in developing countries have greater access to mobile phones than computers. Nevertheless, the use of mobile phones to foster development remained limited because of costs and the lack of available relevant applications. In 2009, IICD's partners continued developing relevant applications using mobile phones, for example to disseminate market price information among farmers in Ghana and health information in Zambia and Tanzania.

Low-cost ICT solutions

Alongside the use of mobile solutions for development, more interest grew for low-cost and energy-efficient ICT solutions too. In light of the concerns about the environment a lot of research went into identifying energy-efficient solutions and 'clean' alternatives. This has had a knock-on effect on hardware suppliers too and, as a result, more devices have come on the market that help our local partners not only save energy, but also save costs in ICT usage. To get a better idea of possible solutions, IICD carried out a small investigative study on what is currently available on the market and, supported by private sector partner Altran, organised awareness-raising sessions in the countries to inform local partners about the options open to them. IICD also entered into a partnership with NComputing and this led to local partners in Zambia and Bolivia receiving a small number of virtual desktops.



Mission and Vision Creating Opportunities

The International Institute for Communication and Development (IICD) is a non-profit foundation that specialises in using information and communication technology (ICT) as a tool and driver for development. It was founded in 1996 by the former Dutch Minister for Development Cooperation, Mr Jan Pronk.

IICD's mission is to help several million people with low incomes in Africa and Latin America create opportunities in education, health, agricultural livelihoods, governance and the environment to help them shape their own future and the society they live in through access to, and by using and exploiting, information and communication technologies (ICTs).

That is why, together with local partners, IICD creates practical and sustainable solutions using both modern media (such as computers and mobile phones) and traditional media (such as bulletin boards, radio and television). IICD's core business resides in enabling and supporting social innovation through the practical and innovative application of ICTs, in turn allowing for societal behavioural changes and transformations. In so doing, IICD and its partners also contribute to the achievement of the Millennium Development Goals.

For optimal impact, IICD also works closely with partners from the public, private and not-for-profit sectors to bring about technical and social innovation in the sectors Livelihoods, Education, Health, Governance and the Environment.

It currently supports 132 ICT projects and programmes in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Malawi, Mali, Tanzania, Uganda and Zambia.

Guiding principles

To secure the quality and sustainability of our work we adhere to the following guiding principles:

Demand-responsiveness; ICT for development activities must respond to local demands and offer opportunities for development that are workable in the local context to increase sustainability of the solutions that have been applied. This means that IICD works with partners that are demand-responsive and that have processes in place which are both participatory and representative;

Local ownership; Local partners take full ownership of their development challenge and develop, implement and monitor their own ICT-based solutions to increase the sustainability of the ICT for development activity. IICD's role is that of catalyser, broker and facilitator in the process;

Capacity development; People can only make effective use of ICTs for development purposes when they have the right skills base. That is why a large part of our work is devoted to capacity development. Capacity development is not limited to the development of individual ICT skills and competences, but also addresses the needs of the organisations.

Partnerships and Multi-stakeholder involvement; The success of IICD's work lies in creative partnerships such as knowledge alliances to help overcome challenges. Each sector – public, private and non-profit - has an added value to ensure sustainable development. IICD aims to involve all of them, both locally and internationally, in finding the solution to a development problem as their combined strengths are critical to sustainable solutions.

Learning by doing; At the heart of IICD's working philosophy, a strength IICD is widely recognized for, is the "learning by doing" philosophy. The actual execution and piloting of projects is carried out by IICD's local partners, IICD's role is to act at the skills' transfer level. Additionally, project partners participate in monitoring and evaluation activities whereby they review their results and draw lessons from what they have achieved so far. This helps local partners and IICD to learn from their experiences and build up a solid knowledge base on how ICT is best applied;

Gender equality; Women's needs receive special attention when analysing and solving development problems to ensure that the ICT solution contributes to gender equality.



Strategy 2009 Building upon Successes

In November 2006, IICD began implementing its five-year strategy for 2006-2010. This is outlined in a document entitled Strategic Framework 2006-2010: Making the Most of Experiences in ICT for Development. Throughout 2009, IICD continued focussing on the original goals of the 2006-2010 strategy and building upon its successes. It also experimented with some innovative ideas and concepts that could be implemented in its next five-year strategy starting in 2011.

Three core activities were identified that would enable IICD to achieve its mission:

- **Embedding** – integrating ICT into the strategy and day-to-day operations of partner organisations and end-user organisations to secure long-term sustainability in, and independent use of, ICT for development;
- **Harvesting** – Translating experiences of using ICT into valuable lessons that can be used for knowledge-sharing and accountability purposes among partner organisations, policy-makers and development partners in both the South and the North.
- **Leveraging** – Expanding and replicating project experiences on a massive scale at the national level in order to reach multiple end-users and significantly increase the impact of ICT for development.

IICD is a learning organisation. This means that it readily adapts to meet new challenges and exploit new opportunities that materialise along the way. This was the case in 2006-2010 when, acting on some valuable insights it acquired, IICD made a minor adjustment to how it implemented its strategy. Firstly, work carried out in the field allowed us to harvest more lessons than originally anticipated in 2006. In addition to this, we discovered that more capacity development was needed locally to leverage activities in the different countries in order to increase the impact of ICT and ensure that the activities initiated by our local partners were sustainable.

Strategic objectives 2009

In terms of embedding, IICD drew up the following strategic objectives for 2009:

- Up to 50% of all IICD-supported projects will reach the 'independent continuation' phase;
- At least 1.000 end-users will be trained. Not only will this ensure the sustainability of the projects, it will also support the long-term and active participation of end-users in ICT;
- A consolidated group of local training and technical advisers will be established in at least seven countries to support ICT4D at the project and programme level in the longer term;
- Learning and the exchange of experiences among partners through thematic networks and Monitoring and Evaluation (M&E) activities will be supported. The goal is to reach at least a 50% participation rate among partners;
- At least six of the national ICT4D networks supported by IICD should achieve official institutional status and national recognition, together with their affiliated thematic networks, in their respective countries.

In terms of harvesting, IICD's objectives for 2009 were to:

- Continuously update project profiles and experiences and lessons learned from at least 10 selected independent projects;
- Document experiences and lessons learned from at least one innovation project per country and one leveraging programme per country in collaboration with the national ICT4D networks in IICD's focal countries.
- Continuously update its internal Management Information System (MIS);

In terms of leveraging, the objective was two-fold in 2009, namely to:

- Develop a structured process approach for leveraging programmes;
- Participate in one or two national ICT4D programmes implemented by project partners or government agencies and with resources provided by the governments or development partners in each country, resulting in a minimum of a five-fold multiplication of end-users and beneficiaries.

In terms of innovation, the objectives in 2009 were to develop:

- At least one innovation project on connectivity and energy solutions per country;
- At least one innovation project to introduce new ICT applications per country.

Organisational goals

IICD's mission can only be achieved if the organisation as a whole has a safe and healthy working environment with processes that enable staff carry out the work that is required, efficiently and effectively. Access to funding and knowledge is equally important.

IICD's organisational goals in 2009 were to:

Strengthen the organisation

- to increase the connection with the local and enabling partners to become an efficient learning organisation;
- to work on sustainability and enhancing the quality of its activities for the benefit of the local partners and end-users as indicated in the Strategic Framework 2006-2010;
- to retain the ISO certificate, maintain and improve the Management Information System (MIS), and continuously update the management tools used for different management tools such as time-writing, financial management, etc.; and,
- to continue managing available funds in the most suitable and transparent way.

Acquire funds

- to seek partners that add value to IICD's own activities and those of its partners either through knowledge or funding. When it comes to finding funding partners, IICD aimed to obtain a minimum of 25% of its funding from non-DGIS source.

Increase its own visibility

- to help find new partners, communication activities targeted (potential) donors and private companies. Communication activities also targeted Dutch non-governmental organisations (NGOs) to foster greater collaboration.

Approach



Capacity Development Building Capacity in Countries

IICD helps people in Latin America and Africa to improve their livelihoods and quality of life by enabling them to tap into the benefits of Information and Communication Technology (ICT). Through its ten Country Programmes, IICD supports projects set up by its local partners. These projects help teachers, farmers, health workers and local government officials understand and successfully apply ICT applications in their own setting, share knowledge on the effective use of ICT, and contribute to national dialogues on ICT policies and priorities. As the Country Programmes have gradually evolved over the last decade, so too has IICD's role.

The starting point (initiation phase) for every IICD Country Programme is a National and Sector Roundtable workshop which is always initiated on the request of prominent stakeholders in the country in question. During these workshops, potential projects and policies are suggested by the local organisations present and a small number of project ideas are selected for further formulation. The life-cycle of each project goes from formulation to implementation and, ultimately, independent continuation. All Country Programmes support ICT4D activities in at least two to five 'social sectors', for example: (agricultural) livelihoods, education, health, governance and citizen participation, or the environment.

Support comes in various forms:

- 'Seed funds' are provided for pilot projects which show how ICT can contribute to the life and work of the local partner organisation;

- Technical solutions to improve connectivity are developed in collaboration with (local) private partners;
- Capacity development programmes are set up to train project partners and end-users to use ICT tools effectively;
- National and regional networks are set up for knowledge sharing, advocacy and lobbying; and
- IICD's monitoring and evaluation system is used to help local partners learn from their experiences of using ICT.

These activities together help to create a fertile environment and build local capacity to enable people in developing countries to make use of the benefits of ICTs on their own terms and help them achieve their own development goals.

2009: focus on institutional support and policy-making

By 2008, most Country Programmes had completed their project portfolios and were moving into the next phase: leveraging. This involved looking for ways to improve the impact and outreach of existing ICT4D activities within their country. Programmes, policies and strategies were subsequently developed at both national and sector level to enable large numbers of people to benefit from ICT at any given time. Consequently, IICD's role also changed: some capacity building activities became more important than others or were adapted and deployed in different ways. Round Table workshops, for example, were replaced by strategic workshops to facilitate policy formulation and leveraging processes.

In 2009, IICD's contribution mainly consisted of providing institutional support to its local partners to help them integrate and embed ICT into their organisations.

At our project partners' request, **capacity development programmes** focussed more on change management processes. Training courses for decision-makers were also organised, in close cooperation with local partners. IICD also helped project partners find alternative sources of funding to safeguard the financial sustainability of their ICT activities. This could be done by integrating costs in the organisation's overall budget, through payments by the users of the (ICT-supported) services provided by the project partner, or through alternative funding by third parties. In addition to this, more end-users were trained in order to increase local ownership and ensure that end-users could benefit from the ICT-supported services offered by the project organisation. By the end of 2009, 1.630 project staff members and end-users had received training, which is more than initially planned.

By increasing the number of **knowledge-sharing and lobbying activities** they carried out, the ten national ICT4D networks also helped local project partners to embed ICT within their organisations. In 2009, 140 of these activities took place. The networks also managed to stabilise the number of member organisations (263) and individual members (968) and focused on partners with a genuine interest in ICT4D issues, thereby improving the quality of the networks. Increasingly, partners are sharing their experiences at the sector level (education, health, livelihoods and governance). In addition, the networks also support theme-based groups such as technicians and women.

As in 2008, **evaluation activities** helped the local Monitoring and Evaluation (M&E) partner in each country to transfer responsibility for collecting the M&E questionnaires, and organising focus group meetings to discuss the questionnaires' findings, to the different project partners. An increasing number of partners used IICD's Monitoring and Evaluation system which resulted in a high number of questionnaires: 29.000 as opposed to the 25.000 that were originally expected. Input from the questionnaires is fed back into discussions on how to improve both the impact of the projects

Results:

Capacity development:

20 tech-update-seminars
51 on-the-job trainings
1630 persons trained

ICT4D networks:

10 national ICT4D networks
36 newsletters disseminated
46 thematic communities
140 awareness, knowledge sharing and lobby events
263 organisational members
almost 1,000 individual members

Evaluation:

11 partner focus group meetings
17 user group meetings
23 impact reports
29,000 persons interviewed (cum)

and user satisfaction in the long term. These discussions were held at 11 focus group meetings with project teams and 17 focus group meetings with the users of the projects (28 against 26 planned) at national and sector level. Although responsibility for Monitoring and Evaluation activities was increasingly transferred to the project partners, each individual Monitoring and Evaluation partner in the different countries remained responsible for analysing the M&E data from the questionnaires at the sectoral and national level, and for writing the annual Monitoring and Evaluation (M&E) report, which includes all the programme evaluation results.



Knowledge Sharing Enhance Learning and Knowledge Creation

One important pillar in IICD's approach towards ICT for development is building up a sound knowledge base by sharing lessons learned on the ground, both within IICD, among our local partners, and with the international development community. A new structure for harvesting lessons learned resulted in numerous activities and products in 2009 which made a significant contribution towards generating knowledge about the use of ICT within specific sectors.

Capturing lessons learned on how to apply ICTs for development within specific sectors based on experiences on the ground and then sharing this knowledge locally, as well as internationally, is an important part of IICD's approach. The lessons learned in the countries are analysed and then used to invest in new and existing ICT for development (ICT4D) practices. By exchanging experiences at the international level, IICD also contributes to the development of expertise on the use of ICTs in the development sector itself. Local knowledge sharing is facilitated by the Knowledge Sharing Officers who support the national ICT for Development networks in IICD's respective focal countries. They are supported, in turn, by Thematic Network officers from IICD who help to harvest local lessons learned, facilitate internal knowledge sharing and creation, and knowledge sharing with the international development community on the following themes: education, health, livelihoods (in agriculture), gender, the environment, governance, and innovation.

2009: new approach to enhance harvesting and learning

The introduction of Thematic Learning Circles within IICD to enhance learning has proved to be very popular. The TLCs exist of both face-to-face gatherings and an online space on the intranet where staff share and compare their experiences, knowledge and information about a specific theme or sector, namely education, health, livelihood opportunities in agriculture, gender, the environment, governance, and innovation. **In 2009, 19 face-to-face Thematic Learning Circles**

took place. Online content was shared on a daily basis. Other tools and activities that facilitated internal knowledge sharing and learning were the internal seminars with a technology focus and the intranet.

With regard to local learning in the countries, IICD successfully launched the Learning Briefs; a small publication based on one or more projects within one and the same country and sector describing the outcomes and lessons learned on how ICT can be used to overcome a specific obstacle, thereby making use of data that has been collected through IICD's Monitoring and Evaluation (M&E) system. The Learning Brief is meant to share lessons learned, locally and internationally, more easily. Print and online copies are disseminated among local partners in the countries and through various online platforms used by the ICT4D community. The Learning Briefs are a joint product from the Monitoring and Evaluation Officers, the Thematic Experts and the Knowledge Sharing Officers who work directly with the National ICT for Development networks in the countries where IICD is active. In 2009, **8 Learning Briefs were produced.**

Each year, IICD selects three main focal themes and organises an additional learning activities linked to them, such as Cross-Country Learning Events (CCLEs). A CCLE brings various local partners from different countries together who all work with ICTs on the same topics, or within one and the same sector, to share lessons learned. Over the years, the concept of CCLEs has proven to be successful as it enhances the learning of local partners. It also contributes to international knowledge sharing between developing countries as most partners involved in a CCLE continue to share their experiences with each other long after the event has ended, with the help of online communities. In 2009, IICD organised 3 CCLEs for the themes health, livelihoods and gender.

International knowledge sharing also took place through the publication of articles in professional journals for the international ICT for development community, by presenting papers, and by participating in workshops and panel discussions at national and international events and by moderating discussions of 7127 participants in 113 IICD communities within the Dgroups platform.



Innovation Fostering Social Innovation

Innovation plays an important role in IICD's work. Firstly, because working with technologies means that one works with tools that constantly renew themselves, thereby creating new opportunities to solve development problems. Secondly, because introducing new technologies often results in changes in processes and organisations. In this way, ICT becomes a tool for social innovation too.

For IICD, innovation is the first attempt to try something new and put it into practice, whether it involves introducing new technologies or initiating a change of processes to achieve better results.

In 2009, IICD re-assessed its role with regard to innovation to find out whether it should focus more on introducing innovative technologies or continue to focus on enhancing processes with ICT, even though they might not be innovative. The outcome of this re-assessment was that innovation as such required structural attention, especially with regard to trying out new technologies.

A Thematic Learning Community within IICD was formed to bring together ideas and experiences with regard to social and technical innovation within the countries. Furthermore, Country Programmes allocated additional time and budget for experimenting with innovation; particularly technical innovation. In doing so, IICD hopes to stimulate local partners to deploy innovative technical solutions and to build local knowledge about innovative solutions that might lead to the development of local solutions which meet the needs of local partners better than ready-made solutions from the North.

Innovation in 2009

In 2009, the emphasis was on technical innovation: looking into emerging technologies and piloting new tools. One of the technologies explored was mobile technology. For the past two years, the potential of mobile solutions has been widely discussed in the development sector. In many developing countries the number of people who have access to a computer remains small, yet a larger proportion of the population has access to a mobile phone: 30% in 2009 and rising. So far, mobile phones have only been able to offer a small range of applications, but the latest generation of mobile phones opens up new opportunities with applications that have been made specifically available for mobile phones too. Pilots with mobile phones and similar devices such as PDAs have taken place in Bolivia (field data collection with PDAs (CyberTracker) to support organic certification activities), Zambia (using smart phones to access the web for organic certification activities and SMS for sending out reminders to blood donors), Ghana, Tanzania, Burkina Faso and Mali (using Frontline SMS for people who do not have access to email). In both Mali and Ecuador, local solutions similar to Frontline SMS have been developed and tested. There, the local solution proved to be more successful than the ready-made solution of Frontline SMS.

In 2009, IICD piloted and introduced the virtualisation or multiplier technology (up to 20 work stations for each host PC) in different countries and projects through a Memorandum of Understanding with NComputing as well as independently through local suppliers (Ghana and Tanzania). Multiplier technology is extremely relevant in the countries since it is cost-efficient (reduces up to 60% of the investment costs, energy-friendly (reduces up to 80% of the energy bill and ensures long-term sustainability (fewer maintenance and servicing costs). Among the connectivity solutions used in the countries, GPRS via mobile phones and USB modems in rural areas, a combination of upload via GPRS and download via VSAT (Burkina Faso and Mali) and wireless mesh solutions (Tanzania and Ghana) are being used extensively to compensate for the absence of any fixed infrastructure.

Other tools that have been experimented with include:

- Thin client systems (N-computing) in Bolivia, Burkina Faso and Zambia;
- Smart server solutions (Synology boxes) in Bolivia;
- Moodle (organising educational content) in Bolivia;
- NING platforms (communication platform) used for preparing a forum on livelihoods in Burkina Faso and Tanzania; and,
- A digital pen that was tried out in several hospitals in Tanzania.

One of the challenges that comes with introducing new technologies is to make local partners familiar with new possibilities, while leaving them free to adopt the new technologies as they wish. To facilitate the selection of sustainable solutions, IICD has started to use platforms, OpenIT forums, and communities of 'techies' more structurally to experiment with a particular device. In addition, IICD invested more in sensitisation and awareness-raising with regard to using new technologies. Change management has also become part of the process in order to integrate and embed new solutions into the organisations.



Partnerships Partnering for Success

Partnerships are vital to IICD's work: there are too many challenges when working on development to overcome them in isolation. Consequently, IICD collaborates with a variety of local, national and international partners from the public, private and non-profit sector. Their combined strengths are critical to achieving sustainable solutions. In 2009, IICD collaborated with partners on the ground, partners for international knowledge sharing and partners funding activities from IICD.

Each sector – private, public and non-profit – has a comparative advantage to bring to the development context. IICD collaborates with partners at both the local and international level. Some partners, knowledge partners, help IICD specifically to develop and share expertise of using ICTs in a specific sector, theme or area. Other partnerships go way beyond expertise development and play a prominent role on the ground where they help to develop successful ICT4D programmes and policies by providing expertise, networks and funding.

Partners on the ground

On the ground, within the countries, IICD collaborates with various ICT and media training institutions, companies and consultants that provide an array of services to the project partners such as technical support, training and advice. Having enough local partners on the ground that can help to build national capacity and expertise on the use of ICTs is vital for the sustainability of IICD's work. Not only because in the long run project partners need to be able to rely on the availability of local expertise to be able to make full use of ICTs, but also because there is a growing need for locally developed solutions. Experience has taught us that solutions that have been developed in the country itself are generally more effective as standard solutions from the North as they meet local needs and take local circumstances into consideration. In 2009, IICD worked with 24 partners on the ground that provided services for local partners at the grassroots level. Among them were the ICT Development Centre in Mali, MachangaraSoft in Ecuador which

developed alternative solutions for using Frontline SMS, and NPK Technologies in Tanzania which developed software for Health Management Information Systems.

The project partners are equally important. Although they do not contribute to IICD's work in terms of specific technical expertise, materials or funding, their understanding of the local environment and their feedback on how we approach the implementation of ICTs is vital for developing a successful approach towards applying ICT for development purposes. To nurture this important dialogue, IICD strives for an atmosphere of trust, openness and equality with all its partners. In 2009, IICD collaborated with 124 project partners.

Enabling Partners

Enabling partners help IICD to do its job on the ground and to create, share and disseminate information about the use of ICTs for development. These organisations can be divided into two groups: knowledge-sharing partners and partners that offer financial and expertise to ICT for development programmes in the South.

Partners offering financial support to ICT4D programmes

To be able to implement ICT4D activities, IICD relies on sources that are provided by partners in the public, private and non-profit sector. In the past decade, IICD retrieved the major part of the funding needed for long-term programmatic support from public donor agencies such as DFID, DGIS and SDC as IICD's agenda was easily aligned with theirs.

In recent years, ICTs have become mainstreamed in traditional development sectors resulting in less funding being made available by public sector donors for programmatic support. From 2008 onwards, IICD focussed more on other types of partners that can support IICD's work such as the private sector, foundations and other international NGOs.

Due to the economic crisis, very little funding was available in the private sector in 2009, forcing IICD to focus entirely on retrieving funding from international NGOs and foundations. With the new round of MFS II funding from the Dutch Directorate-General for International Cooperation (DGIS) on the horizon, IICD also spent time forming a coalition with Dutch development partners Akvo, Cordaid, Edukans and ICCO to submit a proposal with preferred partner, Text to Change, for funding. For more information on fundraising, go to the overview of IICD's current fundraising activities.

Partners for creating, sharing and disseminating knowledge

IICD is an expertise organisation, but its expertise lies in the field of applying ICTs to specific sectors such as health and education, rather than being an expert on these particular themes. A core group of knowledge partners supplement IICD's experience base with regard to specific themes (for example: health, rural access) and areas (for example: capacity development, policymaking). In 2009, IICD continued to exchange knowledge with APC, CTA, GeSCI, OneWorld regional offices, PSO, Women's Net, Search4Dev, KM4Dev, the Global Knowledge Partnership (GKP), and the Universities of Amsterdam, Leiden and Delft. In addition, IICD also played an active role in several platforms, such as the Dgroups platform, GenARDIS, OSE, and ItrainOnline which brings together APC, Bellanet, FAO, UNESCO, Telecentre.org, INASP and OneWorld.net and continues to be our main platform for capacity development.

Results

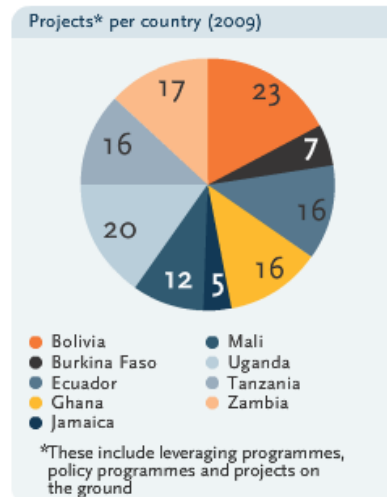


Overview

The Road to Independence

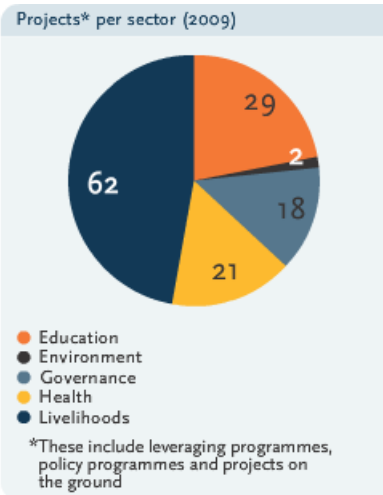
By the end of 2009, IICD had accomplished most of the goals it set itself at the beginning of the year. One ongoing objective is to help local partners embed their ICT initiatives into their respective organisations' daily routine. This represents the first step towards complete independence. Although often a long and difficult journey, over 40% of the total number of projects supported by IICD now operate independently of IICD, with no further financial support.

In 2009, IICD worked in ten countries: Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Malawi, Mali, Tanzania, Uganda and Zambia. In all of these countries, with the exception of Malawi and Jamaica, IICD worked in two to five sectors: livelihoods (mainly agriculture), education, health, governance, and the environment. In Malawi we focussed on health only. The financial support to activities in Jamaica has been stopped, having reached a sufficient level of sustainability: many of the ICT initiatives developed by our partners are well embedded and able to continue independently.



By the end of 2009, IICD's project portfolio amounted to a total of 132 projects and programmes. This includes **108 projects on the ground and 24 leveraging and policy programmes**. The total amount is a marked increase compared to 2008 (120 projects and programmes) and is in line with the *IICD Strategic Framework 2006-2010*. Over 40% of IICD's portfolio is continuing

independently, which means that although they no longer received financial support from IICD they continued to participate in monitoring and evaluation activities, benefit from IICD-sponsored training seminars and often participate in activities organised by the National ICT for Development Network. Although the number of self-sustaining projects is steadily rising, it still falls short of the 50% aimed for. This is due to local partners' difficulties in securing sufficient competencies among their project staff and end-users, and their limited success in finding alternative funding sources to continue using ICT as part of their core development programmes. Due to a lack of interest, or insufficient progress, 10 projects ceased operations. This represents less than 10% of the total project portfolio and was in line with what was expected.



A key contributory factor for the sustainability of the projects was that more emphasis was placed on embedding ICT at the organisational level. Explicit attention was also given to change management processes for decision-makers. End-users received more training too, which contributed to a stronger feeling of ownership and uptake of ICT among them. A growing number of knowledge-sharing and lobbying activities organised by the national ICT for Development networks helped partners to share their experiences at the sector level. More partners used the Monitoring and Evaluation (M&E) system this year to learn from their. Where possible, IICD also helped partners find alternative sources of funding, either by integrating costs into the overall budget of the organisation, obtaining payments from the users, or through alternative funding by third parties.

Reaching end-users and beneficiaries

The IICD-supported activities in the countries reached **813,000 end-users** and **5.9 million beneficiaries** by the end of 2009. Users are people who directly make use of, or contribute to, the information and communication services initiated through the IICD-supported programmes. The services can be accessed at a community information centre, an information centre run by a farmers' cooperative, a school, a hospital or a local government office. Beneficiaries represent a larger group of people who benefit indirectly from IICD-supported activities, for example by listening to radio programmes or visiting websites set up by the partner organisations.

Compared to 2008, IICD reached more end-users, but fewer beneficiaries in 2009. The lower number of beneficiaries can be explained in part by the rigorous criteria now used to define a beneficiary for each project. It is thought that the current number is more realistic and reflects the situation on the ground much more accurately than the estimation made for the *2009 Year Plan*.

It is worth mentioning that the majority of end-users and beneficiaries are based in rural areas and tend to belong to the group of households that have a lower income and a lower education level. This reflects IICD's deliberate policy of reaching out to lower-income households in the different countries with a particular focus on women and youth.

Positive external evaluation

The preliminary results from an external evaluation of IICD's strategic framework for the period 2006-2010 show many positive comments and interesting remarks allowing IICD to improve. The evaluation report assessed IICD's work for accountability and learning purposes. It also provided input for the preparation of the future direction of the IICD. The evaluation focussed around three programmes that have been analysed in more detail: Education in Bolivia, Health in Tanzania and

Agricultural Livelihoods in Mali. IICD's Monitoring and Evaluation system, in particular, was seen as a unique tool that could be of immense added value for other NGOs in the field of development.

Scaling up

IICD's experiences and those of its partners have enabled a more proactive participation in larger-scale leveraging programmes and policy-formulation processes whereby ICT initiatives developed by local partners are replicated and rolled out on a massive scale for maximum impact. In 2009, IICD was involved in **12 leveraging programmes and 12 policy processes**. In general, policy and leveraging programme cost a great deal of time and effort from the teams. Yet, despite this, IICD has been able to make a lot of progress in some of the programmes.

Leveraging and Policy Programmes 2009

Country	Theme	Partners	Phase
Bolivia	ICT education programme	AYUDA en ACCION	Formulation
	ICT agriculture programme	Prefectura Santa Cruz	Implementation
	ICT education programme	Min. Education, Neth Embassi, SIDA, DANIDA	Implementation
Ecuador	ICT education programme	Ministry of Education	Implementation
	Telecentre programme	Ministry of Education	Independent continuation
Ghana	Telecentre programme	Ministry of Communication, UNDP, District Assemblies	Implementation
	ICT national policy	Ministry of Communication	Independent continuation
	ICT health policy and strategy	Ministry of Health	Independent continuation
	ICT agriculture policy and strategy	Ministry of Food and Agriculture	Independent continuation
Mali	ICT agriculture policy and strategy	Ministry of Agriculture	Formulation
	ICT health policy and strategy	Ministry of Health, UNECA	Implementation
	ICT health programme	REIMICOM-FENASCOM	Implementation
Tanzania	ICT health policy and strategy	Ministry of Health, CSSC, COSTECH	Formulation
	ICT health programme	CORDAID, FINLAND, ELCT	Implementation
	ICT health programme	Government Mwanza	Implementation
	ICT education policy and strategy	Ministry of Education, SIDA	Independent continuation
	ICT governance programme	Kinondoni	Independent continuation
Uganda	ICT health policy and strategy	Ministry of Health	Formulation
	ICT agriculture programme	SNV, NAADS, UCE, MTTI	Implementation
	ICT national policy	National Planning Authority	Closed
	ICT education policy and strategy	Ministry of Education	Closed
	ICT trade, tourism and industry policy	Ministry of Trade and Tourism	Closed
Zambia	ICT youth programme	Ministry of Sport, Youth and Child Development, MOTOROLA	Implementation
	ICT education policy	Ministry of education	Independent continuation

Upscaling Agricultural Livelihoods

These include the agro information system in Bolivia, implemented by the Departmental Government of Santa Cruz, which currently reaches 50,000 farmers with price information through internet and rural radio. In Ecuador, a micro-credit programme has expanded to 20 micro-credit institutions, serving a better credit-checking system which makes it easier for farmers in rural areas to gain access to micro-credit. Finally, the Zambian Youth Centre Programme is successful, and will be further strengthened by the Motorola company and the Motorola Foundation.

Upscaling Education

IICD collaborated with Ministries of Education in three countries in 2009. Three of IICD's local partners in Burkina Faso worked on the government's e-policy for secondary education, which was finally ratified in 2009. In Latin America, IICD and local partner Educate worked together to digitise Ecuador's new secondary school curriculum and produce digital content, while in Bolivia, IICD and its local partners are currently assisting the Ministry of Education with developing the national ICT for education programme.

Upscaling Health

The Malian health policy was developed and resulted in the allocation of a national programme fund for ICT in health. In Tanzania, the joint IICD-CORDAID health programme is becoming increasingly

integrated in all aspects of the hospitals. The approach has been adopted by other donor agencies such as GTZ and the Finnish agencies, and is considered as a model for a new initiative in Malawi.

Upscaling Governance

The community telecentre and training programme in the North of Ghana run by the Ministry of Communication and Information attracted a lot of attention in the media, and is now becoming the main reference point for telecentres serving farmers, schools and government officials in Ghana. CTA has agreed to provide additional support in the form of training.



Results Education

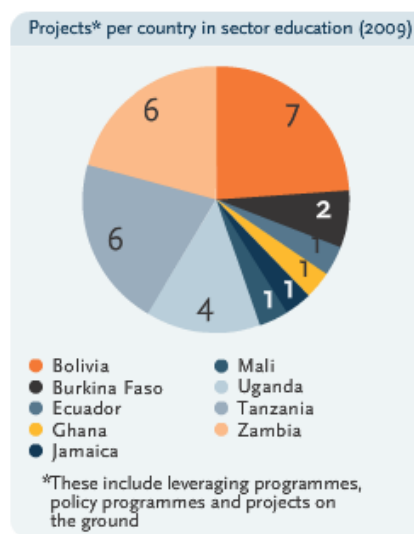
In 2009, IICD supported 29 ICT for education projects in Tanzania, Burkina Faso, Zambia, Ghana, Bolivia, Ecuador and Uganda which benefited over 300.000 users and nearly 1.300.000 indirect beneficiaries. These projects helped teachers in primary, secondary and teacher training institutions to improve and create their own educational materials. Some of the projects work on enhancing ICT and business skills of young people and adults in vocational education.

Highlights in 2009

More teachers creating and sharing materials

Many schools lack up-to-date text books and locally relevant educational materials. Digital materials produced and shared by local teachers, especially peer-reviewed notes, are therefore particularly useful. Not only is the end-result beneficial, the learning process that teachers go through to create their own contextualised materials brings rich rewards in terms of newly acquired ICT skills, and access to up-to-date and localised content. Moreover, working with ICT has been shown to have an important social impact in terms of empowerment, motivation and the creativity of teachers and their students.

In Uganda, an ICT Training Manual was compiled jointly by IICD and SchoolNet Uganda with a view to introducing it to 30 more schools in Uganda via a series of workshops in 2010. In Zambia, the Education Support Network (ESNet) and Enhancing the Visual and Presentation of Educational



Content (ENEDCO) projects used ICT to standardise and share teachers' notes and improve the way lessons were presented to the students. In Ecuador, the same approach is followed by schools supported by Educate and Fuvia. In Bolivia, four education partners have exchanged experiences in developing localised and interactive learning games for mathematics, languages and intercultural education.

More networking and peer-to-peer support

In 2009, the number of teachers taking part in the thematic ICT for education networks set up by the eight national ICT4D networks increased significantly. Rural schools especially benefit from this exchange as it breaks their isolation. In 2008, this was still a challenge, with few teachers participating and little real exchange between the projects, because of a sense of competition. By 2009, most leading ICT4E organisations in Bolivia had become members of TiCBolivia. Some thematic networks even produced materials, such as an ICT4E manual and a poster with weblinks.

Progress through partnerships

For several years, partners and users have indicated that access to more computers and improved connectivity are the first priority. To help them with this, IICD has successfully engaged in partnerships with new northern partners:

- A partnership with Close the Gap resulted in a first shipment of 600 second-hand computers to Uganda;
- Private partner, N-computing donated low-energy computers to Zambia, Burkina Faso and Bolivia; and,
- The Motorola Foundation provided a large-scale donation to support connectivity and capacity development in schools in Zambia.

ICT fully integrated in day-to-day practices

IICD aspires for ICT to be sustained and completely embedded in the day-to-day operations of schools. Significant progress was made in this area in 2009:

- The Copperbelt College of Education (CBCE) in Zambia built computer labs for its 30 teaching staff and 900 pre-service teachers, thereby ensuring that the next generation of Zambian teachers will be fully conversant with ICT.
- Three hundred teachers and 10,000 students taking part in the ENEDCO project in Kitwe, Zambia also saw ICT become fully integrated in their schools.
- In Bolivia, partners developed a sustainable set-up of computer labs by establishing administrative committees in which parents and teachers take joint responsibility for managing the labs. With small monthly contributions from the parents, over 100 educational telecentres serving over 40,000 pupils are functioning on their own.

Challenges

Uninterrupted access to high quality education is a rarity for most children in developing countries. Those who manage to enter the education system face oversubscribed classes due to a chronic shortage of trained teachers, outdated national curricula, and unsuitable text books. There are various ways in which ICT can be used to address these issues. However, there are some major challenges:

- Many efforts to introduce ICT are thwarted by electricity shortages as power cuts are a daily occurrence.
- Poor connectivity combined with expensive bandwidth continues to be a major challenge to using ICT to improve educational opportunities in Africa. IICD and its local partners therefore focus on finding low-cost, sustainable (offline) solutions.
- The accreditation of locally developed content remains an obstacle to many local initiatives of schools as accreditation is a slow and complicated process in most countries.

Sector impact

At project level, projects were evaluated based on answers to questionnaires distributed among school management, teachers and students. Findings for 2009 indicate a sharp rise in gender impact from 48% to 66%, indicating that the projects have become more relevant to both male and female students and teachers. However, in Zambia the men were even more negative about the gender impact than the women: this could be because boys often enter the computer lab and push the girls away, while the girls are intimidated and seldom ask for a computer.

At the sector level as a whole, school management still shows some resistance to integrating ICT. This requires extensive efforts to raise awareness among decision-makers, both at the level of individual schools and in the wider education sector. Therefore, IICD and its partners have paid more attention to awareness-raising meetings with school principals and teachers to promote the full integration of ICT in the education system.

Recognition of the added value of ICT by the government is a second requirement for up-scaling the use of ICT in the education sector. More awareness about the benefits of ICT is also needed for decision-makers in the government and among development partners as many still think of ICT in terms of equipment and do not see the wider impact on access and the quality of education. Consequently, IICD and its partners are supporting governments with their efforts to upscale ICT in the education sector.

In three countries this resulted in concrete collaboration with the Ministries of Education in 2009:

- In **Burkina Faso**, three of IICD's local partners worked on the government's e-policy for secondary education, which was finally ratified in 2009;
- In **Ecuador**, IICD and local partner Educate joined forces to digitise the new secondary school curriculum, produce digital content and expand the pilot programme.
- In **Bolivia**, IICD and partners advise the Ministry of Education on its national ICT for education programme. The Ministry applies the IICD evaluation approach to its programmes to measure impact and get feedback on its programme from teachers and students. The Ministry also adopted a sustainable model of educational telecentres which has been successfully implemented for the last four years in 100 schools supported by the partners of IICD in Bolivia.



Results Governance

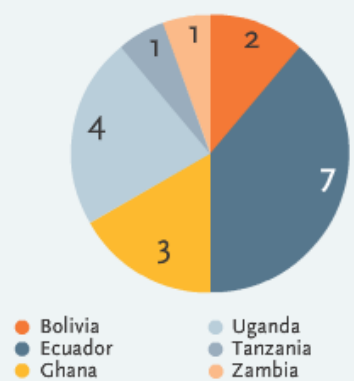
In 2009, IICD supported 18 e-governance projects which reached over 170.000 end-users and 560.000 indirect beneficiaries. The governance programmes address two key themes. E-Government initiatives aim to strengthen the efficiency and transparency of public information. E-Society initiatives enable citizens to influence and monitor government policy and empower particular groups, particularly women and indigenous people, in society.

Highlights in 2009

The local e-government projects in Tanzania and Uganda are in the 'independent continuation' phase. The projects focus on the **transparency of government administration** at the municipal and district level and are still visited regularly. They have become important reference points for other e-government initiatives at the national and regional level.

Grupo FARO introduced a mobile **e-government programme** in several small and rural municipalities. By means of SMS, citizens receive regular public service announcements and can ask questions about public events and training opportunities, while keeping abreast of the local government's progress with executing its annual plans. The medium is also used by local

Projects* per country in sector governance (2009)



*These include leveraging programmes, policy programmes and projects on the ground

government officials to enquire about the priorities and concerns of local citizens. This helps to inform the local government's planning process.

A similar e-government initiative, where citizens sought more transparency in government planning and programme implementation in Uganda, was closed down. The experience taught us that governance projects in which civil society and government actors have different expectations from the outset are likely to fail. Lessons learned from this project were fed into a new e-society project in Uganda's Kasesse region which began in collaboration with Hivos and the European Union.

More recently, initiatives in Ecuador provide interesting new examples of e-society projects: the Citizenry Online project is examining how Web 2.0 tools - podcasts, blogs, wikis and interactive maps - can be used to encourage citizens' groups to participate in public governance affairs. From the government side, municipal councillors are closely involved in the project in order to respond to questions from citizens and lobby for their ideas.

The electronic newspaper Citizens' Participation in Ecuador provides citizens with impartial news and information produced by regional news agencies to counterbalance the centralistic, urban bias in Ecuadorian journalism. To complement news items, the general public is invited to actively participate by posting blogs and videos and joining in online debates and quizzes. SMS services, Facebook and Twitter are used to keep citizens informed and invite them to join in debates.

Other projects focus on empowering citizen leaders, particularly women. In Ecuador, AMJUPRE supports the empowerment of female local government officials and representatives, and some of the leaders became trainers of trainers. CIDOB, an organisation run by and for indigenous people in Bolivia, helps local female leaders assume leadership positions and develop policy proposals using the internet and blogs. Similar online tools are used by women all over Bolivia to seek advice and share their experiences of domestic violence, as part of the Casa de la Mujer project.

e-Governance **thematic groups** were set up in Bolivia and Ecuador as part of the countries' respective national ICT4D networks - TiCBolivia and InfoDesarrollo - to encourage people to share experiences. Through these thematic groups stakeholders can meet, discuss and lobby for the spread of e-governance initiatives. At the international level, AMJUPRE's and Casa de la Mujer's experiences were presented at the Cross-Country Learning Event about 'Gender and ICT' in The Hague.

Challenges

E-governance projects operate in the political arena so they are often vulnerable in times of **political upheaval**. In Uganda the challenge is to see whether transparency and accountability - the hallmarks of a good e-governance project - prevail during the elections. In Ecuador, Citizens' Participation and Acción Ecológica continue to operate, despite threats from the security forces. In Bolivia, CIDOB has been occupied by opposition forces.

More **awareness-raising** about the potential of e-governance is urgently needed, although there are still insufficient resources available to effectively implement any e-governance initiatives, as illustrated in Apach, Uganda. Indeed, most actors in this sector are small, vulnerable NGOs with **limited resources**. In the case of FARO in Ecuador, mobile prices are still prohibitive for feasible social-based governance programmes and require the government to subsidise services.

Frequent power cuts continued to hamper the projects in 2009 as their work largely depends on online communications. However, solutions like hosting abroad are in place, so even if they cannot work, people can still access their services. In Ecuador, power cuts affected one area at a time, so other areas could still visit the websites.

E-waste remains a challenge. For this reason a pilot project was set up with Close the Gap in Uganda and is now focusing on collecting second-hand hardware for recycling.

Sector impact

In 2009, 205 questionnaires were collected from six e-governance projects in Bolivia, Ecuador and Uganda. More women and users from the rural areas (50%) took part. Overall satisfaction levels decreased slightly in 2009, with 'quality of information' scoring highest. Satisfaction about the use of mobile phone applications in governance is highest among all the sectors in which IICD works, underlining how the introduction of mobile components into the projects has been positively received. Economic impact rose compared to previous years. Compared to 2008, gender impact rose in Uganda but it is still under 45%. Conversely, at 80%, Ecuador scored highest. The impact on governance, as well as the negative impact, is rated much higher by women than by men.

Interestingly, evaluation results indicate that the e-society projects tend to have a greater impact than the e-government projects. This is related to their higher levels of autonomy compared to government-based projects which generally have to deal with slower and more complicated decision-making processes. In Bolivia, Casa de la Mujer became a national champion for gender-related issues, as did AMJUPRE in Ecuador. Many Ecuadorians now look to Radio La Luna and Citizens' Participation for unbiased news reports. More than 60% of the respondents stated that they saw a positive impact on governance as a result of the projects. E-society projects are also more willing to pioneer the use of new ICT technologies, such as SMS or Web 2.0.

Meanwhile, the financial sustainability of these projects remains a challenge, especially in relation to government-supported initiatives. Political changes resulting from the new constitutions in Bolivia and Ecuador may also affect e-society projects, particularly if they are openly critical about the move to more centralised government policies.

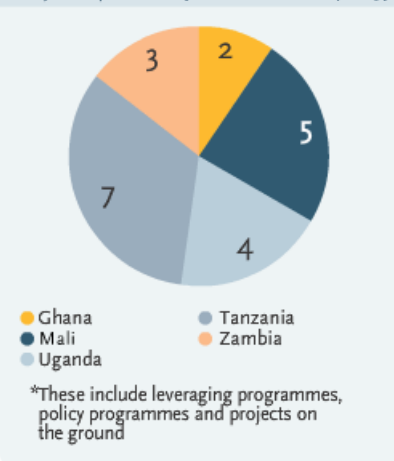


Results Health

IICD supports 21 health projects, in Burkina Faso, Ghana, Mali, Malawi, Tanzania, Uganda and Zambia which reached nearly 5000 users and over 600.000 indirect beneficiaries. Policymakers, health workers, medical students, patients and the general public all benefit, directly or indirectly, from these programmes.

The health service in most developing countries is under constant siege. Hospitals are few and far between and have to endure a chronic shortage of trained staff, medicine, and basic equipment. The massive distances in many African countries mean that, for most people, their nearest health clinic is a two-day walk away. IICD works closely with local doctors, hospital administrators and government officials to find ways in which ICT can help to find ways in which ICT can help to improve access to medical services.

Projects* per country in sector health (2009)



Highlights in 2009

IICD supports programmes in the health sector that enhance the quality of healthcare delivery. This is realised by using ICT to more efficiently and effectively manage health information in hospitals, clinics and at the district and provincial health authorities. In addition, ICT is used to help

health professionals and rural community health workers access up-to date health information, engage in peer-to-peer consultations, and learn through tele-consultations and internet-based e-learning. Finally, rural communities benefit from ICT by accessing relevant health information directly via mobile messages.

One successful example of how ICT is being used for **health management** can be found in Northern Tanzania. There, an integrated health management information system (HMIS) is operational for the district and regional hospitals of the Evangelical Lutheran Church Tanzania (ELCT). A simpler system is applied in the smaller rural health centres. The systems support information management relating to patient registration, drug stock control, human resources and financial management. A similar programme recently began in Malawi.

In Mali we find an excellent example of how health professionals can be assisted in their work through ICT. The Teleradiology project successfully linked health professionals from rural hospitals to specialists in the national hospital in the capital, Bamako. Health staff from the rural hospitals can now directly consult online with colleagues about more complicated medical cases. In 2009, a total of 900 such cases were handled. In Zambia, the Integrated Patients Monitoring System/Home-Based Care project trained around 100 community health workers to use ICT to provide better information and home-based care for patients in the community.

When looking at **community health applications**, 3AG-Fabema, also in Mali, piloted multimedia applications in community health to sensitise midwives and pregnant women. As a result, more women made use of the health centre in 2009. In Uganda, the Health Child project produced digital stories for and from the community on its website and collaborated with Text to Change to promote HIV-AIDS testing among pregnant women using SMS-based quizzes via the mobile phone. This led to a massive increase in the number of women coming forward for HIV-AIDS testing.

Sector impact

IICD's unique bottom-up approach sets it apart from many of the bigger players in the ICT for health sector. It also helps it link many health organisations with each other. In addition, demonstrating the benefits of HMIS has inspired others to follow, while the national and international knowledge-sharing meetings have helped raise awareness among partners in Mali, Burkina Faso and Tanzania. This in turn has motivated partners to duplicate the experiences of their peers, as in the 3AG-Fabema project which was largely based on the experiences of Sahel Solidarité in Burkina Faso.

To secure institutional embedding of ICT at the level of our partner organisations, we found that it is essential to convince decision-makers in the health sector of the importance of ICT to ensure the quality and effective delivery of health care. Therefore, IICD has developed change management workshops to raise awareness among, and gain the commitment of, the key decision-makers of the partner organisations. Furthermore, as staff turnover in the health sector is high, the programmes include continuous training sessions for participating health workers.

Up-scaling experiences to the national level requires governments to integrate ICT in their health programmes. Therefore, IICD and its partners participate in the formulation of a national ICT policy and strategy for the health sector in Mali, Uganda and Tanzania. In the particular case of Mali, this has already resulted in a government-supported fund for ICT applications in the health sector. In Tanzania, where the government-led policy process is still not finalised, a number of bilateral development partners have already started to invest in ICT as part of their broader health programme support.



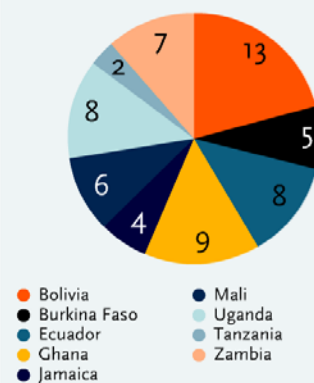
Results Livelihoods

In 2009, IICD supported 62 projects in the Livelihoods sector and reached over 230.000 users and over 3.300.000 indirect beneficiaries in 9 countries. In this sector, ICT is being used to help farmers access information about alternative production methods and market prices and help them gather information about production volumes and how to certify their ecological products.

Highlights in 2009

In Ghana, IICD supports 10 community information centres in the North. The centres, which are part of a national programme initiated by the Ghanaian government, have become a reference point for the rest of the national programme. Twenty IICD partners from ten community information centres presented their experiences in a workshop about the sustainability of community information centres. The partners have become the national resource persons for the other 90 CICs in Ghana. The Ghanaian capacity development partner gave a similar workshop in Tanzania for 15 telecentre managers. In Uganda, the Uganda Commodity Exchange developed the Rural Information System further and strengthened the partnership with SNV and the Uganda Research Institute to translate training materials and videos for farmers and provide training through the district resource centres.

Projects* per country in sector livelihoods (2009)



*These include leveraging programmes, policy programmes and projects on the ground

The search for sustainable connectivity solutions was a key priority in the livelihoods sector in 2009. Shared connectivity, using a combination of satellite and fixed line solutions and wireless local networks, is now operational in Burkina Faso, Tanzania, Ghana, Bolivia and Ecuador. Some of the partners began profiling themselves as semi-commercial connectivity providers in rural areas where commercial providers were unwilling to invest.

The difference between profit and loss

Managing agriculture information and receiving it on time can mean the difference between profit and loss for a farmer. In Zambia in 2009, the Organic Producers and Processors Association of Zambia (OPPAZ) rolled out a new certification database (see separate case study) and the National Agricultural Information Services (NAIS) implemented a central storage system for their multi-media content, allowing for better information management, usage and dissemination that can be accessed remotely. The farmers use Google docs to keep track of the radio programmes and topics. Meanwhile, in Burkina Faso, Pag La Yiri launched its own independent radio station, which proved popular as a simple, low-cost tool for accessing market price information. In Bolivia, the local government of Santa Cruz has been able to diffuse market prices via a national radio station on a daily basis. Meanwhile, in Mali, producer organisation Coprokazan has produced a documentary demonstrating the benefits of integrating ICT into the daily life of a small-scale farmer.

Some livelihoods projects in Latin America have a strong **environmental and ecological focus**: the Acción Ecologica project in Ecuador teaches people to protect their natural environment, improve databases with information about their resources, and helps farmers sustain their yields and grow organic crops. AOPEB in Bolivia and OPPAZ in Zambia are helping farmer associations use notebooks and mobile devices to collect production data to certify their ecological products. These initiatives create a much cheaper, more efficient certification process and enable farmers to benefit from higher prices for their ecological products, in both domestic and international markets.

In all countries, the 'ICT for livelihoods' **thematic networks** have enabled projects to share their experiences with each other, both nationally and internationally. Infodesarrollo's Livelihoods Thematic Group in Ecuador was very active in 2009.

Burkina NTIC, the Burkinabe national ICT for development network hosted the *First Regional Forum on Commercialising Agricultural Products through ICT*. In Burkina Faso, representatives from 35 national and international organisations from 4 different countries gathered for a high profile knowledge-sharing event inaugurated by a Ministry of Agriculture official and the Minister of ICT and Development. Participants also took part in a field visit to FEPPASI in the Sissili region.

The **Cross-Country Learning Event and Learning Forum** in Burkina Faso revived the interest in livelihoods and ICT both in the host country and in the neighbouring countries. The momentum developed by this South-South exchange also generated new partnerships and enhanced the local organisations' reputations. For example, FEPPASI now receives visitors and questions from other organisations. The social platform created for the Forum is still active, with more than 150 members from francophone Africa. It is the same story in Latin America: in Ecuador, small NGOs have managed to upscale with little funding, thereby reaching large audiences.

Challenges

Energy and connectivity problems are still a problem, especially in the rural areas. Continued efforts to find alternative viable local solutions and share experiences between partners are required to overcome this challenge.

High staff turnover is also a challenge, especially as debriefing systems are rare so people tend to take their knowledge with them when they leave. In Ecuador, a project reporting sheet was enthusiastically received and will help in future.

A high dependency on external funds for activities and projects also prevents organisations from planning ahead and dissuades them from exploiting opportunities to share and partner with others. In this area, IICD and its partners have been successful in seeking collaboration with other development partners such as SNV in Uganda and the European Union in Burkina Faso. Finally, while collaboration with government agencies requires a great deal of time and effort, this can result in long-term support as witnessed in Bolivia when the local government office approved a three-year programme on agricultural information.

Sector impact

Impact scores dropped in most countries, especially the economic impact (2008 was an outstanding year). These lower scores could be because funding has ended for several projects and this often plays a role in the end-users' perception of impact. 'Awareness' remains stable and 'satisfaction' has gone down by 8%, with the indicators of 'quality of information and services' rated highest and 'website quality' lowest. This may mean that people are becoming more exposed to new websites and are more interested in better designs and online services.

When comparing countries, **achievement of goals** scores highest in Ecuador, **awareness** is highest in Tanzania and Uganda, and **empowerment** as well as **sector and economic impact** are highest in Tanzania. The latter may be explained by the positive results for improving connectivity through the MASH solution by the Tanzania Telecentre Network (TTN) in Sengerema. People with a higher education regard the impact to be higher. We therefore need to reach out more effectively to people with a lower education by improving and adapting more training courses and materials to match their needs.

Organisation



Organisation Organisational Development

Throughout 2009, IICD's organisational set-up remained the same. No major changes took place in terms of structure or staff numbers. This gave IICD ample time to improve itself: a Code of Conduct was introduced, together with a series of internal policies and procedures giving advice on a broad range of issues such as how to deal with financial irregularities, and how to ensure professional behaviour towards partners at all times. The learn-work trajectory, initiated with PSO in 2008, continued.

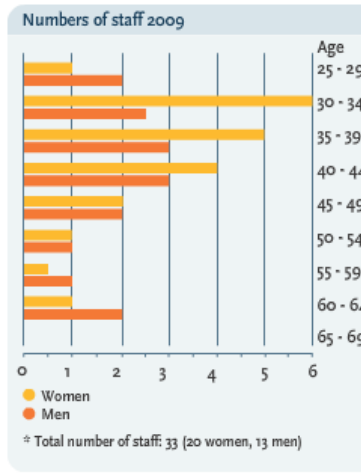
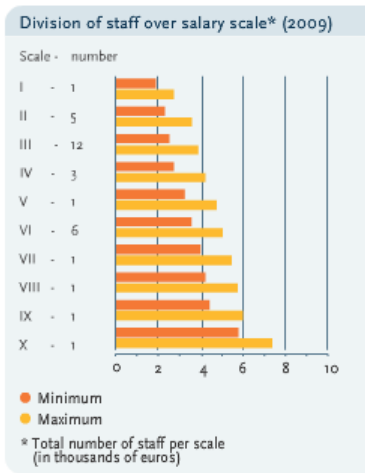
In 2009, IICD had 33 employees (20 female and 13 male; 30.26 FTE). Out of the 33 employees, 10 worked part time and 23 on a full-time basis; the average contract counted 0.92 FTE. The staff members were divided over three teams: Country Programmes, International Programmes, and Personnel, Finance & Central Services.

The Management Team consisted of: Ms Caroline Figuères (Managing Director and Chairperson of the Management Team), Mr Stijn van der Krogt (Director, Country Programmes), Mr Deem Vermeulen (Team Leader International Programmes), Mr Alan Gilmore (Finance Manager) and Ms Riet Nigten (Team leader Personnel, Finance & Central Services and Manager Human Resources).

Staff turnover was halved compared to 2008 and just below 6% (2 employees). The majority of people who leave IICD tend to be young and in search of new challenges with the experience they have acquired during their time at IICD. They remain committed to IICD and its cause and become

part of a community of experts that IICD can rely on when needed. Although IICD is based in the Netherlands, it is an international organisation at heart. To maintain its international character, IICD recruits staff members from both inside and outside the Netherlands. In the year under review IICD had staff members from 12 countries and 3 different continents.

Absence as a result of illness and maternity leave showed a slight increase in 2009 (2.75%) due to one employee going on maternity leave. Compared to other companies and organisations, such as the public sector in the Netherlands which reported a 5.3% level of absenteeism due to sickness over 2009, IICD is doing quite well.





Human Resources Human Resource Management

The implementation of the HR strategy for the period 2006-2011 is well on its way. By 2009 the main goals – becoming an expertise organisation, improving the working environment and structuring the organisation – had all been achieved*. To further improve the organisation and development of staff IICD undertook several activities.

Involving staff in strategy and policy development

IICD is a professional organisation who listen carefully the views and ideas that live within the organisation and among its partners about IICD's strategy as an organisation. In light of the preparation of the new strategy for the period 2011-2015 IICD management frequently consulted staff. Their input was used for the International Advisory Board meeting in June 2009 and defining the building blocks for the 2011-2015 strategy. Staff was also involved in developing a vision on diversity. Two diversity workshops took place whereby staff could explore what diversity meant to them and discuss its importance for the organisation. Also on the agenda was how IICD could improve learning within the organisation.

Improving work effectiveness

Work was also carried out with regard to improving time registration. Discussions haven taken place with staff members about their time allocation and staff is informed by email about collective activities that have to be registered under a specific code. As a result both staff and management have better insight and control over how much time is actually spent on various activities.

* With regard to the structure of the organisation; it was expected that IICD staff would remain stable at about 25 fte. This has been reviewed as it became clear that the leveraging process and the embedding were requesting more capacity building than initially expected. The total staff involved at IICD is stable.

Staff development

Staff development focussed very much on individual improvement of staff members; 8 staff members participated in a coaching trajectory, increasing their personal effectiveness.

Capacity

To become more flexible as an organisation and fill the gaps in capacity and expertise that is needed to fulfil extra tasks and assignments IICD has developed an internship policy. This makes it possible to hire 1 or 2 interns at a time to work on specific topics or support a team in carrying out a temporary task.

Reporting

In 2008 IICD introduced the use of a new Management Information System to help reporting about IICD's projects and policies in the countries. The MIS is the single source of information about IICD's projects and policies that all staff can go to for the latest updated information on IICD's activities in the different countries. The Country Programmes team use the system for their quarterly reports to management. Various other teams use the system to collect information that can be used for communicating to the outside world. For 2009, efforts were continued to make the running of the MIS go more smoothly – tackling the bugs and customising the system further – as well as fine-tuning the MIS to IICD's internal needs.

Health and Safety

IICD staff members who regularly work abroad have an increased risk of health problems. In 2009 an information meeting was organised to inform these staff members about the health risks they are exposed to in the different countries. In addition to this, staff members who travel to countries with major health risks were encouraged to undergo a health check and obtain advice, plus vaccinations if required, at the Havenziekenhuis travel clinic in Rotterdam. As of 2009 IICD staff also have 24/7 access to advice about health risks when abroad.

To prevent staff members from being overloaded with work several measures have been taken in the reporting and communication with staff members who have reported being ill. People who accumulated a lot of holidays over the year were encouraged to take up holidays and plan their holidays in advance.

In terms of safety of personnel, first steps were taken with regard to guarantee safety of personnel while working abroad. This will be continued in 2010.



Corporate Governance Directly Accountable

IICD is based in the Netherlands, but its activities play out on the international stage. It receives funding from various European development agencies, which therefore makes it directly accountable to several other governments and international stakeholders.

A national Board of Trustees and an International Advisory Board work closely with IICD throughout the year to help it follow the right strategic course. The main point of contact for both the Board of Trustees and the International Advisory Board is the Managing Director. IICD's partners are represented in a national ICT for Development network based in each of our focal countries.

Since January 2008, IICD has been led by Ms Caroline Figuères. In addition to being the main point of contact for donors, the Board of Trustees, and the International Advisory Board, Ms Figuères also belongs to a number of national and international associations and represents IICD on various international bodies, including: the ICT Working Group at the European Union, the World Bank ICT resources team, Partos and PSO, the Global Knowledge Partnership (GKP), and UN AID. Ms Figuères is also Chairman of the Dgroups Foundation.

Board of Trustees

IICD is governed by a seven-member Board of Trustees, all of whom are leading representatives from the Dutch private, public and non-profit sectors. The constitutionally independent Board meets every quarter with the Managing Director, and occasionally other staff members too.

The daily management of the institute has been assigned by the board to the Managing Director. The Board of Trustees assigned important executive management tasks to the Managing Director. The Board of Trustees remains responsible for supervising management, ensuring adequate corporate governance and approving the strategy and management policy. This assignment creates a distinction between management and supervision.

The Board of Trustees is the body responsible for the supervision of the management. The supervision by the Board of Trustees happens beforehand. The Board of Trustees gives the final approval to IICD's strategy and policy and its execution (annual plans and budget). Supervision afterwards consists of the critical monitoring of the organisation and the Board of Trustees can intervene when necessary (see article 11 and 12 of the IICD Statutes).

All new Trustees are appointed by the Board. However, before their place on the Board can be secured, the Minister for Development Cooperation in the Netherlands must be informed in writing about the new appointment within two weeks of the decision being made. If the Minister makes no formal objection to the appointment within four weeks, the appointment of the new Trustee is final. However, should the Minister have any objections, these will be conveyed to the Board in writing. Trustees are appointed for a period of three years, after which they can be re-appointed twice for a further three-year term, if requested. Trustees step down according to a timetable drafted by the Board. A decision to discharge a member can only be taken at an assembly of the Board at which all the remaining members are present or represented by fellow Board members.

In 2009, the Board of Trustees consisted of the following members:

- Ms Hella Voûte-Droste (Chairperson)
- Mr Johan Piet (Secretary/Treasurer)
- Ms Grace Boldewijn
- Mr Henny Helmich (temporary replacement by Mr Rob van der Dool)
- Mr Gerd Junne
- Mr Bernhard van Oranje
- Mr Henk Molenaar

By the end of the year, three Board members announced that they planned to step down following an agreed timetable, having completed their term of office. Chairperson Hella Voûte-Droste will hand over to the former Minister of Foreign Affairs and Minister of Agriculture, Mr Jozias van Aartsen, who is currently the mayor of The Hague. Having served on the Board for no fewer than three terms, His Royal Highness, special IICD ambassador Bernard van Oranje will also step down. His position will be taken over by Mr Jalbert Kuijper, a social entrepreneur. Both Mr Van Aartsen and Mr Kuijper will start their new term of office on 1 January 2010. The treasurer of the Board, Mr Johan Piet, will have completed his term of office by 30 March 2010.

In 2009, the Board of Trustees met six times. Two additional meetings were organised to keep the Board well informed about the developments around the MFS II grant application.

International Advisory Board

Dutch views and ideas about matters relating to ICT for development are channelled through the Board of Trustees. These ideas are, in turn, complemented by the global perspective provided by IICD's International Advisory Board (IAB). The IAB is made up of key figures from many different countries, all of whom are deeply committed to ICT for development. IAB members act as IICD's ambassadors on the international stage. The IAB also plays an important role in formulating IICD's strategy, giving regular advice to the Managing Director on any proposed strategic development, and in reviewing existing approaches. For example, a discussion in 2009 on how to further enhance the strategic value of the IAB resulted in the formation of expert groups on different themes relating to IICD's work in the different sectors.

In 2009, the International Advisory Board consisted of the following members:

- Mr Rob van den Dool (Chairman) – Director Piranha Consult, The Netherlands
- Mr. Subbiah Arunachalam - Information Scientist
- M.S. Swaminathan Research Foundation, India

- Mr Mike Jensen - Owner, Jensen Independent ICT Consulting, South Africa
- Mr Kerry McNamara – independent consultant - USA
- Mr Eduardo Monge - Project Development and International Relations Officer, Omar Dengo Foundation, Costa Rica
- Mr Jan Pronk – Professor of Theory and Practice at the Institute of Social Studies, and former Minister for Development Cooperation, The Hague, the Netherlands
- Ms Ingrid Hagen – Global Head, Rabobank International Communications, the Netherlands
- Mr Kentaro Toyama - Assistant Managing Director, Microsoft Research, India
- Mr Michael Trucano - Senior ICT & Education Specialist, World Bank, USA

A number of former members of the Board of Trustees and the International Advisory Board have committed themselves to support IICD in the future, even though they no longer hold formal positions on the Board. These former members have been appointed as goodwill ambassadors of IICD.

In 2009, the IAB took part in a workshop that focussed on three key elements of IICD's strategy: leveraging, innovation and networks. The following questions were addressed by the experts:

- How should we deal with the challenges and opportunities involved in implementing IICD-supported, bottom-up, leveraging/up-scaling programmes?
- How should we go about minimizing the risks and maximizing the success factors during the implementation process?
- What is innovation in the development context and how can we encourage it? and,
- Regarding the role of the IICD networks: How can we enable local voices to shape IICD's strategy? How do we go about enhancing shared ownership with partners during implementation? and, How can we ensure accountability?

Risk management

Several risk management checks have been built in to avoid IICD's work being influenced in a negative way. These include:

Safeguarding IICD's reputation

IICD's reputation and that of its partners is **safeguarded with the utmost care and attention**. For that reason, IICD is always open and transparent in its communications with stakeholders. If circumstances threaten to jeopardise our reputation in any way we will report this through our corporate website. IICD has strict procedures to prevent fraud and misconduct being carried out with impunity by its staff members and partners.

Political and Health and Safety Risks

In IICD's focal countries there is currently **no danger of an outbreak of war or political instability**. This is part of the conditions that must be met before IICD enters a country. If there is a chance that any of our staff members or partners might be in danger because of the outbreak of a conflict, a choice is made between allowing staff to stay or evacuating them. In such situations, IICD will follow the advice given by the Dutch embassies in its focal countries. In the event of any negative travel advice being given for a specific region, IICD staff will not travel there.

Financial Risks

Revenues are subject to change. The risk of not being able to fulfil any financial obligations must be controlled at all times. When drafting a budget, IICD always makes sure there is a **balance between the timing of receiving and spending funds**.

When temporary cash is available, IICD always chooses to save the money on a savings account in order to guarantee its value. IICD does not have any regular cash.

Operational Risks

To limit health risks, IICD has taken measures with regard to the Dutch ARBO regulations and has taken out insurance against absenteeism through illness. Information about health risks abroad is regularly given to staff members and they are continuously urged to take all the necessary preventative measures.

Ensuring the smooth continuation of activities

To secure the continuity of ICT projects, special attention is given to addressing risks such as an inadequate energy supply, computer maintenance, updating the software of IICD's partners, and ensuring that they have a back-up system in place. The capacity-building programme of IICD's partners focuses on hardware maintenance and quick repairs, thereby minimizing these risks.

However, the list is not yet complete. IICD is still in the process of compiling an inventory of all the potential risks that might harm staff, partners and the organisation in general.



Visibility Reaching Out to New Partner Groups

Instant recognition at home and abroad is a blessing for every international organisation. It brings far-reaching opportunities. So far, IICD's growing reputation has enabled it to tap into alternative sources of funding, acquire new knowledge and gain entry to different networks. Not only has IICD benefited from its increasingly prominent position in the development sector during the last decade, so too have its partners in Africa and Latin America. This motivated IICD to continue strengthening its ties with international NGOs, donor agencies, and private IT companies in the Netherlands throughout 2009.

Between 2006-2010, the overarching goal of IICD's Communication Strategy was to increase IICD's visibility. This went hand-in-hand with improving the way in which the organisation positioned itself and presented its activities. In 2009, IICD concentrated on making others aware of its goals and achievements, particularly international NGOs, donor agencies, private IT companies and public sector bodies in the Netherlands.

Communication tools

IICD uses a wide variety of communication tools to increase its visibility: publications, events, articles, press releases, Twitter, the IICD website, and Logon4D - a monthly eNewsletter about recent activities carried out by our partners in the different countries. In addition to these tools, IICD also exhibited at national and international events, such as *Afrikadag* (Africa Day) and *Ontwikkelingssamenwerking.nu* (Development Cooperation now) in the Netherlands and the annual eLearning Africa conference. It also continuously participates in online communities, platforms and debates.

Relations with Dutch embassies

During the course of the year, IICD's strategy changed slightly. In the wake of the worldwide financial crisis, it decided to focus on strengthening the private sector relationships it already had, instead of developing new ones. At the same time, it also focussed on forging strong links with the Dutch embassies in the countries where it works. This is because the Dutch embassies are set to play an even bigger role in development in the near future.

Relations with the Dutch private sector

In order to raise awareness about IICD in the Dutch private sector, much use was made of materials developed in 2008 such as a website crafted by IICD that specifically targets potential partners from the private sector, and a brochure and video outlining the benefits of public-private partnerships. All these materials were used in face-to-face contacts with potential private sector partners and disseminated at events that focussed on Corporate Social responsibility (CSR). In 2009, IICD organised three events that targeted the private sector. In January, the sixth Fill the Gap! event; an annual meeting organised jointly by HIVOS, One World Nederland and IICD for everyone in the Netherlands who is either involved or interested in using ICTs for development. This event attracted a large number of people from the private sector who discussed the potential and added value of the upcoming IT industry in developing countries. In April, His Royal Highness Bernhard van Oranje, a member of the IICD Board of Trustees, represented IICD at a panel discussion about the added value of public-private partnerships for realising CSR policies. In June, IICD was present at Wereldz - the biggest Dutch CSR event of the year – where it pitched its services for private sector partners.

Relations with donors

Relations with public sector donors were further strengthened through face-face-meetings and encounters at various public sector events, such as Ontwikkelingssamenwerking.nu. IICD also produced a number of papers about its leveraging experiences to further emphasise its progress and success in embedding the use of ICTs for development in developing countries.

Relations with the international ICT4D sector

To increase its visibility in the international ICT4D sector, IICD published several articles in professional journals such ICT Update, Development Outreach and Res Publica. The articles presented IICD's experiences with using ICT in specific sectors as well as the added value of ICT for development in general. IICD also took part in several panel discussions and workshops with other ICT4D experts, as well as demo sessions such as those held at the ICTD2009 conference. The past two years have shown that the ICT4D sector is gradually splitting into sub-fields; that is to say as the sector matures and more expertise is developed, sub-sectors like e-health and e-learning become more important.

IICD has chosen to position itself as an ICT for development expert in three sectors: education, health and (agricultural) livelihoods. In line with this, IICD participated in the eLearning Africa Conference in Senegal in 2009. IICD's continued participation in eLearning Africa through its partners and staff members has strengthened its reputation as an expert in this field and raised international awareness about its activities in the education sector. In 2009, IICD also worked closely with eLearning Zambia; the national organising committee for the 2010 eLearning Africa conference in Zambia. This has helped us to further strengthen our relations with some of the key players in the education sector in Zambia, including the Ministry of Education and the Royal Netherlands Embassy.



Quality Safeguarding the Quality of the Organisation

To carry out the work that needs to be done in the countries, a well-oiled, robust organisation is required; one that helps staff execute their tasks as effectively and efficiently as possible. Having the right facilities and procedures in place not only enables IICD staff to carry out their work but also guarantees the quality of the work that is done.

To be accountable to itself and others, IICD uses several tools to measure and monitor the quality of its work both in the countries and the organisation as a whole. It chose to use the ISO system to measure the different qualities of the organisation. In 2008, IICD was visited by an external auditor, following on from the audit that led to IICD's original ISO 9001:2000 certification in 2007. As IICD complied with all the changes that were required, the ISO 9001:2000 certification was upgraded to ISO 9001:2008. IICD received this new certificate, that had just been launched, in 2009. IICD was one of the first organisations to receive this certificate. One of the tools that helps the Management Team to detect deviations from plans at an early stage is the Management Review. This helps the organisation to stay focussed on realising its plans and getting results.

New policies

In 2009, IICD introduced a number of new policies to further improve the quality of its work. The anti-corruption policy gives guidelines to IICD staff who work with local partners in the countries and advises them on which procedure to follow in the event of suspected fraud. The policy is now taken up in all new contracts with partners to make sure that they too are aware of the measures that IICD will take in the event of any irregularities.

IICD also introduced a complaints procedure in 2009. This safeguards the interests of the local partner in the event of any disagreements with IICD about the support that is given to the local partner or the outputs that the local partner is supposed to deliver. It informs the local partner whom they should address their complaints to within IICD and how they should go about this.

Finally, IICD also introduced a Code of Conduct for IICD staff. This explains what is expected in terms of behaviour of IICD staff members when they represent IICD outside or when they are at the office. The Code of Conduct ensures a good, healthy working atmosphere and ensures that the behaviour of IICD staff outside the office does not conflict with the interests of IICD or damage its reputation.



Expertise

'Organisations must develop a capacity for fast-paced innovation...learn to love change' – Peter Senge

IICD: an expertise organisation

Ten years down the line, having matured considerably, IICD's Country Programmes now require a different type of support from IICD compared to a decade ago. Our local partners are increasingly asking for advice on how to leverage their ICT4D activities and build large-scale programmes to reach more people. As a result, IICD's role has changed from one that offers support with project management, coaching and training to that of an adviser about issues relating to upscaling. This requires different competences from IICD staff, so in 2009 several staff members followed courses to acquire the necessary skills.

IICD: a learning organisation

Staff development and internal knowledge sharing were at the top of the agenda in 2009. So was collective learning. Although IICD is already doing a lot with regard to learning, it was felt that this could be further improved in 2009. So far, IICD has always used Monitoring and Evaluation (M&E) data collected by its local M&E partner to assess the impact of the work of the projects it supports and to determine how they could be improved. True learning, however, requires a thorough

analysis of the whole system; one needs to look at every single aspect to understand what caused something to fail or succeed.

In 2008, IICD was already participating in the PSO learn-work trajectory which helps to integrate this kind of learning into the organisation. A bonus was received from PSO to further develop and improve learning within IICD and among its partners. In 2009, both the Human Resources Manager and the IICD Thematic Networks team organised a number of additional activities such as internal training courses and workshops. In Bolivia and Zambia, IICD conducted two exercises based on Peter Senge's system-thinking and mental models to identify how assumptions might have negatively influenced the effectiveness of the organisation. Local partners were quite amazed about the outcomes. In addition, IICD organised a diversity workshop to analyse how mental models are influenced by cultural values and how we can make better use of this richness in thinking. This workshop was extremely useful for all IICD staff members because IICD is an international organisation that not only works with people from different backgrounds in the countries, but also within IICD itself.

Learning within the organisation is further supported by internal knowledge sharing activities, such as the monthly internal seminars organised by the Thematic Networks team which focus on technical innovations. In 2009, IICD continued with the monthly Peer Reviews within the Country Programmes and the International Programmes team. Next to these popular Peer Reviews, IICD also organised 19 Thematic Learning Circles (TLCs) whereby IICD staff members exchange their experiences of a specific theme or sector, such as education, governance, or health. The TLCs are facilitated by internal thematic experts and provide valuable information which is later used to develop various knowledge products.

Finance 2009



Overview

Financial Overview

In 2009, the focus of the finance unit was on streamlining its processes to ensure greater transparency and efficiency.

Main sources of funding

As in previous years, IICD's main funder in 2009 was the Directorate-General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs. IICD was also supported by the Swiss Development Cooperation (SDC). IICD also continued working closely with several prominent non-governmental Dutch organisations (NGOs) in 2009, such as HIVOS, Cordaid and PSO with whom IICD co-funds a number of long-term ICT initiatives.

Due to the global economic crisis IICD received less income from public and private organisations and non-Dutch NGOs, than expected. Incomes were contributions in kind (staff time) as well as computers and other hardware or software donated by private sector companies Motorola Foundation, Inter Access, Altran, TNO, Atos Origin and KPN, and the non-Dutch NGOs such as Close the Gap and SPIDER.

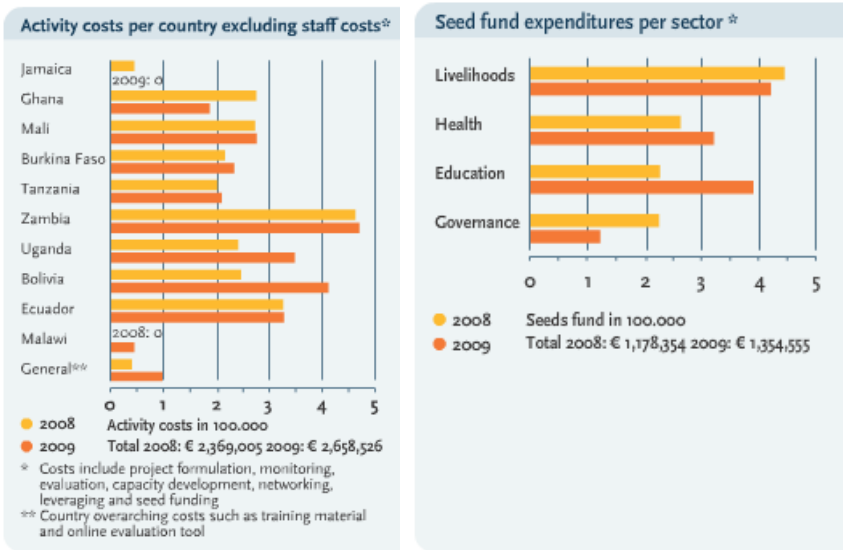
Additional services

In addition to bookkeeping, the finance department provides a full range of other financial and administrative services, including project administration, annual reporting, Quality Control, and a monthly time-registration system whereby IICD staff members record all the hours they have worked on a specific activity.

Financial accountability

Transparency and accountability are the hallmarks of a sterling accounting system. The quality of IICD's financial accountability is therefore fiercely guarded by a series of checks and balances which are continuously improved and refined. In 2009, these consisted of

- Monthly reports of operating income and expenses;
- Quarterly financial reports submitted by local partner organisations;
- A quarterly statement of operating income and expenses, plus a balance sheet;
- Written explanations of deviations from any budgets or expectations;
- A full annual institutional audit; and
- Up-to-date information on the status of all programmes, expenditures and commitments, which is available online for all staff members (24/7).



Auditor's Report

Introduction

We have audited whether the accompanying abbreviated financial statements of Stichting International Institute for Communication and Development at The Hague, for the year 2009 have been derived consistently from the audited financial statements of Stichting International Institute for Communication and Development, for the year 2009. In our auditors' report dated 21 may 2010 we expressed an unqualified opinion on these financial statements. Management is responsible for the preparation of the abbreviated financial statements in accordance with the accounting policies as applied in the 2009 financial statements of Stichting International Institute for Communication and Development. Our responsibility is to express an opinion on these abbreviated financial statements.

Scope

We conducted our audit in accordance with Dutch law. This law requires that we plan and perform the audit to obtain reasonable assurance that the abbreviated financial statements have been derived consistently from the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these abbreviated financial statements have been derived consistently, in all material respects, from the financial statements.

Emphasis of matter

For a better understanding of the company's financial position and results and the scope of our audit, we emphasize that the abbreviated financial statements should be read in conjunction with the unabridged financial statements, from which the abbreviated financial statements were derived and our unqualified auditors' report thereon dated 21 may 2010. Our opinion is not qualified in respect of this matter.

Rotterdam, May 21, 2010
Borrie & Co, Auditors
drs. M.J. Verhoeve RA

Fundraising

Access to sufficient funding is key to IICD's work: its core activities in the countries depend on it. Each year, institutional funding is secured from various public, private and non-profit sector partners. In 2009, IICD's fundraising strategy expanded its reach even further by seeking funds from bilateral and multilateral organisations, such as private sector companies and national and international foundations.

In any successful partnership it is important to know each other's strengths and understand each other's principles and way of working. It requires time and energy to generate something of mutual benefit. For this reason, IICD works with a small, select group of partners in Europe and North America within the framework of multi-annual agreements.

Financial goals

IICD has two major financial goals for the period 2009-2010. The first was to obtain 25% of its core funding from non-DGIS supported organisations: the 25% target. The second was to acquire 10% of its targeted income from DGIS-supported NGOs: the 10% target. The latter was achieved for the most part through multi-year agreements with three of the most prominent NGOs in the Netherlands: Cordaid, Hivos and PSO.

By strengthening its existing relationships with other non-profit organisations, IICD successfully acquired additional funding which was promptly allocated to specific projects. This helped IICD in its efforts to meet the 25% target: Close the Gap, for example, helped to ship 3,500 refurbished computers to Uganda. SPIDER, a Swedish agency supported by the Swedish Ministry of Foreign Affairs, funded two new projects in Bolivia, as did the Swiss Development Cooperation (SDC) in Mali, Burkina Faso, Tanzania and Bolivia.

Meanwhile, the European Space Agency (ESA) approved the expansion of activities in Mali for the TNO consortium. On top of this, the Dutch Ministry for Development Cooperation recognised that our efforts to provide direct funding for our partners should be taken into account when looking at the 25% achievement. The leveraging effect is essential for the Dutch Directorate-General for Development Cooperation (DGIS), IICD's core funder.

Financial tremors

Financial tremors from the global recession were felt throughout the Dutch ICT sector. Yet IICD was still able to maintain its relationships with a number of commercial companies. This was thanks in part to our flexibility when implementing our corporate fundraising strategy to encourage companies to overcome internal problems caused by the economic crisis. It consisted of offering their staff members more assignments in the Netherlands. In this respect, we continued to receive unwavering support from Altran, Inter Access, Atos Origin, Capgemini and KPN.

New funding partners

In 2009, a lot of energy was invested in building new partnerships. This bore fruit as new partnerships were developed with Agriterra, Text to Change and others. The partnership with Agriterra led to a Memorandum of Understanding pledging to work together as of 2010.

New corporate partners were established in the international arena this year. Through a new partnership with NComputing, a commitment was made to supply partners in Burkina Faso, Bolivia and Zambia with low-cost, low-energy hardware solutions. IICD also began focusing on private foundations this year. Working together with Motorola Ltd. in the UK, the Motorola Foundation in the USA approved funding for Youth Resource Centres and schools in Zambia.

MFS II

In the second half of 2009, IICD prepared a proposal to secure MFS II funding from DGIS for the period 2011-2015. In the first phase of applying for MFS II funding, IICD formed a consortium with a number of Dutch NGOs - Cordaid, Edukans, ICCO and Akvo.org. Together, they submitted a proposal for a programme that would seek innovative solutions for development problems in education, health and economic development. IICD will be the lead agent in this consortium. In 2010 a proposal will be made for the second phase of the MFS II funding. The success of the proposal will not be known until the end of 2010.

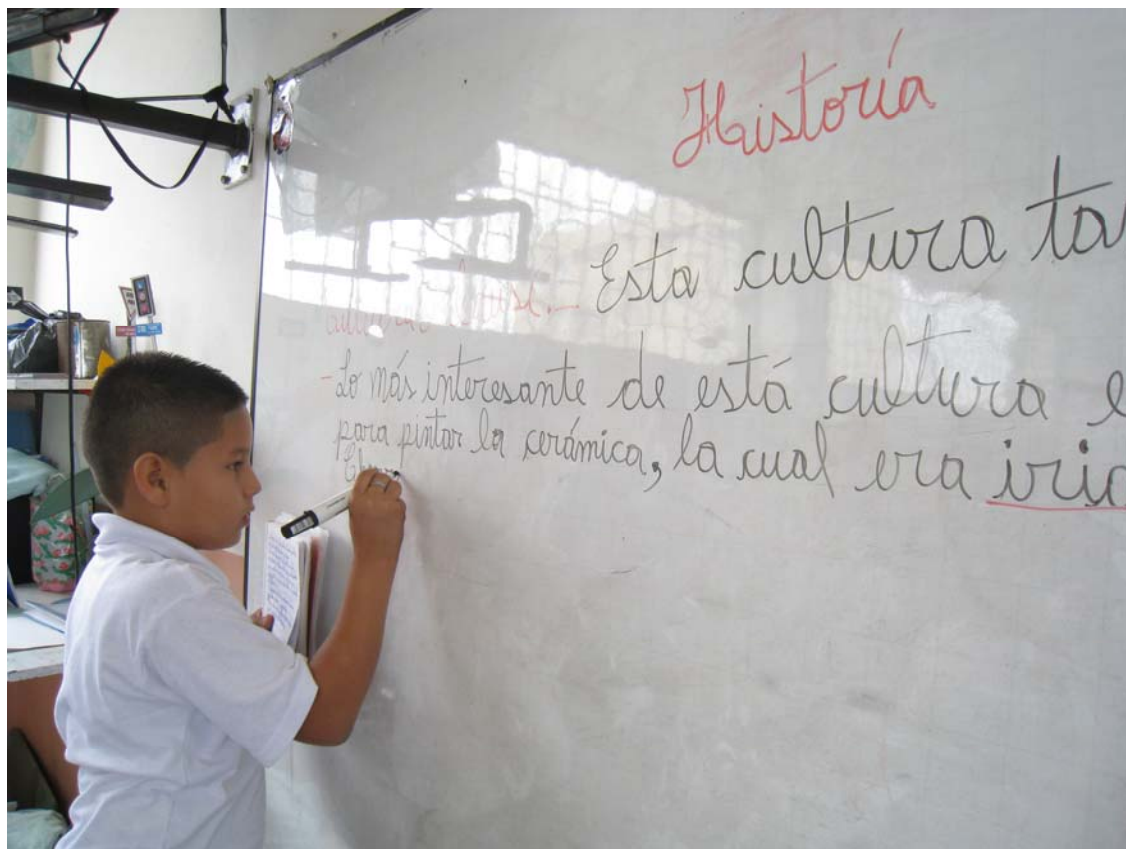
Finance Figures IICD Finance figures 2009

BALANCE SHEET AS AT 31 DECEMBER 2009*		
	31-12-2009	31-12-2008
	€	€
ASSETS		
FIXED ASSETS		
Tangible fixed assets	88.692	111.022
Totals	88.692	111.022
CURRENT ASSETS		
Receivables & prepaid expenses	344.888	819.735
Cash & bank	1.527.971	1.073.181
Totals	1.872.859	1.892.916
TOTAL ASSETS	1.961.551	2.003.938
LIABILITIES	31-12-2009	31-12-2008
	€	€
EQUALIZATION ACCOUNT	62.438	74.268
LONG TERM LIABILITIES	26.250	36.750
CURRENT LIABILITIES		
Payables & accrued liabilities	1.815.088	1.848.099
Taxes & social security payments	57.775	44.821
Totals	1.872.863	1.892.920
TOTAL LIABILITIES	1.961.551	2.003.938

STATEMENT OF OPERATING INCOME AND EXPENSES FOR 2009*		
SUMMARY	Actual 2009	Actual 2008
	€	€
INCOME		
Ministry of Foreign Affairs:		
Activity number 2758 DCO 0012152	4.597.164	4.538.097
Other Donor Income	1.438.909	1.042.458
TOTAL INCOME	6.036.073	5.580.555
EXPENSES		
Ministry of Foreign Affairs:		
Personnel expenses	2.186.087	2.004.428
Office	464.452	486.849
Management & Board	60.434	84.144
Depreciation charges	10.500	10.500
Expenses Allocated to Projects	(2.684.683)	(2.465.113)
	36.790	120.808
Interest etc.	(46.023)	(19.369)
Project expenses		
Country Programmes	2.860.205	2.547.937
Thematic Networks	986.549	903.689
Seed Funds	1.377.156	1.178.354
Corporate services	821.396	849.136
	6.045.306	5.479.116
TOTAL EXPENSES	6.036.073	5.580.555
BALANCE	-	-

* For the complete annual accounts 2009, including accounting principles and detailed statements, please contact IICD at communications@iicd.org.

Facts & Figures



IICD at a Glance

- IICD was established by the Netherlands Ministry of Foreign Affairs in 1996, and is located in The Hague in the Netherlands. As of 1 January 2008, IICD has been managed by Managing Director, Caroline Figuères.
- IICD has 33 employees (21 female and 12 male; 30.50 FTE).
- At the end of 2009, IICD's account balance amounted to €6.036.073.
- 85% of IICD's budget was spent on project implementation, monitoring and evaluation, capacity development and knowledge exchange. The remaining 15% was spent on management and administration, fundraising and corporate communications.
- The Dutch Directorate-General for Development Cooperation (DGIS) is IICD's core funder. IICD also works closely with several leading Dutch NGOs, such as Cordaid, Hivos and PSO.
- IICD is active in 10 countries: Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Malawi, Mali, Tanzania, Uganda and Zambia.
- IICD's activities focus on 4 sectors: agricultural livelihoods, education, health and governance.
- By the end of 2009, IICD supported 108 projects on the ground and 12 leveraging programmes and 12 policy processes. Over 40% of these projects and programmes now continue independently without financial support from IICD.
- These projects and policies helped to reach 813.000 people who actively use the information or facilities of the project and 5.9 million people who benefited indirectly.
- The people we reach are mainly teachers, students, school managers, civil servants, citizen, NGO staff, policy makers, doctors, nurses, patients,

hospital managers, farmers, entrepreneurs, traders, women, youth and indigenous people. The majority lives in rural areas.

- More than 1630 people participated in 20 technical update seminars, 51 on-the-job trainings, and other capacity development activities related to these projects.
- In each focal country, a National ICT for Development Network was set up with IICD's support to promote knowledge sharing, increase awareness, and lobby on behalf of using of ICT for development. In 2009, 10 networks together included 263 member organisations and 1000 individual members.

Plans 2010



Plans 2010 Time for Change

In line with the 2006-2010 strategy, IICD will move further from supporting projects to stewarding large-scale development programmes in various sectors that aim to reach a total of 813.000 end-users and 5.9 million beneficiaries. This will be also the base for the new IICD *strategic framework 2011-2015*. To implement this new strategy IICD will rely on the recently created Connect4Change initiative; a Dutch Consortium initiated and led by IICD.

In line with the *2006-2010 strategic framework*, by the end of 2010, 50% of all IICD-supported projects should be financially independent of IICD and self-sustaining. Local partners have been supported through this social innovation process to help them reach this point. Partners are also encouraged to share and document (harvest) their experiences with other partners to strengthen local ownership and learning.

ICT as a driver for change

The potential of information and communication technology (ICT) as a driver for change is now widely acknowledged. Yet we have still barely scratched the surface. The phenomenal speed at which technology is developing, combined with the ease with which today's generation shares information online, offers an infinite pool of ideas and potential partners. Major breakthroughs are also being made in the field of telecommunications and alternative sources of energy. IICD therefore plans to develop with partners new technical and social innovative concepts that will

provide solutions to persistent problems in education, health and economic development in the South, especially in the run-up to the IICD Strategy for 2011-2015 and the Connect for Change Consortium.

Innovative ICT solutions

Most projects supported in 2010 will include innovative ICT solutions. To stimulate their uptake, IICD has created a **Project Innovation Activity Fund**. Throughout 2010, IICD will continue supporting shared connectivity solutions. More attention will also be given to the use of notebooks, PDAs or cellular phones by local people to collect field data, as well as to the innovative use of cellular applications to increase the dissemination of information to a larger group of beneficiaries.

While preparing for this transition, IICD will also focus on ensuring that all the goals outlined in the *Strategic Framework 2006-2010* are fulfilled by the end of the year. Besides supporting local partners with their efforts to embed ICT-based activities within the project organisations and become financially sustainable, IICD together with its partners will continue to build on their own experiences by developing and implementing larger-scale ICT for development programmes for major impact.

Learning organisation

IICD will continue striving to be a learning organisation and will strengthen its ties with local and enabling partners. It will also work to ensure the sustainability of the activities it supports and continuously improve them for the benefit of people in the South, as indicated in the *Strategic Framework for 2006-2010*.

To sum up, IICD's concrete objectives for 2010 are to:

- **Strengthen the organisation through knowledge sharing, capacity development and by continuing as a learning organisation**

IICD will work on increasing the creation and dissemination of knowledge through National ICT4D/thematic Networks, Thematic Learning Circles, monitoring and evaluation activities, peer reviews and the production of different publications (harvesting). Special attention will also be given to the increased need for local capacity development during the process of supporting large-scale programmes (leveraging) in the countries. To safeguard the quality of the organisation and the transparency and sustainability of IICD's actions, the relationship with both the Board of Trustees and the International Advisory Board will be further strengthened.

- **Increase IICD's visibility and sustainability**

IICD will strive to increase its visibility among various stakeholders by using empirical evidence from the field to continuously demonstrate the potential of ICT to bring about positive and lasting change. Furthermore, IICD will finalise the new IICD Strategy for 2011-2015 and the programme proposal for the Connect4Change Consortium.

- **Ensure IICD's financial sustainability**

To ensure the organisation's financial sustainability, IICD together with its Connect4Change partners will prepare the MFS II grant application. IICD will also aim to secure funding from the Finnish Ministry of Foreign Affairs in 2010: it will help the Ministry to fully integrate ICT into its development programmes so that it becomes a permanent feature. It will also continue acquiring additional funds from, multilateral donors, private companies and foundations. IICD will also continue to support activities to generate direct funding to the local partners. This indirectly ensures IICD's own sustainability.

ANNEX I

Overview of IICD-supported Projects and Programmes

Bolivia	
Leveraging programmes	
Education	
National ICT Programme for the Education Sector	Ministry of Education
Integration of ICT in the Classroom (in formulation)	AYUDA en ACCION (www.ayudaenaccion.org/)
Livelihoods	
Agriculture Information and Communication System Santa Cruz	Departmental Government Santa Cruz
On the ground projects	
Education	
ICT in Primary and Secondary Education	Asociacion Multidisciplinaria Chaski
CAPTIC Training Centre	EnBolivia.com
ICT for Teaching and Learning in Schools	Fundacion Ayni Bolivia
<i>Interactive Education Materials on Indigenous Cultures</i>	<i>Apoyo para el Campesino-Indigena del Oriente Boliviano (APCOB)</i>
Educational Computer Centres in Yapacaní	Centro de Promoción Agropecuarios Campesino (CEPAC)
Environment	
Strengthening the Network for Sustainable Development and Environment	Centro Boliviano de Estudios Multidisciplinarios (CEBEM)
Governance	
ICT for Strengthening the Capacities of Female Indigenous Leaders	Confederación de Pueblos Indígenas de Bolivia (CIDOB)
Online Consulting Service on Domestic Violence	Casa de la Mujer
Livelihoods	
Knowledge Management Through Local Community Development - Bolivia	Comisión Episcopal de Educación (CEE)
Integration of Internal Control System and GIS for Quinoa Production - Bolivia	Fundación Autapo
Agriculture Information Systems in the Valleys of Santa Cruz	Instituto de Capacitación del Oriente (ICO)
Market Access for Export Organisations in Bolivia through the eFresh Portal	Asociación de Organizaciones Productoras Ecológicas de Bolivia (AOPEB), Centro de Promoción Bolivia (CEPROBOL)
Technical-Commercial Information Centres for the Agro-Ecological Sector	Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
Commercial Information and Advisory System for Agricultural Producers	Promueve Bolivia
Information System for Access to Public Funding by Small Producers in Agriculture	Coordinadora de Integración de Organizaciones Económicas Campesinas de Bolivia (CIOEC)
Information System for Innovation and Competitiveness of Small Farmers	Centro de Promoción Agropecuarios Campesino (CEPAC)
Marketing Information System, Chuquisaca	Fundación Acción Cultural Loyola (ACLO)
ICT for the Exchange of Farmer Experiences in Ecological Agriculture	Fundación AGRECOL Andes
Geographic Information System for the Production of Cacao	El Ceibo
ICT for Agriculture in the Chiquitano Region	Apoyo para el Campesino-Indigena del Oriente Boliviano (APCOB)

Burkina Faso	
On the ground projects	
Education	
Information and Communication Technologies for Education	Zongo's Consulting and Productions (ZCP)
Global teenager Burkina Faso	Zongo's Consulting and Productions (ZCP)
Livelihoods	
Improve Communication in Shea Butter Section (MIPROKA)	Association Song-Taab Yalgré (ASY)
Improvement of Agriculture Related Information Channels to Farmers in the Rural Area Sissili	Fédération Provinciale des Producteurs Agricoles de la Sissili (FEPPASI)
Market Price Information System Using Web and National Television	L'Institut Africain de Economie Rurale (IABER)
Reinforcement of Sensitisation Impact on Water Sanitation through the Use of ICT	Sahel Solidarité
Rural women's information network in Zabré	Pag-La-Yiri

Ecuador	
Leveraging programmes	
Education	
Educational Telecentres in the Manabí Province	Edúcate, Fundación UVIA
Livelihoods	
Power and Communications Sectors Modernisation and Rural Services (PROMEC)	Secretaría Nacional de Planificación y Desarrollo (SENPLADES)
On the ground projects	
Governance	
Use of ICTs in Informing About the External Debt Situation of Ecuador	Jubileo 2000 Red Guayaquil
Digitizing the 'Memory' of the Social Struggles	Radio La Luna
Involving Local Youth Councils in Good Practices in Local Governance	Fundación Futuro Latino Americano
School for Strengthening Local Management by Rural Women Leaders in Ecuador	Asociación Mujeres Juntas Parroquiales Rurales del Ecuador (AMJUPRE)
Ciudadanía Informada: Citizens' Participation	Participación Ciudadana
Citizenry Online	Auditoría Democrática Andina
Implementation of an m-governance information system in Ecuadorian municipalities	Grupo FARO
Livelihoods	
Market Information System on Local-Level Offer and Demand	CAMARI-FEPP
ICT for the optimisation of production, marketing and social organisation of cacao growers in Ecuador	Maquita Cushunchic Comercializamos como Hermanos
Design and Implementation of the SERVIR Regional Credit Evaluation Service	Red Financiera Rural (RFR)
Information Management on Sustainable Production Systems	Coordinadora Ecuatoriana de Agroecología
Agitrade versus Food Self-Sufficiency	Acción Ecológica
Conserving Mangroves with ICTs and Community Production	Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar del Ecuador
Promotion, Dissemination and Marketing of Community Tourism	Federación Plurinacional de Turismo Comunitario del Ecuador

Ghana	
Leveraging programmes	
Livelihoods	
Community Information Centre Initiative	Ministry of Communications / Giftel
Policy programmes	
Governance	
Support to ICT for Accelerated Development	National ICT committee
Health	
ICT Policy for the Health Sector	Ministry of Health
Livelihoods	
Support to ICT sector policy, strategy and implementation plan for the agriculture sector in Ghana	Ministry of Food & Agriculture
On the ground projects	
Education	
Global Teenager Project	Rescue Mission Ghana
Environment	
African Environment Information Network	Environmental Protection Agency
Governance	
ICT Capacity Development Centre For Enhancing The National Portal	Ministry of Information and National Orientation
Ghana Government's Portal: Coverage of Election 2004	Ministry of Information and National Orientation
Health	
Participatory Monitoring and Evaluation	Social Enterprise Development Foundation of West Africa (SEND)
Livelihoods	
Eastern Corridor Agro-Market Project	Social Enterprise Development Foundation of West Africa (SEND)
Market Information Service Facility and Training Project	Market Access Promotion Network (MAPRONET)
ICT Support for Rural Agricultural Literacy	Women and Development Project
Business Development Support Services for SMEs using ICT	Producer Enterprises Promotion Service Centre (PEPS-C)
Establishing Information Centres	Association of Church Development Projects (ACDEP)
E-Commerce for Non-Traditional Exports Project	Ministry of Food & Agriculture
Ghana Agricultural Information Network Collaboration Using ICT (GAINS)	The Institute for Scientific and Technological Information of the Council for Scientific and Industrial Research (CSIR-INSTI)

Jamaica	
On the ground projects	
Education	
ICT Remedial Learning for Youth	ICT4D Jamaica
Livelihoods	
Community Without Borders	ICT4D Jamaica
Agriculture Business Information System	Rural Agriculture Development Agency (RADA)
Caribbean Music Marketing	Caribbean Limited
Caribbean Music Exposition	Caribbean Music Exposition (CME) Conventions

Mali	
Leveraging programmes	
Health	
E-Health for Community Health Centres in Mali	Reseau Informatique Malien d'Information et de Communication Medicale (REIMICOM), Fédération Nationale des Associations de Santé Communautaire du Mali (FENASCOM)
On the ground projects	
Education	
ICT Development Centre	ICT Development Centre (IDC)
Health	
Teleradiology in Mali (IKON)	La Société d'Imagerie du Mali (SOMIM)
Rural Information System for the Mandé Region	3AG - Fabema - Réseau d'Information du Mandé
E-Health Activities Reference Centre	Reseau Informatique Malien d'Information et de Communication Medicale (REIMICOM)
OpenYaLIM E-health Software Development Poject	ICT Development Centre (IDC)
Livelihoods	
Jefako Gelekan - Rural Information System for Farmers in the Sikasso region	CRCR
Shea Butter and ICT	AMPJ/COPROKAZAN
Sene Kunafoni Bulon	CRRA/URPM/CFTS/APPS
Quality & FRUILEMA	GIE FRUILEMA
Chaîne de Télécentres	Datatech
Soleil Artnet - Promoting the Visibility of Artists	Soleil d'Afrique

Tanzania	
Leveraging programmes	
Governance	
District Computerization Kinondoni	Commission for Science and Technology (COSTECH)
Health	
Development of Management System for Health Facility	Evangelical Lutheran Church Tanzania (ELCT)
District Health Management Information Systems (D-HMIS)	African Inland Church in Tanzania (AICT), Evangelical Lutheran Church in Tanzania (ELCT), Roman Catholic Church (RCC), Christian Social Services Commission (CSSC), CMO
Policy programmes	
Health	
Strategising ICT for Health	Christian Social Services Commission (CSSC) & Commission on Science and Technology (COSTECH)
Education	
ICT Policy for Education	Commission for Science and Technology (COSTECH), Ministry of Education and Vocational Training (MoE)
On the ground projects	
Education	
Distance Education for Secondary Schools	Distance Learning and Education Services (DLES)
Educational Website	Tanzania Education and Information Services Trust (TanEdu)
ICT-Connect-TED	ADEM, Teacher training colleges
Tanzania Students Website/Wanafunzi	Tanzania Education and Information Services Trust (TanEdu)
Teacher Professional Development	Bright Education Trust Fund (BETF)
Health	
Telemedicine	Evangelical Lutheran Church Tanzania (ELCT)
Health Network	Christian Social Service Commission (CSSC)
Modular Strategic Implementation of ICT in Health Care Facilities	Sengerema Hospital and Magu District Council
E-Learning Incubator for Health Workers	School of Hygiene
Livelihoods	
Agricultural Business Information Services (ABIS) - Cromabu component	Crops Marketing Bureau (CROMABU)
Rural Community Access in Kibengwe	Kagera Agricultural and Environmental Management Programme (KAEMP), University of Dar es Salaam Computing Centre (UCC), Community TeleCentres

Uganda	
Leveraging programmes	
Livelihood opportunities	
Replication of Rural Information Support with SNV	SNV World (Netherlands Development Organisation)
Replication of Rural Information Support project with Department of co-operatives of MTTI	Uganda Commodity Exchange (UCE), Ministry of Tourism, Trade and Industry (MTTI)
Policy programmes	
Education	
ICT education policy and strategy (formulation)	Ministry of Education
Governance	
ICT policy National Planning Authority	National Planning Authority (NPA)
Support to ICT policy, strategy and implementation plan for Trade, Tourism and Industry	Ministry of Tourism, Trade and Industry (MTTI)
Health	
Support for ICT Health Policy and Strategy	Min of Health/National Telemedicine/E-health Steering Committee (NSTC)
On the ground projects	
Education	
Content Development at National Teachers Colleges	Kyambogo University
ICT maintenance for rural Uganda	Uganda Institute of Information and Communications Technology (UICT)
East African Centre for Open Source Software	East African Centre for Open Source Software (EACOSS)
Governance	
E-Society Western Uganda	Rwenzori consortium
District Administrative Network Programme	Local Governments of Mbale, Mbarara, Lira and Kayunga
Health	
Health Child	Cordaid
Improving Continuous Medical Education for Rural Health Workers through ICT Training	Uganda Martyrs University (UMU)
Information and Data Management in UCMB Health Units (HMIS)	Uganda Catholic Medical Bureau (UCMB)
Livelihood opportunities	
Distribution of refurbished PCs	Uganda Institute of Information and Communications Technology (UICT)
E-waste pilot	Computers for Schools Uganda
Improve Competence for Rural Micro- and Small Scale Enterprises	Uganda Industrial Research Institute (UIRI), Mngt Training and Advisory Center (MTAC)
Information Flow Management and Networking at Ministry of Trade Tourism and Industry	Ministry of Trade Tourism and Industry (MTTI)
Rural Information System to support a Commodity Exchange - Uganda	Uganda Commodity Exchange (UCE), Ministry of Tourism, Trade and Industry (MTTI)
Trade Tourism Industry Capacity Development Centre	Uganda Industrial Research Institute (UIRI), Ministry of Tourism, Trade and Industry (MTTI)

Zambia	
Leveraging programme	
Livelihood opportunities	
Youth Resource Centres	Ministry of Sports, Youth and Child Development (MSYCD), National Youth Development Council (NYDC)
Policy programme	
Education	
ICT policy Ministry of Education	Ministry of Education
On the ground projects	
Education	
Education Support Network Project	One World Africa
Global Teenager Project	Trio Consult
Integration of ICT in the Copperbelt College of Education Curriculum	Copperbelt College of Education
Enhancing the Visual and Presentation of Educational Content	Mpelembe Secondary School
Opensource Zambia Initiative	Opensource Zambia Initiative
Health	
Establishment of an ICT Resource Centre	Zambia Union of Nurses Organisation
Integrated Patients Monitoring System	Catholic Diocese of Mongu
Integrated Blood Donor Data Base Management System	Zambia National Blood Transfusion Service (ZNBTS)
Livelihood opportunities	
Development of an Effective Information Flow System	Zambia Agricultural Research Institute (ZARI)
Women's Organisations Information for Development Network	Zambia Association for Research and Development (ZARD)
ICT Integration Multimedia & Recording	Chawama Youth Project
Integrating ICT for Quality Assurance and Marketing	Organic Producers and Processors Association of Zambia (OPPAZ)
Strengthening the Agriculture Information Flow and Dissemination System	National Agricultural Information Services (NAIS)
Small Initiative Fund (SIF) 1	StepOut
Governance	
InfoDispatch	infoDispatch

ANNEX II

IICD's Enabling and Knowledge Sharing Partners

IICD's Enabling Partners

partners that offer funds and expertise to IICD

- Directorate-General for International Cooperation (DGIS)
- Agriterra
- Altran
- Atos Origin
- Close the Gap
- Cordaid
- European Union (EU)
- Humanist Institute for Co-operation with Developing Countries (Hivos)
- Inter Access Ltd
- KPN Ltd
- Motorola Foundation
- NComputing
- Swiss Agency for Development and Cooperation (SDC)
- Netherlands Organisation for Applied Scientific Research (TNO)
- SPIDER
- Twinning Facility Surinam - the Netherlands (UTSN)
- Vereniging voor Personele Samenwerking met Ontwikkelingslanden (PSO)

IICD's Knowledge Sharing Partners

partners that exchange knowledge with IICD

- Akvo
- Alfa Redi
- Agri-ProFocus
- Association for Progressive Communications (APC)
- Bellanet
- Consultative Group on International Agriculture Research (CGIAR)
- Context
- Cooperation for International Development and Solidarity (CIDSE)
- Department for International Development (DFID)
- European Association of Development Research and Training Institutes (EADI)
- European Centre for Development Policy Management (ECDPM)
- Dgroups Foundation
- Edukans
- Food and Agriculture Organization of the United Nations (FAO)
- Forum for Agricultural Research in Africa (FARA)
- Global e-school and Communities Initiative (GeSCI)
- Global Knowledge Partnership (GKP)
- Global Mechanism of the United Nations Convention to Combat Desertification (UNCCD)
- Helvetas
- Interchurch Organisation for Development Cooperation (ICCO)
- International Development Research Centre (IDRC)
- International Network for the Availability of Scientific Publications (INASP)
- International Telecommunication Union (ITU)
- Knowledge Management for Development (KM4Dev)

- Natural Resources Institute (NRI)
- OECD development centre
- OneWorld.net
- Partos
- Royal Tropical Institute (KIT)
- SAP International
- Search4Dev
- SNV Netherlands Development Organisation (SNV)
- Sula Batsu
- Technical Centre for Agricultural and Rural Cooperation APC-EU (CTA)
- Telecentre.org
- Text to Change (TTC)
- UNAIDS: The Joint United Nations Programme on HIV/AIDS
- United Nations Development programme (UNDP)
- United Nations Economic Commission for Africa (UNECA)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- University of Amsterdam
- University of Delft
- University of Leiden
- Women's Net
- World Bank