



## Annual Report 2007





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## Chairperson's Report

### Ms Hella Voute-Droste

Over the past 11 years, IICD has been developing programmes in nine different countries in Africa, Latin America and the Caribbean. These have focused on integrating both modern and traditional communication tools – computers and the Internet alongside radio and television – as a way of connecting people and empowering them to change their own situation. Over one hundred pilot projects, benefiting 6.4 million people, have proved that ICT can be a powerful tool for generating better incomes for farmers, for giving people access to education, for creating better learning environments, for improving healthcare by linking up medical specialists to understaffed hospitals in rural regions, and for voicing the needs of underprivileged people and helping them to organise themselves. Clearly, ICT empowers people.



In 2007, IICD took the first steps towards 'leveraging': creating new programmes through partnerships in order to increase the actual impact of ICT for Development. There are various ways to achieve this: by supporting national governments in their effort to develop ICT strategies and policies and by helping them to roll out their own ICT for Development programmes; or by entering into partnerships with other NGOs, donor agencies or private companies and developing national programmes that reach out to a greater share of the population. IICD has begun to explore these different routes in three countries: Bolivia, Uganda and Tanzania. It's exciting for us to enter this new stage, and though it has proved challenging, it is definitely a challenge worth facing.

Another challenge that IICD is tackling is connectivity. Although modern ICT (Internet, computers) has proved to be one of the most powerful communication tools for solving information and communication problems, it is undermined by problems such as a lack of power, the lack of investments for building the necessary infrastructure and the lack of capacity needed to maintain these technologies. That is why IICD is constantly looking out for better and more sustainable solutions. In 2007, IICD started using mobile telephones within a few projects as an alternative to existing ICTs. Not only are mobile phones more sustainable and easier to learn how to use, but they also have better network coverage than other forms of ICT. Another innovative technology that IICD explored in 2007 was the software used to improve online collaboration and social networking: the so-called Web 2.0 tools. IICD is constantly working to improve itself by looking out for better ways to support local partners on the ground with both modern and traditional media.

The Board of Trustees convened four times and participated in numerous different activities in 2007. In preparation for the new strategic framework, various Board members took part in strategic sessions, together with IICD staff members, the International Advisory Board (IAB) and private-sector partners, to think about the future of IICD: What will the world look like in 2010, and how could IICD contribute to making it better? Other strategic sessions looked specifically at new technologies and how they could benefit IICD's work. The sessions proved to be especially valuable for the members of the Board of Trustees, as it brought them into closer contact with the IICD staff and (private) partners and gave them a better insight into the challenges faced by IICD and its partners work on the ground. To further strengthen the exchange of ideas and knowledge between the Board of Trustees and the International Advisory Board, the chairperson of the IAB attended all meetings of the Board of Trustees in 2007.

With the approaching retirement of IICD's Managing Director, Mr Jac Stienen, in 2007, the Board was also heavily involved in finding a new Managing Director. After a long and thorough recruitment and selection procedure, a successor was found in Ms Caroline Figuères. Trained as an engineer, Ms Figuères has a long-established career in water engineering and management in both the private and public sectors. While working on assignments in Africa and Asia, she became deeply involved in the issue of sustainable development in developing countries. With the appointment of Ms Figuères from 1 January 2008, the Board of Trustees is most confident that the future development of IICD is in very good hands as an organisation whose work stands firmly on the ground and is cared for and owned by the local people and therefore truly demand-driven.



We would like to thank all IICD staff members for their continued support and commitment to the organisation and to IICD's mission to stimulate sustainable development by assisting local partners to use modern and traditional media. We know how valuable it is for people in developing countries to be able to manage their own situation, and IICD is making a proven contribution to this important cause.

Hella Voûte-Droste  
Chairperson of the Board of Trustees



## Summary

**IICD's mission is to help developing countries create practical and sustainable solutions that will connect their citizens and enable them to benefit from ICT in order to improve their livelihoods and quality of life. Together with partners from the public, private and non-profit sector, IICD puts knowledge, finance and innovation to work within the field of education, the environment, governance, health, and livelihoods in the agricultural sector. In 2007, IICD continued to work in line with its strategy for 2006-2010. Its main focus was on making ICT part of the mainstream processes of its project partners' organisations and developing large-scale ICT for development (ICT4D) programmes with the help of public-private partnerships.**

Over the last ten years IICD has built up ICT for development (ICT4D) programmes in nine countries – Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia. In 2007, all nine Country Programmes were still in implementation. Between them, they managed to initiate over 130 projects, programmes and policy-making processes which included activities such as capacity building, knowledge sharing, advocacy, awareness raising and lobbying. In the year under review most Country Programmes were nearing completion, meaning that a critical mass of at least four to five projects on the ground had been achieved; projects which were able to run independently of IICD and demonstrate the added value of ICT for specific sectors. As a result, IICD's role began to change: instead of giving providing financial, technical or operational support directly to the local partners, these aspects now lay more in the hands of the local partners themselves. As for IICD, its role gradually began to move towards that of an adviser on ICT4D programmes and policies and as a broker for knowledge and funding. To help implement its strategy for its work on the ground, IICD also worked on a number of organisational goals such as acquiring new funds, increasing IICD's visibility, and strengthening the organisation through, among others, quality certification.

### Work in the countries

In 2007, as far as the work in the nine countries was concerned, IICD achieved most of the targets and objectives listed in the strategic framework 2006-2010 *'Making the Most of Experience in ICT for Development'*. During this period, the portfolio of ICT4D projects on the ground increased from 120 to 138. Around 700,000 active users directly benefited from the ICT facilities and information provided by these projects, which were developed and implemented by local partner organisations in the different countries. This was a higher number than we had initially predicted. Most of the users were already computer literate or gained basic ICT skills through the projects. The programs also reached around 6,400,000 indirect beneficiaries, who can generally be categorised as passive users of information. Most of the people who benefited from the projects belonged to IICD's main target group: under-privileged people with little or no formal education, people with below average incomes, and people living in remote and rural areas with an acute shortage of even the most basic public services such as health and education.

As the overall project portfolio was nearly complete, with each country having a group of projects that were clustered in two to three sectors, few roundtable workshops were held in 2007. Instead, more attention was paid to knowledge sharing and supporting local training partners in their efforts to train the end-users as a way of strengthening their organizational and institutional capacities. To further increase the impact and outreach of its work, IICD used the experiences gained from the projects to develop large-scale ICT4D programmes with partners. It also used the experiences gained from the different projects to help ministries in different focal countries to formulate and implement ICT-strategies and policies at both national and sector level.

### Education

In 2007, IICD supported 31 projects, programmes and policy-processes in the education sector in Bolivia, Burkina Faso, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia. The projects concentrated on integrating ICT across the board: in both primary and secondary schools, as well as in Teacher Training Colleges and Vocational Training Colleges. Most of IICD's projects focused on improving access to information, particularly teaching materials, and to raising the quality of teaching and learning in general. For this, teachers were trained to develop locally relevant, digital



support materials. Where the Internet was available and affordable, networking among teachers was promoted, to enable them to exchange experiences and content. Other projects focused on supporting inter-cultural learning between students from countries all over the world and on improving efficiency in the education sector by introducing ICT in the planning and administrative processes. IICD also supported Ministries of Education by helping them to develop and implement sector-related ICT policies and strategies.

In total, the projects reached around 150 schools and approximately 350,000 teachers and students, parents and support staff. At the end of 2007, an evaluation of 18 of the 30 projects in Bolivia, Burkina Faso, Ghana, Tanzania and Zambia over the last five years was carried out which provided us with a series of valuable lessons learned about the use of ICT in education. It was interesting to see that in the past year projects managed to increase the level of participation of teachers and students from rural schools from 24% in 2006 to 29% in 2007. The participation of women remained stable at 41% in 2007. In the same year, a significant increase in awareness and empowerment of teachers and students was noticed. Nevertheless, the impact on the quality of learning and on the teaching process as a whole decreased slightly in 2007, from 68% to 59%, with students reporting more impact on the sector than teachers.

To increase the impact and outreach of its work, IICD advised the Ministry of Education in Bolivia on implementing a national program for the education sector with financial support from the Netherlands Embassy, SIDA and DANIDA. Together with other Advisory agencies – such as GeSCI - IICD also provided assistance in the area of capacity development and monitoring and evaluation. In Jamaica, a public-private partnership - The Jamaica Collaborative for Universal Technology Education (J-CUTE) - was in the process of formulating a national teacher training programme. Meanwhile, education policies were also being formulated in Burkina Faso, Tanzania and Zambia.

### Governance

In 2007, IICD supported 24 projects, programmes and policy processes in Bolivia, Burkina Faso, Ghana, Tanzania, Uganda and Zambia in the governance sector. The projects helped local communities to voice their needs, learn about public services, and pressure policy-makers to engage in regular dialogue. Some projects also helped to improve governmental efficiency by using ICT to improve the flow of information and workflows.

The projects reached around 27,000 active users; primarily civil servants and technical staff from civil society organisations. In 2007, 11 projects were surveyed and analysed. The survey revealed that levels of satisfaction, awareness and empowerment were still as high as previous years, fluctuating between 60% and 80%. Of all the ICT-enabled initiatives in the different sectors in which IICD is working, the impact on sector-related indicators - including the efficiency of the administration and the transparency of government information – was the highest of all sectors.

Two eGovernance projects turned out to be a role model for the future integration of ICT at the district level. In Tanzania, plans were developed to replicate the Kinondoni project; a project situated in the district of Kinondoni which is helping to improve the flow of information flow between local government offices in the district. In Uganda, a similar project called Districtnet was chosen as a model by various development partners as well as the Ministry of Local Government to form the basis of a model for national up-scaling.

### Health

In 2007, IICD supported 17 projects, programmes and policy-processes in the health sector in Ghana, Mali, Uganda, Tanzania and Zambia. The projects focused on using ICT in Health Management Information Systems (HMIS) to manage health information, particularly in hospitals, to allow for the better management of patients, finances, drugs, treatments and diseases; to provide communication tools to support online consultations between doctors and specialists, allowing better diagnoses and treatment of patients; and to support the development of improved training materials for the continuous professional training of medical staff, similar to the applications in the education sector.

The health programs reached around 60 regional and district-level hospitals and health centres, with its outreach rapidly extending to other institutions. The 52,000 active users of ICT included various groups of health workers, including management, administrative staff, doctors and nurses.



In the year under review, a survey of a number of the health projects showed that there was a much larger level of participation of women than in projects in other sectors, which can be explained by their strong numbers in the health sector workforce, especially in lower positions. Most of the users (82%) were found in rural areas. In general, it was found that the users in this sector demonstrate high levels of personal interest alongside their professional interest in building their own capacities, and this extends to the use of ICT. After a significant increase in 2006, again in 2007 slightly more than 50% of the participants found that the ICT projects directly contributed to more efficient and effective health care services.

To leverage its experience in the health sector, IICD was involved in an ICT policy formulation process as part of the wider support it provided to the National ICT policy. In Uganda and Tanzania, IICD started implementing a large-scale ICT for health programme with major faith-based health organisations and CORDAID.

### Livelihoods

In 2007, the livelihoods sector was still the largest sector of focus for IICD, with a total of 65 projects, programmes and policies. The projects reached approximately 180,000 active users and no fewer than 2,500,000 beneficiaries. These users primarily included small farmers and farming associations, traders and trade organisations and, mostly informal, small and medium-sized businesses. The users were reached through a combination of information centres with Internet access, mobile services, rural radio and television and voice radio. In general, projects focussed on providing information to farmers on inputs, market prices, and supply and demand; exchanging scientific and experience-based information about traditional and modern production techniques; and providing ICT-based business support services such as multimedia tools for planning and administration, marketing and promotion.

An analysis of 23 projects showed that the involvement and participation of small farmers in rural areas had again increased in 2007. This was also reflected in the high levels of satisfaction with the ICT facilities provided through the projects, including access to information centres and the Internet. Not surprisingly, the economic impact as a result of using ICT turned out, once again, to be highest in all sectors in which IICD was involved as the aim of most of the livelihood projects was specifically to increase revenues. The projects also showed a high impact in terms of efficiency, cooperation and productivity. Interestingly enough, no significant differences were found between the impact levels on men and women: with ICT being relevant to both user groups.

To increase the impact and outreach of its work, IICD started to advise the Ministry of Agriculture in Bolivia on the formulation of a land-use information system and on upgrading an agricultural portal, and in Santa Cruz it helped the Departmental Government to formulate a programme for agriculture information in 15 provinces. In Ghana, IICD assisted the Ministry of Food and Agriculture to develop an ICT policy for the agriculture sector. In Uganda, a series of programmes were in formulation for the executive agencies operating under the auspices of the Ministry of Tourism, Trade and Industry, while at the same time collaboration was started with SNV to replicate one of IICD's projects – the Uganda Commodity Exchange (UCE) project.

### Deepening and strengthening our knowledge

Capturing lessons learned from the field and sharing this knowledge both cross-country with local partners and within the international development sector remained an important pillar of IICD's approach. The lessons were re-invested into better ICT4D practices which will ultimately help to improve the impact of ICT for development. In 2007, IICD focussed primarily on capturing lessons learned with regard to rural access, health, ICT4D policies and eGovernance. A number of knowledge sharing products were produced, most of them with regard to *Rural Access*. In 2007, the National ICT for Development Networks in IICD's focal countries also started to periodically review the connectivity solutions and challenges in their country. Other topics that were addressed in publications concerned ICT Policy development - (a publication was produced together with knowledge sharing partners APC and the Communication Initiative); Health - a thematic report was written jointly by Cordaid and IICD with regard to Health Management Information Systems and a student from the University of Amsterdam carried out research for her Master thesis on the IICD HMIS projects. An impact study entitled *ICTs for Education: Impact and Lessons Learned from*



*IICD-supported activities in the Education Sector* was also published in November 2007, in time for distribution at the third Global Knowledge Conference in December.

For effective knowledge sharing, IICD used a variety of communication channels including the dissemination of print products (like the ones mentioned above); online communication platforms (for example, iConnect, Dgroups, Itrainonline); and international conferences, seminars and symposiums that focussed on ICT4D. To specifically promote the transnational sharing of knowledge amongst IICD's local partners, IICD organised one Cross Country Learning Event (CCLE) in Tanzania on the experiences of partners using ICTs in the health sector.

To stimulate international knowledge sharing and expertise building among development actors on the use of new Internet tools for networking, knowledge exchange and collaboration - also known as Web 2.0 - IICD co-organised the first ever Web2forDev Conference for agriculture, rural development and natural resource management in 2007. The conference was initiated by CTA and co-organised by IICD, FAO, GTZ, APC, ACP Secretariat, Euforic, University Cheikh Anta DIOP, University of British Columbia Okanagan, Dgroups, IFAD and CGIAR.

### Organisational developments

In 2007, IICD had thirty-two employees (18 female and 14 male), or 28.21 in full-time employment (FTE). Staff turnover was just under ten percent (8), which was very similar to 2006. Absenteeism rates increased slightly to 2.96% compared to 2.78% in 2006, but remained much lower than the percentage of 5.59% in 2005.

In 2007, Human Resource Management was high on the agenda as different skills and organisation structures were needed as the work on the ground started to change gradually from project management, training and coaching to advising, training and coaching on ICT for development programmes and policies. Also high on the agenda was the improvement of the reporting and accountability mechanism. For this, a new Management Information System was developed to enable staff members working in-country to manage the information regarding their activities on one single platform. As a result, not only did the quarterly reporting process to the Board improve, but so too did the information provided to management which they in turn needed in order to take strategic decisions. Donors also benefited from the system as the MIS can provide overviews of the deliverables whenever it is needed. The same deliverables are also used by the Corporate Communications department to update publications.

A major step forward was taken with regard to quality control as IICD managed to obtain ISO 9001:2000 Quality Certification in 2007. Quality management is now firmly rooted in the organisation.

### Partnerships

To make the most of IICD's work on the ground, IICD has always sought operational and strategic alliances with both southern and northern-based partners from the public, private and non-profit sector. Partnerships help to share information, bring in specific experience, and help to find the necessary funds to implement the Country Programmes. In 2007, IICD's attention was mainly directed towards entering new partnerships to obtain extra funds and to prolong existing partnerships.

IICD's main funding partner continued to be the Dutch Directorate-General for International Cooperation (DGIS). Alongside DGIS, IICD also worked together with numerous partners from different sectors, both national and international. In the Netherlands, IICD extended its existing partnerships with its non-profit partners: Cordaid, Hivos and PSO. New partnerships were also signed with War Child and TNO. With regard to private sector partners, IICD renewed its existing partnerships with Manobi, Inter Access and Cap Gemini and established new partnerships with Altran and Atos Origin Learning Solutions.

IICD was less successful in acquiring new partners in the international field of development. It did continue its collaboration with the Swiss Development Corporation (SDC), although it has not yet managed to find a replacement for the partnership with the United Kingdom Department for



International Development (DFID) which came to an end after six years because of organisational changes within the Department. Nevertheless, a number of discussions have begun with international funding partners and hopefully this will result in a new partnership in 2008. With regard to knowledge sharing, a new partnership was developed with CTA and collaboration continued with APC, the Communication Initiative, GeSCI, OneWorld International, PSO, Bellanet, ItrainOnline, BCO, Dgroups and the Global Knowledge Partnership.

### Financial situation

The total income available for the year under review amounted to €5,999,012. The larger part of this income was provided by the Dutch Directorate-General for Development Cooperation (DGIS). The subsidy of DGIS began in 2006 and will run through until 31 December 2010. The total income in 2007 provided by other donors such as the United Kingdom Department for International Development (DFID), the Swiss Agency for Development and Cooperation (SDC), private sector partners and Dutch not-for-profit organisations such as Cordaid, Hivos and PSO, amounted to 24%.

### Forecast

In the coming year, IICD will continue its current strategy and pursue the integration or alignment of projects into government-supported or donor-funded development programmes at the national level. IICD is aiming to have 50% of all projects running independently from IICD. To increase the impact and outreach of its work, IICD is also striving to work on two or three ICT for development programmes at the sector level in each of its focal countries.

In addition, IICD will continue its efforts to document the experiences and lessons learned from its work on the ground. The key themes for 2008 are education, livelihood opportunities, health, capacity development, and innovation (thereby focusing on appropriate and sustainable solutions for rural access and the applications of innovative web tools). To stimulate internal knowledge sharing and expertise building, IICD will also start using Thematic Learning Communities; discussion forums where IICD staff members can share their experiences with regard to specific themes.

With regard to the organisational strategy, IICD will continue its current strategy and focus on the strengthening the organisation, increasing its visibility, and acquiring funds and expertise through partnerships. In 2008, IICD hopes to enter at least one new partnership with an as yet unidentified NGO and an institutional donor. Public-private partnerships remain important for acquiring innovative technologies, as well as funding.

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





## 1. Introduction

Besides having insufficient access to food, education and healthcare, the world's poor often lack access to public services, information, technical innovations and electricity. With information and communication technology (ICT) tools, people in developing countries can significantly improve their livelihoods and quality of life. This section explains how IICD looks upon ICT and its use for development purposes and what strategy it followed suit in 2007 to make it work.



## 1.1 Understanding ICT and development needs

**With the right tools, people in developing countries can significantly improve their livelihoods and quality of life. But first and foremost they will need better access to information and communication technology (ICT) if they are to achieve their goals. That is why IICD creates practical and sustainable solutions that connect people and enable them to benefit from ICT.**

Besides having insufficient access to food, education and healthcare, the world's poor often lack access to public services, information, technical innovations and electricity. They are also frequently left out of the political process, since they are unable to keep up with what is going on or to express their needs. When placed in their hands, ICT can be a powerful tool for social, economic and political change. ICT can help people to access, process and disseminate information quickly, effectively and on an unprecedented scale.

### Understanding ICT

These days, modern ICT is driven by computer technology that helps people to store, access, manipulate, communicate and share information.<sup>1</sup> ICT has made great leaps forward during the last twenty years. Its impact on civil society and commercial business has been immense. Indeed, the way it has changed the fabric of social interaction – both locally and globally – has led commentators to call this the 'Digital Age' or the era of the 'Digital Revolution'. Even so, the growth of ICT has focused primarily on the more affluent segments of society, leaving poor regions, both urban and rural, out of the information loop. Due in large part to their lack of resources and skills

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<sup>1</sup> Source: [http://en.wikipedia.org/wiki/Information\\_and\\_Communications\\_Technology](http://en.wikipedia.org/wiki/Information_and_Communications_Technology)



and to the inherent technical disadvantages resulting from that, huge numbers of people are increasingly being excluded from playing an active role in society. The more pivotal this new digital arena becomes to social and economic activity, both locally and globally, the more developing regions will face new economic disadvantages and an ever-increasing social exclusion.

While IICD acknowledges that Information and Communication Technology is a sector in its own right and recognises the importance of stimulating this sector in developing countries, IICD's primary focus is on the use of ICT as a cross-cutting tool that that can help improve development in various different sectors such as Education, Health, the Environment, Livelihoods, Participation and Governance.

In looking for practical and sustainable solutions, IICD not only makes use of modern information and communication technology such as computers, the Internet and mobile telephones, but also applies traditional media such as radio and television. Indeed, depending on the specific needs and technical possibilities, it often uses a number of different kinds of ICT in combination. The primary objective for IICD is not merely to stimulate the use of technology but rather to have it serve as a catalyst for improving development.

When applying various types of ICT, IICD considers four different aspects:

- Technical. What do people need to have to be able to access information and communication? (connectivity and improved access to radio and television as well as to various applications relevant to specific sectors, e.g. market information systems and health management information systems)
- Content. Are people able to create and organise content? (content development)
- Capacities. Do people possess the necessary skills for working with ICT? (capacity development)
- Sustainability. Will the solution be sustainable in the long term? (funding, policy support).

### IICD's mission and approach

IICD uses a cross-cutting approach that addresses ICT-for-Development issues for different sectors within countries. Its ultimate goal is to see ICT fully integrated into development programmes and national policies. Currently, IICD is active in nine countries across Africa, Latin America and the Caribbean, where it works with partners in Country Programmes to improve development within the sectors of Education, the Environment, Governance, Health, and Livelihoods. Within each Country Programme, IICD supports projects that help the local partners (who in fact own the projects) understand and successfully apply ICT within their own setting. A mature Country Programme involves at least two different development sectors, with five or six active projects in each.

The support that IICD gives can have a number of different forms. We sometimes offer 'seed funds' for pilot projects, for example, or provide technical expertise with the help of our private partners to find technical solutions to improve connectivity. IICD also sets up capacity-development programmes to train project partners, aligned with the direct and indirect beneficiaries of the projects, to develop their understanding of information and communication tools. In addition, we help to build national and regional networks for knowledge sharing, advocacy and lobbying. We also closely monitor and evaluate each activity on the ground to enable everyone involved to learn from and build on each experience. For our partners in the ICT for Development sector, IICD can be considered an adviser and a broker.

### Mobile phones for better livelihoods



Small-scale food crop farmers in the Eastern Corridor of the Northern part of Ghana have difficulties in accessing timely and accurate information that helps them to decide what to produce, and when and how to market it. Initiated by the SEND Foundation, the ECAMIC project set out to develop two market information centres in Kpandai and Salaga, providing 24 community-based farmers' cooperatives with market information and data. Recently, the project has been experimenting with mobile phones (SMS) to enhance the sending and retrieval of market information. It is not only much cheaper than the internet and land-line services available, but it gives farmers direct access to information when and where they need it. This allows farmers, as Programme Officer, Shafiu Shaibu, phrased it, to *"put their destinies in their own hands."*

To watch the video interview with Shafiu Shaibu of the ECAMIC project, visit IICD's online Annual Report.



IICD's work is defined by a set of guiding principles that influence all its activities. While those principles are automatically applied at all levels within IICD, they are continually re-evaluated and reviewed to ensure their relevance to development cooperation. *Local ownership* involves each partner organisation recognising its own role and working towards making the activities sustainable. *Demand-driven* ensures that the development activities actually respond to local demand and are applicable within the local context. *Capacity development* addresses those skills that are essential in order to work effectively. *Multi-stakeholder involvement* ensures that the added value of the stakeholders in each sector is fully utilised. *Partnerships* enable IICD and its local partners to use their experience and resources to increase the impact of ICT in the different sectors. *Learning by doing* tackles the issue of making sure there is an environment conducive to expanding the knowledge base. Finally, *Gender equality* enables women to remain prominent stakeholders at all stages.

### Understanding both ICT and development

Over a decade of experience in working in the field of ICT for Development has given IICD a clear sense of how ICT can contribute to sustainable development as well as a thorough knowledge of how best to apply it.

Within the Livelihoods sector, ICT has turned out to be a useful instrument for gathering, analysing and sharing information on prices in various markets, so that farmers and small-scale entrepreneurs can now decide where best to sell their products and at which price. This gives them access to new markets and customers – sometimes even beyond their own national borders – and offers resources on fertilisers, pesticides and other ways to improve their production. By increasing their income in this way, ICT is making a sustainable impact on the lives of farmers and small-scale entrepreneurs.

Within the Education sector, ICT is helping people in isolated areas – where both teachers and learning materials are scarce – gain access to education. It also enables teachers to update their curriculum and improve the quality of their lessons, especially at schools that have only few facilities if any, and it allows for testing to be done in a virtual environment. Teaching young people how to use computers will also improve their career prospects and, in the longer term, help to bridge the widening digital gap.

Within the Health sector, ICT has proved to be useful for health workers who need information about outbreaks of infectious diseases, about new treatments and drugs, and about the status of patients, clinics and hospitals.

ICT is by definition a tool for connecting people. It helps isolated groups to organise themselves better and to access and gather information about their civil rights. Moreover, it offers them a channel through which they can be heard. Both governments and citizens, including minorities, have been shown to benefit from ICT, as it has made information flows more transparent and improved the communication flows between different levels of government.

### The importance of innovation

While the value of applying ICT in a development context has been amply demonstrated in recent years, IICD is aware that it must constantly reflect on the work it does to see if there are better methods, more efficient processes and more useful tools that could be used to support our goals. As a result, IICD constantly monitors and evaluates its processes and achievements together with local partners. We analyse our experiences on the ground and share those within the development community. This knowledge is then re-invested in new ICT for Development activities. Moreover, we use this ongoing review and updating of knowledge to enhance our methods and innovate our processes.

Innovation also plays a major role in the search for solutions to the problem of connectivity; one of the main challenges in the integration of ICT in developing countries. Together with private partners, research institutes and local partners, IICD is constantly looking for new tools and solutions that can meet the information and communication needs of people in those countries. Recent technologies that we have experimented with include wireless community networks, Web 2.0 tools and mobile technology.



## Innovation and communication are key to IICD's future

### Interview with Caroline Figuères

**IICD's brand-new Managing Director, Caroline Figuères, is steering the organisation on its new course towards larger-scale programmes in the coming decade. At the helm since January 2008, Figuères has the perfect background and experience to bring IICD's work in ICT for Development to a new level. She reflects on some of the changes that are taking place as a result of the new way of working.**



After nearly twenty years of working as an engineering consultant for projects dealing with water and the environment, Caroline Figuères recognised that it was more effective for people in developing countries to do the job themselves rather than always having consultants doing it for them. In a switch from consulting to education, she was appointed to head a department at UNESCO-IHE (Institute for Water Education) that focused on drinking water and sanitation. One of the initiatives that she was involved in there – the AKVO initiative: a computer-based 'mesh-up' combining a Wikipedia-like, eBay-like and YouTube-like systems – proved to be a real eye-opener for her. "That initiative was what made me realise just how powerful ICT could be in helping to provide real solutions in developing countries. It was also what made me realise that no matter how important things like clean water and sanitation are, those were not the things that make people dream," Figuères explains. "ICT is such a powerful tool for fostering the development of people," she adds. "It gets information as close to them as possible, enabling them to make their own choices about what they want to do in their lives."

And yet, as the new Managing Director is quick to add, it is never simply a matter of applying ICT for the sake of ICT. Figuères is convinced that any new technology needs to be relevant for the people who actually live in a particular social and physical environment. The limiting conditions in a region need to be taken into account. Internet can be very useful, for example, but not until the problem of broadband connectivity in rural areas has been solved. In those circumstances mobile telephones can make a big difference as a way of spreading information. Figuères: "We have projects in Ghana and Uganda where someone in a village collects information on crop prices from the Internet and then passes it on to the farmers. Often that merely involves writing the data on a chalkboard outside the agricultural information centre in the village, but SMS messaging can make it possible to send the most important information by cell phone so that the farmer doesn't need to travel to the village. The problem is that you can't send everything at once with a normal cell phone because there is a limit to the amount of data you can forward. For the time being it is better than nothing, but you always have to see what works best for the people." And as ICT is very often seen as being high-tech, the people need to see and hear how the new applications work in order to be able to understand the possibilities and recognise how they can apply them to meet their own needs. After all, people will only be able to ask for what they understand their needs to be.

To gain support for its local demand-based projects, IICD works on encouraging not only national governments and donor agencies but also private companies to make better use of ICT for development within sectors such as agriculture, education, health, environment, etc. For the most part, the private-sector IT companies IICD works with are motivated by a sense of corporate social responsibility but Figuères would like to see some change in their level of involvement. "Most of the companies we have worked with in the past contributed their manpower and expertise to projects more or less randomly," she says, "now we are trying to make a shift towards a long-term commitment with more of a focus on a specific topic or a specific country. That is not only good for the local beneficiaries and for IICD, but can also be advantageous for the companies involved." If it borders on research and development, for example, they may be willing to invest in coming up with new applications."



But the relationships with those private-sector partners are still developing. Figuères: “Sometimes we find that the relevant knowledge or services that the northern companies are willing to provide is actually already present locally in the developing countries of the south; other times what they propose is simply too sophisticated for the local conditions. Our partners do not always have a clear sense of the level of the local demand. Many of them have never actually been in developing countries so they don’t know the situation as it is there and things are developing fast there too. We are working on fine-tuning that match, but that takes time.”

As Figuères sees it, the real power within IICD is its ability to recognise opportunities for using ICT to improve people’s lives. She explains: “That enables us to use our technological background to put ICT into a local social context. And it is that match, that connection between those two fundamentally different things that makes IICD so unique. So on the one hand there is the technical or technology-based side of our work, and on the other hand there is our understanding of what is happening in the developing world, for example that technology will only work there because the people want it to work in a certain way. This is a very strong competency, and I think that IICD is at a point right now that we need to expand from there once again and start exploring new areas. And that expansion could also depend on the demands voiced by donor agencies and NGOs such as Cordaid and Hivos. If we see real possibilities there for the local beneficiaries and if we can identify our added value, we will enter those new areas.”

How will working at the programme level affect IICD’s character as an institution in the future? At this stage, considering the incredible speed at which ICT itself is developing, Figuères envisions IICD more as a knowledge broker than as a centre of expertise. She explains: “We are hardly experts in agriculture or education or health – nor have we ever pretended to be! But to be honest I wouldn’t even say that we are really experts in ICT issues anymore. We may have people who know a lot about web2.0 tools or connectivity or community radios, but we cannot possibly keep up with all the latest developments with the present level of staff we have here. So instead we are now focusing on knowing where we can find those experts for the various different technologies. And in that sense, in terms of the close connection between the ‘true’ experts and our organisation, I guess you could say that we are working towards becoming a centre of expertise, even if we no longer have all the expertise in house.”

For Figuères, facilitating the exchange of knowledge and experience forms the core of IICD’s work. “In that sense I want IICD to become a stronger learning organisation,” she says. “We are sharing our knowledge within our networks and we get others to share their knowledge, so that we and our partners can continue to learn from each other. As we have worked with thematic networks in the countries, we now have local people learning from each other on the country level. And in the meantime we have also created internal thematic learning circles within IICD where our staff can share their knowledge and learn from each other. So communication structures are already in place, and now we just have to make them work. There are basically two different dimensions: that of sharing knowledge and that of learning, as individuals, which in turn involves creating new knowledge to share.”

“Knowledge sharing is all about communication,” Figuères continues, “but innovation is also really important for us. In that connection, we will definitely also be continuing our work in the field, since that is where the real innovation takes place. I would say that innovation and communication are two very important words for the future of IICD. It is important that we have a balance between those two. We need innovation to maintain our unique position, but we also want to be at the forefront of communication.”



## 1.2 Mission and strategy for 2007

**IICD's mission is to help developing countries to create practical and sustainable solutions that will connect people and enable them to benefit from ICT in order to improve their livelihoods and quality of life. Together with partners from the public, private and non-profit sectors, IICD puts knowledge, innovation and finance to work within the fields of Education, the Environment, Governance, Health and (agricultural) Livelihoods. In 2007, IICD continued to work in line with its strategy for 2006–2010. In doing so, it contributed towards realising the UN Millennium Development Goals.**

In November 2006, IICD started implementing a new strategy based on its Strategic Framework for 2006–2010: 'Making the Most of Experience in ICTs for Development'. The Strategic Framework builds on what had already been achieved over the previous nine years. Having implemented a Country Programme (an ICT for Development programme comprising several projects in two or more sectors, together with the development of a national ICT for Development network) in each of the nine countries we operate in, IICD can now work on increasing the impact of the use of ICT.

For the period from 2006 to 2010, IICD's aim is to make the most of its experience in realising three strategic goals:

### **Embedding: Integrating ICT at the organisational level**

To 'embed' ICT as a tool, IICD helps its project partners integrate ICT activities within the core business of their organisations. This means in the first place actively supporting decision-makers and in the second place that partners and their beneficiaries will have to acquire the capacities they need to be able to formulate and implement ICT activities. They will also need to have the interest and capacities to secure the financial means to continue the ICT activities, whether through the allocation of internal funds, the contributions of beneficiaries or the acquisition of external resources from development partners and governments.

### **Harvesting: Translating experience into reusable lessons and accountability**

All the work done on the ground is constantly being monitored and evaluated by IICD and its local partners. This allows us to 'harvest' lessons and analyse them. Those lessons, in turn, become valuable sources of information and reference. They are packaged in tangible products, both offline



and online, which are then shared throughout the ICT for Development sector and enable IICD to further improve its work on the ground.

### **Leveraging: Working on larger-scale sector programmes through partnerships**

Country Programmes are not in themselves a final goal. Rather, they are merely the first stage in initiating, embedding and consolidating the use of ICT for Development in a country. Once a Country Programme has reached completion – meaning that there is a critical mass of projects, capacity and knowledge for implementing new ICT for Development activities – IICD will take on the role of adviser and broker in further expanding the use of ICT for Development within the same sector, whether in existing or new geographical areas. To increase the impact and outreach of ICT for Development, IICD will use various approaches:

1. IICD will use its experience and the input of trained partners to help governments, donors and NGOs implement large-scale ICT for Development projects and programmes.
2. IICD will help governments, donors and NGOs develop and implement national or sector strategies and policies.
3. IICD will embark on new projects and programmes in new countries, in close cooperation with partners.

The challenge for IICD is to strengthen and complement existing resources – both human and financial – in order to implement this strategy. Human Resource Management is central to building the necessary capacity and competencies. New partnerships and enhanced communications should help IICD realise new financing opportunities among international NGOs and the Dutch private sector.

### **Strategic objectives for 2007**

IICD planned to move slowly in the direction of 'leveraging' in 2007. Part of the new strategy is that IICD will no longer be offering direct financial, technical or operational support to local project partners, but will instead be guiding the programmes from a distance. IICD will increasingly assume a largely Advisory role as a broker for knowledge and in finding additional funding; direct support should now come from trained partners. To take up its new role as adviser, IICD will be focusing more on policy making and finding ways to initiate new large-scale ICT for Development programmes together with partners or at the request of donors.

Besides its strategic goals, IICD also set organisational goals to help in implementing its strategy. In 2007, IICD planned to:

- **Acquire new funds**  
Finding new funding for IICD's work, especially with the implementation of the new 'leveraging' strategy, was high on the agenda in the year under review. IICD's funding strategy focused on:
  - Targeting joint ventures with international NGOs and national NGOs
  - Building a strategic consortium with the private sector
  - Mainstreaming ICT relationships with bilateral agency offices.
- **Increase IICD's visibility**  
To support the acquisition of new funding, to enhance knowledge, and to get recognition for IICD's contribution to development, a new communication strategy was implemented. It focused on three aspects:
  - Increasing awareness of the added value of ICT for Development among IICD's stakeholders (through publicity, events and debates)
  - Positioning IICD as an expert in the field (through the dissemination of knowledge products, publications in magazines on development, and participation at events)

### **Boosting rural development by means of better communication**



The Districtnet project in Uganda was set up by IICD and the Ministry of Local Governance to improve communication between district head quarters and central government agencies and to make public information more transparent. Not only did the quality and speed of the information flow improve greatly, citizens are now closer to the government than they have ever been before. After first being rolled out and implemented in Mbarara (west) Lira (north), Mbale (east) and Kayunha (central), it has now been decided that the project will be extended to other regions. IICD is currently working on a model for national up-scaling.

To watch the video on the Districtnet project, visit IICD's online Annual Report.



- Positioning IICD as a partner for achieving development and for realising corporate social responsibility policy (through an improved website, new products for the acquisition of private partners, events, advertising).
- **Strengthen the organisation**  
In order to strengthen the organisation, in 2007, IICD worked on:
  - Increasing the transparency of the organisation
  - Acquiring quality certification (ISO 9001 certificate)
  - Increasing human resources and financial capacities to contribute to a professional and sustainable organisation.



## Teaming up with our Pilot-Project Partners

### Interview with Stijn van der Krogt on leveraging

**In 2007, IICD took the first steps toward implementing its new 'leveraging' strategy. While the new strategy has far-reaching implications for the way IICD will be operating, the term itself is rather vague. Stijn van der Krogt, IICD's Director Country Programmes, describes the background for the change in strategy and outlines what it will entail for IICD and its partners.**



As its mission is to alleviate poverty, IICD seeks to help people with lower incomes gain a better living, using ICT as a catalyst to bring that about. Van der Krogt: "Right from the start it has been our aim to ensure that our partner organisations will be able to integrate ICT into their mission and make it a standard part of their own day-to-day operations – as well as those of their beneficiaries and end-users. So far we have been doing that at the project level, with for example an agriculture project that provides information services to 5,000 farmers in a particular region in Uganda. And over the past several years we have been able to demonstrate with our projects that ICT clearly does help to increase incomes of farmers and bring about better healthcare and better governance.

So now that its development impact is proven, we think the time has come for us to apply the experiences of our partners on a larger scale to improve the lives of even more people. With the 'leveraging' strategy, we want to upscale or expand the impact of our existing projects rather than continually inventing new ones. And we have found that that is easiest to do at the sector level."

IICD's decision to upscale its operations to the sector level was essentially driven by demands from its three main stakeholders: its project partners, governments and donor agencies. "In the first place," Van der Krogt explains, "a number of projects had been successful and our local partners were proud of their experience and wanted to expand their operations and reach more people. The project partners themselves said the only way to do that would be through larger, sector-level programmes. The problem was: they didn't know how to realise that on their own, since they don't have the necessary funds. So while their motivation was perhaps partly financial, it is primarily driven by their own interest."

The demand from governments and donor agencies formed another reason for IICD to adopt the new 'leveraging' strategy. "Various different ministries in a number of governments began asking us to advise them on their ICT policy," Van der Krogt recalls. "And later on we started hearing from the donor community, for example the Dutch embassy in a particular country that was interested in integrating ICT in its sector-wide programmes. As many major donor agencies do not support individual projects, we realised that we would have to start working on the sector level ourselves if we wanted to collaborate with them."

As Van der Krogt sees it, there are two ways to try to get ICT integrated within the sectors on a larger scale: via the policy route or by directly assisting in the implementation of programmes. "In the first option," he explains, "we look together with the government to see how they can create an ICT policy for a particular sector. We have tried to build up a critical mass of projects in a particular sector, so that you might have four or five examples in one country that can provide enough lessons to help the government develop a sound and sensible ICT policy for that sector. And ideally, we will also be involved in putting that new policy into practice. We want the government to take our experience on board, but especially also the experience of our local partners or project partners. In fact that is already happening in quite a few countries now."

The second way of getting ICT integrated on a larger scale is more direct. Van der Krogt: "We know from experience that the policy-making process can be excruciatingly slow and involve various political hiccups. So we decided that if, say, donor agencies would be interested in



implementing larger programmes directly with us, then we could do that with them – as long as the experience of our project partners remains the starting point. That is more or less the idea behind our leveraging strategy.”

Depending on what the stakeholders want IICD to do; IICD often plays a very active role in leveraging programmes. That could involve providing strategic advice, assisting with training, supporting knowledge sharing or applying its unique monitoring and evaluation approach. “We obviously hope our local project partners will also get to play a significant role since they have so much experience,” Van der Krogt says. “They can often give technical advice, help with training and to some extent even help in the actual implementation of activities. Together with those partners and the interested ‘clients’, we decide how the roles will be divided.”

With the move to large-scale programmes, IICD’s general goal is to get more use out of the experience it already has. But that does not automatically imply less of an emphasis on innovation and fewer pilot projects. As Van der Krogt says, “pilots are extremely important for building new and innovative applications. Pilot projects still form the basis of our work, and they are very much needed to help persuade governments to assist as much as possible and even to co-implement large projects. So we hope that, eventually, our local project partners will actually get to help governments and donor agencies co-implement larger scale programmes. That’s the whole idea. That would really bring our impact to a much higher level. IICD itself is very small, so we will never be able to support and implement large programmes on our own, but our partners can play an extremely important role in that regard. It basically means teaming up with some of our pilot-project partners.”

“In a way, the whole move to sector-level programmes is a new kind of pilot project,” Van der Krogt says. “But in this case, the innovative element has more to do with our processes than with ICT. We need to innovate our processes for dealing with governments and helping governments implement an ICT programme. Working in larger-scale programmes will also undoubtedly challenge IICD’s core principles, which prescribe that our work should be demand-driven, participatory, owner-driven, capacity-development oriented. Unlike the situation in the past, we will not be adopting a new programme that we implement. We are not the owners of the project, nor are the project partners; instead, the government or the large donor agencies are the owners in the new situation. The ownership shifts to the one who is actually initiating the programme.”

By definition, governments and donor agencies work in different ways than IICD does. “So we are going to need to let go and learn to be a partner, to be just one of the players on a team,” says Van der Krogt. “Our role is basically going to be that of a partner in the process, a process facilitator. What we are really promoting is local experience. We stimulate governments and donor agencies to take local experience on board and that is quite unique in the development world.”



## 2. Results

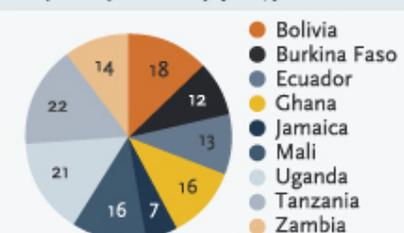
In 2007, IICD's project portfolio increased from 120 to 138 projects. Contrary to our expectations, our partner organisations reached a larger proportion of users than we had initially predicted. The majority of the people benefiting from the projects belonged to IICD's target group: underprivileged people with little or no education, people with a below-average income, and people living in areas where basic public services like health and education are scarce.

Through the projects carried out by partner organisations, IICD managed to reach around 700,000 active users who directly benefited from the ICT facilities and information that those projects provided. Most of those users were already computer literate or gained basic ICT skills through the projects. The programmes also reached an estimated 6,400,000 secondary beneficiaries, who can be categorised generally as passive users of information.

The users and secondary beneficiaries receive information pertaining to their particular sector, such as market information relevant to agriculture, health information or educational materials. In that way, the IICD programmes and partners are contributing to the realisation of the Millennium Development Goals (MDGs), in particular MDG 1, which focuses on increasing the income levels of the poorest, MDG 2, which focuses on universal education, MDGs 4, 5 and 6, relating to health issues, and MDG 8, which focuses on international partnerships and networking, including access to ICT.

The users and beneficiaries can provide or access information through one of the 328 information centres and other access points set up by the programmes in the various countries. The centres have both printed materials and digital information provided through the Internet using either fixed, wireless or satellite-based Internet connections. To reach a much wider public in places where the Internet is either not yet available or financially not feasible, user and beneficiary access to the information is provided via printed bulletins, mobile radio, rural radio, television or voice-radio systems.

Projects\* per country (2007)



\* Projects include leveraging and on the ground projects, and policy processes.



## 2.1 ICT giving universal access to education

Education is often seen as the cornerstone for development. In general, improving education is a structural way to improve the country as a whole. Providing better access to education in developing countries and improving the quality of the education currently on offer is therefore imperative. ICT can help in two ways: by helping teachers and pupils tap into the wealth of information resources available through the Internet and by providing teachers with basic IT training to ensure that they have the appropriate skills to access, use and create new educational resources that they can then use in the classroom.

The IICD projects in the Education sector contribute to the realisation of Millennium Development Goal 2 as well as the United Nations' 'Education For All' objectives, all of which focus on universal access and the quality of education. In IICD's projects, ICT is used to:

- Improve access to educational materials for students as well as in-service and pre-service teachers.
- Improve the quality of teaching and learning by training teachers to develop and use localised digital support materials. Depending on the needs of the participating schools, materials are developed for languages, mathematics, sciences and local culture. ICTs are used mostly to develop stand-alone basic PowerPoint presentations, multimedia CDs or interactive educational games. The materials may be used in the classroom (using projectors) or students may interact directly with the materials in computer laboratories.
- Promote networking among teachers (in places where Internet access is available and affordable) to enable the exchange of experiences and content using online platforms such as Dgroups.
- Support intercultural learning among students from around the world. One special case is the Global Teenager Project, which links students in schools across 32 countries. In this case,



students participate in virtual 'learning circles' that aim to promote intercultural understanding. This project supports e-mail communication and web-based exchange platforms.

- Improve the efficiency of education by introducing ICT into the planning and administrative tasks of headmasters and teachers.
- Support the Ministry of Education in the countries in terms of developing sector-related ICT policies and strategies.

## Results for 2007

In 2007, IICD supported 31 projects within the Education sector. The projects concentrated on integrating ICT in both primary and secondary schools as well as teacher-training and vocational-training colleges. Public schools made up the majority of the partners, although in some cases private schools participated too, as they are well positioned to assist other schools in the introduction of ICT. The projects reached a total of around 150 schools, impacting a total of 350,000 teachers and students, parents and support staff.

An evaluation of 18 of the 31 projects in Bolivia, Burkina Faso, Ghana, Tanzania and Zambia over the last five years<sup>2</sup> has provided us with a series of valuable 'lessons learned' about the use of ICT in Education:

- In line with the interests of IICD and its partners, the projects broadened the participation of teachers and students from rural schools from 24% in 2006 to 29% in 2007. While still below expectations, this is a significant improvement which will be continued over the coming years.
- Satisfaction levels in terms of ICT facilities and services have remained high over the years. However, there are increasing complaints and concerns about the current Internet-access providers and their sustainability. As in other sectors, connectivity continues to form an obstacle to the successful integration of ICT in Education.
- IICD noticed a significant increase in the awareness and empowerment of teachers and students in 2007. Over 70% of the respondents indicated that they had gained awareness and empowerment through their participation in ICT projects. While this gain can be partly attributed to the fine-tuning of questions in the survey, these indicators nevertheless still show a positive trend. Although the strengthening of livelihoods of both teachers and students is not a prime objective of the projects, a positive economic impact was also measured,<sup>3</sup> indicating improved labour-market conditions for the participants. In these cases, the economic-impact indicators were higher in Burkina Faso and Bolivia, compared to those received from Tanzania and Zambia.

### The Global Teenager project



The Global Teenager project enables classroom discussions to 'go global'. It gives secondary schools a kick-start in the use of Information and Communication Technology (ICT) and it offers students a safe, structured environment in which to discuss global issues. It also provides them a strong basis in communication skills and valuable insights into other cultures. For teachers, it livens up the whole teaching process allowing new ideas and methods into their classes. Today, Global Teenager involves almost 10,000 pupils from 300 schools over 32 countries in Africa, the Caribbean, Latin America, Europe and the Middle East.

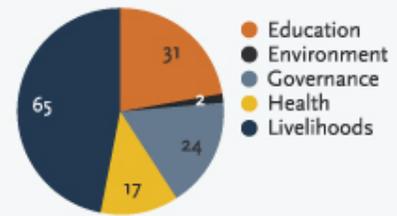
To watch a short BBC documentary about GTP activities in Ghana, visit IICD's online Annual Report.

<sup>2</sup> Note that the questionnaire from 2007 differed from those used in previous years. As the 2007 questionnaire was adjusted to better suit the projects, this will no doubt account for part of the increase in impact.

<sup>3</sup> This was partly the result of using revised questionnaires. The new questionnaires (especially the one on economic impact for projects in the Education and Governance sectors) no longer focus on short-term financial gain (which is not relevant to those sectors) but rather on indirect job opportunities, etc., in the longer term. Using more appropriate questionnaires per sector results in a particularly strong increase in the economic impact in those sectors.

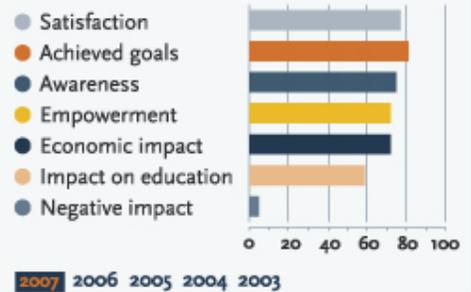
- The impact on the quality of learning and on the teaching process showed a slight decrease in 2007, dropping to 59% of the participating teachers and students, with the students recognising a greater impact on the sector than the teachers. This is an important indicator, as it is difficult to achieve a strong impact on the quality of both learning and teaching in the short term. Projects with a longer life span generally have a higher impact. This can partially be explained by the fact that in the first phase, teachers are handling basic ICT skills that will not directly support their teaching process. It is only in the second phase that teachers achieve sufficient skills to actually develop and implement teaching materials in the class room. Attention to this objective should clearly be the primary focus of future support by IICD and its partner organisations.
- For the first time, evaluations in 2007 included a new indicator regarding the possible negative impacts of ICT, including such issues as 'increasing the digital divide' and 'exposure to unwanted external information' (e.g. porn). Interestingly, and contrary to what had been expected, very few (3%) of the participants experienced any negative aspects as a result of the integration of ICT in Education.
- The participation of women remained stable, at 41%, in 2007. This area still needs to be prioritised to ensure equal access to ICT. It should be noted that women perceived a slightly higher impact than the men; while female teachers experienced less impact, their female students tended to experience a greater impact than their male counterparts. As no clear explanation has yet been established, a more in-depth understanding of the causes needs to be attained.

Projects\* per sector (2007)



\* Projects include leveraging and on the ground projects, and policy processes.

Impact on education sector



## Education User Profile 2007<sup>1</sup>

### Gender

Man	59%
Woman	41%

### Area

Rural area	29%
Provincial or district town	48%
Capital city	23%

### Age

20 years or below	61%
21-30 years	18%
31-40 years	12%
41-50 years	7%
51-60 years	3%
61 years and above	0%

<sup>1</sup> Over 68% of the respondents to the Education questionnaires were students. Since indicators like household income and educational level were not as easy to measure for them, those indicators have been left out of the above profile description.



## 'Now I understand how it works'

### Interview with Olaf Erz on ICT and Education

**The Education sector is IICD's second largest in terms of the number of projects. Those numbers also reflect the many levels at which ICT is currently being used in an educational context for example to strengthen teacher capacity, improve study materials and their accessibility, and streamline the information flows within and between schools. Based on his considerable experience in working in Education in Africa, IICD's Country Manager for Zambia and Ghana, Olaf Erz, is familiar with the challenges that IICD faces in working with ICT in the Education sector. He discusses several of those challenges, ranging raising awareness at the ministerial level to encouraging more dialogue between teachers and students in the classroom.**



When trying to bring about lasting changes in schools and colleges, it is vital to have the support of a country's Ministry of Education. In dealing with the Ministry, Erz explains, so much depends on whether or not that country already has the National ICT policy in place. If that is the case, as in Zambia, the Minister of Education will be able point to that national policy and build his sector policy on the basis of that. Erz: "In Zambia, they were able to develop an ICT sector policy for Education in just one year, whereas before the national policy was there, the ICT committee had spent almost five years trying to convince the Ministry of the need for ICT in Education. Now the Ministry of Education is actually a kind of forerunner in Zambia, and the other ministries are beginning to follow suit. In a lot of other countries, the Ministry of Education and Ministry of Agriculture tend to be rather conservative and lacking in innovation."

Getting schools connected is another major challenge, but that, too, depends largely on the current state of affairs in the country in question. Erz explains: "Thanks to the developments in mobile telephony, many things that would have been impossible even one year ago are possible now. But a country like Bolivia is significantly further advanced in terms of connectivity than most African countries, for example. What had been a challenge for Bolivia maybe two years ago is now showing up as a problem in African countries. You could say that the main differences between countries have to do with whatever stage a particular country is in."

Another problem that IICD faces is the fact that people in Education tend to work in isolation. "We try to encourage groups of teachers and schools to work together in teams," says Erz. "We arrange for individual teachers' notes to be collected, incorporated in a master version of the content and then distributed to other teachers, for example. But many teachers do not see why they should share their knowledge with other teachers from other schools. Through workshops and face-to-face meetings, teachers start interacting with each other, and that builds up a sense of trust."

Helping teachers improve their teaching notes to include up-to-date information is just one of the goals in the Education sector. Providing them access to information on the Internet is another. Eventually the students themselves should start learning through the Internet and find other resources there. ICT in the classroom is the ultimate goal. The real problem, as Erz explains, is that this process will take a lot of time. "It boils down to a sort transformation," he says, "from the traditional chalk-and-talk model, in which the teacher is merely focusing on writing something on the wall, to a situation in which – using a LCD projector and PowerPoint presentations – the teacher actually has to interact with the students. The ICT enables a kind of conversation within the classroom. And that requires more preparation on the part of the teacher."

Potentially conflicting interests within the sector form other obstacles that IICD needs to deal with. Erz describes one such challenge: "The Ministry of Education in one country is quite focused on tertiary education, while the focus and experience of IICD is in the field of secondary education and teacher-training. In order to serve the needs of that Ministry, IICD is placing more emphasis on the teacher-training aspects, since that is at least similar to tertiary education. We are also assisting



the Ministry in developing sector-specific ICT strategies that are in line with the policies and that will contribute towards fulfilling their needs”

The mobility of the teaching staff can be another issue in the Education sector. That is a problem that affects both public and private schools, although the reasons for it are different. “Aside from the fact that they are more apt to face funding problems, the main challenge we face in government schools is a policy that calls for the automatic transfer of teachers from one government school to another after four or five years, regardless of how well they have performed. And that inevitably entails a loss for a school that has finally managed to build up a good core team,” Erz says. “With the private schools, on the other hand, there is more and more competition in terms of the salaries they are offering to teachers, and that leads teachers to leave one school for another. The teachers we train in our projects may also leave for other, better-paying schools. And while those schools will benefit from the training those teachers have received within the projects we support, it nevertheless means a loss of staff for the schools we are working with and it makes it harder for the school to achieve the goals that have been set.”

As Erz sees it, the problems confronting the Education sector can only be tackled effectively if the Ministry of Education in a country has a real sense of the specific challenges that its schools are facing. And that is the benefit of IICD's approach. During policy and strategy development, the different stakeholders are invited to join in the discussion. “When we are assisting a Ministry, we often encourage our contacts there to invite our project partners to take part in the discussion. After all, they are the ones with the experience with ICT in Education. They know what is needed, how long it takes and what kinds of constraints are in store for a school or college,” Erz says. “You could even say that IICD plays a facilitating role between the schools, the colleges and the ministry, since the different parties get to know each other at the meeting and basically become friends.”

If IICD really wants to leverage its experience and replicate successful projects, Erz is convinced that it will need to focus on policy reform to bring about changes in the Ministry's strategy. “You can't have the one without the other,” he says. “If a country has 10 or 20 teacher-training colleges and IICD is only supporting one of them, then obviously you are going to want the Ministry to include that one in their strategy and to replicate it. In IICD's approach, the projects eventually become the cases that used in advising on the policy. You can't separate the policy and the strategy from the projects.”

Alongside the challenges, Erz also notices an enormous amount of creativity and innovative thinking within the Education sector in the countries he works in. The local people are masters at making the most out of what they have at their disposal. He explains: “One of the really creative approaches I see in the South is self-made learning content. In the North you can go into a shop and buy the same completely standardised education software in several different languages, with images filmed in a super studio laboratory. But in a country like Zambia, they make videos in their actual labs, showing the environment that the kids can actually identify with. Those videos are made with Zambians for Zambians, which makes the content seem more real. The more standardised software from the North will show them things that they will never have access to. But this way, the Zambian users can think, ‘If we'd get these ingredients, we could do the same thing.’ So the challenge is to make a video that will make the students say, ‘Now I understand how it works’ or ‘Now I know how to work with a Bunsen burner’.”



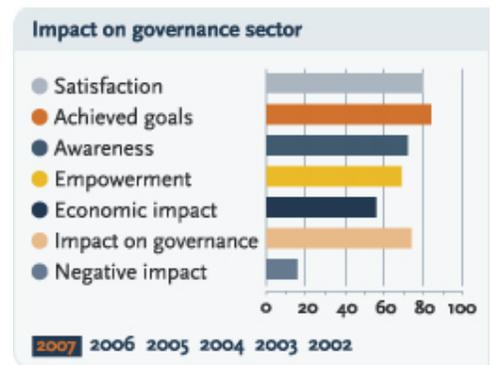
## 2.2 Towards citizen participation and good governance with ICT

Good governance is about streamlining information to increase transparency and to ensure that the most vulnerable people in society will have a voice in the decision-making processes and that the views of minorities will be taken into account. Its key attributes are participation, transparency, responsiveness, effectiveness, efficiency and accountability.

Transparent processes, the effective interaction between local and national governments, and the involvement of the private sector and civil society are crucial. IICD's ICT-enabled governance initiatives in Bolivia, Burkina Faso, Ghana, Tanzania, Uganda and Zambia help local communities to voice their needs, learn about public services and to pressure policy makers to engage in regular dialogue.

IICD helps governments to improve their efficiency by using ICT to improve data and workflows. By enhancing information flows both between and within local communities and districts, IICD both supports and improves decentralisation processes.

IICD's Governance programme differs from other IICD programmes. Operating at the district, provincial and national levels, participation and governance projects are generally of a much larger scale than those in other sectors.





## Results for 2007

In 2007, IICD supported 24 projects covering the areas of:

- E-administration: These projects involved supporting more efficient and effective planning and management by local governments, such as the District Net project in Uganda and the Kinondoni project in Tanzania.
- E-services: These projects involved the provision of digital government information to improve the access and quality of government services to citizens. Examples included the *Ghana.gov* portal of the government of Ghana and the educational portal of the Ministry of Education in Bolivia.
- E-society: These projects involved increasing the transparency of government activities through the monitoring of government information or the development of alternative information sources by civil-society organisations. We can refer to several projects that monitored the transparency of government information in Ecuador, while a project supporting the indigenous organisation CIDOB in Bolivia supports a database that contains details of indigenous land titles.

### Participation and Governance User Profile 2007

#### Gender

Men	58%
Women	41%

#### Area

Rural area	21%
Provincial or district town	43%
Capital city	37%

#### Age

20 years or below	10%
21-30 years	33%
31-40 years	26%
41-50 years	21%
51-60 years	10%
61 years and above	1%

#### Education

Primary education	10%
Secondary education	26%
Tertiary education	65%

#### Income

Below average	25%
Average	56%
Above average	19%

The users in this sector are primarily civil servants and technical staff from civil-society organisations. On the basis of the opinions collected about the projects over the last six years, we can determine the following trends:

- In the Governance sector, projects operate primarily in the capital city and provincial and district towns, resulting in the reduced opportunity for a rural presence. This holds for government and civil-society projects, both of which focus on more centralised services.
- The character of the participating government and civil-society institutions explains the higher income and education levels of the users. In the same way, the more limited participation of women can be explained by the lower percentage of female civil servants in the participating government institutions.
- Satisfaction, awareness and empowerment levels have remained high over the past few years,<sup>4</sup> fluctuating between 60% and 80%. Differences over the years can be attributed to the complex nature of keeping government-related information up-to-date and at a consistently high level of quality. This may explain the high levels of impact amongst the governance projects in Bolivia, where from the very beginning partners prioritised the provision of relevant information to their target groups.
- In 2007, the impact on indicators relating to Participation and Governance – including the efficiency of administration and transparency of government information – was the highest of all the sectors. The impact has increased considerably over the last four years, reaching its highest levels in 2007.

### Free trade in Ecuador



Produced by infodesarrollo.ec, this video details the experiences of an IICD-supported Impact of Free Trade on Agriculture Ecological Action project. Set up by Accion Ecologica, the project works with and supports communities and citizens in Ecuador with the purpose of protecting nature.

To watch the video 'ICT to serve ecological action', visit IICD's online Annual Report.

<sup>4</sup> Note that the questionnaire from 2007 differed from those used in previous years. As the 2007 questionnaire was adjusted to better suit the projects, this will no doubt account for part of the increase in impact.



## Remarkable success stories

### Interview with Wietse Bruinsma on ICT and Governance in Latin America

**Latin America has a very well developed civil society involving huge numbers of NGOs. Those are very often small organisations, each one concerned with its own particular issue. Many of those NGOs are stakeholders in projects in IICD's Governance sector. IICD's Country Manager for Ecuador and project manager for Bolivia, Wietse Bruinsma, reflects on the remarkable success of projects in this sector despite the extraordinarily large number of stakeholders and the wide range of development issues they represent.**



To give an idea of the variety of local stakeholders in IICD's Governance projects, Bruinsma mentions a few examples in the countries he knows best: "In Ecuador, our stakeholders include an association of female civil servants, a small think tank, a rather intellectual, leftist radio station, and an economic group that focuses on external debt issues. And aside from the latter group, essentially all of them have a national focus. On the other hand, the Governance project we have in Bolivia includes some 4000 NGOs that are involved in a confederation representing over 30 different indigenous peoples, but in fact they only represent those in the lowlands. And since the highland Indians do not feel represented by that confederation, the national character of the constituent NGOs is relative."

The development issues championed by the various NGOs are similarly diverse. These vary from the empowerment of women to the advancement of socio-economically marginalised youths, whether in the urban barrios or in rural areas. The issues are often directly linked to democracy, which can already be a sensitive topic in the political context of Latin America. That makes it even more important to ensure a balance in the group of stakeholders that you work with. Bruinsma explains: "What really makes the difference in establishing a project bundle is which parties you invite to the roundtable discussion on governance. Ideally the range of participants will be wide enough that a change in government would not have any major effect. In Ecuador, I would say that the broad assortment of stakeholders has led to a truly multifaceted project bundle – also in a political sense. A change in the government might affect the popularity of some of the organisations and the way they can operate, but I don't think it would ever mean that they would cease to exist."

IICD's role in the various projects is to facilitate the use of ICT to promote citizen participation and good governance. In the economically marginalised countryside of Ecuador, for example, connectivity – and thus also access to information – is a much greater problem than in the cities. One of the projects that IICD is supporting aims to strengthen the organisation of a number of youth councils in rural areas by providing them with ICT tools and having them develop a number of pilot projects together with the municipalities. As for the project in Bolivia that aims to provide indigenous peoples with information in connection with disputes over land claims covers, ICT is being applied to promote communication and the exchange of experiences among a huge number of communities and in that way to strengthen their negotiating position. Bruinsma: "There is also a web-based information system that gives them access to things like the status of the various claims and the names of the parties concerned. And along with all that, all these indigenous leaders have also undergone extensive capacity development in the use of ICT. So here, too, we strongly focus on capacity development and on ICTs as an enabling tool for the implementation of those projects. That also entails a strong lobbying component."

As Bruinsma sees it, the strength of IICD's approach is that it effectively helps the organisations to grow stronger and ultimately to embed the project activities in their daily operations. "In fact, IICD has always very much insisted on this embedding process," he says. "At a certain point we tell the organisation, 'We have been financing this project for two or three years, and now we would like to see you take responsibility for it, to put the project in your normal annual budget and to carry on with the things you have started.'" In a country like Bolivia, where IICD has been active for several



years now, most of the Governance projects are now in what they call the 'independent continuation' phase, which means the projects were basically taken over by and incorporated within the organisations themselves. Once a project has become embedded, IICD's role is then limited to general capacity development, to the monitoring and evaluation, and to facilitating the networking among all the different stakeholders through its knowledge-sharing activities.

Bruinsma: "The success rate in Bolivia is really quite remarkable if you consider that it's much more difficult to embed projects in the Governance sector than, say, in the Livelihoods sector. That is simply because the majority of Governance projects will never be able to generate income. They will always be dependent on external funding. Even in a sector like Education, the majority of projects will be easier to accommodate within a ministerial budget. The Governance sector works with decentralised and dispersed NGOs that are themselves already in a rather precarious financial situation."

Another sign of the success of IICD's approach in the Governance sector is the lack of any real differences in the rate at which so many different projects become embedded. "If you look at the projects in Bolivia that deal with land rights, with the regional branches of a local radio station, an organisation that addresses domestic violence against women... All those activities have been taken over by the organisations themselves," Bruinsma says. "So there really doesn't seem to be any reason to assume that the focus of a particular project would determine its chances for becoming embedded." IICD's approach appears to work regardless of the project theme and regardless of the size, budget or scope of the organisation that is carrying it out. That is a good sign!



## 2.3 ICT providing more effective health services

Health lies at the heart of the United Nations' Millennium Development Goals (MDGs). When applied in a smart way, ICT-enabled development initiatives are making a world of difference in this area. Health management systems can help tackle the problems of poor-quality data, inefficient processing of information, and duplicated efforts among parallel health institutions. They can also significantly reduce the number of medical fatalities associated with human error. At the same time, continuous medical education can be provided to rural health workers through the imaginative use of multimedia.

All of IICD's projects in the Health sector address the above-mentioned healthcare problems in rural regions, where people are beyond the reach of healthcare experts, most of whom live and work in the capitals or in major cities. In this sector, ICT indirectly contributes to MDGs 4 and 5 – seeking to reduce child mortality and improve maternal health – and MDG 6, combating HIV/AIDS, malaria and other diseases. To reach these objectives, IICD's projects focus on the integration and alignment of ICT in various relevant areas:

- Setting up administration and management systems in the Health sector in general but particularly in hospitals, introducing information systems, and building up the information-management capacities of health staff. These systems allow for a better management of patients, finances, drugs, treatments and disease.
- Enabling online consultation between doctors and specialists, which leads to better diagnosis and treatment of patients, especially in hospitals and health centres that lack specialised expertise.
- Supporting the development of improved training materials for the continuous professional training of medical staff, similar to the applications used in the Education sector.



In a notable contrast to its work in the other focal sectors, IICD is working on these issues in the Health sector more and more according to a programmatic approach. This is realised through our close collaboration with religiously affiliated organisations that provide healthcare, supported either by CORDAID or government-supported health institutions. The main programmes are found in Mali, Uganda, Tanzania, and Zambia. The participating partner organisations are among the largest healthcare providers in their respective countries.

### Results for 2007

In 2007, IICD supported 24 Health projects. These projects currently reach around 60 regional and district-level hospitals and health centres, and their outreach is rapidly extending to other institutions. Users of ICT include various different groups of health workers, including management, administrative staff, doctors and nurses.

Based on an evaluation of 9 Health programmes, a number of 'lessons learned'<sup>5</sup> on the use and value of ICT in the Health sector have been identified:

- The level of participation among women is much higher as a result of their strong numbers in the Health sector work force, primarily in lower positions. In general, women and men are at equal levels in terms of satisfaction and impact. However, we noticed a lower level in terms of feelings of empowerment amongst female participants. An explanation for this has yet to be found.
- IICD's central focus on rural areas is evident in the Health sector, where most of the participating health institutions and 82% of the users are found. It is worth mentioning here that 12% of the users found ICT to have a negative impact. One explanation for this is that many users felt that the projects mostly reach the privileged. This may imply that, despite the fact that the partners are found in rural areas, the interventions still focus on hospitals in district or provincial towns, rather than on health centres in more isolated areas.
- The high level of education in this sector is understandable, as the user group consists primarily of professionals. At the same time, it is surprising that the income levels of a large part of the users are still below average.
- Satisfaction, awareness and empowerment levels amongst users in the sector projects all increased over this period. In general, it was found that the users in this sector showed high levels of personal interest alongside their professional interest in building their own capacities, and this extends also to the use of ICT.
- Once again in 2007, following a significant increase in 2006, slightly more than 50% of the participants found the ICT projects to provide a direct contribution to more efficient and effective healthcare services. This trend could be observed across all four of the participating countries. This is particularly encouraging for the success of the programme in Tanzania, which only recently began.

### The Zambia National Blood Transfusion Service



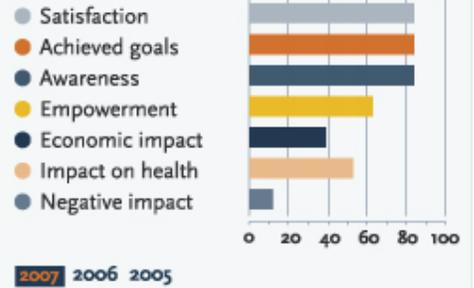
In Zambia, blood safety is among the priority medical interventions that are expected to significantly contribute to the achievement of the Millennium Development Goals ("MDGs"), especially those related to child and maternal health, fight against the HIV/AIDS epidemic, TB and malaria. The Zambia National Blood Transfusion Service ("ZNBTS"), - who have approached IICD for technical support - is working towards the development and implementation of an appropriate electronic blood donor tracking and retention system. Once implemented, the project is expected to improve the efficiency and efficacy of blood donor management, including increased dependency on repeat donors, increases in blood collections and reductions in discarded samples, due to transfusion transmissible infections.

To watch the interview with Alex Chikwese, Director of Finance for ZNBTS, visit IICD's online Annual Report.

<sup>5</sup> Note that the questionnaire from 2007 differed from those used in previous years. As the 2007 questionnaire was adjusted to better suit the projects, this will no doubt account for part of the increase in impact.



### Impact on health sector



### Health Sector User Profile 2007

#### Gender

Men	33%
Women	67%

#### Area

Rural area	82%
Provincial or district town	11%
Capital city	8%

#### Age

20 years or below	2%
21-30 years	39%
31-40 years	37%
41-50 years	15%
51-60 years	7%
61 years and above	1%

#### Education

Primary education	2%
Secondary education	21%
Tertiary education	68%

#### Income

Below average	38%
Average	60%
Above average	3%



## Interview with Nic Moens on an innovative solution within the Health sector

### 'Information empowers people on the local level'

**As it concerns matters of life and death, healthcare is universally held to be important. The conditions typical of developing countries make the Health sector there particularly complex. IICD's Country Manager for Tanzania, Nic Moens, sheds light on the main challenges facing the Health sector and describes the far-reaching benefits of applying health management information systems within that sector.**



The greatest challenges to healthcare in developing countries are no doubt the tremendous lack of resources and the severe 'brain drain' of health workers who, having been trained in the West, are enticed to remain there where salaries are high and medical personnel is in short supply. Moens sees the highly segmented society in countries like Tanzania as forming yet another challenge: "The very wealthy elite is more apt to suffer from more 'modern' problems like heart disease and is willing to pay for the different kinds of treatment those require. Then, somewhere in the middle, you have a larger urban group with health problems related to life in the cities. And finally there's the huge mass of especially rural poor. That makes it all very unbalanced."

Management issues also tend to be more complex in the health institutions of developing countries than for example in schools or businesses. Moens explains: "Since all health institutions are essentially a kind of public good (even when they are run as businesses), the various management formulas applied are inevitably at least somewhat politically driven and therefore likely to change over time. Creating a stable health policy is therefore a big challenge for developing countries."

ICT can be an essential part of the solution to many of these challenges, especially because it can drive a number of additional solutions. Moens describes the benefits of using health management information systems, which are one of the main engines in any health-reform agenda. "For one thing, those systems help you to structure the processes at a health facility by enabling you to review patient flows, to computerise it and then to start managing on the basis of real data rather than on your impressions of what *might* be the case. This can lead to a better use of capacity, a higher level of satisfaction among patients, and a significant increase in revenues. Those information systems can also help to highlight key data in connection with the allocation of resources, for example when you need to decide whether to put your money in prevention or in a curative approach. And with that kind of management data, you can start thinking about the business model. It also holds on a higher level: once you can show, as a nation, on the basis of real data, the specific kinds of diseases you have to deal with, how things are operating, and that you are in control of what is going on, then you can start developing effective policies, monitoring them."

On all levels, the ICT-based health management information systems therefore strengthen the position of those who use them. Moens: "With the standard top-down system – the 'we-know-best' system – local health facilities themselves never get any real feedback on the information they submit. But by switching to a bottom-up system, in which people at the health-facility level can make use of their own information, that information gets practical value. It helps them structure their activities and it becomes a source of learning for them. They see the numbers of patients going down, they make better use of their capacity, their income goes up, they start to make sense of what is going on – and all that information gives them the ability to act. In that sense, the information actually empowers people on the local level. ICT is a very strong driver for making those changes happen."

"Not surprisingly," Moens continues, "having access to that kind of information motivates people to structure their system better. Rather running around putting out seemingly random fires, people are given an overview of the situation. And that makes them start to think differently. When they have better results, local health workers will be more apt to share their data with people at higher



levels, but they will also be more apt to expect a response. While most health workers are by nature rather conscientious people, they still need information and feedback in order to stay motivated. Once different local health facilities start to visit each other and build networks, they are more apt to demand more say on the district level.”

Using ICT can help the Health sector respond even to its most fundamental challenges. Since donations to the Western, faith-based organisations that run mission hospitals have fallen sharply in recent years, those hospitals suffering and tend to go bankrupt. Their lack of resources directly hurts the rural poor, since those facilities tend to be located more in remote areas. While governments often step in to help, they are slow in doing so. ICT makes it easier to set priorities, enabling substantially reductions in waste and inefficiency while increasing accountability. And that will be better access to better quality healthcare for those who need it most. Moens: “With the lack of financial resources and shortage of staff in the Health sector in African countries, I think there’s no question that ICT will have a very prominent role there, although it will vary per segment. IICD’s role will be to offer support in the overall process and to pay more attention to what you can do with this kind of technology to help the rural poor in particular.”

Once the ICT-based solutions become part of an integrated medical system and start generating savings, they are bound to become sustainable. They will very soon end up being indispensable management tools. In that sense, ICT has a high added value in that context. Moens is optimistic and foresees important advances resulting from subsequent generations of health management information systems: “We are now looking at the possibility of mapping out certain disease patterns and comparing those with other factors like health expenditures, water and sanitation situations so that people can make links and revise their decision-making.” That can vastly increase the impact and lead to improvements in the lives of many more people. In that sense, those up-scaled ICT solutions form a parallel to IICD’s shift towards sector-level ICT4D programmes.



### 3.4 ICT supporting the incomes of farmers and small businesses

According to a UN Rural Poverty Report,<sup>6</sup> 75% of the world's poor live in remote rural areas and make their living through agriculture. Fighting poverty in the agricultural sector therefore remains a priority.

ICTs can give farmers access to information that can form a basis for preventive and diversified farming strategies, give them access to information concerning market opportunities and prices, and help them to document knowledge of traditional production methods. In the first place, diversifying their crops can help to minimise the potentially negative impacts of environmental changes. Secondly, access to information about other markets can enable them to market their produce to a wider public. In IICD's experience, farmers using mobile telephony and Internet services usually experience immediate benefits.

The Livelihoods projects that IICD supports contribute directly towards achieving Millennium Development Goal 1, which aims at raising income levels amongst the poorest segments of the world's population. In those projects, small farmers and informal businesses are targeted with an eye to improving access to agricultural and business information. The users are reached through a combination of information centres with Internet access, mobile services, rural radio and television and voice radio.

Depending on the specific needs of a particular target group or geographical area, the projects generally:

- Provide small farmers with access to information on inputs, market prices, supply and demand (the information concerns local, national and international markets)

<sup>6</sup> *Rural Poverty Report 2001: The Challenge of Ending Rural Poverty*. Rome: IFAD 2001.



- Exchange scientific and experience-based information on traditional and modern production techniques
- Help small and medium-sized businesses to benefit from ICT-based business-support services including planning and administration, marketing and promotion.

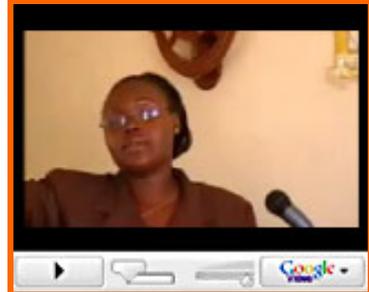
## Results for 2007

With a total of 65 projects, some supported jointly with Hivos, the Livelihoods sector was still the largest sector focus area for IICD in 2007. The projects reached approximately 180,000 users and no fewer than 2,500,000 beneficiaries. The users were mainly small farmers and farming associations, traders and trade organisations and, mostly informally, small and medium-sized businesses.

IICD produced a number of important 'lessons learned' in this sector from an analysis covering the end-users of 23 (agricultural) Livelihoods projects over the period 2003–2007:<sup>7</sup>

- One major achievement in 2007 was the increased involvement and participation of small farmers in the rural areas. In line with the policy set out three years ago, the participation of users in rural areas increased slightly to 72% from 70% in 2006. Looking at income and education levels, 40% of the users had the lowest income levels; 12% of the users had never gone to school, while 32% had only been able to complete a primary-level education.
- The participating users continued to indicate high levels of satisfaction with the ICT facilities provided through the projects, including access to information centres and the Internet. In addition, an increase was recorded in the quality and frequency of use of the digital information provided through the projects.
- The results show a significant increase of around 20% (compared to 2006) in the levels of awareness and empowerment felt by participating users. This increase could be explained in part by the rise in the number of users trained through the project, which means that more people can interact directly with the information services provided by the project. There is also an indication of a better orientation of project partners in terms of the specific information needs of farmers and small and medium-scale entrepreneurs.
- For most projects, IICD found both an increasing economic impact in terms of improved revenues and a sector-specific impact in terms of efficiency, cooperation and productivity. While it was difficult to achieve an increase in economic impact during the implementation period, over 50% of all current users indicated having directly benefited from using the ICT facilities and information services provided through the projects. In Ghana and Tanzania, more than 70% of the respondents indicated having experienced that impact.

## Empowering women



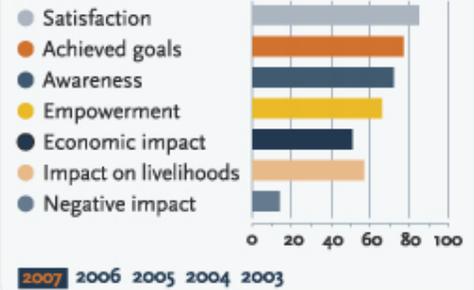
Women in the rural areas of Mali have a better perspective on the future now that they are able to use modern ICTs. The Song-Taaba Yalgré organisation, who represent the interests of Burkina Faso's predominantly women shea butter producers, have taught them how to search for information on new markets and to get in touch with potential buyers. Thanks to the introduction to these new communication tools and skills – including internet, email, mobile phones and fax machines - production and sales of the famous Shea Butter have increased tremendously. And these benefits are being felt directly and immediately by over 2000 women, some of whom are illiterate, as well as their families.

To watch the video on the Songtaaba Yalgré project, visit IICD's online Annual Report.

<sup>7</sup> Note that the questionnaire from 2007 differed from those used in previous years. As the 2007 questionnaire was adjusted to better suit the projects, this will no doubt account for part of the increase in impact.

- Interestingly, IICD did not find significant differences between the impact levels on men and women, ICT clearly being relevant to both user groups. Yet, only 36% of users were women, even though they make up at least 50% of the total farmer population and play a key role in securing basic income at the household level. IICD has made efforts to address this imbalance by promoting the participation of women in training courses. It is important to point out that it is still necessary to initiate projects that focus explicitly on organisations that work with women. In Burkina Faso, for example, a choice was made to work with farming associations set up by women. Projects in the 'sustainable agriculture' (sub)group also tend to have better female participation levels (46% women).

### Impact on livelihoods sector



### Livelihoods User Profile 2007

<b>Gender</b>	
Man	36%
Woman	64%

<b>Area</b>	
Rural area	72%
Provincial or district town	15%
Capital city	13%

<b>Age</b>	
20 years or below	7%
21-30 years	27%
31-40 years	33%
41-50 years	22%
51-60 years	9%
61 years and above	2%

<b>Education</b>	
No formal education	12%
Primary education	35%
Secondary education	35%
Tertiary education	18%

<b>Income</b>	
Below average	40%
Average	56%
Above average	5%



## 'ICT makes life much easier'

### Interview with François Laureys on innovative solutions for Livelihoods

**As IICD's Country Manager for both Burkina Faso and Mali, François Laureys has gained invaluable experience in using ICT to help improve the livelihoods of the poor in developing countries. As he sees it, many of the problems that confront farmers and small-scale entrepreneurs stem from a lack of communication or information. ICT-based solutions developed together with the people who will use them will help to change things for the better.**



In countries like Burkina Faso and Mali, farmers often have no access to information on how to improve their production or how and where to find pesticides and fertilizers at a good price. They remain unaware of changes in regulations and they often do not know the latest market prices. And since developments in market price can be hard to gauge and crops can fail, many farmers are still afraid to start producing for the market. They feel more secure in limiting their production to their household needs. In the same way, a lot of small-scale entrepreneurs are only barely surviving, making just enough to sustain their families. With little or no long-term vision, they are rarely in a position to take risks. That, in turn, makes it difficult for their businesses and livelihoods to grow.

How can ICT possibly help in the face of such fundamental problems? Laureys explains: "I don't think ICT itself can *solve* any of the main problems, but it can certainly help people to organise themselves better, to gain better access to specific information and to communicate with other people. And it can help solve more specific things like efficiency issues. For example ICT can make life much easier for farmers who need to collect huge quantities of data for the certification they need in order to export mangos to Europe. In the broadest sense, so if you include things like mobile telephones, ICT is already having an impact on mobility, on the ease of communication and on the speed at which information travels. Many farmers are already using mobile phones to find out whether it's worthwhile to bring a particular product to a certain place or whether the price a middleman is offering them is reasonable." In Laureys view, using ICT to bring about empowerment will result in a very measurable impact in terms of balancing information and communication in the short term, while in the long term, producers and entrepreneurs who are better informed will be better able to develop strategies for themselves.

IICD's role in all this is not simply to provide ready-made, standard ICT solutions, but rather to facilitate a process in which (local) consultants help local partners identify possible ICT-based solutions for specific problems in their particular context. And sometimes the solution the local partner develops for one problem may actually end up solving some other problem even better. So it's often a question of trial and error or rather of constantly fine-tuning the solution.

While the solutions that are developed in this way are not standard, this approach to working towards a solution is something that can be applied universally. Laureys: "People in the developing world face essentially the same kinds of hurdles that we do here in Europe when we are trying to modernise our organisations or our environment. You need to prototype, for example: to have a kind of initial solution and a trial and then see what the positive and negative effects are. And that is going to be a continuous process, because the minute you solve an existing problem there will always be something else that needs to be solved. In our work at IICD, I think it is really important that we try to see our partners as being in a process or in development and that we don't simply show up with some kind of blueprint solution." As Laureys sees it, part of the solution is that people start to work on their own problems since that will help them be more aware of potential solutions. They will start developing as soon as they get started thinking. "But that is hardly really specific to ICT," Laureys admits. I'd say it's really more about change management than about ICT. If I look at the work we do, I think in the end it's 80% change management and 20% technology. But the technology is what makes people change. It's the catalyst."



The demands of farmers or farmers' associations in countries like Burkina Faso and Mali are often related to specific kinds of information like market prices. But while the kinds of technologies that can be used for that will generally be the same everywhere, the specific solutions will nevertheless vary from place to place. Even those that may be universally applicable will still need to be adapted or fine-tuned to the local circumstances. Laureys: "It really depends on where you are working and with whom, what their status is and what kind of solution they need. There are huge differences between countries – but also within individual countries – in terms of development. While Ghana is generally more developed than Mali or Burkina Faso, for example, certain areas in Ghana will no doubt be less developed than some areas in Burkina or Mali. Those kind of differences make it difficult to apply the same solution everywhere."

The differences in context require different solutions. Laureys illustrates this with the following examples: "While mobile-phone-based solutions often benefit areas that still have no access to the Internet, they will be of no use in vast areas in Mali where even telephone lines or any possibilities for mobile telephony are still lacking. Then there is the language problem: a country may have some 20 or 30 languages, and since many of the farmers only speak their local language, a mobile phone solution in just one language may still be of no help in another region. Finally, illiteracy can also pose a problem in this connection. Thanks to a regional market price platform that was developed in Ghana and operates over the entire Western region, those in Burkina Faso who are interested can receive SMS alerts about prices of specific products. But we found out that most of those in Burkina Faso who could potentially benefit from that service don't actually use it because they are illiterate. They may well use mobile phones, since they have a strong oral culture, but they don't use written SMS messaging. In that case, the next step might be to develop messages that can be transformed into spoken messages that can once again be sent via SMS."

As Laureys sees it, that constant fine-tuning of solutions is something that applies just as much to the entire process of facilitating the development of solutions. In other words, the role of IICD also needs continual adjusting over time. He envisions IICD working closely with sectoral experts (e.g. agricultural experts) so that IICD can include their expertise in the package its offers. Ideally those would be people from the local area itself or who are at least very familiar with the area. He explains: "If you want people to become entrepreneurs, they are going to need to understand exactly what the real constraints are. If you want the end-user, the farmer in the field, to really benefit from the kind of information that we have so far helped him gain access to, you should also help him commercialise and sell his products more effectively. I think we need to move towards solutions that actually take into account the whole picture." Laureys is convinced that merely helping local farmers' organisations develop a system for spreading information on market prices isn't enough. Associations of farmers that produce maize will need to know exactly what the sellable production is of each of their individual members so that they can put it all together and market it. Such organisations are going to need help working with systems that will allow them to improve their internal communications so that they will have a better understanding of things like: who their members are, what their individual production is from year to year or month to month, which transporters are used and how they can make transport times more efficient if it concerns a large area. "You need to be able to match supply and demand so you will need to have insight into the demand and a bridge between the two," he says. "That higher level of information is what I think IICD needs to focus on in future."



### 3.5 Working towards sustainability, impact and outreach

IICD makes use of a carefully compiled toolbox of approaches for making the ICT-for-Development (ICT4D) programmes sustainable. These involve capacity development, knowledge sharing, and continuous monitoring and evaluation activities. Now that most of our programmes have matured, IICD's role is changing. This means some tools are becoming more important than others or are being adapted and deployed in different ways. IICD continued to support project implementation and the embedding of ICT in projects in 2007, but in more and more areas, IICD's support focused on increasing the impact and outreach of existing projects. Roundtable workshops and capacity development made way for more knowledge sharing and the support of project partners to train end-users.

In previous years, when IICD was still building up its project portfolio to demonstrate the added value of ICT, roundtable workshops and capacity development were the two main tools employed to get projects off the ground. During project implementation, knowledge sharing, advocacy and policy making were added to help project organisations learn from the experiences of other projects and to create an environment where new ICT4D activities could take off more easily. In 2007, IICD's project portfolio was nearly complete, with each country having a group of projects clustered in two or three sectors. This resulted in a reduced need for further roundtable workshops. Instead, more attention was given to knowledge sharing and to supporting local training partners in training their end users as a way of strengthening their organisational and institutional capacities.

#### Making ICT4D activities sustainable

In general, *capacity development* and technical advice are used to help both partners and end-users enhance their organizational and technical capacities so they will be able to sustain ICTs and related information services. In 2007, IICD focused primarily on supporting project-training

partners in training end-users. To a lesser extent, IICD also focused on improving technical skills. In the year under review, no fewer than 1,150 people from 183 organizations were trained, including both project partner members and end users. In most countries, women were still underrepresented in the training courses. Serious attention will be given to this issue over the next year.

As in previous years, most of the *technical advice* given to local partners concerned finding and implementing connectivity solutions, as well as advising on other, more appropriate ICT solutions, particularly those that support rural outreach points.

The capacity of partner organisations was further strengthened through their participation in ICT for Development networks and the *monitoring-and-evaluation* activities in each of the IICD countries. In 2007, more than 5,400 questionnaires were filled in with the help of IICD's online monitoring and evaluation system, bringing the total number of questionnaires collected so far to 18,000! This number includes 7,000 end-users. The monitoring-and-evaluation system provides both the partners and IICD with regular feedback on their activities. The 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. The discussions are held at focus-group meetings with project teams (18 in 2007). A new development in 2007 was the introduction of enduser focus-group meetings, where – for the first time – end users could take part in discussing the evaluation results. Findings from these evaluations were published in 30 learning reports, producing lessons on projects, capacity development and ICT-for-Development networks. In addition, a first attempt was made to evaluate the policy-making processes and to monitor IICD's approach to formulating policy. This resulted in, amongst others, a report and a paper produced by IICD and APC for the BCO alliance on 'lessons learned'. Some of the key findings are listed below:

- Policy-making processes are dynamic, fluid and often chaotic. There is no 'one-size fits all' approach that can be adopted across countries, or even within countries in the various sectors.
- Leadership – should it be carried out by one lead organisation or several – is often viewed differently. Governments are generally seen as the natural leaders for driving the process of policy formulation, implementation and evaluation, and providing the resources to support the process. Their ownership of the process is crucial.
- A broad range of stakeholders need to be involved in the policy-making process. Governments, donor agencies and facilitating organisations need to ensure that specific stakeholder groups are involved, particularly grassroots organisations, which often lack resources or have problems understanding the policy-making process.
- Policy-making processes must be validated to create a credible and sustainable outcome. One important key point that needs to be validated is the ownership of the policy by government decision-makers, not only those in ICT but also those responsible for development at the national or sector levels.

Successful projects help to convince policy-makers



Ill health is often identified as the most frequent cause and reason for poverty. One of the more successful ICT-based solutions that IICD has developed together with local partners and CORDAID to improve the quality of health care is the health management information system (HMIS). The system helps to overcome problems with poor-quality data, inefficient processing of information, and duplicated efforts among parallel health institutions. Thanks to the system the number of medical fatalities associated with human error can be significantly reduced. The success of the HMIS-projects helped to convince policy makers in both Tanzania and Uganda to use ICT to further strengthen the health sector. As a result IICD and the local partners are now supporting the Ministry of Health in these countries in the development of sector-wide ICT policies.

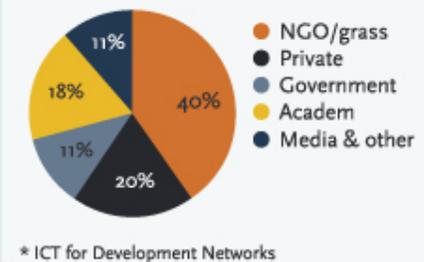
To watch the video on the IICD-supported project District Health Management Information System in Tanzania, visit IICD's online Annual Report.

The national ICT-for-Development networks 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 the year under review, each of these networks continued to strengthen its position as the representative consultative platform for ICT policy development to the national government, as well further strengthening its activities with regard to *lobbying and participation in policy formulation*. This clearly supports the embedding of projects and, in more general terms, the embedding of ICT.

*Knowledge sharing* was also greatly improved thanks to an increase in the number of both the member organisations involved and public events organised. In 2007, the nine networks together included over 150 member organisations and 650 individual members, thus enabling learning between IICD-supported and other experienced ICT practitioners in the countries. Furthermore, the networks also expanded the number of specialised thematic groups (Education, Health, Gender, etc.), allowing partner organisations to share experiences with their peers in specific thematic areas. Any 'lessons learned' were 'captured' and shared with others through newsletters, articles and the websites of the individual networks. A new development in 2007 was the use of Web 2.0-based blogs and Dgroups to support collaboration and knowledge sharing.

Partial *financial sustainability* was achieved by having end-users absorb the operational costs of ICT, in particular the costs of running and maintaining information centres. On another level, partner organisations such as government institutions, hospitals, schools and farmer associations integrated ICT costs within their annual budget.

Members National ICT4D\* Networks (2007)



## Towards sector-wide programmes (improving impact and outreach)

In 2007, IICD booked progress in its efforts to increase its scale to include the sector level in order to increase the impact and outreach of its ICT for Development activities. To achieve this, two approaches were taken:

- **Lobbying and participation in the formulation and implementation of ICT policies.**

IICD is facilitating the formulation of sector-wide ICT policies and strategies in five countries. The formulation processes are based on a multi-stakeholder approach, involving the different Ministerial departments as well as other stakeholders from civil society and the private sector. IICD's project partners and the ICT-for-Development networks participate in the formulation process as much as possible, contributing their knowledge and on-the-ground experiences. In many cases, this allows project partners to expand their programmes directly in collaboration with government or development partners.

- **Implementation of larger-scale ICT programmes in collaboration with project partners, ICT-for-Development networks and development partners.**

In all nine of its focal countries, IICD collaborates in the implementation of larger-scale ICT programmes, which are either initiated and funded by governments or funded by development partners. Depending on the needs of the government or development partners, IICD and local partners perform different tasks in implementing sector-wide programmes. These can include giving strategic or technical advice, facilitating capacity development or knowledge sharing, or carrying out evaluation activities.

In the year under review, IICD was able to expand its support to sector programmes in most of its focal countries.

### Education

IICD advises the Ministry of Education in Bolivia on the implementation of a national programme for the Education sector, which is funded through the sector-wide approach of the Netherlands Embassy, SIDA and DANIDA. In coordination with other Advisory agencies – such as GESCI – IICD

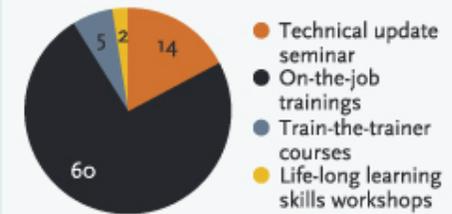


provides assistance in the areas of capacity development and monitoring and evaluation. Project partners AYNi, CEPAC and COGNOS are also actively involved and are co-implementing part of the capacity-development programme for educational telecentres. Project partner APCOB has signed an agreement to provide interactive materials for intercultural education to secondary schools.

The Jamaica Collaborative for Universal Technology Education is formulating a national teacher-training programme through a public-private partnership. A large variety of organisations are participating in this, including the Jamaica Teachers Association, Digicel, the Grace Kennedy Foundation, the Infoserv Institute of Technology, the Joint Board of Teacher Education, the HEART Trust/National Training Agency, American Friends of Jamaica, the Cable and Wireless Foundation and the Ministry of Education and Youth.

Education policies are currently being formulated in Burkina Faso, Tanzania and Zambia. The policy in Burkina Faso focuses on secondary education with the active participation of project partner, TIC Education. In Tanzania, IICD and project partner TANEDU are currently supporting awareness-raising and the capacity development of staff at the Ministry as part of the broader ICT policy process. The most advanced example can be seen in Zambia, where the Ministry has successfully finalised its strategy and implementation plan for the integration of ICT in the Education sector. At the time of writing, the programme was up for final approval by the Cabinet.

Capacity Development activities\* (2007)



\* Number and type of training sessions

## Governance

In the Governance sector, two successful eGovernance projects have become role models for the future integration of ICT at the district level. In Tanzania, a project in the Kinondoni district now serves as a benchmark, and delegations from other interested districts frequently travel there on fact-finding missions. Plans to support replication projects are being considered in districts such as Mwanza, where IICD is already active in other sectors. Similarly, the District Net project in Uganda now serves as a model for various development partners and the Ministry of Local Government. On the basis of the pilot experience in four districts, a model for upscaling to the national level is currently being formulated.

## Health

Great progress was made in upscaling activities in the Health sector in 2007. In Ghana, for example, IICD is funding an ICT policy formulation process as part of the wider support it provides to the national ICT policy there. In Uganda and Tanzania, IICD is implementing a large-scale ICT-for-Health programme with major faith-based health providers in collaboration with CORDAID. Taking these programmes as a starting point, IICD and the local partners are supporting the Ministry of Health in these countries in the development of sector-wide ICT policies.

## Livelihoods

In the Livelihoods sector, IICD is advising Bolivia's Ministry of Agriculture on the formulation of a land-use information system and on upgrading an agricultural portal. These activities are follow-ups to earlier ICT components that the Ministry implemented under IICD's guidance. As a new activity, the Departmental Government of Santa Cruz in Bolivia is formulating a programme for agriculture information in 15 provinces. This programme will build on a successful pilot project that project partner ICO set up and began implementing in 2003.

IICD is helping Ghana's Ministry of Food and Agriculture develop an ICT policy for the Agriculture sector, which also involves assisting in the development of a national ICT policy. In Uganda, a series of programmes are being formulated for the executive agencies that operate under the auspices of the Ministry of Tourism, Trade and Industry. At the same time, the replication of a pilot project set up by the Uganda Commodity Exchange has started in collaboration with the Dutch organisation SNV. This programme focuses on having farmer associations provide other farmer associations with information on prices and on the supply and demand of certain commodities.



## Telecentres

In most of IICD's focal countries, its project partners have gained experience in setting up rural information centres that provide access to participation and governance, agriculture, health or education services. At the same time, many project partners have indicated that affordable and reliable Internet connectivity remains a key obstacle to expansion. IICD and its partners have therefore decided to use their experience in this area to advise and provide support in the implementation of national telecentre programmes in a number of countries. To ensure direct benefits for the project partners, funding partners are being sought to co-implement the project with them.

In Ecuador, IICD and a number of its project partners are advising the national government on the implementation of an initiative to set up 1000 telecentres. The initiative is being funded by the Ecuadorian government and the World Bank and implemented by a private-sector consortium. The main areas of advice include sustainable connectivity models and content models deriving from experience gained in Ecuador and other countries. Where possible, project partners will collaborate in the programme in those sites where their particular target groups are located.

The Centre for Information and Communication Technology is a similar initiative currently being pursued by the Ministry of Communication in Ghana. In this case, the government is implementing community telecentres in all districts. IICD supports the programme with strategic advice, capacity development, connectivity solutions at community level and content development, particularly in the northern part of Ghana. Project partners active in this area are directly involved as local consultants.

In Jamaica, the ICT4D Jamaica network is involved in the Communities Without Borders Initiative, which was set up by the Ministry of Industry, Energy, Technology and Commerce. A pilot site for this programme began in 2007. A newer initiative is receiving support to set up a telecentre network in Tanzania: IICD is providing organisational advice and will also undertake a pilot using wireless-based community networks.

## National ICT policy

IICD is focusing its attention on sector-based policies and programmes. Yet, on request, it also provides support with the formulation of national ICT policies. In such cases, the advising and the facilitation of multi-stakeholder processes are primarily done through the national ICT-for-Development networks. In Ghana, IICD's support in connection with for example health and agriculture policies is limited to funding. In Uganda, IICD and I-Network Uganda are also facilitating multi-stakeholder processes in collaboration with the National Planning Authority, which is leading the process. Efforts are being made in this process to integrate ICT within key national development policies, allowing easier linking of ICT initiatives to the government's national development programmes in the various sectors. The Jamaican ICT4D network is actively assisting the government agency CITO in updating its national ICT policy.

## 'Lessons learned' from upscaling

In general, IICD has learned that applying the experience gained in local projects to larger-scale ICT programmes assumes a long-term commitment from IICD and its partners. The experiences thus far have been very diverse, including some successes but also many challenges. The challenges have to do with the strong political dimension of programmes that involve partnerships with both governments and development partners, as a consequence of the long-term decision-making processes at that level. Furthermore, the complicated administrative processes involved in programmes with a larger financial dimension often cause delays or a temporary stalling of formulation and implementation processes.

### National Information and Exchange Networks

[www.ticbolivia.net](http://www.ticbolivia.net) (Bolivia)

[www.burkina-ntic.org](http://www.burkina-ntic.org) (Burkina Faso)

[www.infodesarrollo.ec](http://www.infodesarrollo.ec) (Ecuador)

[www.ginks.org](http://www.ginks.org) (Ghana)

[www.ict4djamaica.org](http://www.ict4djamaica.org) (Jamaica)

[www.mali-ntic.com](http://www.mali-ntic.com) (Mali)

[www.swopnet.or.tz](http://www.swopnet.or.tz) (Tanzania)

[www.mwanzacommunity.org](http://www.mwanzacommunity.org) (Tanzania)

[www.i-network.or.ug](http://www.i-network.or.ug) (Uganda)

[www.ebrain.org.zm](http://www.ebrain.org.zm) (Zambia)



<b>ICT policies and sector programmes launched in 2007</b>		
<b>Sector/theme</b>	<b>Country</b>	<b>Partners</b>
Education	Bolivia	Ministry of Education, CEPAC, AYNi, APCOB, COGNOS, TICBolivia network, Netherlands Embassy, SIDA, DANIDA, IDRC, GESCI
	Burkina Faso	Ministry of Education, TIC-Education
	Jamaica	Ministry of Education, ICT4D Jamaica network and several private sector organisations
	Tanzania	Ministry of Education, Tanedu
	Zambia	Ministry of Education
Governance	Tanzania	Kinondoni district
	Uganda	Ministry of Local Governance, I-network Uganda and District Net
Health	Ghana	Ministry of Health
	Tanzania	Ministry of Health, ICT4D network, CSSC, CORDAID
	Uganda	Ministry of Health, UCMB, UMU, CORDAID
Livelihoods	Bolivia	Ministry of Agriculture
	Bolivia	Prefectura Santa Cruz, ICO
	Uganda	Uganda Commodity Exchange, ICT4D network and SNV
	Ghana	Ministry of Food and Agriculture
	Uganda	Ministry of Tourism, Trade and Industry, I-Network Uganda
Telecentres	Ecuador	Government of Ecuador, InfoDesarrollo, Camari, MCCH, Fepce
	Ghana	Ministry of Communication, ICT4D network, UNDP
	Jamaica	Ministry of Industry, Energy, Technology and Commerce.
	Tanzania	Telecentre network
National ICT strategy	Ghana	Ministry of Communication
	Jamaica	CITO, ICT4DJamaica network
	Uganda	National Planning Authority, I-Network Uganda



## Evolving in Different Ways

### Interview with Bénédicte Marcilly on the deployment of networks

**As part of its individual country programmes, IICD set up a national information-exchange network in each of its nine focal countries. Over the years, those individual ICT for Development networks have evolved in substantially different ways. A few of them are no longer 'national', while others have broadened their scope and have become more than a network. Bénédicte Marcilly, IICD's Knowledge Sharing Officer in Ecuador and Mali, discusses how these networks came about and describes a few of the ways in which they have developed.**



Although each network would eventually follow its own path, they all started out the same. Each one was created with the same three objectives in mind: sharing lessons learned and knowledge about how to apply ICT for Development (ICT4D); creating awareness about the use and applications of ICT within different sectors or at the national level, and influencing or even participating in making policy regarding ICT.

Every network has a core group consisting of the country-programme partners that IICD supports and a few other key ICT4D partners. But as the networks involve many different stakeholders, their membership can be very diverse. Members may include individual ICT experts, development organisations (usually NGOs), students, researchers, and policy-makers from government ministries, but also the media and various private sector companies in the country concerned. While the networks in Latin America have only organisational members, in some of the African networks up to 70% of the members are individuals. In addition to the actual stakeholder members, the networks may also have 'strategic alliances' with international organisations such as UNESCO.

"The project partners, member organisations and their end-users are the primary beneficiaries of the networks," Marcilly explains. "But of course the other stakeholders also stand to benefit from being members, because in the long run the networks are there to support ICT4D stakeholders at the national level." The networks provide their members with access to information on ICT4D that could improve their projects for example, but they also get access to technical advice and expertise relating to the use of ICT. On another level, the networks provide an opportunity for members to share their (human and financial) resources and to build partnerships or other collaborative arrangements that could result in co-funding or some other way of raising funds for NGOs and the civil society in general.

"Since they are stronger as a group, the members also realise that the network can offer them access to the public policy debate, help to create awareness about things like the use of open source software, and encourage policy makers to look at issues like connectivity," Marcilly says. "Every one of the networks wants to become sustainable at some point: financially, socially, institutionally, or even technologically. Over the years the members have begun to see the real added value of their network."

While the three original objectives served as a common starting point for various networks, each one is now undergoing an independent development. Marcilly explains: "We are seeing that different networks are evolving in different ways. For instance, some networks have become more interested in advocacy and influencing policy on ICT4D. They basically want to be seen as the country's independent 'reference point on ICT' that everyone can turn to, including the government and the private sector. And some of the national networks have actually reached that stage. Other national networks are gradually narrowing their focus to the sharing of knowledge and may end up as a sort of centre of expertise for the benefit of the members, but also for the other ICT4D stakeholders in the country."



The lobbying and advocacy activities done by the national networks over the past years in Ecuador and Bolivia has galvanised the reputations of both of those networks as sources of knowledge on ICT4D. Marcilly: "In Ecuador, for instance, the National Constitutional Assembly is now finalising a whole process of developing a new constitution for the country. And the ICT4D network there was asked to be part of that. The network took part in three different commissions and managed to give a lot of advice. Some of the members who are really keen on working on policy have given statements that have helped to position the network. So in Ecuador they have really achieved the status of 'national reference point for ICT4D'."

The network in Mali has taken a different route. While it was still a national network – until last year – it also quickly reached the status of 'national reference point'. "But as a national network that was still quite young," Marcilly explains, "it was not really possible for them to go very deeply into certain issues in a particular sector, for example sharing more detailed knowledge on how to use which particular applications. Now that the national network in Mali has more or less disintegrated, however, there is more room for focusing on the individual sectors. Now there are four thematic networks, two of which are really successfully deepening the exchange of knowledge in their respective sectors. So that is how things have evolved in Mali."

Uganda has yet another story, as Marcilly explains: "What used to be known as the 'national network' in Uganda is now referred to as a 'centre of expertise'. Its members do research, perform technical assessments of projects, and write evaluation reports. While it is now more a collection of individuals, experts, and organisations, they still have access to the national stakeholders thanks to the links they had established back when it was a national network." Instead of disintegrating into separately operating sector-based groups, as happened in Mali, the former national network in Uganda essentially narrowed itself down to a group of core consulting experts. "And that is not necessarily a bad thing," she says.

Marcilly thinks it is only natural that each individual network will evolve and assume a form of its own. After all, each one needs to adapt and respond to conditions that are specific to a particular country. "Although maybe four or five years ago we would not have thought that things would evolve in this way, this is the way they have turned out. And as long as the people involved continue to provide expertise on ICT4D – and as long as they still manage to link up with the stakeholders they had been working with before and continue to make sense of the country programme of IICD – well, why not? Whatever works best!" she says with a smile.



## 2.6 Developing expertise

Capturing the 'lessons learned' from our experiences on the ground and sharing this knowledge – both cross-country with local partners and within the international development sector at large – remains an important pillar of IICD's approach. Those lessons are re-invested in new and existing ICT for Development (ICT4D) practices and will ultimately help to improve the impact of those practices. In 2007, IICD focused primarily on capturing the 'lessons learned' with regard to Rural Access (i.e. increasing access to ICT in rural areas), Health, ICT4D policies and eGovernance. We also continued sharing knowledge on ICT4D topics through online platforms such as iConnect, ItrainOnline and Dgroups.

### Capturing 'lessons learned'

In 2007, considerable time and energy was invested in preparing and disseminating 'lessons learned' in IICD's focal countries through various communication channels (print, online and events). The initial intention was to focus specifically on the themes of Rural Access, Health, ICT4D policies and eGovernance, but as one of the themes of the Third Global Knowledge Conference was 'Emerging People' (empowering people by means of ICT), IICD switched its focus from eGovernance to Education.

### Publications

A number of knowledge-sharing products were produced in 2007. Not surprisingly, most of them had to do with *Rural Access* – IICD has many Livelihoods projects in rural areas and therefore many people stand to benefit from that information. A format was developed that all focal countries would be able to use in producing a 'Rural-Access Report' on the status of connectivity solutions in their country. In 2007, Tanzania and Uganda published Rural Access Reports in the year under review. The other countries will publish their findings in 2008. Work was also started on producing



an impact study (a thorough analysis of the achievements and impact of IICD's work in a specific sector or with regard to a specific issue) on rural access. That study will be completed in 2008.

On the theme *Health*, Cordaid and IICD jointly authored a thematic report on Health Management Information Systems (HMIS), and a student from the University of Amsterdam carried out research for her Master's thesis on IICD's HMIS projects to determine the 'critical factors influencing the introduction of HMIS'. Other knowledge products produced in 2007 included an evaluation of the teleradiology project together with IKON in Mali and a discussion paper on the impact of IICD's Health projects.

Together with knowledge-sharing partners APC and the Communication Initiative, IICD started to collect and disseminate case studies and experiences on *ICT policy development* and ICT policy participation. With APC, monitoring and evaluation data was collected using a questionnaire specially developed for this purpose. This was later used to develop qualitative case studies on Bolivia, Uganda and Bangladesh. In February 2007, IICD and APC staff experienced in ICT policy development and participation came together for a 'Cross-Country Learning Event' in South Africa to distil and share 'lessons learned' with partners from most of IICD's focal countries. This collaboration resulted in the development and production of a research report for the BCO alliance. Together with the Communications Initiative, IICD collected country-specific national ICT policies and made them available through the CI web portal.

Although *Education* was not initially a priority area for 2007, an article on IICD's experience with applying ICTs within the Education sector in Tanzania was published for the annual eLearning Africa Conference in Nairobi, which was attended by 1,406 participants from 55 countries. A session to promote network training and enable practitioners to discuss ideas and issues relevant to their work was led by the ItrainOnline Partnership and hosted by APC, Bellanet and IICD. In addition, an impact study '*ICTs for Education: Impact and Lessons Learned from IICD-supported activities in the Education Sector*' was published in November 2007, in time for distribution at the Third Global Knowledge Conference in December.

Furthermore, articles were produced on eGovernance in Uganda and Dgroups. Together with PSO, IICD also produced a booklet called '*I Collaborate, e-Collaborate, We collaborate: A Collection of Stories about e-Collaboration Experiences*'.

#### *Cross-Country Learning Event on Health*

To promote the transnational sharing of knowledge amongst IICD's local partners, IICD organises and promotes 'Cross-Country Learning Events' (CCLEs). In 2007, a CCLE focusing on the experiences of partners using ICTs in the Health sector was held. To facilitate this, a preliminary monitoring and evaluation analysis was done of IICD's projects in that sector. The outcomes were shared and discussed with local partners online as well as during the CCLE workshop, which took place in Tanzania in October 2007.

### International knowledge sharing

To facilitate effective knowledge sharing, IICD uses a variety of communication channels including printed products (like the ones mentioned above), online communication platforms (e.g. iConnect, Dgroups, ItrainOnline), and international conferences, seminars and symposiums focusing on ICT for Development.

#### Finding new ways to improve information sharing and collaboration



The Internet is constantly evolving. At the beginning, the internet was an addition to the already well-established group of broadcast media platforms. Essentially, a one-way platform. In recent years, a new generation of internet tools such as wikis, blogs, RSS feeds, tagging have been developed, enabled people to take greater control over 'their' internet, allowing for greater knowledge sharing and greater collaboration opportunities. Responding to these exciting new developments, in October 2007, IICD co-organised the first Web2forDev Conference in Rome, where researchers, development professionals and field experts – and many 'geeks'! – gathered together to share their experiences on the use of these new tools and collaborate on how to adapt them to enhance development activities.

To watch the video in which participants discuss what they learned at the Web2.0fordev conference, visit IICD's online Annual Report.



### Online communication platforms

One of the most important tools for disseminating experiences with using ICT for Development (ICT4D) is the *iConnect website* and the related *eBulletin*. In 2007, the iConnect website was updated regularly with news items – between 14 and 20 items per month – which were collected in the monthly *eBulletin* newsletter. The iConnect *eBulletin* was sent to a growing subscriber base of 2,600 people. eLearning, Technology and Local Content were chosen as the themes for the iConnect articles for the journalists in IICD's focal countries to write about. Summaries of these articles were published in the iConnect section of *i4d*, the first monthly magazine for ICT4D, which appeared three times in 2007. Plans for redesigning the iConnect platform to include Web 2.0 tools and functionalities supporting the process of community building and online production were postponed until the end of 2007 as a result of delays in upgrading IICD's corporate website.

#### International thematic initiatives



Another important knowledge-sharing tool is *Dgroups*, an online space for collaboration among development partners, consisting of an e-mail and web-discussion platform. Dgroups has been developed by a number of NGOs and development agencies that are active in the field of ICT4D, among which is IICD. The number of users has increased considerably in recent years, and this growth and the increasing use of the Dgroups platform continued throughout 2007. In order to 'control' the growth and meet future demands, a road map was developed and a technical scoping study was carried out to inform the partnership of future options. The final decisions about transforming the existing Dgroups platform into a Web 2.0-based social-networking platform will be made in 2008.

Besides Dgroups and iConnect, IICD was also active in the *eCollaboration Dgroup* (an e-collaboration among Dutch NGOs) and blog (I Collaborate, e-Collaborate, We Collaborate), which is jointly facilitated by PSO, IICD and ICCO.

### Strengthening capacity development through ItrainOnline and training

Capacity development remains one of the most important areas for IICD to develop expertise on. With close links to an international pool of trainers, training organisations and technical staff within its project partner organisations, IICD is well equipped to facilitate knowledge sharing across communities and countries. One of the tools to facilitate the sharing of both knowledge and materials among trainers is ItrainOnline, a website with a selection of the best and most relevant computer and Internet training resources for development and social change. Trainers can also share experiences and training materials through the ItrainOnline community. In 2007, there was a significant increase in the use of Spanish-language materials on the ItrainOnline site, while the level of use of the French-language pages unfortunately remained low. IICD's support focused on building and enhancing community leadership by investing in Facilitating Online Communities training (with FAO) and helping iTrainers' facilitators design and host events at the 2007 eLearning Africa Conference.

### Events

In 2007, IICD helped organise the Web2forDev Conference for Agriculture and Natural Resource Management (an initiative of CTA), together with FAO, GTZ and CGIAR, among others. IICD played an active role in this conference, especially with regard to organising the training day and the follow-up after the conference.

IICD also participated in the 'Leernetwerk Organisatieleren', a series of workshops (in Dutch) organised by PSO for development organisations in the Netherlands with an interest – and a track record – in implementing strategies for organisational learning.



## Building in time for reflection

### Interview with Saskia Harmsen on Thematic Learning Communities

Through thematic networking, IICD has enabled its partners to share their experiences with each other. Ideally, IICD can also harvest valuable lessons from that exchange. But since IICD's primary goal over the past ten years has been to help its local partner organisations to design, implement and embed their projects and mainstream their experiences into local sectoral strategies, its 'harvest' from thematic networking has not been optimal. To help its staff gain more insight into the success factors for their work in the countries, IICD has instituted Thematic Learning Communities (TLCs) within the organisation. IICD's Knowledge Sharing Officer and Capacity Development Officer in Zambia, Saskia Harmsen, sketches the background and benefits of these new groups.



"IICD as a whole is currently expected to leverage the experience we have gained in local projects," Harmsen says, "but very often we have been so focused on implementation that we've given ourselves very little room for reflection. Within thematic networking we have set up internal Thematic Learning Communities which provide structures and processes so that IICD staff can come together, not necessarily to talk strategy, output or deliverables, but rather to reflect in an open atmosphere about what is happening in some places that might prove to be useful in connection with what is happening – perhaps less successfully – somewhere else." After a brief pause, she adds: "It's always a challenge to take as little time away from implementation as possible, since that is what we are getting funded to do. But to in order to do that more effectively, we also really need to build in time for reflection."

Most of the TLCs are defined along sector lines (Education, Health, Livelihoods, Governance, etc.) and are primarily meant for harvesting and learning on the basis of practice. There are also a few TLCs with themes that cut across all sector boundaries, such as Gender Issues, Innovation or Capacity Development. As it is up to the individual staff members to decide which groups they want to participate in, the TLCs can vary somewhat in size. "The biggest TLC at this moment deals with the theme Innovation, which is of course a strategic issue for IICD," Harmsen says.

The TLCs are open, fluid and flexible. Besides the monthly face-to-face meetings, there are also platforms that allow people to continue to exchange information from wherever they happen to be. Harmsen explains: "One of those is a wiki space for which members can develop content collaboratively. People can use that to document what they have been doing in a specific project or ask their peers to review and edit a project description they have written. It's a way of encouraging an ongoing dialogue. Members can also maintain blogs that the others in the group can follow. We've also started collectively bookmarking Internet sites as a way of sharing information that could be of interest to others in the group. With all these different media, everybody in the thematic community is essentially a content manager. If you encounter something that might be useful to the others you are expected to share it."

Until recently, projects were documented for thematic networks because they had to be, and the people collecting the information lacked any real sense of involvement, according to Harmsen. "But now," she relates, "when a TLC member brings up a project that they feel represents a particular issue very clearly, everyone starts collecting the monitoring-and-evaluation data and the anecdotal stories told by the local networks, and we look at it from a capacity-building point of view, and in that way everything seems to come together, because now it's suddenly relevant for us to learn from. So in that sense I think this will help us improve on our practice and move us further towards becoming a learning organisation and an expertise organisation. It will enable us to provide a solid foundation for the advice we give, to say exactly why we think it's important to involve school heads in educational projects, for example. And that is important, because there is a growing number of organisations that offer similar support, but then geared towards one particular sector."



"In the past we were a bit like evangelists," Harmsen chuckles. "Driven by our belief that ICTs can be useful for development, we have tried to find out where and when that is the case. In the meantime, we have collected all these cases and have all these little islands of experience, so now we have to determine precisely *how* ICTs can be useful – and which aspects larger, multimillion-dollar development programmes will need to consider if we are advising them to take it on." As Harmsen sees it, this involves a major shift in approach. "It's a transition from consciousness raising and lobbying and trying to wake the world up to where you can actually say: 'Yes, it's proven. This is experience-based, and this is how and why.' To be able to share that kind of knowledge with our (potential) partners on the outside, we are going to need to be a learning organisation. And I really think the TLCs are going to help us get there."

Harmsen shares an example of how the work being done in TLCs is leading to tangibly better knowledge sharing. "In May 2008, we will have an opportunity to present our experience and potentially even influence policy at the E-Learning Africa Conference, the largest gathering of policy makers dealing with the use of ICTs for e-learning or distance education in Africa. If there is anywhere that we would want to share our experience, that would be the place," she says enthusiastically. To prepare for this conference, Education TLC members met and took stock of the situation. "After going through a list of all the different education projects that IICD has in all our countries," Harmsen says, "we started to ask ourselves things like: 'Which of those projects really have practices that we could use to influence policies locally? Which elements do we actually want to include?' That generated a discussion on issues like: Which level or levels of education we should be focusing on: primary, secondary, tertiary or vocational? Why should we do that? Where is our opportunity? Which projects do we have that exemplify the experiences that we are trying to represent?"

That discussion was a fantastic opportunity for us to reflect openly and honestly, Harmsen recalls. "People were debating on why these three and not those three projects would be suitable for presenting to the policy makers. They started looking more at monitoring-and-evaluation data to back up their claims. But we also found that by putting a number of different projects side by side, the particulars suddenly become less relevant and you start looking for the things that they all have in common. That has given us loads of solid information that we can use at the E-learning Africa Conference."

Now that the Education TLC has reflected on what IICD's experiences are in that field and why those are relevant, IICD is bringing all its partners in the various education projects together in a Cross-Country Learning Event just prior to the E-learning Africa Conference. "Our goal is to reflect on the same issue together and come up with more in-depth information about the challenges and opportunities of using ICT for Education. We want to hear what they think works and doesn't work and what they would recommend to policy makers," Harmsen explains. "So by combining their experiences and information with our own, we not only learn from each other but we will also be able to say collectively to policy makers: 'This is our experience and this is what you should take into account.'"



## 2.7 Forecast

**In the coming year, IICD will continue its current strategy and focus more on its role as an adviser in the formulation and implementation of sector policies together with partners. In addition, IICD will be harvesting lessons on Rural Access, Health programmes and Education.**

### Improving IICD's work on the ground

Having achieved a critical mass of projects in most countries, and given IICD's many existing commitments to ongoing projects, only one roundtable workshop is planned for 2008. This will result in fewer new projects in 2008, since the focus will be on integrating ongoing projects. IICD is striving for 50% of the projects to become independent and financially self-sustaining.

Furthermore, IICD will be pursuing the integration or alignment of projects within government-supported or donor-funded development programmes on the national level. This is particularly relevant in countries where the central government has been unable to implement larger-scale ICT for Development initiatives quickly enough. In such cases, partners can seek to increase links with local governments, helping them to better integrate and sustain ICTs. IICD aims to have two or three of these sector programmes in each country.

### Capturing 'lessons learned' and knowledge sharing

IICD will continue its efforts to capture the experiences and 'lessons learned' in its focal countries. Although the focus areas for 2008 will largely depend on the level of maturity of both the Country Programmes and the individual projects (in terms of their being ready for harvesting) and on whatever external events are organised in the ICT for Development sector, the following key themes have been defined in principle: Education, Livelihood Opportunities (including Rural Access-based enterprises), Health, Capacity Development, Innovation (including Connectivity, Web Innovation, Wireless mesh networking).



To stimulate internal knowledge sharing and expertise building, Thematic Learning Communities will be developed. These communities will provide a forum within which IICD staff members can contribute their experiences relating to a specific theme. Ideally this could lead to collaborative outputs such as research papers and other publications.

In 2008, the iConnect platform will be upgraded using components already developed for IICD's corporate website and expanded further to incorporate Web 2.0 tools that can facilitate community building, Thematic Networks groups, online collaboration and content development.

For Dgroups, an executive committee will focus on: managing the transition of Dgroups to a new host and service/support provider, redesigning the Governance Dgroup, and strengthening the administration and financial structure. There are also plans to transform Dgroups, enabling functionality for a Web 2.0 social-networking platform with an eye to the needs of development professionals in the South.

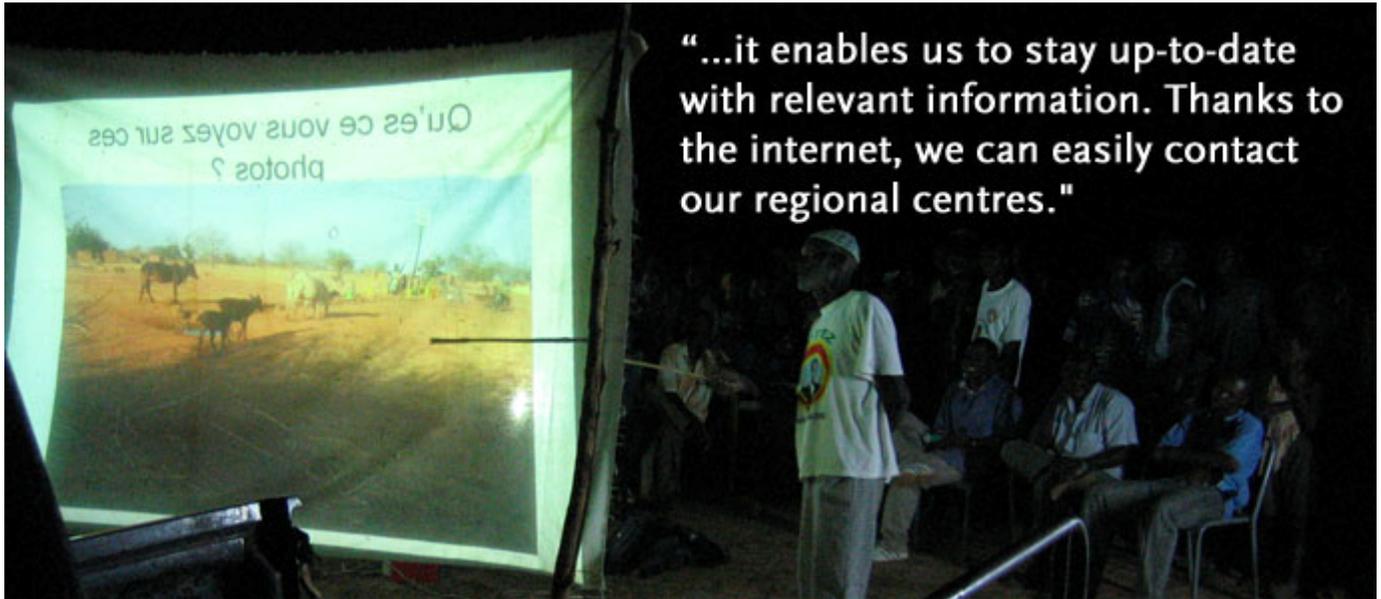
Furthermore, a Cross-Country Learning Event will be organised around ICTs in Education, linked to the eLearning Africa Conference in Accra, Ghana in May 2008, and there will also be a Cross-Country Learning Event on ICTs in Agriculture.

#### Monitoring and Evaluation in Bolivia



As Country Programmes are becoming more sustainable, IICD is starting to withdraw its support. This requires local partners to carry full ownership for among others monitoring and evaluation. The partners of the Bolivia Country Programme are the first to actually organise their own monitoring & evaluation activities without help from a local monitoring and evaluation partner and IICD. To prepare them for this, project partners received training in monitoring and evaluation skills, such as analysing data and learning how to facilitate focus group meetings. As of 2007 project partners are now preparing, organising and facilitating their own focus group meetings with end-users.

To watch the video 'TIC Bolivia - the M&E process', visit IICD's online Annual Report.



“...it enables us to stay up-to-date with relevant information. Thanks to the internet, we can easily contact our regional centres.”

### 3. Organisation

To be able to do the work in the countries sufficient resources are needed - both human and financial - as well as clear procedures. Human resource management is central to building the right capacity and competencies. New partnerships and enhanced communications help to realise new financing opportunities among international NGOs and the Dutch private sector. This section provides an overview of the developments within IICD with regards to Human Resource Management, Partnerships and Governance.



### 3.1 Organisational Developments

**With IICD's work on the ground gradually shifting from project management, training and coaching to advising on ICT for Development programmes and policies, different organisational structures and skills are needed. Human Resource Management therefore remained high on the agenda in 2007, as did reporting and accountability. With the achievement of ISO certification, quality control became firmly rooted in the organisation in the year under review.**

#### Internal organisation

In 2007, IICD had 32 employees (18 female and 14 male; 28.21 FTE). The staff members were divided over three teams: Country Programmes, International Programmes, and Personnel, Finance & Central Services. The Management Team consisted of: Mr Jac Stienen (Managing Director and Chairperson of the Management Team), Mr Stijn van der Krogt (Team Leader 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 Human Resources Manager).

Staff turnover was under ten percent (eight employees) – similar to 2006. Those who leave IICD take up new challenges elsewhere and become members of our community of experts. It is important to have a balance between on the one hand new staff joining IICD, bringing with them new expertise and experiences, and on the other hand our experienced staff, who will keep IICD's culture and way of working alive. For that reason, staff turnover is back on the agenda for 2008 since the only way IICD can maintain its status as an expertise organisation is to retain experienced staff. At the same time, this development has also put our institutional memory on the agenda: in the inevitable event of staff departures, how can we ensure that our knowledge base and contacts remain intact?



## Improving reporting mechanisms

With the expansion of IICD's activities in various countries, and with the stakeholders' growing need for more transparency, IICD felt it necessary to transform its offline project-reporting system into an online reporting system. The Management Information System (MIS) was developed internally and launched during the second half of 2007. The MIS was designed to enable staff members who are working in-country to manage all the information regarding their activities in a single platform. This will result in a 'one-and-only' source for quarterly reporting to the Board. It also provides management with input for strategic decisions, donors with a table overview of the deliverables and the Corporate Communications Department with accessible content for publications. By the end of the year, all staff members working in-country had started to use the MIS. The other staff members will follow suit in 2008. Ultimately, by the second half of 2008, all reporting on IICD activities will be compiled with the help of the MIS.

To further improve financial reporting at the project level, training sessions were organised by the Finance Team on the use of various financial reporting tools. The financial administration and the accurate reporting of staff time continued to be monitored: this is key to ensuring that IICD demonstrates effective financial management. Further training sessions will be organised for 2008. Alongside these activities, financial procedures were reviewed to ensure their compatibility with the current organisational climate and with a view to obtaining ISO Quality Certification.

## Quality control

With an eye to obtaining ISO Quality Certification, IICD put a lot of effort into describing the different processes it uses in its work. Those descriptions and the improvement of the internal reporting system certainly paid off. In 2007, IICD managed to obtain ISO 9001:2000, an internationally renowned certification that ensures that an organisation can meet highest possible standards of working practices and can therefore guarantee the quality of its output. The certification is important for IICD not only as recognition of the fact that IICD is the professional organisation that it wants to be, but also because it will help it to obtain funding from (inter)national donors.

## HRM

Implementing the new 'leveraging' strategy will require different skills and competences of IICD staff members. More emphasis will be placed on consultancy skills, as IICD will not only run its own projects and programmes, but expects to partner in large-scale development programmes with multiple stakeholders. In this new capacity, IICD will be asked to support either ICT strategy and policy making or the implementation of ICT-based development programmes. Therefore, in the year under review, additional emphasis was placed on coaching and training for both individuals and groups. Fifteen staff members attended – or planned to attend – one or more external training courses. Four staff members received personal coaching, and one more is still planning to receive coaching. To promote internal knowledge sharing, monthly seminars are being organised by one or more staff members on themes that relate to the work of all staff members, but especially those working in-country. Topics dealt with during these seminars have so far included the coaching of partners in the countries, participatory mapping, small-scale energy solutions, COBIT, WIMAX, Pay-as-you-go access, and financial management.

To further strengthen professionalism within the organisation, two seminars were organised in 2007. The first focused on the use of more 'business-minded' attitudes, while the second dealt with collaboration within and amongst teams and knowledge sharing. The introduction of the 360° appraisal system was postponed since, at the time, the literature was not clear in terms of the

## A new management and information system



*"Knowledge management is a systematic process of connecting people to people and people to the knowledge and information they need to act effectively and create new knowledge."*

At the end of 2007, as part of its Knowledge and Information Management (KIM) Strategy, IICD began the implementation of a new management information system (MIS). The ultimate goal of the MIS is to increase the transparency of departmental activities, and to improve information flows, both internally and externally. It is embedded in IICD's new intranet which provides social networking and collaborative tools which are linked in to information management tools, reflecting the holistic approach of the KIM strategy.

In developing this tool, IICD will be able to considerably increase its information management efficiency as well as its knowledge building and sharing effectiveness.



advantages of the system. At the time of writing, the experiences of Dutch and international organisations with the 360° feedback approach were being reviewed. Once this has been completed, development will resume. The competency-based development and performance appraisal was started in 2007. Finalisation will take place in 2008. Both instruments are designed to support the transformation of IICD into a better learning organisation.

## A healthy workplace

In 2007, absenteeism rates increased slightly to 2.96%, compared to 2.78% in 2006. They have nevertheless remained much lower than the 5.59% in 2005. The slight increase could be attributed to the complications one of our staff members faced during pregnancy; another staff member suffered from health problems that were not easily diagnosed straight away.

Staff comfort can be seen to have improved through the increased use of the lunchroom, which encourages people to take regular breaks and enjoy more informal social interaction with their colleagues. Furthermore, attention was given to improving one's work posture and the healthy setup of one's workstation.

## Corporate social responsibility

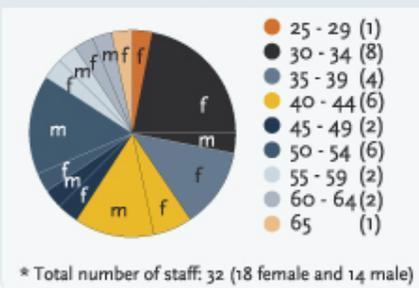
As corporate social responsibility is part of IICD's core business, the organisation also applies its commitment towards social responsibility to its own day-to-day operations. In that spirit, IICD strives to minimise waste and purchase environmentally friendly supplies from ethical, 'fair trade' vendors. By taking the decision not to open local offices in focal countries in order to ensure local ownership, IICD staff members fly regularly to meet with our partners in-country. As this has a negative impact on the environment, travelling has been reduced to an absolute minimum. In order to improve on our suppliers, we changed travel agents in early September. Our new travel agent is less expensive, which leaves us with more money for our core activities. In addition, the new travel agency dedicates a percentage of their profits to subsidise work in the development sector. We have chosen not to take part in the Green Miles initiative as this was not a purpose specified for the money we received from donors.

## Visibility of the organisation

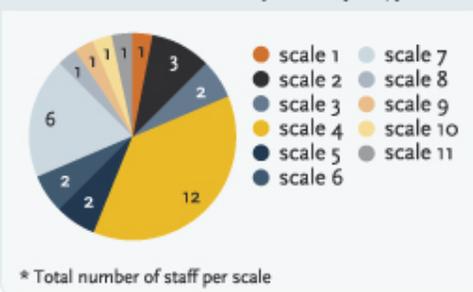
In line with the corporate communication strategy, which was first implemented in 2006, IICD continued to work on its external visibility. More visibility will help IICD get better and easier access to funding, knowledge and new partners. This, in turn, will enable IICD to work more effectively on ICT-for-Development programmes. The new communication strategy includes the revitalised positioning and presentation of IICD, for which most of the work had already been done in 2006. In the year under review, this effort was rounded off with the following results: the release of a new corporate website, the launch of a quarterly electronic news bulletin called 'Logon4D', and a series of DVDs containing both written and audiovisual materials on IICD's work in specific thematic areas.

IICD concentrated primarily on increasing visibility amongst stakeholders in the national field, with the exception of the ICT4D sector and (public) donor organisations. IICD took part in several (inter)national events – both as a participant and as an organiser – to position itself as an ICT4D expert and a potential partner for both NGOs and private-sector companies. We also had some success in the field of lobbying – though this was not high on the agenda for 2007 – through the preparation of a joint agreement under the umbrella of the so-called Schokland Accord. The agreement came about through the Ministry of Foreign Affairs and involves a shared working commitment between Hivos, IICD, OneWorld.nl, Inter Access, Atos Origin and the Ministry of Foreign Affairs on Millennium Development Goal 8.

Numbers of staff\* (2007)



Division of staff over salary scale\* (2007)





## 'I am all set to prepare the staff to meet the challenges of working according to the new approach'

### Interview with Riet Nigten on human resource management

**After 12 years of successfully promoting development through setting up projects in various countries, IICD is getting ready to scale up its operations. With a new scope, the organisation will be able to leverage its experience and expertise. As the Human Resource Manager at IICD, Riet Nigten is actively involved in reformulating the organisation's strategy for the coming period (2010–2015).**



IICD will be shifting its emphasis from smaller-scale projects to larger-scale ICT4D programmes. That will also mean a larger and more challenging role for its partner organisations in the various different countries. "After all," Nigten explains, "they are the ones who will be carrying out the individual projects in future. Our job will be to support and facilitate them in implementing the processes. As our own capacity is rather limited, it's clear to me that we are going to have to limit our supporting activities to those countries where we are already active."

Besides facilitating its partners in implementing projects, IICD will be concentrating on using its extensive network to broker certain activities. The idea is to match local know-how with local needs. "Over the past few years, we have helped a number of our partner organisations develop to the extent where they are now able to play a full-fledged role of their own within larger programmes," Nigten says. "Ideally, a local partner could offer support in developing whatever software the people in that area need, for example. And ultimately our partners should be capable of putting their expertise to work in some of their neighbouring countries as well."

Will the programme-oriented approach mean less 'hands-on' work for the IICD in the individual countries? As Nigten sees it, IICD will need to continue working closely with partners on a smaller scale to some extent. "I'm convinced that you are more apt to get real innovation when you are working on a smaller pilot projects," she says. "The shift towards the larger scale will be gradual. And it's quite possible that we will decide to change our course again after a few years, depending on how a number of things develop."

The new strategy will have consequences for the internal organisation of IICD. The current division of much of the staff into individual 'country teams' will become more flexible. "Aside from the occasional innovative pilot projects, our staff will no longer be working solely with one particular group of partners or another. That means that they will be able to lend their expertise to larger-scale programmes, whether in their 'own' countries or elsewhere," Nigten explains. "Essentially, you could say that IICD is moving towards a matrix organisation: rather than being in fixed, strictly defined teams, people will be working in one team for a while and then moving on to another. They might also even work in two different teams at once. The various disciplines we have now will continue to exist, but the constellations of people will be changing on a regular basis."

As IICD's Human Resource Manager, Riet Nigten is all set to prepare the staff to meet the challenges of working according to the new approach. She is looking forward to helping them to see things in a broader perspective. "At the moment we are organising a course in financial management that will also cover larger programmes: how to manage the financial aspects at that level. And since larger-scale programmes obviously also require planning on a larger scale, I will be offering our staff training in programme management: how to monitor what others are doing." Other things she is considering include training in negotiating skills and intercultural communication, both of which are important for any organisation that will be managing major programmes and working closely with governments and embassies.



Strengthening IICD's institutional memory is another task that Nigten considers crucial at this stage. "I really think we need to describe our processes very thoroughly, analyse them and make any necessary adjustments. That way we can say: 'This is what we do'. You could even say that our greatest strength as an organisation lies in our processes. Those are essentially how we support our partner organisations in the countries we work in. And while our current processes are pretty well formulated, they still focus primarily on the programmes and projects at the country level. If we want them to work in larger-scale programmes, those processes will need some readjusting."

Reformulating its processes will also help IICD position itself once again as an organisation in a rapidly changing world. It will enable IICD to pinpoint its own particular niche in comparison to that of similar organisations. And that is precisely the kind of information that potential sources of funding are interested in hearing!



## 3.2 Partnerships

**IICD has always sought alliances, both operational and strategic, with southern- and northern-based partners from the public, private and non-profit sectors. These all have diverse but comparable strengths to bring to development. Partnerships help to share information, add the specific expertise that is needed for our work on the ground, and help to find the necessary funds to implement Country Programmes. While our objectives remained the same in 2007, extra attention was given to developing partnerships in order to ensure necessary funding.**

### Partnerships in the Netherlands

Our original partnership agreements with CORDAID, HIVOS and PSO came to an end in 2007. This was what prompted IICD to evaluate these partnerships extensively, and that review revealed not only their achievements, but also the challenges for the future. Based on the outcomes of the evaluations, the partnerships were renewed and adapted to the changed needs of IICD and its partners. With Cordaid, the agreement itself was not extended, but instead converted into a number of 'programme contracts' with different Cordaid programme managers. As a result, project partners are now being funded directly by Cordaid rather than by IICD, whereas IICD will bring its expertise and guide the implementation of ICTs in the various projects.

New partnerships were signed with War Child and TNO. By participating in a tender process with the latter, we even managed to tap into other sources of funding. Discussions were also initiated with other organisations such as WOTRO and ICCO.

In June, IICD also signed the Schokland Accord with the new Minister for Development Cooperation, Bert Koenders. The Schokland Accord is an initiative of the Ministry of Foreign Affairs to strengthen the commitments of individuals, private-sector companies and civil society to work towards achieving the Millennium Development Goals. IICD signed the agreement, together with Hivos, OneWorld.nl, Atos Origin, Inter Access and Logica CMG, which outlines the importance of ICT-enabled development (ICT4D) and knowledge-based partnerships based on Millennium



Development Goal 8. Prince Bernhard van Oranje, member of the IICD Board of Trustees, signed on behalf of IICD and its partners.

### Private partnerships

IICD planned to continue at least three of its four public-private partnerships in the Netherlands. These would be assessed on the basis of their continuing to contribute to the target of 'procuring innovative knowledge'. Aside from this, the first steps would be taken towards acquiring new funding through private companies and to see whether this is a realistic objective on a large scale. IICD managed to renew existing partnerships with Manobi, Inter Access and Cap Gemini. New private-sector collaborations were established with Atos Origin and Altran. The partnership with Ordina ended, though negotiations for joint activities in 2008 are continuing. In all its public-private partnerships, IICD received a discount on consultancy fees and in some cases no charge at all was made for consultancy hours.

### International partnerships

In 2010, DGIS will be implementing the '25% Rule', which means that 25% of IICD's income will need to come from sources other than DGIS. This rule challenges IICD to find at least one other international donor such as DFID or CIDA that is willing to join forces in implementing ICT4D programmes.

In the year under review, the existing collaboration with the Swiss development agency SDC was prolonged through a contract renewal of 3 years. The partnership with DFID – which started in 2002 – came to an end. This was the result of organisational changes within DFID, including the disappearance of the entire unit responsible for ICT4D activities. IICD is currently looking for new ways to continue its cooperation with DFID.

In its search for new donors to compensate for the imminent reduction in funding, IICD continued discussions with GTZ, CIDA, Spider/SIDA and other international partners that had begun in 2006. As a result, two Memoranda of Understanding were signed: one with Spider and the other with the Global Digital Solidarity Fund, a Swiss-based international organisation that can finance partners' projects and programmes.

### Knowledge-sharing alliances

The importance of having complementary knowledge partners cannot be underestimated. IICD has a wealth of valuable experience from its work on the ground, but it is the sharing of this knowledge and expertise that adds value to it and helps us to gain new insights into how ICTs can help sustainable development. A core group of knowledge partners supplement IICD's base of experience with regard to specific themes (e.g. health, rural access) and areas (e.g. capacity development, policy making).

In the year under review, little changed in the character of the knowledge-sharing partnerships that IICD had founded in previous years. The Communication Initiative, APC, GeSCI, OneWorld International, PSO, Bellanet, ItrainOnline, BCO, Dgroups and the Global Knowledge Partnership (GKP) remained the most valuable knowledge-sharing partners. Together with APC, a research study on effective national ICT4D policy processes was executed and launched at the Third Global Knowledge Conference in Kuala Lumpur, Malaysia. Bellanet remained a valuable partner for hosting and developing online knowledge-sharing platforms like iConnect and ItrainOnline. Of the aforementioned partners, it is ItrainOnline – which brings together APC, Bellanet, FAO, UNESCO, Telecentre.org, INASP and OneWorld.net – that continues to be our main partner for capacity development.

### Creating new perspectives



IICD has a long track record when it comes to collaborating with private sector consultants in developing countries. In October, Altran consultant John Honings travelled to the districts of Chongwe, Mpongwe and Mongu in Zambia, to help the farmer's cooperation OPPAZ to set up a mobile network in order to improve the registration of data on their products. Farmers can now directly enter data in a central database by means of a PDA. Complete and accurate data is vital for farmers who are in the process of acquiring Organic Certification, which will make it possible to access new (European) markets. For the Altran consultants, this was a unique opportunity to broaden their horizons and enhance their understanding of other cultural environments.



Enabling partners in 2007

**Dutch development organisations**

HIVOS

PSO

Cordaid

TNO

War Child

**Bi-lateral donors**

SDC (Sweden)

DGIS (NL)

DFID (UK)

**International NGOs**

DSF (Switzerland)

Spider (Sweden)

GESCI (Ireland)

**Private companies**

Altran (NL)

Atos Origin (NL)

Cappemini (NL)

Inter Access (NL)

Manobi (Senegal)

Ordina (NL)

Spyker (NL)



## 'A win-win situation for all parties'

### Interview with Deem Vermeulen on the influence that partners have on IICD's strategy

**In the world of ICT for Development, there is little room for solo players. To be sustainable, any development project must be the result of teamwork. Partnerships with other organisations are necessary for the simple reason that no one player can possibly have all the expertise it needs to work effectively. IICD's Team Leader for International Programmes, Deem Vermeulen, discusses some of the partnerships that IICD has with other organisations and how those can influence IICD's strategy.**



Every organisation working in development cooperation has its main area or areas of focus, and there is sure to be some overlap among the players in that field. Partners depend on each other for things that they themselves are missing. Deem Vermeulen explains: "In considering partnerships, IICD looks first and foremost for complementary knowledge and skills. Both sides are interested in what the other is good at and how they can contribute to each other's work. Cordaid has a tremendous amount of knowledge about organisational development, for example, but they also know a lot about health. And since they have essentially institutionalised technology within their organisation, we try to draw on their knowledge of how to deal with things from the perspective of health."

"Our own specialty lies more in the area of ICT for development, of course," Vermeulen continues. "And while another of our partners, Hivos, also has quite some expertise in that area – they even have a separate department for that – they are more concerned with media and lobbying and working with civil society. Compared to Hivos' mission, IICD's is far broader: to alleviate poverty through the use of ICT. So we are always looking for a niche in the market for ourselves, but also for that of partner organisations so that you can see what their added value is."

Another benefit of working together with other organisations is that it allows IICD to tap into other sources of partners. "Cordaid obviously has a very different set of local partners than Hivos' or IICD's, for example," says Vermeulen. "You can vastly increase your own impact by linking up with the local partners of other organisations." Last but not least, partnerships can also be important in terms of getting funds: cooperating with such organisations 'enables' IICD to do its work.

IICD has a broad range of partners, some of which date back to the very beginning of the organisation. Vermeulen: "Our oldest partners are Dutch NGOs like PSO, Hivos, Cordaid and of course DGIS, which is essentially the Dutch Ministry of Foreign Affairs. Then there are what we call the bilateral donors – agencies like DIFID and the SDC in Switzerland, the Swedish government, the Canadians, and so on – as well as international NGOs like the Digital Solidarity Fund. In addition to all these we also have partners in the private sector. Those are mainly ICT companies in the Netherlands. We are primarily interested in the innovative knowledge that those ICT companies have to offer, but naturally also in their willingness to fund programmes."

While the cooperation between partners should be mutually beneficial for the organisations involved, the added value that partnership will have for the end-users in the developing countries is even more important. Vermeulen describes how that works: "Our partnership with Cordaid is really a win-win situation for a number of reasons. In the countries that Cordaid works in, it's not only the governments that implement healthcare, but also the religiously affiliated organisations in the health sector that Cordaid sponsors or works with. So our working with Cordaid through those partners gives our activities a huge impact. And whereas Cordaid focuses only on faith-based organisations, IICD also works with government ministries in those same countries, so that makes our cooperation interesting for Cordaid, too, because that contact with governments on a policy level is exactly what they are missing. That is what we add to the mix, and the result is a truly comprehensive programme. That is what makes it a win-win situation for all parties."



Interestingly, IICD's cooperation with Cordaid is also having a significant impact on IICD itself. "At the moment we are also in the process of developing new kinds of strategies with Cordaid," Vermeulen explains. "They have asked us to take the knowledge and experience that we've gained in Tanzania, Uganda and Zambia and to develop a new healthcare programme with ICTs that can be implemented in Malawi – which until now has not been one of our focal countries. In effect, Cordaid is commissioning us to do that, since they will be sponsoring the programme.

Actually, Cordaid had already asked IICD to do that five years ago, but IICD declined at that time because it wanted to maintain its focus on the countries in which it was already working. Since then, however, a couple of things have changed. Vermeulen: "We have agreed to do it at this time because now we feel that we have the necessary experience. And we also like the idea that it will allow us to broaden our impact, since that fits in with IICD's main strategic goal for the coming years. But the most important reason we decided to take up Cordaid's offer and start working in a new country was the fact that the demand for this project actually came from the local organisation in Malawi itself. Cordaid had noticed in that organisation's five-year plan a clearly stated desire to improve their management practice by applying ICT. For us, that means the project will be a demand-driven and locally owned, and that fits in perfectly with our principles."

This new development reveals a change in the nature of IICD's partnership with Cordaid over the years. Vermeulen: "We had to overcome some difficulties in the beginning, because Cordaid didn't really approve our approach, which they saw as rather expensive. In supporting the implementation of certain projects, we would travel to see the local partners on a regular basis, which allowed us to develop a very intense relationship with them and to be closely involved in the whole implementation process as an advisor. Cordaid works differently, visiting the countries only occasionally and leaving more up to the partners themselves."

Long discussions and evaluations of the results led in the end to a mutual acceptance of the differences, and to respect and appreciation for each other's approach. "I guess the thing that changed our relationship with Cordaid the most was the result we booked in Uganda," says Vermeulen. "We implemented a health management system with the Ugandan Catholic Medical Bureau, not solely for the system itself but also to improve their management, and that worked. Cordaid also saw that that worked, and that basically settled the matter. In the meantime, IICD and Cordaid have jointly published articles about the health management information system to further harvest the results of the project together. So now, in Malawi, we are going to maintain a more intensive relationship with the partners in terms of the content, while Cordaid will be more concerned with the management and figures."

Using the experiences gained in the pilot phase of projects it supports, IICD is always looking for ways to improve the impact that its activities have on the end-users. And that is exactly what is happening in this new cooperation with Cordaid. What is new here is that IICD is no longer focusing solely on those countries where it already has a comprehensive programme. Instead, IICD is extending its reach, in this case to Malawi. Is Cordaid somehow changing IICD's strategy? "Yes and no," says Vermeulen. "No in the sense that our adherence to the idea of leveraging, to increasing our impact, and to the idea of responding to an actual local demand, have remained unchanged. But perhaps yes in terms of the way we go about achieving that impact. That may well have changed as the result of discussions with Cordaid, for instance, or with other partners." Instead of focusing on the comprehensive approach that IICD has had until now, the organisation has decided to take just one sector (in this case the Health sector), identify the main problems, and then determine how best to implement ICT. In the process, IICD would also like to have an impact on Cordaid. "In our dialogue with Cordaid, we presented many arguments about why ICT is so important. We hope that will lead to its being given a higher priority within their own organisation as well."



### 3.3 Corporate governance

**Although it is based in the Netherlands, IICD's activities play out on the international stage. This is clearly evident in the fact that it gets funding from several different European development agencies: that support makes IICD directly accountable to a number of other governments and international stakeholders. A national Board of Trustees and an International Advisory Board work alongside IICD to help the organisation follow the right strategic course. The Managing Director of IICD acts as the main point of contact for both Boards.**

Since 2000, IICD's international secretariat had been led by Mr Jac Stienen, who acted as the main point of contact for donors, the Board of Trustees and the International Advisory Board. He was also a member of several national and international associations: the Partnership for ICTs in Africa; the Building Communication Opportunities (BCO) Alliance, an international donor and civil society learning partnership; Partos, an association for managers from public and private development organisations; Panorama Haaglanden, an association of civil society organisations in and around The Hague; and the Dutch Association for International Affairs. In the course of 2007, Mr Stienen announced that he would be retiring as of January 2008.

#### Board of Trustees

IICD is governed by a Board of Trustees made up of seven members, all of whom are senior representatives from the Dutch private, public and non-profit sectors. The constitutionally independent Board meets every quarter with the Managing Director and sometimes also other staff members and must give its formal approval to any strategic and organisational decisions taken at IICD. The Board must also review the organisation's financial results and approve any budgets and annual plans. For these services, the Board members receive a small expense allowance.

Any new trustees are appointed by the Board. The Minister for Development Cooperation in the Netherlands is informed in writing of the appointment of a new Trustee within two weeks of the decision being taken. If the Minister does not raise any formal objections to the appointment within four weeks, the appointment of the new Trustee is final. 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 point they can be re-appointed for a further three-year period, if so requested. In 2007, the Statutes were adapted to make it possible to re-appoint members for another period of



three years. 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 in which all remaining members are present or represented by fellow Board members.

In 2007, 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  
Mr Paul 't Hoen  
Mr Gerd Junne  
Mr Bernhard van Oranje.

As mentioned above, it was announced that Jac Stienen would retire as Managing Director, effective from January 2008. One of the core responsibilities of the Board of Trustees is to oversee the appointment of a new Managing Director. Consequently, over the past year, all Board members were actively engaged in finding a replacement. It was announced in October that a successor had finally been found in Ms Caroline Figùeres, whose appointment would commence in January 2008.

### International Advisory Board

Complementing the Dutch perspective given through the Board of Trustees, IICD's International Advisory Board (IAB) consists of senior ICT4D specialists from a diverse range of countries. IAB members act as IICD's ambassadors internationally, and the IAB also plays a strong role in formulating IICD's strategy, in giving regular advice to the Managing Director on proposed strategic development, and in reviewing existing approaches. A discussion on how to further enhance the strategic value of the IAB in relation to IICD will be organised for 2008.

In 2007, the International Advisory Board consisted of the following members:

Mr Rob van den Dool (Chairperson, the Netherlands)  
Mr Subbiah Arunachalam (India)  
Ms Anne-Rachel Inné (Niger)  
Mr Mike Jensen (South Africa)  
Mr Kerry McNamara (USA)  
Mr Eduardo Monge (Costa Rica)  
Mr Johnson Nkuuhe (Uganda)  
Ms Aida Opoku-Mensah (Ethiopia)  
Mr Jan Pronk (the Netherlands)  
Ms Ingrid Hagen (the Netherlands)  
Mr Koos Andriessen (the Netherlands).

There were also a few changes in the composition of the IAB in 2007. In March, Mr Koos Andriessen, who was also formerly President of the Board of Trustees, stepped down from the International Advisory Board and was replaced by Ms Ingrid Hagen. As of 1 June 2007, Ms Aida Opoku-Mensah also resigned.

In 2007, IAB members participated in two of IICD's strategic workshops: *'Scenarios for the Future of IICD Demand for ICT4D in developing countries'* and *'The influence of new technologies on development'*. The results of these workshops will contribute to a further strategic workshop, which is currently planned for the spring of 2008 and intended to feed directly into the new strategic framework for 2010–2015.

### IICD Board visit Zambia



IICD is governed by a seven-member Board of Trustees, all of whom are senior representatives from the Dutch private, public and non-profit sectors. This voluntary board advises on strategic and organisational decisions taken at IICD. To help inform this process, for 5 days in February, a few members of the IICD Board of Trustees travelled to Zambia to visit some of the projects supported by the IICD country programme. The board's mission: to provide a context which can be used to inform their role with IICD, and to see in what way ICT is making an impact as part of the chain of processes in development.

To watch the video interview with Board of Trustees member Henny Helmich about his visit to Zambia, visit IICD's online Annual Report.



### 3.4 Forecast

In the coming year, IICD will continue to work on its organisational strategic goals as mentioned in Chapter 2: 'Mission and strategy for 2007'.

#### Strengthening of the organisation

One of IICD's main priorities is improved quality control (ISO follow-up). The health of IICD's staff members will form a second focal point. More attention will also be paid to staff recruitment (improved selection procedures), staff development (in line with 2007), and the further improvement of the Management Information System.

In addition to these HRM activities, IICD will also begin an experiment to find out what it actually needs in terms of its organisational structure. The Uganda team will become rather small, and tasks will be divided differently among its members compared to other country teams. This is essentially a step towards a 'matrix' organisation. As more and more focal countries enter the 'shared dialogue' phase, we foresee that we will need to work with a different organisational structure. In this case, Uganda will function as a pilot to see how this can be realised. It may imply that some staff members will be asked to work in Uganda on a temporary basis. In 2008, we expect this will only happen on a handful of occasions.

#### Acquisition of funds and expertise through partnerships

With regard to the Dutch NGOs, IICD will build further on its existing partnerships with Cordaid, PSO and Hivos, but will also aim towards entering a new partnership with an as yet unidentified NGO.

In addition, the need for innovative technologies is of paramount importance. In line with this, IICD will focus on extending its five existing public-private partnerships from which innovative technologies and processes can be procured. IICD will also continue its strategy to acquire 'intangible funding' through public-private partnerships.

In 2008, IICD also hopes to find at least one institutional donor that will support its programmes.



Improving processes and transparency with help of ISO certification



In 2007, IICD became ISO 9001:2000 certified. This internationally recognized certification shows that an organisation is meeting the highest possible standards in working practices. The certification is important for IICD not only as recognition of the fact that IICD is the professional organisation that it wants to be, but also because it will help us to obtain funding from (inter)national donors. In the coming years IICD will further improve its internal processes along the lines of the ISO certification.



## 4. Finance

### 4.1 Auditor's Report

#### Introduction

We have audited the abbreviated financial statements for the year 2007 of Stichting International Institute for Communication and Development at The Hague. The abbreviated financial statements consists of the balance sheet as at 31 December 2007 and the statement of operation income an expenses for the year 2007. These abbreviated financial statements have been derived from the annual accounts of Stichting International Institute for Communication and Development for the year 2007. In our auditors' report dated 20th May 2008 we expressed an unqualified opinion on these annual accounts. The abbreviated financial statements are the responsibility of the entity's management. Our responsibility is to express an opinion on these annual accounts based on our audit.

#### Scope

We conducted our audit in accordance with auditing standards generally accepted in the Netherlands. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the abbreviated financial statements for the year 2007 are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the abbreviated financial statements for the year 2007. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall abbreviated financial statements for the year 2007 presentation. We believe that our audit provides a reasonable basis for our opinion.

#### Opinion

In our opinion, the abbreviated financial statements for the year 2007 are consistent, in all material respects, with the annual accounts 2007 from with they have been derived. For an understanding of the entity's financial position and results and for an adequate understanding of the scope of our audit, the abbreviated financial statements should be read in conjunction with the annual accounts from which the abbreviated financial statements have been derived and our unqualified auditors' report thereon issued on 20th May 2008.

*Rotterdam, May 20, 2008.*

*Borrie & Co, Auditors - drs. M.J. Verhoeve RA*



## 4.2 Balance sheet and statement of operating income and expenses

Balance sheet as at 31 December 2007*		All amounts in euros
	12/31/2007	12/31/2006
<b>ASSETS</b>		
FIXED ASSETS		
Tangible fixed assets	109,497	129,896
<b>Totals</b>	<b>109,497</b>	<b>129,896</b>
CURRENT ASSETS		
Receivables & prepaid expenses	451,384	583,884
Cash & bank	1,719,506	1,804,707
<b>Totals</b>	<b>2,170,890</b>	<b>2,388,591</b>
<b>TOTAL ASSETS</b>	<b>2,280,387</b>	<b>2,518,487</b>
<b>LIABILITIES</b>		
EQUALIZATION ACCOUNT		
	62,243	72,142
LONG TERM LIABILITIES		
	47,250	57,750
CURRENT LIABILITIES		
Payables & accrued liabilities	2,138,091	2,338,560
Taxes & social security payments	32,803	50,035
<b>Totals</b>	<b>2,170,894</b>	<b>2,388,595</b>
<b>TOTAL LIABILITIES</b>	<b>2,280,387</b>	<b>2,518,487</b>

*Continued on next page>*



## Statement of operating income and expenses for 2007 \*

All amounts in euros

<b>SUMMARY</b>	Actual 2007	Actual 2006
<b>INCOME</b>		
Ministry of Foreign Affairs:		
• Activity number 2758 DCO 0013764	0	4,308,098
• Activity number 2758 DCO 0012152	4,569,197	1,021,830
• Other Donor Income	1,429,815	1,923,682
<b>TOTAL INCOME</b>	<b>5,999,012</b>	<b>7,253,610</b>
<b>EXPENSES</b>		
Ministry of Foreign Affairs:		
• Personnel expenses	1,964,245	1,965,435
• Office	471,047	463,893
• Management & Board	64,400	67,280
• Depreciation charges	10,500	10,500
• Expenses Allocated to Projects	(2,328,800)	(2,426,947)
	181,392	80,161
Interest etc.	(40,407)	(15,557)
Project expenses		
Country Programmes	2,716,435	3,186,608
Thematic Networks	838,349	798,452
Seed Funds	1,517,952	2,255,358
Corporate services	785,291	948,588
	5,858,027	7,189,006
<b>TOTAL EXPENSES</b>	<b>5,999,012</b>	<b>7,253,610</b>
<b>BALANCE</b>	-	-

\* For the complete annual accounts 2007, including accounting principles and detailed statements, please contact [IICD](http://www.iicd.org).



## Annexes

In 2007, IICD's Country Programmes managed to run over 130 projects, leveraging programmes and policy-making processes. These included activities such as capacity building, knowledge sharing, advocacy, awareness raising and lobbying. This section provides an overview of these initiatives and who we worked with to realise them.



## Overview of projects and policies

In 2007, IICD supported leveraging projects, policy processes and projects on the ground. Click on the country names for a list of projects and their implementing organisations.

<b>&gt; Bolivia</b>	
<b>Project</b>	<b>Owner</b>
<b>&gt; Leveraging Projects</b>	
<b>&gt; Education</b>	
National ICT Policy for the Education Sector	Ministry of Education and Culture
<b>&gt; Livelihoods</b>	
National ICT Policy for the Agriculture Sector (closed)	Ministerio de Desarrollo Rural, Agropecuario y Medio Ambiente (MDRAYMA)
<b>&gt; Policy Processes</b>	
-	-
<b>&gt; Projects on the Ground</b>	
<b>&gt; Education</b>	
Chaski II/Global Teenager Project	Fundacion AYNÍ
Educational computer centres in Yapacaní	Centro de Promoción Agropecuarios Campesino (CEPAC)
CAPTIC Training Centre	EnBolivia.com
Multimedia Systems for Ethnographic Materials	Apoyo para el Campesino-Indígena del Oriente Boliviano (APCOB)
<b>&gt; Environment</b>	
Strengthening the Network for Sustainable Development and Environment	Centro Boliviano de Estudios Multidisciplinarios (CEBEM)
<b>&gt; Governance</b>	
Information on Conflicts and Negotiations in Communitarian Original Indigenous Lands	Confederación de Pueblos Indígenas de Bolivia (CIDOB)
Ondas Libres (Network of Local Radio Producers)	Casa de la Mujer
Information System for Access to Public Funding by Small Producers in Agriculture	Coordinadora Integradora de Organizaciones Económicas Campesinas (CIOEC)
<b>&gt; Livelihoods</b>	
Technical-Commercial Information Centres for the Agro-Ecological Sector	Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
Information System for Innovation and Competiveness of Small Farmers	Centro de Promoción Agropecuaria Campesina (CEPAC)
Agriculture Information and Monitoring Systems in the Valleys of Santa Cruz	Instituto de Capacitación del Oriente (ICO)
ICT for Agriculture in the Chiquitano Region	Apoyo para el Campesino-Indígena del Oriente Boliviano (APCOB)
ICT for the Exchange of Farmer Experiences in Ecological Agriculture	Fundación AGRECOL Andes, Fundación Acción Cultural Loyola (ACLO)
Commercial Information and Advisory System for Agriculture Producers	Centro de Promoción Bolivia (CEPROBOL)
Geographic Information System for Cacao Production	El CEIBO
Marketing Information System for Small Producers in the Chuquisaca Region	Fundación Acción Cultural Loyola (ACLO)



<b>Burkina Faso</b>	
Project	Owner
<b>&gt; Leveraging Projects</b>	
-	-
<b>&gt; Policy Processes</b>	
-	-
<b>&gt; Projects on the Ground</b>	
<b>&gt; Education</b>	
ICT for Education	Zongo Consultancy Projects (ZCP)
Global Teenager Project	Zongo Consultancy Projects (ZCP)
Training centre	Zongo Consultancy Projects (ZCP)
<b>&gt; Governance</b>	
Ministerial Website Development (closed)	Délégation Général à l'Informatique (DELGI)
<b>&gt; Livelihoods</b>	
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 in Burkina (TV Koodo)	L'Institut Africain de Economie Rurale (IABER)
Reinforcement of sensitization impact on water sanitation through the use of ICTs	Sahel Solidarité
Rural women's information network in Zabré	Pag-La-Yiri
Business Intelligence Trade Points	Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina (FIAB)
Boutique d'Information (closed)	SNV
Distant Education (closed)	La délégation Générale a l'informatique (DELGI) & Université de Ouagadougou

<b>&gt; Ecuador</b>	
Project	Owner
<b>&gt; Leveraging Projects</b>	
<b>&gt; Livelihoods</b>	
PROMECA	SENPLADES
<b>&gt; Policy Processes</b>	
-	-
<b>&gt; Projects on the Ground</b>	
<b>&gt; Governance</b>	
Use of ICTs in informing about the external debt situation of Ecuador	Jubileo 2000 Red Guayaquil
Digitizing the 'memory' of the social struggles in Ecuador	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)
"Ciudadania Informada": Strengthening local/regional participation in an independent news agency informing civilians on participation of civil society	Participación Ciudadana
<b>&gt; Livelihoods</b>	
Conserving mangroves with ICT and community production	Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar (C-CONDEM)
Impacts of the free trade	Acción Ecológica



Market information system on local level - offer and demand	CAMARI, El Fondo Ecuatoriano Populorum Progreso (FEPP)
ICT for the optimisation of production, marketing and social organisation of cacao growers in Ecuador	Maquita Cushunchic Comercializamos como Hermanos (MCCH)
Promotion, Dissemination and Marketing of Community Tourism in Ecuador (TICTACTO)	Federación Pluricultural del Turismo Comunitario Ecuatoriana (FEPTCE)
Design and implementation of the SERVIR regional credit evaluation service	Red Financiera Rural (RFR)
Information management on sustainable production systems	Coordinadora Ecuatoriana de Agroecología

> Ghana	
Project	Owner
> Leveraging Projects	
> Livelihoods	
Community Information Centre Initiative	Ministry of Communications / Giftel
> Policy Processes	
> Governance	
Support for National ICT Implementation Plans	National ICT committee
> Health	
ICT Policy for the Health Sector	Ministry of Health
> Livelihoods	
ICT Policy for the Agriculture sector	<i>Ministry of Food and Agriculture</i>
> Projects on the Ground	
> Education	
Global Teenager Ghana	Rescue Mission Ghana
Centre for Information and Communication Technology (CICT) (closed)	Internet Society of Ghana (ISOG)
> Environment	
African Environmental Information Network (AEIN)	Environmental Protection Agency (EPA)
> Governance	
ICT Capacity Development Centre to enhance the national portal at the Ministry of Information and National Orientation (MINO)	Ministry of Information and National Orientation
Ghana Dot Gov - Researching the potential for eGovernment services in Ghana	Ministry of Information and National Orientation
> Livelihoods	
Eastern Corridor Agro-Market Information Centre (ECAMIC)	Social Enterprise Development Foundation of West Africa SEND
Ghana Agricultural Information Network System (GAINS)	Institute for Scientific and Technological Information (INSTI) of the Council for Scientific and Industrial Research (CSIR)
Market Information Service Facility and Training	Market Access Promotion Network
Women and Development Project (WADEP)	Women and Development Project
Business Development Support Services for SMEs using ICT	Producer Enterprises Promotion Service Centre (PEP-C)
E-Commerce for Non-Traditional Exports	Ministry of Food and Agriculture (MoFA)
Implementation of market information system	TechnoServe



<b>&gt; Jamaica</b>	
Project	Owner
<b>&gt; Leveraging Projects</b>	
<b>&gt; Education</b>	
Leveraging Process Jamaica Collaborative for Universal Technology Education (J-CUTE)	ICT4D Jamaica
<b>&gt; Policy Processes</b>	
<b>&gt; Projects on the Ground</b>	
<b>&gt; Education</b>	
Global Teenager Network Jamaica (closed)	Jamaica Computer Society Education Foundation (JCSEF)
<b>&gt; Livelihoods</b>	
Agricultural Business Information System (ABIS)	Rural Agricultural Development Authority (RADA)
Caribbean Music Exposition (CME)	CME Conventions
Caribbeat Music Marketing	Caribbeat Limited
Central and Satellite Agriculture Information Centres (closed)	St. Elizabeth /Manchester Vegetable Growers Association (SEMVGA)
Instructural Technology Institute (ITI) (closed)	Instructural Technology Institute (ITI)

<b>&gt; Mali</b>	
Project	Owner
<b>&gt; Leveraging Projects</b>	
<b>&gt; Policy Processes</b>	
<b>&gt; Health</b>	
Regional Health Policy Development Mali (closed)	CBH-Mali
<b>&gt; Governance</b>	
Strategy to set-up 701 municipal telecentres to make decentralisation effective (closed)	Consultants Jaap Bijl, Ousmane Berthé and Soumana Doumbia
<b>&gt; Projects on the Ground</b>	
<b>&gt; Education</b>	
Information Technology Training Room	ICT Development Centre (IDC)
Global Teenager Mali (closed)	SchoolNet Africa (SNA)
<b>&gt; Health</b>	
Teleradiology via the Internet (IKON)	La Société d'Imagerie du Mali (SOMIM)
Information Network in Mandé	3AG (Association d'Aide et d'Appui aux Groupements), Febema, Réseau d'Information du Mandé
Keneya Blown (closed)	Malian Information Network for Medical Information and Communication (REIMICOM)
E-Health Activities National Reference Centre	Malian Information Network for Medical Information and Communication (REIMICOM)
OpenYaLIM E-health Software Development	ICT Development Center (IDC)
Site Web Ordre National des Pharmaciens du Mali (CyberPharma)	Le Conseil de l'Ordre de Pharmaciens de Mali (CNOP)
<b>&gt; Livelihoods</b>	
Chaine de Télécentres	Datatech
Soleil Artnet	Soleil d'Afrique
Sene Kunafoni Bulon	CRRA/URPM/CFTS/APPS
Jekafo Gelekan: Rural Information System for Farmers in the Sikasso Region	Regional Committee for Coordination of Rural People (CRCR)
Quality + Fruilema: Information System to Increase Exports of Fruits and Vegetables	Fruits et Légumes du Mali (Fruilema)
ICT for shea butter producers	Zantiébougou Women Shea Butter Producers Cooperative (COPROKAZAN)

> Tanzania	
Project	Owner
> Leveraging Projects	
> Health	
> Policy Processes	
> Education	
ICT policy and implementation strategy for Education in Tanzania	Christian Social Services Commission and the Tanzania Commission for Service and Technology (COSTECH), Ministry of Education and Culture (MOEC)
> Health	
Strategizing ICT for Health	Christian Social Services Commission (CSSC)
> Projects on the Ground	
> Education	
Educational Website	Tanzania Education and Information Services (TanEdu)
Tanedu Training Room Assistance	Tz Education and Information Services (TanEdu)
Computer Training Center – Global Teenager Tanzania	Joyous Computer Training (JCT)
Distant Education for Secondary Schools	Distance Learning and Education Services (DiLES)
ICT-Connect-TED	Agency for the Development of Education Management (ADEM), Teacher Training Colleges
Pro-Computer Training & Maintenance (closed)	Tanzania Computer Literacy for Secondary Schools Trust Fund (TCLSS-TF)
Tanzania Students Website/Wanafunzi	Tz Education and Information Services (TanEdu)
Teacher Professional Development	Bright Educational Trust
> Health	
District Health Management Information Systems (D-HMIS)	African Inland Church in Tanzania (AICT), Evangelical Lutheran Church in Tanzania (ELCT), Roman Catholic Church (RCC), CMO, Christian Social Services Commission (CSSC)
Development of a Management System for Health Facility	Evangelical Lutheran Church in Tanzania (ELCT)
E-Learning incubator for Health Workers	Christian Social Services Commission and the Tanzania Commission for Service and Technology (COSTECH)
WebPortal Services Afya Net	Christian Social Services Commission (CSSC)
Modular Strategic Implementation of ICT in Health Care Facilities	Sengerema Hospital and Magu District Council
> Governance	
District Computerization Kinondoni	Christian Social Services Commission and the Tanzania Commission for Service and Technology
E-Networking	TaTEDO
> Livelihoods	
Mwanza Community Tele-Centres (CTC)	Community TeleCentres (CTC)
Trade Information System	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
Agricultural Business Information Services (ABIS) – Business Information Component	Business Care Services (BCS)
Agricultural Business Information Services (ABIS) – Cromabu component (closed)	Crop Marketing Bureau (CROMABU)
Kibengwe Rural Communication Access and Development Centre (RCA Kibengwe) (closed)	Kagera Agricultural and Environmental Management Programme (KAEMP), University of Dar es Salaam Computing Centre (UCC), Community TeleCentres (CTC)



> Uganda	
Project	Owner
> Leveraging Projects	
> Livelihoods	
Replication programme for Uganda UCE project RIS	I-Network
> Policy Processes	
> Governance	
ICT policy National Planning Authority	National Planning Authority
Support to ICT policy, strategy and implementation plan for Trade, Tourism and Industry	Ministry of Trade and Tourism (MTTI)
> Health	
Support for ICT Health Policy and strategy	Min of Health / National Telemedicine / Telehealth Steering Committee (NSTC)
> Projects on the Ground	
> Education	
ICTs in Vocational Education	Uganda Institute of Information and Communications Technology (UICT)
Content Development project/Pre-service training of teachers at 3 NTCs	Kyambogo University
ICT Basic Training – Kyambogo	Kyambogo University
> Health	
Information and Data Management for Continuing Medical Education in UCMB Health Units	Uganda Catholic Medical Bureau (UCMB)
> Governance	
District Administrative Network Programme Kayunga	Local Government of Kayunga
District Administrative Network Programme Lira	Local Government of Lira
District Administrative Network Programme Mbale	Local Government of Mbale
District Administrative Network Programme Mbarara	Local Government of Mbarara
Public Information Centres	Uganda Debt Network (UDN)
> Livelihoods	
Agricultural Research and Rural Information Network (ARRIN)	Ndere Troupe
ICT Maintenance for Rural Uganda	Uganda Institute of Information and Communications Technology (UICT)
Rural Information System to Support a Commodity Exchange	Uganda Commodity Exchange (UCE), Ministry of Tourism, Trade and Industry, Tourism and Industry (MTTI)
Improve Competence for Rural Micro- and Small Scale Enterprises	Uganda Industrial Research Institute (UIRI)
East African Centre for Open Source Software	East African Centre for Open Source Software (EACOSS)
Trade Tourism Industry – Capacity Development Centre	Uganda Industrial Research Institute (UIRI), Ministry of Trade and Tourism (MTTI)
Information Flow Management and Networking (closed)	Ministry of Trade and Tourism (MTTI)



<b>&gt; Zambia</b>	
<b>Project</b>	<b>Owner</b>
<b>&gt; Leveraging Projects</b>	
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<b>&gt; Policy Processes</b>	
ICT Policy for Education	Ministry of Education
<b>&gt; Projects on the Ground</b>	
<b>&gt; Education</b>	
Global Teenager Project (GTP) Zambia	Trio Consult
Coldreed Training	ColdReed Training Ltd.
Education Support Network Project (EsNet)	One World Africa
Enhancing the Visual and Presentation of Educational Content (ENEDCO)	Mpelembe Secondary School
<b>&gt; Health</b>	
Establishment of an ICT Resource Centre	Zambia Union of Nurses Organisation
<b>&gt; Governance</b>	
Info Dispatch	Info Dispatch
<b>&gt; Livelihoods</b>	
Women's Organisations Information for Development Network (WIDNet)	Zambia Association for Research and Development (ZARD)
Small Scale Initiative 1 (SIF)	StepOut
Small Scale Initiative 2 (SIF2)	George Akalemwe and One World Africa
ICT Integration Multimedia & Recording (CYPRO)	Chawama Youth Project
Strengthening the Agricultural Information Flow and Dissemination System of the National Agricultural Information Services in Zambia (NAIS)	National Agricultural Information Services (NAIS)
Development of an Effective Information Flow System	Zambia Agricultural Research Institute (ZARI)
Integrating ICT for Quality Assurance and Marketing (ICTQAM)	Organic Producers and Processors Association of Zambia (OPPAZ)



## IICD project partners

### > Bolivia

National ICT4D Network: **TiCBolivia**

Apoyo para el Campesino-Indígena del Oriente Boliviano (APCOB)

Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)

Casa de la Mujer

Centro Boliviano de Estudios Multidisciplinarios (CEBEM)

Centro de Promoción Agropecuarios Campesino (CEPAC)

Centro de Promoción Bolivia (CEPROBOL)

Confederación de Pueblos Indígenas de Bolivia (CIDOB)

Coordinadora Integradora de Organizaciones Económicas Campesinas (CIOEC)

El Ceibo Cooperative

EnBolivia.com

Fundación Acción Cultural Loyola (ACLO)

Fundación AGRECOL Andes

Fundación AYNI

Instituto de Capacitación del Oriente (ICO)

Ministry of Education and Culture

Ministry of Rural Development, Agriculture and Environment (MDRAyMA)

### > Burkina Faso

National ICT4D Network: **Burkina-NTIC**

Association Song-Taab Yalgré (ASY)

Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina (FIAB)

Fédération Provinciale des Producteurs Agricoles de la Sissili (FEPPASI)

La délégation Générale a l'informatique (DELGI)

L'Institut Africain de Economie Rurale (IABER)

Netherlands Development organisation (SNV)

Pag-La-Yiri

Sahel Solidarité

Université de Ouagadougou

Zongo Consultancy Projects (ZCP)

### > Ecuador

National ICT4D Network: **Infodesarrollo.ec**

Acción Ecológica

Asociación Mujeres Juntas Parroquiales Rurales del Ecuador (AMJUPRE)

Camari

Coordinadora Ecuatoriana de Agroecología (CEA)

Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar (C-CONDEM)

Federación Pluricultural del Turismo Comunitario Ecuatoriana (FEPTCE)

Fondo Ecuatoriano Populorum Progressio (FEPP)

Fundación Futuro Latino Americano

Jubileo 2000 Red Guayaquil

Maquita Cushunchic Comercializamos como Hermanos (MCCH)

Participación Ciudadana

Radio La Luna

Red Financiera Rural (RFR)

SENPLADES



## > Ghana

National ICT4D Network: **GINKS**

Environmental Protection Agency (EPA)

Ghana Investment Fund for Telecom Operators (GIFTEL)

Institute for Scientific and Technological Information (INSTI) of the Council for Scientific and Industrial Research (CSIR)

Internet Society of Ghana (ISOG)

Market Access Promotion Network (MaProNet)

Ministry of Communications

Ministry of Food and Agriculture (MoFA)

Ministry of Health

Ministry of Information and National Orientation (MINO)

National ICT committee

Producer Enterprises Promotion Service Centre (PEP-C)

Rescue Mission Ghana

Social Enterprise Development Foundation of West Africa (SEND)

TechnoServe

Women and Development Project

## Jamaica

National ICT4D Network: **ICT4D Jamaica**

Caribeat Limited

CME Conventions

Instructural Technology Institute (ITI)

Jamaica Computer Society Education Foundation (JCSEF)

Rural Agricultural Development Authority (RADA)

St. Elizabeth /Manchester Vegetable Growers Association (SEMVGA)

## Mali

National ICT4D Network: **Mali-NTIC/Togunet**

3AG (Association d'Aide et d'Appui aux Groupements)

APPS

CBH-Mali

Centre Regional de la Recherche Agricole Sikasso (CRRA)

CFTS

Datatech

Fabema

Fruits et Légumes du Mali (Fruilema)

ICT Development Centre (IDC)

Jaap Bijl (consultant)

La Société d'Imagerie du Mali (SOMIM)

Le Conseil de l'Ordre de Pharmaciens de Mali (CNOP)

Malian Information Network for Medical Information and Communication (REIMICOM)

Ousmane Berthé (consultant)

Regional Committee for Coordination of Rural People (CRCR)

Réseau d'Information du Mandé

SchoolNet Africa (SNA)

Soleil d'Afrique

Soumana Doumbia (consultant)

URPM

Zantiébougou Women Shea Butter Producers Cooperative (COPROKAZAN)

## > Tanzania

National ICT4D Network: **SWOPnet**

National ICT4D Network: **Mwanza Community**

African Inland Church in Tanzania (AICT)




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Agency for the Development of Education Management (ADEM)

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Bright Educational Trust

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Christian Social Services Commission (CSSC)

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Christian Social Services Commission and the Tanzania Commission for Service and Technology (COSTECH)

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CMO

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Community TeleCentres (CTC)

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Distance Learning and Education Services (DiLES)

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Evangelical Lutheran Church in Tanzania (ELCT)

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Joyous Computer Training (JCT)

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Ministry of Education and Culture (MOEC)

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Roman Catholic Church (RCC)

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Sengerema Hospital and Magu District Council

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Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)

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Tanzania Computer Literacy for Secondary Schools Trust Fund (TCLSS-TF)

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Tanzania Education and Information Services (TanEdu)

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Tanzania Traditional Energy Development and Environment organisation (TaTEDO)

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Teacher Training Colleges

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University Computing Centre (UCC)

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### > Uganda

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National ICT4D Network: **I-Network Uganda**

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East African Centre for Open Source Software (EACOSS)

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Kyambogo University

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Local Government of Kayunga

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Local Government of Lira

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Local Government of Mbale

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Local Government of Mbarara

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Min of Health / National Telemedicine / Telehealth Steering Committee (NSTC)

---

Ministry of Trade and Tourism (MTTI)

---

National Planning Authority (NPA)

---

Ndere Troupe

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Uganda Catholic Medical Bureau (UCMB)

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Uganda Commodity Exchange (UCE)

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Uganda Debt Network (UDN)

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Uganda Industrial Research Institute (UIRI)

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Uganda Institute of Information and Communications Technology (UICT)

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### > Zambia

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National ICT4D Network: **eBrain**

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Chawama Youth Project

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ColdReed Training Ltd.

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George Akalemwe

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Info Dispatch

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Ministry of Education

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Mpelembe Secondary School

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National Agricultural Information Services (NAIS)

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One World Africa

---

Organic Producers and Processors Association of Zambia (OPPAZ)

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StepOut

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Trio Consult

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Zambia Agricultural Research Institute (ZARI)

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Zambia Association for Research and Development (ZARD)

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Zambia Union of Nurses Organisation

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## IICD enabling partners

Altran  
Association for Progressive Communications (APC)  
Atos Origin  
Bellanet  
Canadian International Development Agency (CIDA)  
Cappgemini  
Communication Initiative  
Cordaid  
CTA  
Department for International Development (DFID)  
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)  
Dgroups  
Digital Solidarity Fund  
Directorate-General for International Cooperation (DGIS)  
Euforic  
European Association of Development Research and Training Institutes (EADI)  
European Centre for Development and Policy Management (ECDPM)  
Food and Agriculture Organization of the United Nations (FAO)  
Global E-Schools and Communities Initiative (GESCI)  
Global Knowledge Partnerships (GKP)  
Humanist Institute for Cooperation with Developing Countries (Hivos)  
I4d  
INASP  
Inter Access  
International Cooperation for Development and Solidarity (CIDSE)  
International Development Research Centre (IDRC)  
Johan Kooij Fellowship (JFK)  
Macromedia Training Tools  
Manobi  
Mindset  
Netherlands Development organisation (SNV)  
OECD Development Centre  
OneWorld International  
OneWorld Nederland  
Ordina  
Partnership for ICTs in Africa (PICTA)  
Partos  
PSO  
Spider  
Spyker  
Swedish International Development Cooperation Agency (SIDA)  
Swiss Agency for Development and Cooperation (SDC)  
Telecentre.org  
The Worldwide Partnership of Panos Institutes (Panos)  
TNO Nederland  
United nations Development Programme (UNDP)  
United nations Economic Commission for Africa (UNECA)  
United Nations Educational, Scientific and Cultural Organization (UNESCO)  
War Child Nederland  
World Association of Community Radio Broadcasters (AMARC)



## IICD profile

With the right tools, people in developing countries can considerably improve their livelihoods and quality of life. Better access to information and communication technology (ICT) is particularly vital in enabling them to achieve their goals. This is why the International Institute for Communication and Development (IICD) creates practical and sustainable solutions that connect people and enable them to benefit from ICT. As an independent not-for-profit foundation, we put knowledge, innovation and finance to work with partners from the public, private and not-for profit sectors. Together, we can make a world of difference.

IICD is active in Africa, Latin-America and the Caribbean, where we create and enhance development opportunities in education, good governance, livelihoods, health and the environment. Our approach includes linking local, national and international organisations as well as formulating and implementing ICT-supported development policies and projects.

IICD was established by the Netherlands Ministry of Foreign Affairs in 1996. Our core funders include the Dutch Directorate-General for Development Cooperation (DGIS), the UK Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC). We also work closely together with the Dutch not-for-profit organisations Cordaid, Hivos and PSO.

For more information, please visit [www.iicd.org](http://www.iicd.org).

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