

Annual Report 2004



Introducing IICD

The International Institute for Communication and Development (IICD) assists developing countries to realise locally owned sustainable development by harnessing the potential of Information and Communication Technologies (ICTs).

IICD realises its mission through two strategic approaches. First, Country Programmes bring local organisations together and help them to formulate and execute ICT-supported development policies and projects. The approach aims to strengthen local institutional capacities to develop and manage Country Programmes, which are currently being implemented in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia.

Second, Thematic Networking links country and international partners working in similar areas, connecting local knowledge with global knowledge and promoting South-South and South-North exchanges. Thematic Networking focuses on sectors like education, health, governance, environment, livelihoods – especially agriculture – and overarching issues such as training and evaluation.

At the local, national and international levels, IICD works with a wide variety of partners in the public, non-profit and private sectors. Such collaborative partnerships not only add value to IICD's work, but they also often provide direct benefits to the local partners, and enable us to learn and share knowledge more widely.

IICD is an independent non-profit foundation established in 1997 by the Netherlands Ministry of Foreign Affairs. Its core funders include the Directorate-General for International Cooperation (DGIS), the UK's Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC).

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Cover picture: Researcher Kutoma Wakunuma visits IICD's Small Initiative Fund project 'Kalomo Bwacha women's ICT Club' in Zambia. The villagers of the community look back at their own performance in an awareness raising HIV/AIDS theatre play.

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Chairman's report

Mr Koos Andriessen – Chairman of the Board of Trustees



How can information be spread quickly among people who cannot read? 'Visual orientation' – the use of graphics – offers a good alternative to the written word, especially in regions where illiteracy rates are high. During a working visit to Uganda in November, one of IICD's project partners demonstrated how it combines visual orientation with new technologies.

In Uganda there is a tradition of travelling theatre groups performing music, theatre and dance to teach practical knowledge to their mostly rural and largely illiterate audiences. The IICD-supported ARRIN project (Agricultural Rural Research Information Network) has combined this traditional form of theatre with new technologies. The project staff collects agricultural questions and problems from farmers in rural communities and uses local telecentres to convey these to a scientific institute. Then, agricultural researchers from the institute use a range of resources, including the Internet, to find solutions to these problems. A script is developed based on the information acquired by the researchers, and then the Ndere Troupe theatre group returns to the community that raised the problem and uses a theatre performance to demonstrate possible solutions to the farmers. In the particular performance I witnessed, one of the main characters is a sick cow. The first scene describes what would have happened in the past: a traditional medicine man tries to heal the cow by making an offering, accompanied by a substantial amount of noise and fire. In the next scene, the local veterinary service examines the animal, but the representative of that service does not have enough knowledge to heal it either. Finally, after logging onto a computer, the veterinarian and the farmer receive trustworthy scientific information that enables them to heal the cow.

This ARRIN project demonstrates that combining traditional means of communication with new ones can be successful. The process – and the result – does not always have to be complex or high-tech. Often we find that once a computer is accepted and installed, it becomes – at least initially – a tool for cleaning up chaos. Computer programmes allow information to be systematised and numbers to be easily added or subtracted. The simple arrangement of seemingly inaccessible materials is often a first step towards development. Order in a chaotic city council administration can lead to better governance; the collection and sorting of patient files gives a clearer insight into what a hospital should focus on; and, after processing huge piles of tax papers with a computer, a local government will know how much money it can spend. Even simple administrative work on the computer can lead to progress, and IICD is keen to support this aspect of ICT.

But ICTs can do more than simply organise information, and they cover a much broader spectrum than that defined by computers. With their wide diversity, ICTs offer a vast number of possibilities for applications to support sustainable development. As this report demonstrates, IICD has made use of many of these possibilities already, and is eager to explore many more to come.

After eight years as a member and Chairman of IICD's Board of Trustees, Mr Koos Andriessen has left the Board in 2004. Because of his valuable knowledge and expertise, IICD has asked Mr Andriessen to become a member of its International Advisory Board. Ms Hella Voûte-Droste has succeeded him as Chairperson of the Board of Trustees. IICD would like to thank Mr Andriessen for his work over the past years and wishes both him and Ms Voûte-Droste good luck in their new positions.

Management Report

Moving to an expertise organisation

Mr Jac Stienen – Managing Director

Growing up brings new challenges. Only a few years ago, we and our partners were struggling to get projects off the ground. Today we must find ways of embedding those same projects in sectors to make sure they remain sustainable. In recent years we and our partners have been gathering experiences in ICT-enabled development; now we must develop the best ways of sharing these experiences in order for others to learn from them, and for IICD to show its added value.

IICD realises its mission through two strategic approaches: Country Programmes and Thematic Networking. As part of these approaches, IICD in 2004 embarked on two strategic priorities: 'embedding' and 'harvesting'. The process of embedding broadens IICD's development impact by shifting the ownership of ICT for development (ICT4D) from the project level to the organisational or sector policy level. IICD has sought ways to embed its and its partners' activities by engaging in strong national multi-stakeholder dialogues, and especially by bringing governments, NGOs/grassroots and private sector organisations together to increase the impact of ICT4D. The second strategic priority, harvesting, provides a way for IICD to demonstrate its ability to realise its mission. So far, IICD has nearly 80 ICT4D projects in a variety of development sectors, with the lion's share being in education and livelihoods. Monitoring and evaluation provides us with precise information on the effectiveness and impact of these projects; harvesting this information – that is, the process of gathering and disseminating it – gives IICD and local and international partners the evidence base needed to keep the ICT4D agenda going.

Active Country Programmes

Before they can reach the stage of a sustainable, locally owned ICT for development programme, IICD's Country Programmes pass through four phases: initiation, expansion, consolidation, and shared dialogue. In 2004, IICD had active Country Programmes in all four phases. Ecuador, the most recently added partner country, was still in the initiation phase, whereas Jamaica became the first to reach the fourth and final phase of shared dialogue.

The recurring components in each phase include a Roundtable workshop focussed on emerging projects, capacity development, information exchange & networking, and monitoring & evaluation. Three new Roundtable processes were started in Burkina Faso (livelihoods), Mali (livelihoods) and Ghana (health), leading to 21 new project ideas. In Ghana, Mali, and Zambia, IICD and partners have also initiated collaboration with sector ministries, laying the foundation for the future embedding of these projects at the sector level: health and agriculture in Ghana, health in Mali, education in Zambia. In each of these countries, we are creating an environment in

which we can develop fruitful relations with potential local donors. To mobilise new partners and initiatives, IICD has embarked upon the experiment of using small initiatives funds for small-scale ICT initiatives; this pilot has produced several new community level experiences and may result in a new instrument for IICD to facilitate ICT projects in countries with limited capacities.

Repositioning Thematic Networking

To better align with the Country Programme activities and strengthen our capacity to harvest the learning and development impact, our second strategic approach – Thematic Networking – was repositioned in 2004. This process grew out of extensive consultations with stakeholders, both internal and external. As a result the main components of each Thematic Network have been identified as sector impact studies, cross-country learning events and the further development of expert advisory networks.

The iConnect website and eBulletin is IICD's main knowledge-sharing platform on ICT for development issues. Responding to the results of a user survey, and also in light of changes to the financing structure of iConnect, IICD will strengthen the focus on Southern content written by Southern people. At the core of the renewed iConnect is a series of locally written articles on the impact and use of ICT for development. Dissemination throughout Africa, Asia and Latin America will take place via three regional organisations with common development and knowledge sharing objectives. In December, the African iConnect coordinators, who are responsible for generating the articles, participated in a kick-off meeting organised by iConnect's regional partner organisation UNECA in Ethiopia.

Strategic alliances

In the area of strategic partnerships, IICD extended the agreement with the UK's Department for International Development (DFID) for three years and with Swiss Development Cooperation (SDC) for an additional year. It is intended that the agreement with SDC will be renewed for another three years as of January 2006. In 2004, IICD also signed a strategic alliance with the Dutch NGO PSO for three years. The BDO programme – a partnership between donor organisations and implementing NGOs, including IICD – was transformed into the Building Communication Opportunities (BCO) Alliance, with new activities and some new partners.



At the end of 2004, IICD received permission from the Dutch Ministry for International Cooperation to expend available funds for the period 2002-2007 on a faster schedule than originally intended. This approval ensures that IICD can support a critical mass of projects in a country, which is essential to an effective embedding process. IICD's efforts towards embedding have been slowed by its lack of project financing.

Valuable recommendations

As part of the agreement IICD has begun with an extensive external evaluation at the end of 2004 with its main financial partner, the Dutch Directorate-General for International Cooperation. This evaluation entailed analyses of the institutional and organisational structure of IICD, the effectiveness and impact of our programmes, and the embedding processes in two specific Country Programmes, Bolivia and Uganda. The results of the evaluation were presented in early 2005, and the general outcome was quite positive. According to the evaluator's report, "IICD is a relevant and well-appreciated organisation in the area of ICT4D; it has implemented its strategic framework effectively and efficiently and has achieved impact on poverty reduction. It has developed a capacity to monitor and evaluate this impact." The report also notes that "Some of IICD's approaches, such as the Roundtable process, and its principles, particularly ownership, are considered unique and highly appreciated by stakeholders. IICD, through its embedding strategy, links specific ICT interventions to social development and poverty reduction." Furthermore, "IICD has developed dynamic relations with stakeholders in focus countries and it has shown responsiveness to needs and suggestions of partners."

Early 2005, IICD will formulate a new strategy for the period 2006 to 2010, taking the recommendations from the evaluation into account and building upon our existing strategic framework. IICD has already identified three strategic priorities that will help to realize our decision to become an expertise organisation: embedding, harvesting and leveraging. The year 2005 will be a transition year in which we will prepare our organisation to put the new strategy into practice.

French and Spanish versions of this Management Report are produced separately. If you would like to receive these publications, please contact IICD at information@iicd.org.



PARTNERSHIPS

Partners are IICD's capital

Because IICD's partners are essential to its success, the process of building, strengthening and redefining partnerships is critical. The network of local and international partners is constantly scanned, and occasionally partnerships are reshaped. Some promising new partnerships were set up in 2004.

IICD has two types of partners: 'local' and 'enabling'. Local partners are the organisations IICD works with in the focus countries; the owners and implementers of Country Programmes, while enabling partners provide the funds that make it all possible, as well as services and expertise to support local partners in their efforts. One distinctive feature of IICD's approach towards its enabling and local partners is that they are all multi-stakeholder. IICD's partnerships draw from the private, public and non-profit sectors, bringing together actors who would be unlikely to meet otherwise.

2004 was a difficult year for most organisations working in the development sector, as domestic priorities, peacekeeping, and humanitarian assistance drained aid budgets. The ICT4D sector has been hit especially hard, as it is a relatively new priority to the development agenda. To ensure that local partners can continue in their work, IICD broadened its search for new enabling partners in 2004. All in all, IICD has come through the past year quite successfully – largely due to the quality of local partners' work and to IICD's ability to demonstrate the important role of ICTs for development.

BCO Alliance

The Building Digital Opportunities (BDO) Programme, which started in 2001, came to an end in March 2004. The success of this programme persuaded the partners to continue as a redefined Building Communication Opportunities (BCO) Alliance. BCO is supported by bilateral agencies from Canada, United Kingdom, the Netherlands, Denmark and Switzerland, and by the Dutch NGO Hivos, and involves five implementing organisations, mainly NGOs (IICD, APC, Bellanet, OneWorld International and Panos). BCO's mission is to 'investigate, mobilise and support ICT4D opportunities that impact poverty'.

Renewed collaborations

IICD's strategic alliance with the UK's Department for International Development (DFID) was renewed for another three years in 2004. The emphasis has shifted from supporting projects to facilitating the development of sector policies that apply ICTs as a development tool. The partnership with the Swiss Agency for Development and Cooperation (SDC) was also renewed in 2004; this collaboration will focus on IICD's Country Programmes in Mali, Bolivia and Ecuador, as well as on action-research on

the use of ICT to reduce poverty in Bolivia. Both DFID and SDC are interested in defining how ICTs influence policies that address poverty.

In 2004 IICD and the Directorate-General for International Cooperation, Netherlands (DGIS) decided to seek early renewal of their partnership. As part of this renewal process, DGIS initiated an evaluation of IICD. The original agreement spanned from 2002 to 2007, whereas the new agreement should start in 2006. Long-term strategic alliances such as this one enable IICD to plan further into the future, without the constant pressure of seeking funding on a project-by-project basis. In 2004, efforts were made to scale up the short-term contracts with the Royal Danish Ministry of Foreign Affairs (DMFA) and the Canadian International Development Agency (CIDA). To date, the results have been mixed, but this dialogue is continuing in 2005.

Repositioned and ongoing

IICD has valuable partnerships with private sector companies such as Capgemini and Atos Origin, and in 2004 added a relationship with Ordina, a Dutch ICT service

provider. The private sector partners furnish advice to IICD and its local partners. However, IICD recognises that the private sector's know-how was not used optimally in 2004 and will therefore try to redefine the roles of strategic private sector partners. IICD and *infoDev*, partners in the ICT Stories competition since 1998, agreed in 2004 that this project needs to focus more strongly on impact and learning from the project experiences. The repositioned ICT Stories competition is planned to begin in 2005.

The Dutch NGO Cordaid and IICD have been strategic partners since 2001, and over the years, the range of activities has broadened. However, the relationship has also had its growing pains. Following a number of meetings and workshops in 2004, both organisations have come to a better working relationship and the partnership has been much improved. IICD's partnership with Hivos remains strong. The organisations met in December 2004 to review their annual progress, which showed positive results in both achievement of goals and operational understanding.

For more information on Partnerships, please visit: www.iicd.org/partners



Partnership with PSO

At the end of 2004, IICD and the Dutch development organisation PSO agreed to begin a two-year institutional collaboration. Both organisations regard capacity development as a central theme in sustainable development. PSO is especially interested in working with IICD in countries where the Country Programme is in a phase which focuses on capacity development. Two countries currently in the expansion phase were selected as the focus for the collaboration: Zambia and Ecuador. PSO already has other partners active in these countries, thus creating further synergies. The alliance will draw on PSO's and IICD's complementary strengths to develop local capacity at individual, organisational and institutional levels. IICD's activities within capacity development at the individual level include Train-the-Trainer courses and Lifelong Learning workshops; the participants in these initiatives share their experiences among a broad group of actors via knowledge sharing networks. PSO has a history of success in developing local organisational capacities, particularly among civil society organisations. As a result of the partnership, IICD will share its knowledge of ICT-enabled development with PSO and its 41 member organisations. In return, IICD will benefit and learn from PSO's practical experience in supporting capacity development initiatives in 70 developing countries.

COUNTRY PROGRAMMES

Merging local ICT knowledge and experience

As planned, the number of IICD focus countries remained the same with six in Africa and three in Latin America and the Caribbean. Country Programmes pass through four phases, and by the end of 2004 IICD had focus countries in each of these phases.

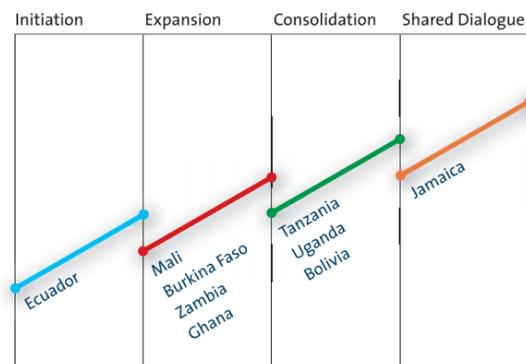
A Country Programme encompasses all ICT-enabled development activities IICD is involved with, either directly or indirectly, in one of its nine focus countries. However, this description does not do justice to the added value IICD generates with its Country Programmes. Ideally, all IICD-supported activities should come together in a coherent and effective way, with the sum being greater than its parts.

IICD acts as an advisor and a catalyst. All activities are directed towards one goal: fostering sustainable, locally owned ICT for development programmes. They address the needs of the poor and are firmly embedded in sector and national ICT priorities. However, before reaching this stage, the programmes will pass through four phases: the initiation phase, expansion phase, consolidation phase, and finally the shared dialogue phase.

The recurring components in each phase include a Roundtable workshop with its emerging projects, capacity development, information exchange & networking, and monitoring & evaluation. However, in each phase the emphasis is on different components. At the end of 2004, IICD had active Country Programmes in all four phases.

Ecuador, the most recently added partner country, was still in the initiation phase, whereas Jamaica became the first programme to reach the fourth and final phase of shared dialogue. While a Country Programme may be in a certain phase, a specific sector within that programme can still be in the former phase if this sector was started later than the other sectors. In the sectors education, environment,

COUNTRY PROGRAMME PHASES 2004



Roundtable workshops and project formulation

One of the first activities at the start of a new Roundtable process involves meeting with local stakeholders to discuss the challenges in their sector. Participants identify priority areas which are reflected in ideas for ICT policies and projects. These Roundtable workshops are always linked to a specific sector; currently, IICD is working in the education, environment, governance, health and livelihoods sectors. Projects in the latter sector – livelihoods – explore the potential of ICTs to

provide business opportunities and to improve individual economic standards. Many projects in this sector involve the use of ICTs by agricultural producers. During the two to four day workshops, the participants select sustainable project ideas and project owners who will further develop the project ideas into ICT policies and project proposals, including a financing strategy. Once a project proposal has secured funding, the project is implemented.

ROUNDTABLE WORKSHOPS 2004

	Burkina Faso	Mali	Ghana	Total
Roundtable workshops	livelihoods	livelihoods	health	3
Project formulated during Roundtable workshops	7	6	8	21

governance, health and livelihoods, the number of projects in implementation and continuing independently from IICD has grown from 61 in 2003 to 78 in 2004.

Initiation phase

Ecuador (livelihoods) – Creating a network of committed local organisations, organising a Roundtable workshop, developing and implementing a number of projects in one sector. Also: preparing capacity development, a knowledge sharing network and a monitoring & evaluation programme.

The Country Programme in Ecuador started in 2003 and is now about to reach the second phase, in which the number and range of activities will be extended. In 2004 the projects emerging from the 2003 Roundtable workshop on livelihoods were further developed, and by the end of the year, three projects have started implementation. In addition, IICD formalised agreements with training institutions and networking partners.

Expansion phase

Burkina Faso (livelihoods, governance, education), Ghana (livelihoods, governance, education, health), Mali (livelihoods, health), Zambia (livelihoods, education) – Extending the programme from one to three sectors, developing ownership and capacities of partners to build a



knowledge sharing network, and running a monitoring & evaluation programme.

In 2004 IICD organised Roundtable workshops on health in Ghana and on livelihoods in Burkina Faso and Mali. In Ghana and Mali, IICD and partners have also initiated collaboration with sector ministries, laying the groundwork to eventually incorporate stand-alone projects into mainstream government services. Financially, in Ghana co-funding has been found for one project and for sector policy development.

Consolidation phase

Bolivia (livelihoods, governance, education), Tanzania (livelihoods, governance, education), Uganda (livelihoods, governance, education, health) – Achieving an integrated Country Programme with all Roundtable components, and ensuring sufficient ownership and capacity for partners to sustain their operations, which include projects, capacity development, information exchange & networking, and monitoring & evaluation.

In Bolivia, Tanzania and Uganda a major effort has been made to integrate ICT in the core activities of the partner organisations and to enhance support among decision-

Capacity development

Capacity development is a crucial component of each Country Programme and extends far beyond simply ensuring that people know how to operate computers or the Internet. Capacity development means both strengthening institutional capacities and enhancing

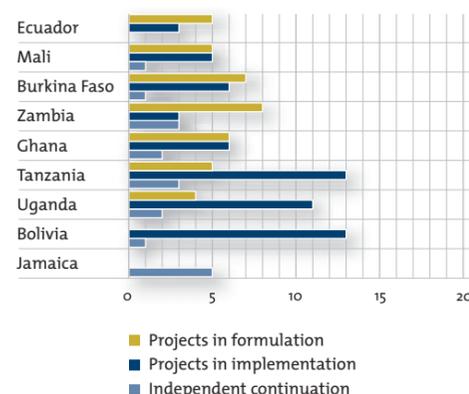
individual technical skills. Capacity development helps IICD's local partners develop and implement an ICT project, interact with target groups and negotiate or lobby. Capacity development is often delivered through existing training providers in the country.

CAPACITY DEVELOPMENT ACTIVITIES IN 2004

	Total
Training partners present	21
Institutional support	
Train-the-Trainer programmes (individuals)	11
Expertise development trainings (individuals)	43
Certifications (institutions)	4
Project partner support	
LifeLong Learning skills workshops	2
On-The-Job training workshops	35
Technical Update Seminars	23

makers. This effort should result in higher levels of local ownership, while also spreading ICT costs among a larger number of activities within partner organisations. Furthermore, early steps have been taken to embed the programmes and activities at the sector level, either through collaboration with similar organisations in the sector (for example, with education in Tanzania, and with agriculture as part of the livelihoods sector in Bolivia) or through integration in government-supported sector programmes or policies (such as governance in Uganda and education in Bolivia). IICD acts as an advisor and facilitator to help local organisations assume long-term ownership of programmes and activities (a process known as embedding).

Projects in 2004



Shared Dialogue phase

Jamaica (livelihoods and education) – Supporting a strong, open and independent knowledge sharing network with a national profile and the ability to influence national ICT policies and programmes.

In 2004 IICD and its partners in Jamaica committed themselves to establishing a leading national ICT4D Network that supports the exchange of experiences and that has the critical mass to influence ICT policy to respond to development priorities. All ICT stakeholders – government, private and non-profit sector – are represented in this network.

Embedding Country Programmes

The use of ICT must always be regarded a tool for development rather than a goal in itself. The process of incorporating ICT into a project, an organisation or a sector-wide policy is what IICD calls 'embedding.' A key aspect of embedding is a sense of ownership and control over the technologies – the ability to use ICT strategically to achieve development goals. Taking place within Country Programmes, embedding is the process by which individual experiences are scaled up into long-term, sector-wide impact, a process carried out by the networks of IICD partners in all the focus countries.

The sustainability and long-term potential of ICT for development depends on successful embedding at three levels. First, embedding ICT at the project level ensures

that the technologies and skills are applied as a tool to achieve clear project objectives contributing to poverty alleviation. Second, embedding ICT in the organisation means that an IICD-supported project involving ICT contributes to the organisation's core activities and that through the project, organisational and ICT capacities are strengthened. ICT activities must be understood and valued by the whole organisation, rather than existing as stand-alone projects carried out by a few individuals. Finally, ICT must be embedded at the policy level within the sector. A series of ICT projects in a particular sector (such as education), operating at both local and national levels, can represent a strong programme with enough evidence base and critical mass to influence policymakers and to raise national awareness about the realistic possibilities of ICT for development. This form of embedding means that the Country Programme reaches beyond the target groups of the projects, such as health workers, farmers, teachers and students, to include decision-makers within each sector as well as the general public. In this way the Country Programmes contribute to a broader social understanding of the significance of ICT as a supplementary but fully incorporated development tool.

For more information on Country Programmes, please visit: www.iicd.org/countries



Projects by sector*

- Livelihoods** (43%)
- Governance (17%)
- Education (32%)
- Environment (0%)
- Health (8%)

* Numbers are based on projects in implementation.
** Livelihoods projects aim to provide business opportunities and improve individual economic standards. Most of the projects focus on agriculture or eBusiness.



Project owners*

- Grassroots organisations/NGOs (45%)
- Government (30%)
- Private (25%)

* Numbers are based on projects in implementation.

Information exchange and networking

In 2002 IICD decided to pay more attention to the development of knowledge sharing networks within its focus countries. Besides sharing knowledge, these networks facilitate learning and raise awareness of the value of ICTs for development by using tools such as

websites, e-discussions, seminars and newsletters. Many networks have broadened their membership beyond direct stakeholders in Country Programmes, to include the wider ICT community, policy makers, the media, and civil society.

INFORMATION EXCHANGE AND NETWORKING ACTIVITIES IN 2004

	Total
Knowledge sharing networks operational	10
Network meetings	106
Websites operational	11
Newsletters (issues)	45
Online communities	14
Research projects	14
Participation in national ICT policy	6

Monitoring & evaluation

Monitoring & evaluation (M&E) is an essential part of the Country Programme. IICD's online M&E system allows partners to gather quantitative and qualitative feedback from end users on the project and on the progress being made. These results are analysed and discussed with project partners at biannual Focus Group meetings, and if needed, can be used to help adjust the focus of activities. An equally important M&E tool is the Output-to-Purpose

Review (OPR), which enables projects to monitor their progress towards achieving their goals. An OPR helps a project stay on track by analysing its original goal (purpose) and then linking this goal with the project's achievements (outputs). As these M&E processes are vital for ensuring that the projects and activities are moving in the right direction, preparations for M&E always begin in the first phase of the Country Programmes.

MONITORING & EVALUATION ACTIVITIES IN 2004

	Total
Monitoring & evaluation partners present	7
Focus Group meetings	10
Output-to-Purpose Reviews	4
Country evaluation reports	7
Impact studies*	3

* Studies in Bolivia and Tanzania were executed in 2004 and will be published in 2005.

ECUADOR

Understanding user needs



In Ecuador, the needs identified by IICD's target populations have formed the starting point of all activities in the Country Programme. Project proposals are based on these local needs: what knowledge and which skills are required to attain maximum results?

Ecuador is the ninth and most recent partner country of IICD. However, it is the first one where the full Country Programme has been put in place from the start, with local knowledge sharing activities complementing the development of projects. Three ICT-enabled projects were started in 2004 and five more are in the pipeline for 2005. So far, the Country Programme has focused exclusively on the livelihoods sector. However, a Roundtable workshop in a second sector, governance, is planned for 2005. In addition, knowledge sharing and capacity development activities are taking place. The Ecuador Country Programme is currently in the process of moving from the initiation to the expansion phase.

Local demand

One striking feature of the activities in Ecuador is the focus on demand: what are the needs of the people who are supposed to benefit from the programme? What kind of support, knowledge and skills are required to meet these demands and to attain maximum results? This emphasis on the local population's needs is critical, as a service or project will only succeed over the long term if it embraces the real needs of the target group. IICD's experience

with other Country Programmes has demonstrated that although intermediary organisations have a general idea of the demands of the people they serve, they are often surprised by the specific needs when these demands are discussed in detail with actual end-users.

A straightforward process such as the use of consultation workshops in which project owners meet with their target groups can be an effective strategy for identifying the specific needs of people. In these workshops, the participants discuss how ICT can be employed to address their particular concerns, and accordingly a list of priorities is made. For example, in CEA's (Coordinadora Ecuatoriana de Agroecología) project 'Strengthening the Management of Sustainable Production' only after the workshop was it decided to focus on providing information about plagues and diseases affecting local crops. Consultation with farmers revealed that their main source of information about pest and disease control are materials provided by intermediaries from the chemical industries, whose solution – to use chemical pesticides – conflicts with local ecological farming methods. Thanks to the intervention of CEA, a project proposal has been developed to provide

the target group with information on how they can use ecologically sustainable methods to fight plagues and other diseases that are harmful to their crops and which threaten their subsistence base.

Needs analysis

Capacity development is an important component within the Country Programme, but must be guided by the demand for a specific goal. IICD and its training partners Nuevaera and CEC have developed a needs analysis tool and methodology that offers an integrated approach to defining the real needs of the people to be trained. This innovative approach will increase the likelihood that training programmes will successfully convey relevant knowledge and information. Furthermore, on the basis of an overview of all the training needs of the projects, IICD and its partners have developed an integrated training plan which not only reduces the costs per person, but which also helps create a network of individuals and organisations who can provide assistance to one another after the training ends.

For more information on Ecuador, please visit: www.iicd.org/countries/ecuador



Number of projects in implementation in 2004

■ Livelihoods (3)



Influencing policy

In November 2004, IICD and the Association for Progressive Communications (APC) organised a workshop on Influencing ICT policy and strategies. The workshop attracted stakeholders from the public, private and non-profit sectors. The presence of representatives of the so-called 'Connectivity Agenda,' the government body charged with coordinating ICTs, as well as some government ministries, was especially promising for future cooperation and collaboration with the government. The workshop contained two parts. In the first, the participants learned how ICT policy decisions can – unwittingly – lead to the exclusion of some beneficiaries. For instance, policymakers are not always aware that by favouring state-of-the-art technology, such as CD-ROM's that require a fast computer with a large hard disk, they exclude groups who don't have access to the latest technology. The second part of the workshop focused more directly on building capacities for influencing ICT policies; it explored advocacy and lobbying processes and identified a multi-step approach for developing a campaign. Interest in this workshop was so great that the number of participants was much higher than anticipated. An effective lobby can influence the adoption and implementation of ICT at regional, national and even global levels. Advocacy and lobbying should thus be among the daily activities of knowledge sharing networks.



MALI

Connected communities



That all communes in Mali could boast their own telecentre: so dreamt the country's former President, Alpha Konaré. IICD was asked to translate this dream into reality. In 2004, IICD carried out a study to analyse and learn from this ambitious telecentre project experience. The Mali Country Programme started in 1999 and is directed at three sectors: education, health and livelihoods.

Although by the end of 2004 only five projects have been implemented and the programme is still in the expansion phase, progress has been made in the overall strategy of embedding these projects in national ICT policies.

Telecentres

At the Roundtable workshop on livelihoods and governance in 2000 it was decided that, in the slipstream of the governmental decentralisation process, ICTs could be used as a tool to enhance communication between rural, regional, and central administration institutions. IICD was asked to help translate the dream of the former president into reality and explore the possibilities. In 2002 pilot telecentres were established in the three communes of Fana, Kita and Koulikoro. The telecentres are best described as administrative service centres. While Internet connectivity forms the core of their business, the centres also offer photocopying, fax and scanning services. Customers are local citizens and local government officials alike. In the long run, telecentres will help to narrow the gap between government and citizens by improving communication opportunities, information services and transparency of government services.

In 2004 IICD conducted a study analysing the telecentre pilot project. Lessons from the project were applied to the development of a framework for launching future telecentres. IICD has also shared its experiences from this process freely with other organisations in Mali, and as a result, has been invited to participate with other key actors in a coordination committee for Malian telecentres. The committee strives to improve collaboration between telecentres in Mali and to adopt a common approach in developing and managing them.

ToguNet

After several knowledge sharing activities ToguNet, the knowledge sharing network for IICD partners and other ICT stakeholders in Mali, was officially launched in March 2004. ToguNet has expanded quickly and gained visibility thanks to public-private partnerships. ToguNet has partnered with six FM radio stations and has received sponsorship from Ikatel, Mali's first private mobile telephone company. An e-Festival was an opportunity for ToguNet to introduce itself to government authorities as well as the general public. ToguNet also organised a national information exchange seminar on ICTs for health. The results of this seminar were taken into consideration

in a national workshop on the validation of Mali's ICT for health policy, organised at the end of 2004 by the government of Mali.

Telemedicine

The use of ICT in Mali's health sector is concentrated in the capital Bamako. It is almost non-existent in the rest of the country and in regional hospitals. Therefore, the organisation Keneya Blown started a telemedicine project which includes Internet connections to four regional hospitals. Within the project it provided ICT training sessions for a total of 80 participants in these regional hospitals, who are now able to communicate with each other on for example their patient's diagnosis. By offering courses outside the capital, the project team aims to attract health workers to the regional hospitals. Another component of the project is the establishment of a platform for distance medical education. This platform enables the exchange of high-level courses through an Internet connection between the Hôpitaux de Genève in Switzerland and the Point G Hospital in Bamako, and has proven to be a great success. The experiment started primarily with specialists in Geneva giving lectures for medical staff and students in Bamako, but has become especially successful since specialists in Mali began giving South-North lectures on specific themes concerning tropical medicine.

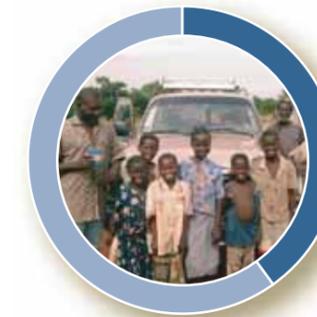
Capacity development

In 2004, an ICT training centre opened offering courses to IICD project partners, NGOs, private enterprises and individuals. In addition, the centre provides technical advice



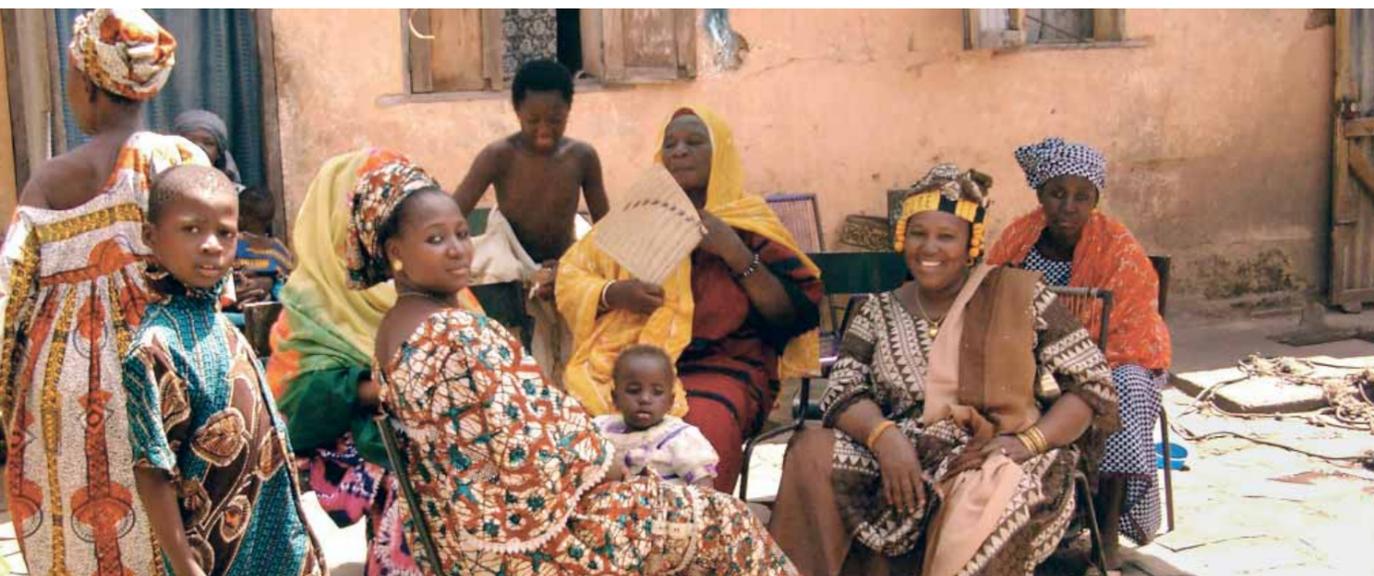
and develops Open Source Software solutions, such as websites that can be easily adapted to local languages – a proposal that has been submitted to the Open Knowledge Network (OKN) in West Africa.

For more information on Mali, please visit: www.iicd.org/countries/mali



Number of projects in implementation in 2004

■ Livelihoods (2)
■ Health (3)



Ritual dance

In December, IICD and 3AG extension workers visited the farmers' federation Fabema in the village of Bancoumana, 80 kilometres south of Bamako. 3AG is a Malian NGO supporting Fabema as it becomes an independent organisation. 3AG asked IICD to help improve communications between itself and Fabema, and between Fabema's headquarters in Bancoumana and its members in the outlying vicinity. There is virtually no communications infrastructure in the area surrounding Bancoumana. Paved roads, electricity and even telephone lines are nonexistent. Following discussions at the Roundtable workshop on Rural Opportunities in Segou, 3AG, Fabema and IICD decided to collaborate on establishing a hybrid system of ICT and radio technologies to connect the communities: an Internet/telephone connection between Bamako and Bancoumana, and from there a radio link to five villages. When the plan was presented to a representation that included farmers, women and elders, one of the elders stood up, cheered and performed a ritual dance. As he explained, "We have been waiting many years for a solution like this, and I frankly did not believe I would live to witness it. Forgive me, but if I were younger I'd go on dancing much longer."

BURKINA FASO

Knowledge sharing through expansion

ICT in the world's third poorest country? Why not? Support by IICD has enabled the ministries of Burkina Faso to launch their own websites, taking an important step towards transparency of national governance. The livelihoods sector saw the final formulation of five new project proposals.



When IICD first launched the Burkina Faso Country Programme in 1997, government processes were renowned for being slow, bureaucratic and cumbersome – a legacy from the former colonial French-based system of centralised government. Now, seven years later, e-governance has appeared in the world's third poorest country. In one e-governance project, over only 14 months and with a limited budget, IICD's partner DELGI (Délégation Générale à l'Informatique) managed to launch twenty ministerial websites. Today, human rights activists can find information about the Burkina Faso legal system at the website of the Ministry of Justice, and NGOs can find all the information they need about government social programmes at the website of the Ministry of Social Action and Solidarity. The ministerial websites have greatly improved the transparency of national governance in this West African country.

The websites were presented during the National ICT Forum organised by DELGI in April 2004, which was attended by some 800 representatives of the government, political parties and civil society. Even though the websites received much attention on national television, simply

launching the sites is not enough to guarantee their relevance. The sites must be maintained and documents and data must be added on a regular basis. Prior to the launch, DELGI put together a programme to develop ICT capacities within the ministries. Such capacities are critical for maintaining enthusiasm and ensuring ownership of the websites. An evaluation of the project has indicated that there is a further need for support and guidance in the areas of institutional embedding, content development and capacity development. In early 2005 IICD will discuss with DELGI the need for an extension of the project.

New projects

Six projects were in implementation in 2004. They span three very different sectors: governance, education and livelihoods in agriculture. In the expansion phase, IICD and its partners are building a critical mass of activities that will contribute to ICT-enabled development. Following the outcome of the July 2003 Roundtable workshop on 'Livelihoods in Rural Areas', in 2004 the local partners started transforming project ideas into actual project proposals for the livelihoods sector. By the end of the year, four new projects were about to be implemented

in addition to the projects already in place. Altogether, this process took 18 months, and careful planning has been essential to ensure local ownership and to make sure that participants feel committed to their project. This planning is all the more critical as beneficiaries and other stakeholders have little experience with drafting project proposals, and knowledge about ICTs is low to non-existent, especially in the rural areas.

South-South exchange

Just eighteen months after its launch, Burkina-NTIC, Burkina Faso's local knowledge sharing network, has developed into a vibrant network with a state-of-the-art website that plays an important role in local information exchange. This kind of South-South information exchange and knowledge sharing helps to generate local solutions for local problems. However, despite the network's success, some aspects still demand attention. For example, Burkina-NTIC coordinator Yam Pukri has collaborated with IICD to diversify participation in the network by involving more local organisations. These efforts have resulted in the creation of specialised commissions composed of different network members with different fields of expertise. The commissions share responsibilities throughout the network, leading to a greater democratisation of the Burkina-NTIC structure.

For more information on Burkina Faso, please visit: www.iicd.org/countries/burkinafaso



Number of projects in implementation in 2004

- Livelihoods (1)
- Governance (1)
- Education (4)



Focus Group Meeting

In April 2004, for the first time in the history of the Burkina Faso Country Programme, partners joined together in a Focus Group Meeting. Prior to the meeting, local M&E partner GREFCO analysed questionnaires that project partners had completed after the 2003 Roundtable workshop, while they were still in the process of formulating their project proposals. During the Focus Group Meeting, the results of this analysis were discussed. One of the findings of the questionnaires was that project owners considered that the active participation of end-users in the formulation process was very important. As one stated, "Take into consideration the real needs at the base; we want to ensure the implementation of the projects and mobilise all actors involved." But when the questionnaires asked partners to rate the actual participation of end-users in that phase, the scores were low. Therefore, end-user participation was one of the topics selected for discussion during the Focus Group Meeting. According to the project partners, end-user needs are always considered in the project's development. Partners are already aware of end-user needs and expectations, since they work closely with their target groups on a daily basis. A new needs analysis is not required. However, one of the outcomes of the meeting was that partners acknowledged that validation of end-user needs should take place at an early stage.

ZAMBIA

Building a critical mass

Small-scale projects with concrete results, instead of large projects directed towards ambitious, long-term goals: this is the new approach of the Zambia Country Programme. Under the recently established Small Initiative Fund, three new projects have been implemented this year and one more will follow in 2005.



Zambia is one of Africa's poorest countries. Even the abundant copper reserves have not saved 70 percent of its inhabitants from living under the national poverty line. Meanwhile, the spread of HIV/AIDS, a relentless brain drain, and the extreme work-overload of those who do remain have taken a severe toll on the country's human resources. Against this background, long-term planning for ICT-enabled development is difficult. Generating ideas for projects within the Zambia Country Programme has never been a problem, but the translation of these ideas into feasible projects has been a challenge. In particular, it has been extremely difficult to develop sufficient ICT-enabled projects and policies to set up a truly dynamic programme and to enable cross-fertilisation between the projects. Some project partners approached the long formulation period from a positive angle: evaluation carried out by questionnaire revealed that the length of the process helped some of them to fine-tune the development goals and integrate their projects into their organisations. Nevertheless, in 2004 particular attention was paid to strengthening the skills of project teams to formulate solid project proposals.

New strategy

In 2004 the Zambia Country Programme reviewed its strategy regarding project implementation. After observing that many small-scale activities were getting off the ground comparatively quickly, IICD decided to add a 'small initiatives' component to the programme. IICD partner Mr. Edwin Zulu reflects on another reason for the change: "The idea came about after IICD realised that many of the projects in Zambia had little focus on the vulnerable rural women and youth. We realised that there was a lot of potential for the enhancement of youth and women's livelihoods through the use of ICTs." This new strategy involves setting up small-scale, manageable projects that promise to have positive results in the short term, rather than large projects that require lengthy and sustained investments in order to achieve ambitious, long-term goals.

The projects are financed by the Small Initiative Fund (SIF), which is linked to the Open Knowledge Network (OKN). These small-scale projects will generate knowledge which will be disseminated into wider communities. The projects will have a direct, positive and concrete impact on the

participants and can provide valuable lessons for similar initiatives through the knowledge sharing network in Zambia.

Small initiatives

The SIF enables grassroots organisations to introduce ICT into their development activities, and provides basic ICT training. In 2004, the SIF supported three new projects. Out of these, two initiatives were able to capitalise on the opportunity. The simple use of PCs, the Internet, a digital camera and a scanner has enabled the Kalomo Women's ICT Group and the Chawama Youth Project to improve their access to information, as well as to use ICTs to serve their respective communities.

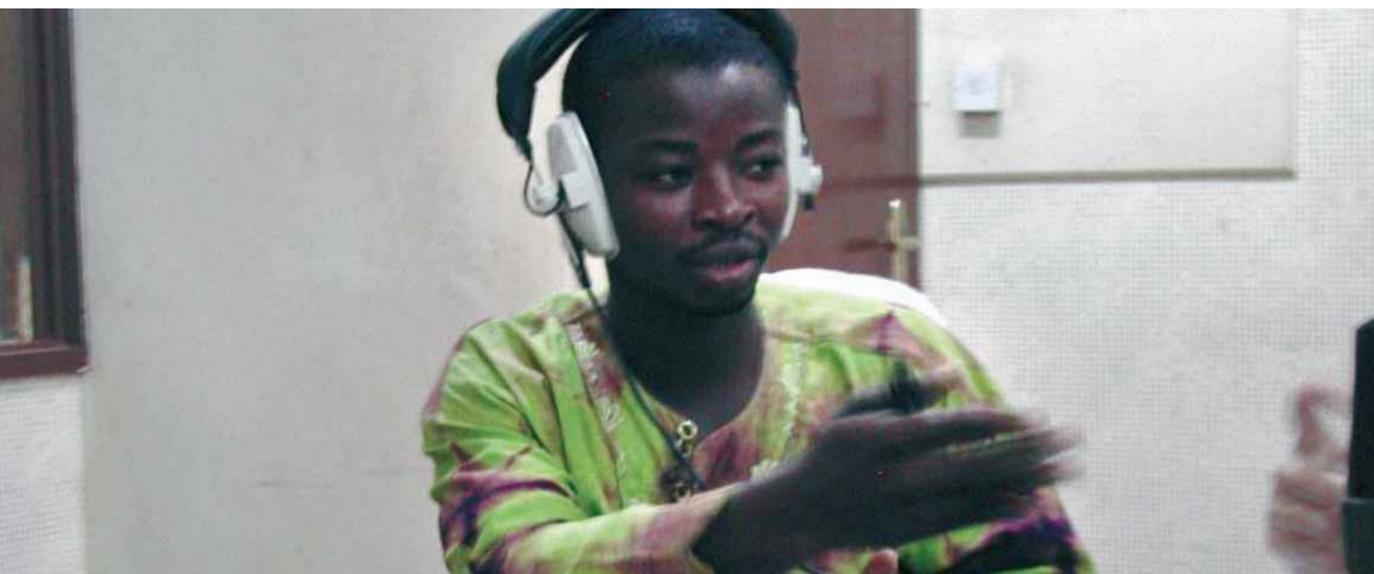
The Kalomo Women's 'Bwacha' – meaning 'dawn' or 'coming from the darkness into the light' – uses the technologies to provide a much-needed connection to the outside world for residents of Kalomo. For example, they use the information obtained through the technologies to improve their regular HIV/AIDS counseling and to find markets for the handicrafts made by members of the women's groups.

The Chawama Youth Project was already effective in helping out-of-school youth in the Chawama Compound by providing access to skills training in such areas as auto mechanics, carpentry and sewing. Using simple ICTs to make pamphlets and other marketing materials, they have been able to better sell training courses as well as the products manufactured in these courses by the



students, thus increasing the sustainability of the project. In addition, the availability of online communications saves the members of the Chawama community the time and expense of having to travel all the way into Lusaka city centre. These small projects have already generated national and international interest and they demonstrate how disadvantaged communities can use modern ICTs to improve their livelihoods. These improvements inspire policymakers to support such initiatives in a number of ways – for instance, by waiving certain licensing obligations that are required for commercial telecentres.

For more information on Zambia, please visit: www.iicd.org/countries/zambia



Extending the reach of agricultural information

IICD's partners in Zambia are keen to provide their impoverished constituencies with appropriate and timely agricultural information on topics such as new seeds or fertilisation methods. Following the 2002 Roundtable workshop on livelihoods, the Zambia Agricultural Research Institute (ZARI) initiated a project that uses ICTs to extend its reach to remote areas of the nation, with a special emphasis on Kasama District in the far Northern Province – a twelve-hour drive from the capital Lusaka. Northern Province has seen little to no donor support in recent years, even though it administers the largest agro-ecological zone in the country. Given the profound needs of the people in this province, it is an appropriate candidate for ZARI's focus. District-based NGOs, local Heads of Administration, and the National Agricultural Information Services (NAIS) all play key roles in helping agricultural extension workers and farmers gain access to crucial agricultural information. During the ZARI project introduction seminar in late 2004, these and other agricultural stakeholders in Kasama and its surrounding areas expressed enthusiasm about working closely with ZARI's local agriculture research stations, as well as with district agricultural information officers, to help nourish this project to fruition.

GHANA

Focus on youth

In the ICT4D arena, project owners increasingly work to ensure that their projects support national and international development priorities such as the Millennium Development Goals. In line with these goals, two of the key issues occupying the Ghana Country Programme in 2004 were health and education, with an important focus on youth.



The Ghana Country Programme, in place since 1998, consists of six projects in the sectors of health, education, livelihoods and governance. Initially hosted by the Internet Society of Ghana (ISOC Ghana) in Accra, the projects are now run by a mix of organisations, including government ministries, the private sector and civil society organisations. Currently in the expansion phase, the Ghana Country Programme seeks ways of embedding its current projects at the sector level. To achieve this, the programme draws upon experiences gained from the projects themselves as well as from the experiences of the local knowledge sharing network, GINKS (Ghana Information Network for Knowledge Sharing), which is actively engaged in harvesting and disseminating ICT4D lessons and best practices in the country.

Global Teenager Project

The international Global Teenager Project (GTP) was started in 1999 to stimulate 'a quiet revolution' in classroom teaching in secondary schools all over the world. In 2003, the Ghanaian component of the project expanded to become a national cluster that features participation in Learning Circles and training teachers and students. Spearheaded by partner organisation

Rescue Mission, GTP saw the number of participating schools in Ghana increase from seventeen to twenty-six, covering five of the country's ten regions in 2004. New elements such as the Understanding Diversity project, the national web competition, and the ThinkQuest Africa web development competition saw the introduction of new web development skills, as well as student participation in regional competitions. These activities, running parallel to the Learning Circles that form the core of the project, have led to the deepening of the project's roots within the schools, increasing the number of students and teachers skilled in ICT within the school. For the first time in the history of the project, primary schools have been successfully included as well. Innovative ways of overcoming difficulties with connectivity have also been piloted; some of the more successful approaches have included helping schools without Internet connectivity to participate in Learning Circles by building links with local Internet cafes, and developing content offline for uploading later.

An intermediary Output-to-Purpose Review of the project revealed that students and teachers participating in the programme were reaping important benefits from it.

Most notably, teachers were shifting their pedagogical approaches in the classroom, using their new skills and equipment to enhance their organisational and teaching skills. As with the participating students, the teachers observed that the cross-cultural exchanges developed both their interpersonal and cognitive skills. Students indicated that through the project they have learned to ask more critical questions and to communicate more effectively.

ICT for rural health

While the Millennium Development Goals have identified maternal and child health as a key target, the majority of Ghanaians – particularly in rural areas – lack access to adequate health care. To address this situation, the Health Foundation of Ghana, working with local and international partners, is using digital media to support and enhance community health work with relevant information that can be used by field workers with their clients.

Started in 2003 and completed in 2004, the project increased the capacity of health workers to use digital media to create, develop and present health information geared to the local context. Working with local partners, the Foundation produced CD-based videos on topics such as HIV/AIDS in the workplace, breastfeeding, immunization, and diarrhoea prevention. Tested in five communities near urban centres in Northern Ghana, the project demonstrated a number of important strategies. These include using multimedia to reach illiterate or semi-illiterate target groups and to support local content development and peer education; using local language and dialect to reach rural communities; and employing low-



end technologies in the absence of the Internet – or even electricity – in some remote areas.

For more information on Ghana, please visit: www.iicd.org/countries/ghana



Number of projects in implementation in 2004

- Livelihoods (3)
- Governance (1)
- Education (1)
- Health (1)



Comic CD-ROM on HIV/AIDS

According to some health communication experts, young people are becoming oversaturated with warnings about HIV/AIDS, and are increasingly immune to the scare tactics and serious tone of TV and radio campaigns aimed at changing their behaviour. Aiming to capture young people's attention in a new way, GINKS and IICD are using ICT and a fresh approach with a comic CD-ROM called 'AIDS: The Ultimate Killer'. The story is about two friends who discover the deadly effects of HIV/AIDS and decide to tell others about it. The CD-ROM is intended to complement the existing campaigns of the Ghana AIDS Commission and other civil society groups working on increasing awareness and promoting prevention. It is also a good example of GINKS' mission: to promote ICT as a tool for development in Ghana.

TANZANIA

The challenge of embedding



For a Country Programme to enjoy long-term success, its initiatives must become embedded: incorporated into the organisation and finally into the sector. Embedded projects are likely to have an impact long after IICD's involvement has come to an end. As the Tanzania Country Programme is now in the consolidation phase, embedding is a top priority.

Embedding a project is not an easy task; it requires determination and patience. In the Tanzanian education sector, this process is taking longer than expected. Some activities have been embedded in the sector, but in general NGO activities are difficult to integrate as the sector is fragmented due to an overabundance of projects in the past. The Ministry of Education and Culture, the Tanzania Commission for Science and Technology (COSTECH) and IICD are currently collaborating on raising awareness of the possibilities of ICT and developing a consistent ICT implementation strategy, which will help NGOs in some cases align their initiatives with current government policies and financing opportunities.

Reach out to the countryside

The potential of ICTs in the education sector is demonstrated by the website run by TanEdu, a partner of IICD. The site, which receives a large number of visitors, is a rich source of information on education, including examination results, funding opportunities, and teaching materials. However, while the website provides an important public service, ensuring its sustainability remains a challenge at the same time. TanEdu has proven effective in bringing its resources to the countryside,

in the process transforming itself into an education service delivery organisation. In 2004, TanEdu launched a programme to reward the country's twenty best secondary school graduates. It managed to trace these students, ten boys and ten girls, some from remote areas, and invited them to Dar es Salaam, where they received an intensive three-week ICT training course. TanEdu cares about the people it serves – a philosophy and approach that will help to overcome the barriers of regional isolation and make development more inclusive and dynamic. The Tanzania Education Authority, a government-backed institute, has decided to invest in TanEdu by sponsoring this programme and has invited TanEdu to submit a proposal for future sponsorship of these types of events.

Breaking isolation

The theme of overcoming isolation was also apparent in the case of youth groups in the municipalities of Mwanza and Magu. These groups, affiliated with the Cromabu project in the livelihoods sector, received training in ICT and business development. Participants attested that the courses caused a "shift in their thinking" which enabled them to become much more pro-active. Some have already started their own small businesses.

Distance Learning and Education Services (DILES), an IICD partner, runs a project that provides learning materials to remote areas of Tanzania; this initiative is in the process of becoming embedded, as DILES recently signed a Memorandum of Understanding with the Institute of Adult Education, the leading distance education organisation in Tanzania. Both will collaborate to create and maintain a website that delivers certified learning; they will also work together to ensure the broad distribution of learning materials.

Building blocks

ICT becomes an accessible and cost effective educational resource once it has been fully integrated into education policies in the country. In Tanzania many of the building blocks for a comprehensive ICT for education strategy are now available: affordable shared access points in remote areas, reliable refurbished computers, training opportunities for teachers and tutors, and strategies to further develop teaching methods and materials. Services such as those provided by TanEdu and the student website Wanafunzi also play a key role. The Ministry of Education and Culture, COSTECH and IICD are currently developing an ICT implementation strategy which should help bring these elements together to ensure that ICTs find their proper place in Tanzania's education system. Closer cooperation with a partner like the Tanzania Education Authority could significantly enrich this process.

For more information on Tanzania, please visit: www.iicd.org/countries/tanzania



Number of projects in implementation in 2004

- Livelihoods (3)
- Governance (3)
- Education (7)



The 'Kinondoni approach'

The use of ICT by municipal councils is an important step towards the improvement of democracy and governance in developing countries. In Tanzania, the 'Kinondoni approach' has become a catchphrase in discussions on e-governance. Kinondoni is a municipality within Dar es Salaam with a population over one million people. It is demonstrating how ICTs can be used to improve municipal governance and communication between citizens and government. The Kinondoni municipal website makes local government more transparent by providing information about health, education, transport and industries. In addition, civil servants are using ICTs to collect and manage information on a range of subjects, making government services more efficient. For example, data on land ownership is now managed using an easily accessible, ICT-based land register – a resource that is of utmost importance to individual citizens as well as companies. Having learned from the successes and challenges of the Kinondoni project, IICD and its partners are looking at ways to replicate this experience in other municipalities. In fact, three districts (Karakwe, Kazulu and Rombo) and three municipalities (Mwanza, Ndama and Mbaya) have approached IICD requesting a seminar on the Kinondoni approach.

UGANDA

Sustaining opportunities



The Uganda Country Programme is very active with eleven ICT-enabled projects in the education, governance, health and livelihoods sectors. However, to increase opportunities for sustainability, these projects need to be firmly embedded within the partner organisations. In 2004, this often difficult process made a promising start. The next step, focusing on ICT in sector policies, will begin in 2005.

From the start of the Uganda Country Programme in 2000, IICD's local partners have enthusiastically initiated meetings, workshops, training sessions and newsletters. The local knowledge sharing network, I-Network Uganda, has been an effective national champion of ICTs for development. Although most activities are still centred in and around Kampala, the capital city, three projects are having an impact up-country: District Net (governance sector), ICT in Vocational Education – Uganda Technical Colleges (education sector), and ICT Maintenance for Rural Uganda (livelihoods sector). In 2005, these and other projects, such as Improving Competences for Rural Small & Medium Scale Enterprises, will aim to increase the role of ICT4D in regions outside Kampala.

One of 2004's highlights was the establishment and swift development of EACOSS, the first Open Source Software centre focussing on the East African region. Supported by IICD, EACOSS has introduced awareness creation for public and private sector, training, certification and access to Open Source Software. This Kampala-based centre enables people from around the region to learn more about effective, affordable and appropriate software technology

for development in Africa. In the past year, IICD and EACOSS intensified their relationship with Ordina, a Dutch ICT consultancy company, which is now providing training, certification and technical support to the centre's staff and end users. In 2005 this private-public sector partnership will be further developed.

Link to core activities

IICD's project partners consist of a broad mix of public, private and non-profit organisations, a fact which will help to embed the projects at the sector and organisation levels. The involvement of government representatives is especially crucial as they determine national policies. Fruitful links have been established with several ministries. For example, in the livelihoods sector, the Ministry of Tourism and Industry has begun to implement an Information Management and Networking project. This project includes an analysis of the flow of information between the Ministry and its affiliated organisations such as the National Tourism Bureau. The project is closely linked to core activities of the Ministry and therefore increases the likelihood that ICT projects will be embedded at the organisational level.

Raising awareness

In 2004, I-Network organised ICT-related seminars for ministers and Members of Parliament. These seminars have resulted in increasing ICT awareness among politicians and senior officials. Activities such as these influence the formulation of ICT policies that respond to development priorities, and facilitate the process of embedding ICTs at the sector level.

I-Network's importance as a national knowledge sharing platform was emphasised by the ICT Advocacy award it received – together with the Women of Uganda Network (WOUGNET) – in July from the Uganda Communications Commission, the national regulator of the ICT sector. In 2001 I-Network was established as a structured knowledge sharing initiative with the goal of empowering people; today more than 60 organisations and almost 200 professionals take part in the network. In a short time, I-Network has become a very active player on the national ICT scene. It initiates and facilitates knowledge sharing activities across the country in the form of seminars, newsletters, and national ICT4D events, such as a computer camp for 60 secondary school students. I-Network members selected the themes entrepreneurship, agriculture, and education as a focus for their activities during 2004. Additional local partners are currently being sought by the network's central coordinators to help fulfil the growing demand for I-Network's awareness raising activities.

For more information on Uganda, please visit: www.iicd.org/countries/uganda



Number of projects in implementation in 2004

- Livelihoods (5)
- Governance (2)
- Education (3)
- Health (1)



Small grants for local content

The production, storage and dissemination of local knowledge can be facilitated by the use of ICTs. However, ICTs can only be effective in this process if the capacities are in place to make appropriate use of new technologies – a reality that the Open Knowledge Network (OKN) project takes as its starting point. The goal of OKN is to strengthen the abilities of local communities and organisations in developing countries to create, synthesise, adapt, and exchange valuable and potentially wealth-generating local content, as well as to access appropriate knowledge from elsewhere. In Uganda, the OKN programme is managed by I-Network Uganda. In mid 2004, under the OKN programme, I-Network and IICD announced a Small Grants Fund to support innovative activities that contribute to the understanding and application of ICTs in the creation and exchange of local content in Uganda. The fund distributed €40,000 among five projects as non-renewable grants of €8,000 each. At the end of a twelve-month period, a workshop will showcase the results from the five projects.

BOLIVIA

Empowering end-users

In terms of the number of end-users of the Country Programme, nowhere is the impact greater than in Bolivia. According to some estimates the programme had 50,000 end-users and around 500,000 'indirect' users. The biggest impact is found in agriculture, where the introduction of ICT has led to an improvement of the economic situation of many farmers.



The Bolivia Country Programme, also known as TiCBolivia, started in 2000 and is in the consolidation phase. In this phase, IICD and local partners are working together to ensure the sustainability of the capacity development programme, the knowledge sharing network, and the fifteen projects implemented during the Country Programme. This process involves collaboration at the sector and national levels to develop strategies for integrating these initiatives and ensuring local ownership. In Bolivia, activities focus on three sectors: livelihoods (mainly agriculture), governance and education.

Reaching out

In order to evaluate and learn from the progress of the different components of the Country Programme, IICD carried out an evaluation study in 2004. The study revealed some striking outcomes. Over just a few years, at least 50,000 Bolivians made use of or contributed to the programme's projects and activities. Among the users are farmers, leaders of indigenous communities, local institutions, secondary school students, teachers, government ministries, and rural deprived citizens. A far larger group, estimated at around 500,000, got in

touch with the programme either by visiting the website, listening to radio programmes, or using computer facilities. For many of them, their first exposure to ICT was through the Country Programme.

In addition, about 85% of the end-users surveyed stated that the Country Programme's projects and activities had increased their awareness of the benefits of ICTs. Moreover, they reported that they felt empowered by knowing how to use ICTs. Another striking outcome was that 70% of the end-users reported economic gains as a result of the projects. As one small-scale farmer said, "Since I have learned how to operate a computer and how to use the Internet, I know which prices I can demand for my products, when and where to sow and how much income the crop will yield." Clearly, the Country Programme in Bolivia has been very effective.

Embedding in government policies

One of the most important goals of IICD and its partners is to make sure that ICT know-how does not disappear when IICD ends or reduces its financial support of projects. In general, the failure of projects to sustain a transfer of

knowledge to local communities is a common weakness of development aid. Today, however, donors and local organisations are much more aware of this problem. IICD uses a variety of strategies to ensure that project experience is reflected in sector policies.

For example, several of IICD's partner organisations have made strong lobby efforts in the agricultural and education sectors. The Ministry of Agriculture has integrated ICTs as a central instrument in its rural development policy. It has also begun to implement an ICT strategy which will address the needs of small farmers. In the education sector, IICD assisted the Ministry of Education in the preparation of a nation-wide ICT strategy and implementation plan, benefiting 4,000 primary and secondary schools and all teacher training and adult education centres in Bolivia. ICT experience gained through projects in the education sector, including those supported by IICD, serve as key examples of how ICT can enhance the quality of teaching and learning. These organisations are expected to become partners of the Ministry in the implementation of the strategy, and IICD has been asked to participate in the monitoring and evaluation of the process. As it is an integral part of the national education programme, the strategy is eligible for funding by a group of donor agencies in Bolivia.

IICD's knowledge sharing network TiCBolivia.net plays an important role in Bolivia's national ICT policy. The network partners are actively involved in the formulation of a national ICT strategy that takes into account the needs of users in rural areas, including equal and



affordable rural connectivity and human capacity. The national stakeholders recognise that the TiCBolivia programme is a leading ICT programme with wide-ranging experience in ICTs for development in Bolivia.

For more information on Bolivia, please visit: www.iicd.org/countries/bolivia



Number of projects in implementation in 2004

- Livelihoods (7)
- Governance (3)
- Education (3)



Recognition

IICD partner APCOB (Apoyo para el Campesino Indígena del Oriente Boliviano, or 'Support for the Indigenous Farmer in Eastern Bolivia'), has been selected from finalists as one of the top twenty organisations responding to UNESCO's call for "good ideas and best practices in local content production and distribution in Latin America." APCOB has developed four multimedia CD-ROMs on indigenous people for basic, secondary and teacher training. The modules, the first educational products to be presented in this format in Bolivia, are integrated in the intercultural education curricula of five pilot schools. The Ministry of Education now considers using the modules in the national curriculum, and is also willing to fund the development of new modules – a further token of the excellence of APCOB's work. This project is a good example of embedding local or regional projects, in this case in a national education policy. UNESCO will invite the twenty selected organisations to a brainstorming workshop to set up an informal, ICT-enhanced network of professionals and institutions working in the area of local content production and dissemination. Further, the group will assess the feasibility of online content and on-demand concepts and modules, and concrete project proposals will be developed and implemented in 2006-2007.



JAMAICA

Harvesting lessons from the frontrunner

Jamaica is the first country to reach the fourth and final Country Programme phase: shared dialogue. In this phase, local actors assume the responsibility for projects and other initiatives, and IICD's involvement gradually diminishes. As the first country to reach this phase, Jamaica's experience can impart valuable lessons.



Jamaica was one of the first countries to approach IICD for assistance on ICT issues. As a result, the Jamaica Country Programme was started in 1998. In 2004 the final phase was reached: shared dialogue, marking a change in the roles and responsibilities of both IICD and local partners. Within this phase, all activities – including projects, capacity development, and information exchange & networking – are to be developed and managed independently by local actors, and with less financial support from IICD. However, IICD continues to provide support and advisory services, and to collaborate with the local knowledge sharing network in catalysing, harvesting and sharing lessons with the wider ICT for development (ICT4D) community. This phase focuses on learning, knowledge sharing, and embedding ICT4D at the national policy level.

Adjusting to new roles

The situation in Jamaica is unique in that the formal start of information exchange & networking activities started late in the process, coinciding with the shared dialogue phase. The ICT4D Jamaica Network, which is the main IICD support mechanism in the shared dialogue

phase, was officially launched in March 2004. This situation created both opportunities and challenges, and a number of lessons have been learned as a result. One set of lessons is about capacity. The roles and skills needed in the shared dialogue phase should ideally be fostered in previous phases, including skills in advocacy and lobbying, awareness raising, negotiating, networking and facilitation. Coordinating capacities must also be developed in previous phases. The shared dialogue phase involves a dynamic and not necessarily predictable process. Since governance of activities is local, priorities can differ from the other IICD Country Programmes' components. Both IICD and local partners must acknowledge and accept this reality. To ensure a smooth transition, governance of the network should be in place at the end of the third phase, consolidation.

Sharing knowledge

The network ICT4D Jamaica currently focuses on five thematic areas: entertainment/music, tourism/hospitality, agriculture/agribusiness, education/training and community development/e-governance. Knowledge sharing remains an underpinning element in the overall

information exchange & networking strategy, and to support it, the Network continually collects case studies of local ICT-enabled projects and uses them in workshops, which reach a wide group of stakeholders. To ensure the involvement of stakeholders offline, content is also disseminated via the Network's quarterly newsletter Jamaica Links. Furthermore, findings from evaluation studies and workshops are shared via the ICT4D Jamaica website and packaged on CD-roms.

Learning from experiences

'Harvesting lessons' – that is, learning from past failures and successes – is vital for development. Two extensive evaluations were completed in 2004: the Portmore Roundtable Process Report and the Country Programme Status Report. Both highlighted valuable lessons for the Jamaica Country Programme. The Portmore report emphasised the need to assess thoroughly the capacities and priorities of stakeholders, to ensure mutual understanding of assumptions, expectations and operating styles, and to define the roles and responsibilities of all participants in the multi-stakeholder process. Despite the fact that the projects emerging from the Portmore Roundtable have not yet achieved their goals, outcomes of the evaluation were valuable and taught both IICD and its partners how to proceed differently in the future. The Status Report stresses that ICT-enabled projects were affected by a multitude of factors that influenced the outcomes of the Country Programme. These include not just the technology being used, but also the political environment, the complexity of projects – especially in



the initial phases – and the capacities of organisations and individuals implementing these projects.

For more information on Jamaica, please visit: www.iicd.org/countries/jamaica



Number of projects in 2004*

- Livelihoods (4)
- Education (1)

* In Jamaica all projects are continuing independently of IICD as the programme reached the phase of shared dialogue in 2004.



Partnering in shared dialogue

Against a background of fragmented approaches to ICT-enabled development and 'pockets of excellence' that have not yet expanded regionally and nationally, ICT4D Jamaica has positioned itself as an open organisation established to define, promote and facilitate the use of ICTs in the development process. By acting as a key facilitator, ICT4D Jamaica provides both a communication platform and a community of practice that encourages dialogue and provides a repository of knowledge and experiences through on- and offline interactions with a wide group of stakeholders. With the Human Employment and Resource Training Agency (HEART Trust/NTA) as a pivotal local partner and supported by a group of committed persons, the Network has succeeded in working with individuals, public and private organisations, and civil society in advancing national development through ICTs. One example of fruitful cooperation is with the Central Information Technology Office (CITO) – an agency under the Ministry of Commerce, Science and Technology – responsible for updating the National ICT Strategic Plan.

THEMATIC NETWORKING

A strategy revised and revived

Thematic Networking is one of two pillars of IICD's strategy for empowering people in the South, acting as a complement to the Country Programme approach. In order to support the Country Programmes more directly, the Thematic Networking strategy was redefined in 2004.

Whereas the country provides the focus of Country Programmes, Thematic Networking is a set of activities designed to promote understanding of ICT4D issues and approaches within sectors; thus it crosses borders to share knowledge about sector-specific issues. Thematic Networking is positioned as a clearinghouse for the sharing and exchange of knowledge between local partners and the international ICT4D community, and by encouraging cross-country exchanges it assists project partners in finding solutions to the problems they encounter.

Reflection

In April 2004 IICD decided to adopt a redefined strategy for its Thematic Networking programme. There are three main components of this redefined strategy. First of all, the programme will carry out sector Impact Studies that harvest the lessons learned from IICD projects within a single sector, and that will clarify sector-specific issues for the benefit of local partners, policymakers, and other international organisations and donors. Secondly, Thematic Networking will help to make IICD's project partners more

successful by organising cross-country exchanges. Finally, Thematic Networking will further develop networks of organisations with sectoral expertise that can assist IICD and its partners in realising their goals.

Impact Studies are the first part of the Thematic Networking process. In 2004 IICD completed an Impact Study on education. This study describes and assesses the impact of IICD's activities in the education sector to date, and links them to other relevant initiatives and research in the sector. The study's results will be published in 2005. An Impact Study on livelihoods was also started and will be completed and published in 2005. In 2005 the livelihoods and education themes will proceed with cross-country learning events, knowledge partnerships and advocacy, thus completing the process. A third theme will begin the Thematic Networking process in 2005.

Restart iConnect

Sharing knowledge with other people is one of the most important ways one can empower them. The iConnect website and eBulletin is IICD's knowledge

sharing platform on ICT for development (ICT4D) issues. Drawing on the results of a 2004 user survey, and also in light of changes to the financing structure of iConnect, IICD has adopted a new strategy that will strengthen the focus on Southern content written by Southern people. At the core of the renewed iConnect is a series of locally written articles on the impact and use of ICT for development. Dissemination throughout Africa, Asia and Latin America will take place via three regional organisations with common development and knowledge sharing objectives. A kick-off meeting with new national iConnect coordinators was organised by IICD's partner organisation UNECA in Ethiopia. The iConnect website will continue to disseminate the experiences of partners and other organisations working in the ICT4D field, including IICD/Bridges.org case studies, ICT Stories and Dgroups. Further, the monthly eBulletin, with an email circulation of over 2,000, contains locally produced articles, as well as highlights and news items. To better meet the demands of iConnect visitors, a website overhaul is planned for early 2005.

Dgroups

Dgroups is an online discussion platform and a joint initiative of IICD, Bellanet, DFID, Hivos, ICA, OneWorld, UNAIDS, and World Bank. These partners are supported by a larger network of member organisations which

together make up a rich resource base for interaction and sharing. Dgroups is extremely appropriate for IICD's networks as it is targeted at low bandwidth users in the South. This is illustrated by the large increase of its use amongst IICD's local information networks and Global Teenager Learning Circles in 2004.

For more information on Thematic Networking, please visit: www.iicd.org/thematics

Active Thematic Networks

- Education
- Livelihoods

Active Thematic Areas

- Evaluation
- Capacity Development



Global Teenager Project

For both parties it was a historic occasion: during the World Summit on the Information Society (WSIS) in Geneva at the end of 2003, IICD and SchoolNet Africa signed a Statement of Intent to transfer managerial and operational responsibilities for the Global Teenager Project (GTP) from IICD to SchoolNet Africa while IICD advises and assists where appropriate and finances the core activities. Thus the GTP returns to the continent where its foundations were first laid. The actual transfer took place in 2004, and SchoolNet Africa has been successfully coordinating GTP ever since.

Over the last five years, GTP stimulated 'a quiet revolution' in classroom teaching at secondary schools all over the world. Students form Learning Circles – that is, small clusters of classes from the South and North which communicate with each other via the Internet – to discuss topics such as HIV/AIDS or human rights. They learn about the subject and experience different cultural viewpoints.

The choice to transfer this successful project to SchoolNet Africa was logical because SchoolNet Africa is, like IICD, pioneering the use of ICT in the classroom in developing countries. SchoolNet Africa's extensive network will ensure that GTP's growth potential will be fully realized, not just in Africa but worldwide. The objectives and working structure of the project will stay the same, and the Learning Circles will remain one of the strongest components of the project. SchoolNet staff will provide the day-to-day contact for all involved in the project, with IICD in a supporting role.

IICD

External developments require organisational adjustments

In order to address new challenges, we must at times adopt new approaches. In 2004, IICD realised that external developments within its focus countries, but also on a more strategic international level, were demanding new ways of undertaking activities.

In our seven-year existence, we have remained flexible in our ability to adapt to the changing needs of both the developing countries in which we are active and our international partners. We have frequently reflected upon what our added-value is, and how we can use it to strengthen development. This consideration applies to changes in the way we work, but also to changes in our organisational structure.

Supporting the organisation

For some years, IICD has grown in terms of front-office staff and functionalities, while the supporting processes have been lagging behind. The gap between the quality of processes and systems was making it difficult for IICD to function effectively and consequently some 'catching-up' has been necessary. In 2004, IICD has taken great strides towards aligning our systems with our requirements as a whole. For example, financial tracking and reporting systems have been strengthened and now better meet the demands of partners. Also, a 'Risk Inventory and Evaluation' was carried out, leading to recommendations to improve staff's safety and working conditions.

At the end of 2004, IICD underwent a process to integrate staff members from Knowledge Sharing, Thematic Networking, Corporate Communications and Partnerships into a single team: International Programmes. At the same

time, Information Networking (IN) was spun-off from Knowledge Sharing, thus beginning the process of making IN an integral part of the respective country teams in Country Programmes.

The human side of expertise

IICD's strategic priorities – embedding, harvesting and leveraging – have evolved organically from our work since 1997. At the same time, they are also proactive responses to the broadening demands of the ICT4D arena. IICD is responding to requests from governments to assist in realising sector-wide policies that would provide support for ICTs (embedding). IICD is also working hard to extract the vital lessons and assess the impact of ICT4D (harvesting). And IICD is exploring how it can bring this knowledge and experience to a broader constituency and thereby increase its impact as a development organisation (leveraging). These strategic priorities and our further steps towards becoming an expertise organisation have had and will continue to have significant impacts on IICD's human resources. Therefore, in 2004 we began to develop a human resource management policy to support this process.

IICD staff

At the end of 2004, IICD employed 26 staff members, six of whom are foreign nationals.



Management team: Mr Jac Stienen (Managing Director), Mr Alan Gilmore (Team Leader Finance & Central Services), Ms Ingrid Hagen (Team Leader International Programmes), Mr Stijn van der Krogt (Team Leader Country Programmes), Ms Joke Oranje** (Team Leader Knowledge Sharing & Communications).

Team Country Programmes: Ms Neeltje Blommestein, Ms Denise Clarke, Mr Nathan Ducastel, Ms Lisette Gast, Ms Saskia Harmsen, Mr Arjan de Jager, Mr Francois Laureys, Ms Bénédicte Marcilly, Mr Nic Moens, Mr Willem Roodenburg**, Ms Loeki Schaeffers, Mr Liang Tan, Mr Deem Vermeulen, Mr Tjalling Vonk** and Mr Oussen Zongo*.

Team International Programmes: Ms Ellien ten Cate, Ms Nynke Kruidenink*, Ms Annemiek van Schie, Ms Theresa Stanton and Ms Judith Veldhuizen.

Team Finance & Central Services: Ms Merel van Haastert, Ms Consuelo Krips**, Ms Sharita Nandpersad, Ms Gerrie Tuijt and Ms Zilpa Verlaat*.

Board of Trustees

The Board of Trustees and the management team determine IICD's strategy and policy, based on the recommendations of IICD staff. Among the important issues addressed by the Board in 2004 were the preparations to apply for DGIS financing for the period 2006-2010, the need for Dutch constituency, and the need to developing processes to measure IICD's impact and successes in ways that would meet the varying requirements of different bilateral agencies.

Ms Hella Voûte-Droste (Chairperson), Mr Johan Piet (Secretary/Treasurer), Mr Koos Andriessen**, Mr Henny Helmich*, Mr Mart van de Guchte, Mr Bernhard van Oranje, Mr Paul 't Hoen, Mr Gerd Junne.

New Chairperson Board of Trustees

Ms Hella Voûte-Droste

At the end of 2004 Ms Hella Voûte-Droste has succeeded Mr Koos Andriessen as Chairperson of IICD's Board of Trustees. Ms Voûte was a Member of Parliament in the Netherlands from 1994 to 2002 for the VVD (People's Party for Freedom and Democracy), where she was spokesperson for Economic Affairs, Finance and the European Union, specialised in ICTs, Technology policies, public-private partnerships and Small and Medium Enterprises. Ms Voûte-Droste has been active in managerial positions for several organisations. Among her other activities, she is currently a member of the Advisory Board of Webster University in Leiden,

Chairperson of the Advisory Board of the Association of Asset Management, and member of the Board of Commissioners of Optimix NV.

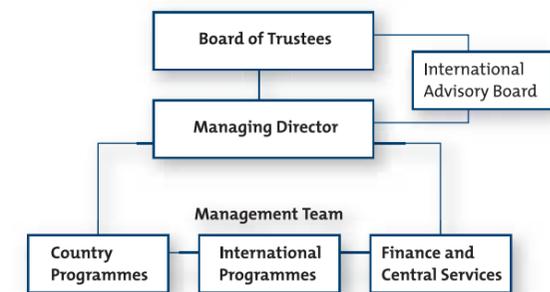
International Advisory Board

The members of the International Advisory Board (IAB) advise IICD on strategic policy issues and play an 'ambassadorial' role on behalf of IICD in their respective countries and communities. In 2004, the IAB discussed the issue of embedding during an open space workshop, which resulted in advice to adopt Embedding as an additional strategy. In December, a delegation of Board of Trustees and IAB members went to Uganda for a working visit hosted by Mr Johnson Nkuuhe. They visited several projects and organizations, where they were able to experience first-hand the projects in the Country Programme Uganda.

Mr Rob van den Dool (Chairman)*, Ms Irene Albers**, Mr Koos Andriessen*, Mr Subbiah Arunachalam, Ms Anne-Rachel Inné, Mr Mike Jensen, Ms Anneke Krijnen**, Mr Kerry McNamara*, Mr Eduardo Monge*, Mr Johnson Nkuuhe, Ms Aida Opoku-Mensah, Mr Jan Pronk*, Mr Arnoldo Ventura**.

* New in 2004 / early 2005

** Left in 2004 / early 2005



Auditors' report

Introduction

We have audited the annual accounts for the year 2004 of Stichting International Institute for Communication and Development at The Hague. These annual accounts 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 annual accounts are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the annual accounts. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall annual accounts presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the annual accounts give a true and fair view of the financial position of the entity as of 31st December 2004 and of the result for the year ended in accordance with accounting principles generally accepted in the Netherlands.

On behalf of the Netherlands Minister of Foreign Affairs we express that the annual accounts give a true and fair view regarding activity number 2758 DCO 0013764 and that the expenditures related to these activities are legitimate, and that all obligations are met in accordance with the agreement.

Rotterdam, April 29th, 2005

Borrie & Co, Auditors

* For the complete annual accounts 2004, including accounting principles and detailed statements, please contact IICD.

Balance sheet

Balance sheet as at 31 december 2004*

Euro	31-12-2004	31-12-2003
ASSETS		
Fixed assets		
Tangible fixed assets	165.804	237.468
Totals	165.804	237.468
Current assets		
Receivables & prepaid expenses	433.582	845.835
Cash & bank	1.829.665	552.053
Work in progress	-	-
Totals	2.263.247	1.397.888
Total assets	2.429.051	1.635.356
LIABILITIES		
Equalization account	87.051	148.215
Reserve	17	17
Long term liabilities	78.750	89.250
Current liabilities		
Payables & accrued liabilities	2.234.393	1.346.489
Taxes & social security payments	28.840	51.385
Totals	2.263.233	1.397.874
Total liabilities	2.429.051	1.635.356

Statement of operating income and expenses for 2004*

Euro	Actual 2004	Actual 2003
SUMMARY		
Income		
Ministry of Foreign Affairs:		
• Activity number 2758 DCO 0013764	4.157.818	4.299.465
Other donor income	1.787.095	2.542.597
Total income	5.944.913	6.842.062
Expenses		
• Personnel expenses	446.602	178.091
• Office	482.915	504.730
• Management & Board	102.365	90.673
• Depreciation charges	10.500	5.250
	1.042.382	778.744
• Interest etc.	(41.847)	(51.258)
• Project expenses		
– Country Programmes	2.135.045	2.407.168
– Thematic Networks	770.554	921.802
– Seed Funds	1.580.637	2.036.807
– Corporate services	458.142	748.799
	4.944.378	6.114.576
Total expenses	5.944.913	6.842.062
BALANCE	-	-

Partners and useful links

This section lists many of IICD's partners in 2004. Web links are included wherever possible.

Bolivia

- *Information Network*: TiCBolivia – www.ticbolivia.net
- ACLO – www.ticbolivia.net/socios/aclo.asp
- AGRECOL Andes – www.agrecolandes.org
- AOPEB – www.aopeb.org
- APCOB – www.apcob.org.bo
- Casa de la Mujer
- CEDIB – www.cedib.org
- CEBEM – www.cebem.com
- CEPAC – www.cepacbolivia.org
- CEPROBOL – www.ceprobol.gov.bo
- CIDOB – www.cidob-bo.org
- CIOEC – www.cioecbolivia.org
- CIPCA – www.cipca.org.bo
- EnBolivia.com – www.enbolivia.com
- Fundación Ayni – www.ayni.nl
- Fundación REDES – www.fundacionredes.org
- ICO – www.ico-bo.org
- MACA – www.maca.gov.bo/agrobolivia/index.asp
- Ondas Libres – www.ondaslibres.org
- REDESMA – www.redesma.org

Burkina Faso

- *Information Network*: Burkina-NTIC – www.burkina-ntic.org
- CENATRIN – www.cenatrin.bf
- DELGI – www.delgi.gov.bf
- FIAB – www.fiab.bf
- GREFCO
- ISOC-Burkina Faso
- Yam Pukri – www.yam-pukri.org
- ZCP – www.zcp.bf

Ecuador

- *Information Network*: Infodesarollo – www.infodesarollo.ec
- Acción Ecológica – www.accionecologica.org
- CEC-EPN – www.cec-epn.edu.ec
- C-CONDEM
- FENOCIN – www.fenocin.org
- Intercom-EcuaneX – www.ecuaneX.net.ec
- MCCH
- Nuevared – www.nuevared.org
- RAFE – www.codeso.com/Rafeo1.html
- Si, se puede! – www.sisepuede.com.ec

Ghana

- *Information Network*: GINKS – www.ginks.org
- AITEC – www.aitecafrica.com
- Atlantic Computer Training – www.atlantic-computers.com
- CITRED
- Department of Economics, University of Ghana
- EPA – www.epa.gov.gh
- GAINS – www.csir.org.gh/gains.html
- iConnectGhana – www.icconnectghana.org
- ISOC-Ghana – www.isoc.org.gh
- KAD Communications
- MAPRONET
- Ministry of Communications
- Ministry of Food and Agriculture
- Ministry of Health
- Ministry of Information
- Oxfam Ghana
- Republic of Ghana web portal – www.ghana.gov.gh
- Rescue Mission Ghana – www.rescuemission.org.gh

Jamaica

- *Information Network*: ICT4D Jamaica – www.ict4djamaica.org
- Caribbeat – www.caribbeat.com.jm
- HEART/NTA – www.heart-nta.org
- INFOSERV Institute of Technology – www.infoservinstitute-edu.com
- JAMPRO – www.investjamaica.com
- JCSEF – www.jcsef.org
- JIS – www.jis.gov.jm

- MCST/CITO – www.mct.gov.jm/technology.htm
- NCST – www.ncst.gov.jm
- RADA – www.radajamaica.com.jm
- SEMVGA

Mali

- *Information Network*: Mali-NTIC/Togunet – www.mali-ntic.com
- Afribone – www.afribone.com
- CNOP
- Datatech – www.datatech.toolnet.org
- IDC
- Keneya Blown – www.keneya.net
- Projet IKON – www.keneya.net/ikon
- REIMICOM
- Soci  t   REOnet – www.reofrique.com
- SEC-Mali
- SOMIM

Tanzania

- *Information Network*: SWOPnet – www.swopnet.or.tz
- *Information Network*: Mwanza Community – www.mwanzacomunity.org
- ADEM – www.tanedu.org/adem.asp
- BCS – www.businesscareservices.com
- Bistanzania – www.bistanzania.com
- Bright Educational Trust
- Community Telecentres Project
- COSTECH – www.costech.or.tz
- CROMABU – www.cromabul.com
- Digit Africa – www.digitafrika.kabissa.org
- DiLES – www.distancelearning-tz.org
- ESRF – www.esrf.or.tz
- IDS – www.udsm.ac.tz/ucb/instiofdevelop.html
- Joyous Computer
- KAEMP
- LearnIT – www.learnit.co.tz
- Ministry of Education and Culture
- Network of Information, Communication and Education Technology Journalists
- Soft-Tech Consultants – www.stcl.com
- TanEdu – www.tanedu.org
- Tanzania GDLN – www.gdln.org
- TaTEDO – www.tatedo.org
- TCCIA – www.tccia.co.tz
- TCLSS
- Teachers Training Colleges
- UCC, University of Dar es Salaam – www.ucc.co.tz

Uganda

- *Information Network*: I-Network Uganda – www.i-network.or.ug
- AITEC Uganda – aitecafrica.com/Uganda
- EACOSS – www.eacoss.org
- FIT Uganda – www.fituganda.com
- ITEK – www.itek.ac.ug
- Kyambogo University – www.kyambogo.ac.ug
- Ministry of Education and Sports – www.education.go.ug
- Ministry of Local Government
- Ministry of Trade and Tourism
- Ndere Troupe/ARRIN – www.ndere.com/arrin.about.php
- Parliament of Uganda – www.parliament.go.ug
- Rank Consult – www.rankconsult.co.ug
- Techno Brain Limited – www.technobrain.ws
- TTP
- UCE – www.uce.co.ug
- UCMB
- UDN – www.udn.or.ug
- UICT – www.ucc.co.ug/ucti/about.html
- UIRI – www.uiri.org
- WOUNGNET – www.woungnet.org

Zambia

- *Information Network*: eBrain Forum – www.ebrain.org.zm

- Coldreed Communications – www.coldreed.com
- Computer Society of Zambia
- CopperNET Solutions – www.coppernet.zm
- Information Dispatch – www.dispatch.co.zm
- Media ICT Network for Development
- Ministry of Education – www.education.gov.zm
- Microlink – www.microlink.zm
- NAIS
- OneWorld Africa – africa.oneworld.net
- Panos Southern Africa – www.panos.org.zm
- Step Out Media
- TEL
- WIDNET
- ZARD – www.zard.org.zm
- ZARI
- ZLUG – www.dgroups.org/groups/zlug

Other links

- AISI – www.uneca.org/aisi
- AITEC – www.aitecafrica.com
- AMARC – www.amarc.org
- AMREF – www.amref.org
- APC – www.apc.org
- Atos Origin – www.nl.atosorigin.com
- Balancing Act Africa – www.balancingact-africa.com
- BCO – www.iicd.org/partnerships
- Bellanet – home.bellanet.org
- Bridges.org – www.bridges.org
- CIDA – www.acdi-cida.gc.ca
- Capgemini – www.capgemini.com
- Capacity.org – www.capacity.org
- COL – www.col.org
- Cordaid – www.cordaid.nl
- CTA – www.cta.int
- CTO – www.cto.int
- DFID – www.dfid.gov.uk
- DGIS – www.minbuza.nl
- Dgroups – www.dgroups.org
- DMFA – www.um.dk/en
- ECDPM – www.ecdpm.org
- Editosia – www.editosia.org
- FAO – www.fao.org
- GKP – www.globalknowledge.org
- Hivos – www.hivos.nl
- iConnect Online – www.icconnect-online.org
- I4d – i4donline.net
- infoDev – www.infodev.org
- IDRC – www.idrc.ca
- INASP – www.inasp.info
- ItrainOnline – www.itrainonline.org
- KIT/Royal Tropical Institute – www.kit.nl
- LEAP Impact – www.bellanet.org/leap/impact
- Macromedia Training Tools – www.trainingtools.com
- NEPAD – www.nepad.org
- OKN – www.openknowledge.net
- OneWorld Africa – africa.oneworld.net
- OneWorld International – www.oneworld.net
- OneWorld Nederland – www.oneworld.nl
- Ordina – www.ordina.nl
- Panos – www.panos.org.uk
- Partos – www.partos.nl
- PICTA – www.uneca.org/aisi/picta
- PSO – www.pso.nl
- RITSEC – www.ritsec.org.eg
- SchoolNet Africa – www.schoolnetafrika.net
- SchoolsOnline – www.schoolsonline.org
- SDC – www.deza.admin.ch
- SNV – www.snvworld.org
- Stichting DOEN – www.doen.nl
- UNAIDS – www.unaids.org
- UNECA – www.uneca.org
- UNESCO – www.unesco.org
- UNDP – www.undp.org
- World Bank – www.worldbank.org
- WSIS – www.itu.int/wsis

List of acronyms

- **ABIS** Agricultural Business Information Services – Tanzania
- **ACLO** Fundaci  n Acci  n Cultural Loyola – Bolivia
- **ADEM** Agency for the Development of Education Management – Tanzania
- **AGRECOL** Fundaci  n AGRECOL Andes – Bolivia
- **AISI** African Information Society Initiative – Ethiopia
- **AITEC** Africa IT Exhibitions and Conferences
- **AMARC** World Association of Community Radio Broadcasters – Canada
- **AMREF** African Medical and Research Foundation – Kenya
- **AOPEB** Asociaci  n de Organizaciones de Productores Ecol  gicos de Bolivia
- **APC** Association for Progressive Communications – United States of America
- **APCOB** Apoyo Para el Campesino Ind  gena del Oriente Boliviano – Bolivia
- **ARRIN** Agricultural Rural Research Information Network – Uganda
- **BCO** Building Communication Opportunities Alliance
- **BDO** Building Digital Opportunities Programme
- **C-CONDEM** Corporaci  n Coordinadora Nacional para la Defensa del Ecosistema Manglar – Ecuador
- **CD-ROM** compact disc - read only memory
- **CEA** Coordinadora Ecuatoriana de Agroecolog  a – Ecuador
- **CEBEM** Centro Boliviano de Estudios Multidisciplinarios – Bolivia
- **CEC-EPN** Centro de Estudios para la Comunidad, Escuela Polit  cnica Nacional – Ecuador
- **CEDIB** Centro de Documentaci  n e Informaci  n – Bolivia
- **CENATRIN** Centre national de traitement de l'information – Burkina Faso
- **CEPAC** Centro de Promoci  n Agropecuaria Campesina – Bolivia
- **CEPROBOL** Centro de Promoci  n de Bolivia
- **CIDA** Canadian International Development Agency – Canada
- **CIDOB** Confederaci  n de Pueblos Ind  genas de Bolivia
- **CIOEC** Comit   de Organizaciones Econ  micas Campesinas – Bolivia
- **CIPCA** Centro de Investigaci  n y Promoci  n del Campesinado – Bolivia
- **CITRED** Centre for Information Technology Research and Development – Ghana
- **CNOP** Conseil national de l'Ordre des pharmaciens du Mali – Mali
- **COL** Commonwealth of Learning
- **Cordaid** Catholic Organisation for Relief and Development Aid – Netherlands
- **COSTECH** Tanzania Commission for Science and Technology – Tanzania
- **CROMABU** Crop Marketing Bureau – Tanzania
- **CTA** Technical Centre for Agricultural and Rural Cooperation ACP-EU – Netherlands
- **CTC** Community Telecentres project – Tanzania
- **CTO** Commonwealth Telecommunications Organization – United Kingdom
- **DELGI** D  l  gation G  n  rale    l'Informatique – Burkina Faso
- **DFID** Department for International Development – United Kingdom
- **DMFA** Royal Danish Ministry of Foreign Affairs – Denmark
- **DGIS** Directorate-General for International Cooperation – Netherlands
- **DiLES** Distance Learning and Education Services – Tanzania
- **EACOSS** East African Centre for Open Source Software – Uganda
- **ECDPM** European Centre for Development Policy Management – Netherlands
- **Editosia** Electronic Distance Learning on Sustainability in African Local Governments project – Tanzania
- **EPA** Environmental Protection Agency – Ghana
- **ESRF** Economic and Social Research Foundation – Tanzania
- **FAO** United Nations Food and Agriculture Organization
- **FENOCIN** Confederaci  n Nacional de Organizaciones Campesinas, Ind  genas y Negras – Ecuador
- **FIAB** F  d  ration Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina – Burkina Faso
- **GAINS** Ghana Agricultural Information Network System
- **GDLN** Global Development Learning Network (World Bank)
- **GINKS** Ghana Information Network for Knowledge Sharing
- **GKP** Global Knowledge Partnership
- **GREFCO** Groupe de recherches de formation et de conseils – Burkina Faso
- **GTP** Global Teenager Project
- **HEART**
- **Trust/NTA** Human Employment and Resource Training Agency Trust/National Training Agency – Jamaica
- **HIV/AIDS** human immunodeficiency virus/acquired immunodeficiency syndrome
- **Hivos** Humanistic Institute for Development Cooperation – Netherlands
- **I4D** Information for Development

- **ICT** information and communication technology
- **ICT4D** ICT for development
- **IDC** information and communication technologies development center – Mali
- **IDRC** International Development Research Centre – Canada
- **IDS** Institute of Development Studies – Tanzania
- **IICD** International Institute for Communication and Development – Netherlands
- **INASP** International Network for the Availability of Scientific Publications – United Kingdom
- **infoDev** Information for Development Program – United States of America
- **ISOC** Internet Society
- **ITEK** Institute of Teacher Education Kyambogo – Uganda
- **JAMPRO** Jamaica Promotion Corporation
- **JCSEF** Jamaica Computer Society Education Foundation
- **JIS** Jamaica Information Service
- **KAEMP** Kagera Agricultural and Environmental Management Programme – Tanzania
- **KIT** Koninklijk Instituut voor de Tropen – Netherlands
- **LEAP** Learning and Evaluation Action Program – Netherlands
- **MACA** Ministerio de Asuntos Campesinos y Agropecuarios – Bolivia
- **MAPRONET** Market Access Promotion Network – Ghana
- **MCCH** Maquita Cushunchic Comercializamos como Hermanos – Ecuador
- **MCST** Ministry of Commerce, Science and Technology – Jamaica
- **M&E** monitoring and evaluation
- **NAIS** National Agricultural Information Services – Zambia
- **NCST** National Commission on Science and Technology – Jamaica
- **NEPAD** New Partnership for Africa's Development
- **NGO** non-governmental organisation
- **NTIC** nouvelles technologies de l'information et de la communication
- **OKN** Open Knowledge Network
- **OPR** output-to-purpose review
- **PC** personal computer
- **PICTA** Partnership for ICTs in Africa – Ethiopia
- **PSO** Association for Personnel Service Overseas – Netherlands
- **RADA** Rural Agricultural Development Authority – Jamaica
- **RAFE** Red Agro Forstal Ecuatoriana – Ecuador
- **REDESMA** Red de Desarrollo Sostenible y Medio Ambiente – Bolivia
- **REIMICOM** R  seau informatique malien d'information et de communication m  dicale – Mali
- **RITSEC** Regional Information Technology and Software Engineering Center – Egypt
- **SDC** Swiss Agency for Development and Cooperation – Switzerland
- **SEMVGA** St. Elizabeth /Manchester Vegetable Growers Association – Jamaica
- **SIF** small initiative fund
- **SNV** Netherlands Development Organisation – Netherlands
- **SOMIM** La Soci  t   Malienne d'Imagerie M  dicale – Mali
- **SWOPnet** Sharing with Other People Network – Tanzania
- **TanEdu** Tanzania Education and Information Services
- **TaTEDO** Tanzania Traditional Energy Development and Environment Organization
- **TCCIA** Tanzania Chamber of Commerce, Industry and Agriculture
- **TCLSS** Tanzania Computer Literacy for Secondary Schools Trust Fund
- **TIC** tecnolog  as de la informaci  n y la comunicaci  n
- **TTP** Tripartite Training Programme – Uganda
- **UCC** University Computing Centre – Tanzania
- **UCMB** Uganda Catholic Medical Bureau
- **UDN** Uganda Debt Network
- **UCE** Uganda Commodity Exchange
- **UICT** Uganda Institute of Information and Communications Technology
- **UIRI** Uganda Industrial Research Institute
- **UNAIDS** Joint United Nations Programme on HIV/AIDS
- **UNDP** United Nations Development Programme
- **UNECA** United Nations Economic Commission for Africa
- **UNESCO** United Nations Educational, Scientific and Cultural Organization
- **WOUNGNET** Women of Uganda Network
- **WSIS** World Summit on the Information Society
- **ZARD** Zambia Association for Research and Development
- **ZARI** Zambia Agricultural Research Institute
- **ZCP** Zongos Consulting and Productions – Burkina Faso
- **ZLUG** Zambia Linux User Group