

The national ICT policy in Bolivia

An evaluation of the policy formulation
process 2003-2006

Elizabeth Rodas and Martin Lopez
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Executive summary

For several years the Association for Progressive Communication (APC) and the International Institute for Communication and Development (IICD) have supported the formulation and implementation of ICT policy in several countries, including policies that intervene at national level and at sector and thematic levels, such as gender, health, education and agriculture.

To learn about the experiences in the processes of formulation of ICT policies, the institutions have undertaken a study of the formulation process of ICT policies in Bangladesh, Uganda and Bolivia aiming at two objectives: 1) To understand the importance of the participation of diverse actors as a success factor for effective ICT policy formulation; 2) To understand the relationship of the ICT policies investigated with poverty alleviation. As part of this study, an analysis is made of the national ICT policy formulation process in Bolivia, known as the National Strategy for Information and Communication Technology (ETIC). The ETIC was developed by the Bolivian Government and representatives of the civil society, grass-root organizations, academics and the private sector between 2003 and 2006.

The ETIC has the mission to: 'Generate opportunities for the use and exchange of information and ideas through ICT to improve the quality of life of the Bolivians'. The objective of the ETIC is to: 'Develop and execute policies, programmes, initiatives and proposals for the use of ICT and the development of human capacities by applying a participative and inclusive process with emphasis on the low-income citizens in peri-urban and dispersed areas'.

To obtain a participative and inclusive process the Vice-Presidency of the Government of Bolivia delegated the design of a strategy at national level to the Agency of the Information Society of Bolivia (ADSIB). The process was governed by an Inter-Institutional Committee with participation of representatives of the government, civil society and the academic sector. The committee was supported by a project team set up by ADSIB and UNDP responsible for operations and daily management. The process included a variety of participative interventions such as public consultations, workshops, and actual writing exercises, at national level and in the nine departments of Bolivia.

The ETIC process received financial support from the national telecommunications regulator (SITTEL), United Nations Development Programme (UNDP), IICD and the Swiss Development Cooperation (SDC). UNDP provided strategic advice on the content of the policy based on their vast experience with the development of similar national ICT for development policies in other countries. IICD provided strategic advice on the process and content, mainly through advice to the partner organizations of the TICBolivia network, providing lessons learned from similar processes in other countries where IICD is active. As such its role was primarily indirect in this policy process. In some instances, IICD also directly participated in meetings between the leading actors in the process to enhance collaboration and participation.

Lessons on participation

In general, the stakeholders agree that the ETIC was characterized by active involvement of a heterogeneous group of actors in the different parts of the process, making this experience have a unique character in Bolivia. The participants agreed that they gained experience and knowledge about the processes of the formulation of ICT and public policy in general. The collaborative environment in which the process took place contributed to an exchange of experiences and ideas. The process offered a space for professional and academic learning, offering new interaction scenarios and new opportunities for ICT for development strategies and programmes.

Throughout the process, the participation of civil society was particularly strong as far as national NGOs are concerned, led by TICBolivia and CRIS Bolivia. Despite being present throughout the process, grass-root organizations did not play an active role. They indicated that this was primarily explained by the lack of a clear vision of the objectives and role of their participation. In future processes, it is important to consider how to ensure stronger participation of grass-root organizations.

The academic sector participated initially, but only the University Mayor de San Andrés remained active until the end of the process. The private sector is another important actor that didn't participate actively in the process, with the exception of the Camera of Telecommunications of Bolivia (CATELBO). The limited participation of these two sectors is seen by the same actors as not very favourable to its future academic or business interests.

The limited participation of these actors can be explained also by other factors. Some indicate that there was insufficient participation in the decision making process and the policy strategy in general. In the final stage of the process, the information was centralized too much and they didn't feel that the contributions of the participants were reflected in the final document. Finally, the time factor was an obstacle for many actors. The process required the actual time to participate in events related to ETIC and considerable institutional flexibility to accommodate the frequent changes in the events of the ETIC. Furthermore, the process required time to consult actors on the position of their institution or the members of the network they represent.

As for lessons learned about the role of the government, the participants indicate a lack of leadership, coordination and commitment of the Vice-Presidency and politicians. As for the facilitation of the process there is broad recognition of the commitment and effort of the leading government agency ADSIB. Yet, it was observed that the structure of the policy's content created confusion. Furthermore, participants felt that personal and institutional interests influenced the process in a negative way.

Possible reasons for the lack of leadership relate to the continuous national political conflicts and the constant changes in the government, hampering effective policy formulation. It is pointed out that an effective formulation of ICT policies will require a stronger role for government to design and to implement policies. Taking into account the importance of the experiences and knowledge in the complex theme of ICT, a specific capacity development programme for government executives should be considered.

In summary, those responsible for the ETIC made a serious effort to be inclusive and to generate participative processes. Yet in any situation these processes are complicated and time consuming. It is learned that coordinated action and persistence of actor groups is essential to effective participation. The highly pro-active and continuous efforts of the group of NGOs and grass-root organizations participating in TICBolivia, and CRIS Bolivia and the University Mayor de San Andrés in this process provide an example to follow for other actor groups.

Lessons on linking ICT policy to gender and poverty reduction

A topic that gave great satisfaction among the actors is the existence of a solid component in the ETIC relating to the use of ICT for poverty reduction. In this respect, there is wide recognition that the strong lobby by civil society ensured a focus on the linkage with Millennium Development Goals (MDGs) and the Poverty Reduction Strategy Paper for Bolivia. The strategy also gives clear priority to realities, needs and demands from users in rural and peri-urban areas. Through the process it became evident to many participants that digital inclusion enables the generation of information and consequently economic opportunities, opportunities of growth, opportunities to the poorer citizens that live far away from towns.

When one speaks of digital inclusion, the participants indicate that this inclusion relates to gender. It is appreciated that the policy process was equitable and that in no way was there discrimination in terms of the roles, contributions or interventions of women and men. In fact, this process was, as never before, inclusive also in this aspect. This is also demonstrated by the fact that women had a more positive opinion on the sustainability and the expected longer-term impact of the ETIC. This indicates that the policy promotes gender equity so that the women feel that they had and they will have an important role in the society and in development. "It has broken the triple discrimination: Women used to be discriminated because of being woman, peasant and youth. The ETIC has changed that situation completely".

As for the implementation of the policy, the ETIC is perceived to be realistic and proposing a clear vision and logical work lines that can guide implementation towards its objective of obtaining quality of life for Bolivians. The participants agree that the policy lines and ideas proposed by the ETIC should be

implemented. At the level of the new government, which came into power in 2006, and international development partners there is awareness about the role of ICT in strengthening human capacities and generating opportunities, and about the evidence that the use of ICT, if used in the appropriate way, is a mechanism of first order to contribute to the relief of poverty.

There are potential risks to the actual implementation of the strategy. The new government tends to introduce new policies, a new work philosophy and new priorities, disregarding policies developed earlier. Furthermore, the ongoing lack of coordination and the strong competition among the government agencies responsible for ICT-related policies and strategies can also affect the actual implementation of the ETIC in the coming years. Still, it is expected that the transparency and participatory character of the process and the quality of its content will have generated sufficient interest among government and other actors to ensure a prompt implementation of the ETIC.

Introduction

Antecedents

For several years the Association for Progressive Communication (APC) and the International Institute for Communication and Development (IICD) have participated and assisted in the formulation and implementation of national information and communication technology (ICT) policies in different countries. APC is furthermore specialized in advising on and facilitating processes to integrate gender themes in ICT policies and regulation. IICD has also gained a vast experience in the advice and facilitation of ICT policy formulation and implementation at sector level, such as health, governance, education and agriculture.

This study is part of a larger study of formulation processes in respect of ICT policy in three countries supported by APC and IICD. The policy processes studied are as follows:

- National ICT policy in Bangladesh
- National ICT policy in Bolivia
- National ICT policy in Uganda
- Engendering of the national ICT policy of Uganda
- ICT policy for the agricultural sector in Bolivia
- ICT policy for the industry, trade and tourism sector in Uganda

This study was developed within the framework of a study of the impact of ICT for development programmes supported and executed by an alliance of organizations working in this field called Building Communication Opportunities¹.

Objectives of the study

1. To understand the importance of the participation of diverse actors as a success factor for effective ICT policy formulation
2. To understand the relationship of the ICT policies investigated to poverty alleviation

Methodology of the study and challenges

This Bolivian study was carried out by Bolivian consultants. The research for this study was based on a desk study of background documents relevant to the ETIC process. In addition, an on-line survey was conducted among representatives of various stakeholder groups participating in the policy formulation process. The survey instrument can be found on <http://survey.iicd.org>. The survey included a series of quantitative, but foremost qualitative questions related to the research questions of this study. To deepen the gathered information and opinions, semi-structured interviews were conducted among a sub-group of participants.

Research methodology

- Review of background documents of the national and agriculture policies (annex 1)
- 52 questionnaires completed by participants from different stakeholder groups
- 17 semi-structured interviews with selected people (annex 2)

¹ BCO members are: AMARC, APC, DFID, DGIS, HIVOS, IICD, OneWorld, PANOS and SDC.

Around 1,000 people were consulted during the ETIC process, out of which the participants in the questionnaire were selected. Around 100 people actively participated in one or more phases of the process, out of which group the interviewees were selected. The selection of people in both the questionnaires and interviews aimed at heterogeneity terms of participation, focus and the context from which they came. This was done intentionally to be able to capture different points of view and opinions that can give a general and balanced view of the process and its effects. Therefore the sample of consulted participants and the results of this study can be considered representative for the overall group of participants in the ETIC process.

In this study it is good to mention that the conclusions of the statistic data on characteristics, satisfaction or opinions of participants in the ETIC process are all based on the analysis of questionnaires. Given the number and careful selection of 52 respondents, the conclusions do represent the overall voice of the wider group of participants in the process. The additional information gathered through structured interviews has served exclusively to deepen the understanding of the process and do not influence the statistical evidence.

In terms of challenges in the process, we can mention the time constraints and change of working place of many of the interviewees. Nevertheless, we received several very positive responses to the questionnaires, showing interest in participation and in the results of the study. Fortunately many participants continue to work in or to be interested in ICT for development. We should emphasize that once they were located, most people responded very positively and quickly.

Another challenge was found in analyzing the results of the questionnaire and interviews which included many overlapping questions, but the two groups showed a rather different overall perspective of the effectiveness of the process. In general the interviewees demonstrated a more positive overall perspective of the process.

The national ICT policy

Objectives and strategic lines

For many years Bolivia needed a long-term policy and framework for development-related information and communication strategies and programmes. This necessity was the starting point for the elaboration of a national ICT policy. The National Strategy for Information and Communication Technology (ETIC) is an answer to the need to have a national plan to assist Bolivia inserting into the Information and Knowledge Society.

The ETIC coordinates, reinforces and integrates the implementation of national and sector programmes and projects by public and private actors related to information and knowledge society. It provides an agreed framework and roadmap to this future society based on the country-specific characteristics of the Bolivian society. The basic elements of the policy are found in the box below.

With these starting points in mind, the ETIC has a mission to: *'Generate opportunities for the use and exchange of information and ideas through ICT to improve the quality of life of the Bolivians'*.

The objective of the ETIC is to: *'Develop and execute policies, programmes, initiatives and proposals for the use of ICT and the development of human capacities applying a participative and inclusive process with emphasis on the low-income citizens in peri-urban and dispersed areas'*.

The ETIC selected the following development sectors as a priority for future ICT initiatives:

- Education
- Rural development
- Government
- Business
- Health

Within each sector, the ETIC considers five main strategic components:

- Contents and applications
- Human capacity
- Connectivity and infrastructure
- Standards and regulation
- Financing and sustainability

Summary of key contents of the ETIC

Chapter 1 explains the importance and the benefits of the appropriate use of ICT, understood as a powerful impulse for achieving an information and knowledge society. It describes this society as the capacity of its members to access and share any information instantly and from anywhere in the way they prefer. It also describes the challenges of the digital divide in Bolivia, especially the internal disparities in access between groups of citizens that should be addressed.

Chapter 2 describes the world-wide efforts to channel the potential and contribution of ICT to the promotion and achievement of the Millennium Development Goals outlined by the United Nations. It considers the international and regional strategic initiatives, and the importance of an active participation of Bolivia in these initiatives.

Chapter 3 analyses the current economic and social situation of Bolivia. It also looks at the relation between ICT and key national development strategies such as the Bolivian Poverty Reduction Strategy Paper and the Bolivian Productive Dialogue, which form the basis for the development of the country over the last years. It also describes the state of the art in ICT and in each of the strategic components earlier mentioned and provides a review of the relevant ICT experiences in Bolivia.

Chapter 4 explains the process followed to build the strategy through a participative and inclusive 'bottom-up' methodology and logistics among all the most important sectors of the country including government, private sector and the civil society in its different components.

Chapter 5 details the vision, mission, principles, values and scope of the ETIC, including the main strategic components with its respective objectives and its contribution to national development.

Chapter 6 describes the Plan of Action of the strategy. It identifies the responsible actors for the actions and the time in which it is expected the goal can be reached.

Chapter 7 explains the conditions of success for the implementation of the strategy, considering issues of ownership, coordination and support.

Chapter 8 presents a proposal and recommendations for the model of implementation of the policy based on consensus, commitment and participation of all sectors and actors in the society.

Description of the policy formulation process

The ETIC process was started early 2004 by ADSIB, which was delegated by the Vice Presidency of Bolivia to lead the ICT for development policy formulation process. ADSIB assigned a team of consultants with support of UNDP. Later in 2004, an Inter-Institutional Committee was set up to lead and coordinate the formulation process with participation of the government, civil society and the academic sector as follows:

- Government: Agency of the Society of the Information and the Superintendence of Telecommunications
- Civil society: Red TICBolivia, CRISBolivia, Defender of the Poor People of Bolivia
- Academic sector: University Mayor of San Andrés and the Autonomous University San Francisco Xavier of Chuquisaca

Financial support for the process was provided by the Swiss Development Cooperation, UNDP, the Bolivian telecommunications regulator SITTEL and IICD. In addition, UNDP provided strategic advice on the content of the policy based on their vast experience with the development of similar national ICT for development policies in other countries.

IICD provided strategic advice on the process and content mainly through advice to the partner organizations of the TICBolivia network and based on its experience with similar processes in other countries where IICD is active. As such its role was primarily indirect in this policy process. In some instances, IICD also directly participated in the key strategic meetings of the leading actors in the process to ensure collaboration and participation.

After installation of the Inter-Institutional Committee, the consultation process started in July 2004 with a national workshop followed by a series of workshops with key sectors of the society in La Paz. The key sectors were public sector, civil society and the private sector. During the events participants articulated their demands, proposals and solutions for each of the priority sectors and strategic components. Each encounter produced a series of strategic lines of action, which were later consolidated into five big programmatic policy lines in order to have all the contributions of the process from the national and sector consultations.

Formulation process ETIC: Key steps

Feb-Apr 04:	Formation of a project team by ADSIB and UNDP
May 04:	Formation of an Inter-Institutional Committee
Jul 04:	National kick-off workshop
Aug-Jan 04:	Series of workshops with different stakeholder groups - government, civil society and private sector actors
Mar-Apr 05:	Determination basic programmatic lines of the policy
May-Aug 05:	Discussion and validation in 9 departments
Sep 05 Sep 05:	Draft ETIC Document
Oct-Nov 05:	Formation of the Editorial Committee
Nov 2005:	Final Document ETIC
Jan 2006:	Formal ETIC Launching

The systematization process was carefully conducted and took more time than had been foreseen because the facilitators wanted to consider all information gathered through the consultation process. Between March and April of 2005, the Inter-Institutional Committee prepared the basic programmatic lines of the policy.

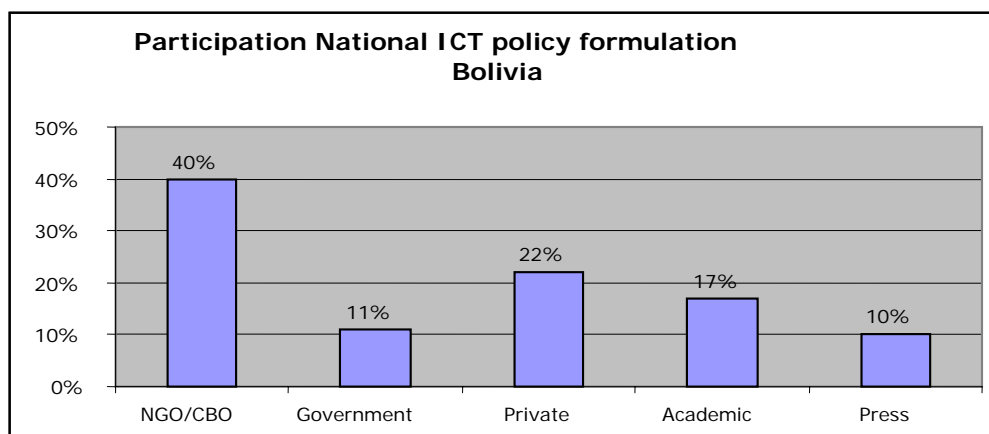
In May 2005, a consultation and validation process was set up at the level of the 9 departments of Bolivia. In each department, through workshops, stakeholder groups began to work to discuss and enrich proposed strategies and lines of action. The consultations were set up in close collaboration with, and often organized and facilitated by, local and departmental networks, thus enlarging the group of stakeholders involved in the process. Apart from representatives of civil society, private sector and academia, local government authorities also participated in this exercise.

After the departmental consultations, the Inter-institutional Committee evaluated the suggestions that had been formulated from the nine capitals of the country. To ensure the faithful and full integration of the civil society, academic and regional contributions, an Editorial Committee was formed with the participation of the original project team (ADSIB and UNDP) and representatives of the University Mayor de San Andrés, TiCBolivia and Cris Bolivia). This committee was finally in September of 2005 ready with the Bolivian National Strategy of ICT for Development.

Key findings and lessons learned

Actor participation

In the ETIC process, we find a varied participation of the different actors in the society. There is a strong participation of civil society (40%)², among them NGOs working in poverty reduction programmes and in development sectors such as agriculture, gender and education. Less but still interesting is the representation of the private sector (22%) as well as the academic sector (17%). There is, however limited participation of government and politicians.



Another characteristic of the participants, beyond the type of organization, is the strong participation of decision makers (60%) indicating the high level of interest and awareness at strategic level.

Apart from mere participation in the process, it is important to consider the strength of the voice of different actors in the process. A clearly weakly represented voice is that of the government, expected to be leading in this policy process. Consulted on this situation, the majority of the interviewees indicate that the country suffers from continuous political conflicts and frequent personnel changes, which hamper the government's assumption of a stronger role. Participants noted that the country had 4 different governments during the two years of the policy formulation process.

Despite participation of grass-root organizations, either directly or indirectly via organisations such as CIDOB, AOPEB or CIOEC (through TICBolivia), their participation is felt by participants to be not strong enough. One reason offered for this is that they were not always fully clear on their role and objectives of their participation in the process. Securing an active participation of grass-root organisations is clearly an issue to further look into in future policy formulation processes.

There was also limited pro-active participation of the private sector, including the suppliers of ICT services, except for the Camera of Telecommunications of Bolivia representing the main telecom operators in the country. Interviewees from the private sector indicated that they themselves had decided not to participate actively in the process and that they now regret not having participated in an active manner. They realize that a more active participation would have been favourable to their business interests.

The level of participation

The involvement of interviewed people during the process was highly differentiated. Half of the interviewees have made active contributions in one or more workshops in the process. The rest has been involved actively during the whole duration of the process and participated in research, writing, and

² The percentages expressing data or opinions in this paper are representative of the total group of participants in the ETIC process and based on representative sample of respondents to questionnaires prepared for this study.

editing and in the presentation of the final policy document. Most of the interviewees confirm the active participation of many people.

The participants conclude that this process was a participative one as never before seen in Bolivia. There is agreement that participation was one of the elements of success of the ETIC process, having been able to congregate multiple actors across different sectors and backgrounds. This mixture of participants was very positive since it was possible to capture varied opinions on several topics and from several points of view on how ICT can support poverty alleviation and a more integrated development of the Bolivian society.

The process allowed for a joint effort by the participants to articulate different ideas but with the same objective. The participants observe that it is good to set up inclusive processes, even though they can be complex and time consuming. It is appreciated that most people could participate as part of their formal function. They agree that the actors that were actively involved had a strong voice in the development of the policies' vision and objectives.

However, 70% of the respondents to the questionnaires were not fully satisfied with the frequency of their participation in the process. Some of the people who had not fulfilled their objectives were sorry not to have been able to participate more since it was a process that, as never before, reunited a very significant variety of people and key institutions of the ICT sector in Bolivia. For that reason, the document of the policy has majority approval and is seen as an example to follow in other important subjects for the national development.

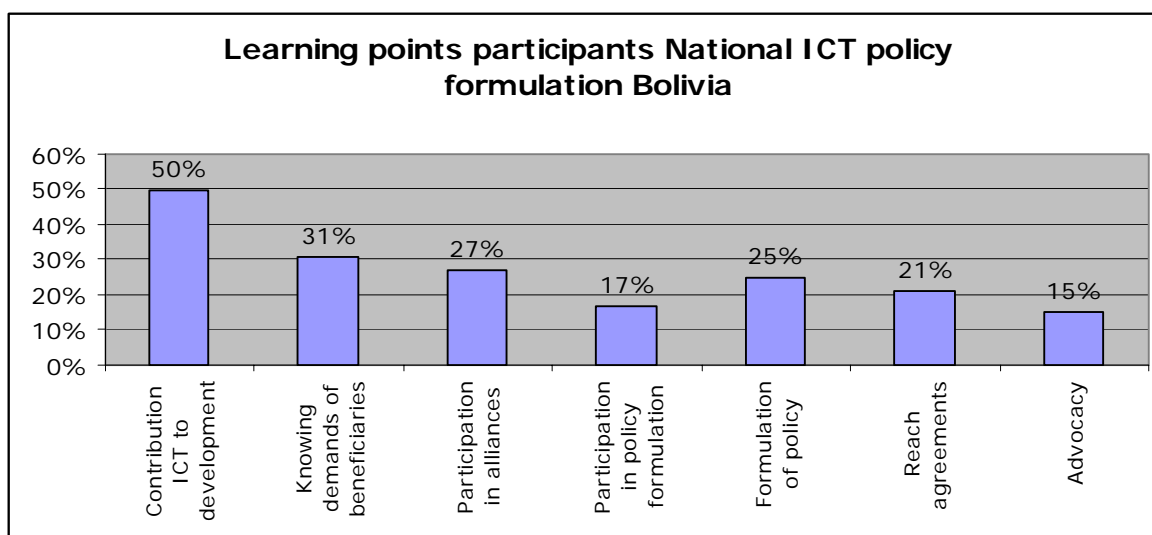
Other reasons for limited satisfaction with the process included limited participation in the overall policy direction and decision making process. Respondents said that the information was too centralized and, in spite of having had regional participation, they didn't feel that their work was completely reflected in the finished document. Furthermore, half of the participants observed that the information provided was excellent, but it was not provided on time or they were not informed at all about upcoming events.

Finally there is the factor of available time for participation. Effective participation not only requires allocation of time to workshops but also calls for prior preparation and consultation or validation with local constituencies. As a result, some actors simply could not allocate sufficient time and had to withdraw from the long process.

Learning points for the participants

Close to half of the participants indicated that they had learned through the exchange of practical ideas, experiences and projects. This generated a climate of knowledge sharing and discussions on how ICT can contribute to development. The policy process created an inspiring space for professional and academic discussions, new scenarios and opportunities to generate ICT initiatives for development. A testimony reflects this as follows: 'Within this context, it has been observed that at work level the inclusive process represents a change in at institutional and personal level'.

When looking at particular learning aspects the participants indicate that they learned most about the potential contribution of ICT to development. Others now better understand the needs and demands of beneficiaries. Other learning points are related to participation in alliances, reaching agreements and advocacy. Interestingly the participants also say they have learned about the formulation of ICT policy and public policies more in general (see table).



Leadership and facilitation of the process

The government sector deserves particular attention in respect of this topic since many perceive that this actor should have a leading role in policy processes. Most of the interviewees recognize the efforts made by ADSIB as a moderator and facilitator of the various phases of the process.

As for the facilitation it is found that the structure of the content for the policy created confusion. Although the participants trusted the facilitators, they felt that personal and institutional interests of some of the leading agencies impeded the openness and transparency of the process. These factors contributed to the perception of a lack of transparency in the process.

There were also points to consider in relation to leadership. Most of the interviewees noticed a lack of leadership and commitment on the part of the Vice Presidency and parliamentarians. This also caused problems of coordination among agencies leading the field of ICT in Bolivia. Taking into account the importance of the experiences and content knowledge to lead the process, the interviewees concluded that the government representatives lacked knowledge and experience in ICT for development issues. It was clearly pointed out that there is a need for a stronger role of the government and attention to enhancing capacities and knowledge in future policy processes.

The connection with poverty alleviation policies

The participants agree that the ETIC incorporates a solid reflection of the contribution of ICT to poverty reduction in the ETIC process, focusing on ICT as a tool rather than an aim in itself. The poverty orientation is for many participants a result of the strong focus on poverty by the civil society actors.

As a result, seven in ten of the participants consider the ETIC to be relevant to poverty alleviation. Close to two-thirds say that there is a relationship with the MDGs and over half that there is a relationship with the National Poverty Reduction Strategy Paper. The strategy takes into account the reality of the rural and peri-urban areas, and not only the urban areas as it was designed at the beginning. This way, the ETIC serves as a national and institutional framework for ICT, not having as objective to offer solutions to sector problems. Therefore most respondents indicate that it is no problem if the ETIC has not considered implications at sector level.

In this context it is worthwhile to consider that the interviewees spoke in many instances about the importance of digital inclusion, increasing the ability to generate information, knowledge and consequently economic opportunities, opportunities of growth, opportunities to lower-income people and those living in isolated areas, which can gradually increase participation in the economic system. The ETIC is not a tool that fights against poverty in a direct way, but it allows for new mechanisms to generate a more favourable environment and new opportunities for all.

The connection with gender

When one speaks of inclusion in the policy process, this also relates to gender. In the process only 30% of participants were women. In spite of not having an equal participation in terms of numbers, according to most participants, the process provided a favourable atmosphere for the equitable participation of men and women. The comments related to gender were positive, and most of the answers reflected a perception that equity existed and that the roles, contributions or interventions of both men and women were appreciated. Thus, in fact, this process was inclusive from a gender perspective.

Another interesting finding of the study indicates that women were more positive in their opinions about chances of future implementation of the policy, the sustainability of the policy and the significance of its impact in the longer term. According to the participants, this optimism indicates that the policy promotes gender equity and an important role for men and women in society and in development. As one of the interviewees said: 'The policy has broken with the triple discrimination. Women used to be discriminated against on account of being women, farmer and young. This is thanks to a focus on social inclusion that motivates equal participation and no discrimination, without distinction for the activity that they can realize.'

Policy implementation

Participants felt that the ETIC is a realistic instrument providing a clear vision and a good basis for future implementation strategies. More than half of the respondents have confidence that the ETIC will be implemented, and they think that the policy will have a significant impact in 5 years. Most of the participants demonstrate clear ideas about ICT for development and want to put into practice the ETIC, even knowing that the process as such has been time consuming and complicated.

It is known that the new government and international development partners in Bolivia are aware of the role that ICT can play in strengthening human resources and in generating new economic opportunities. Also, it has been proven that ICT, if used appropriately, contributes to poverty alleviation. For this reason, the different actors in the process will continue to make efforts to implement the ETIC as an instrument contributing to the information and knowledge society.

On the other side, some of the participants indicated that the length of the policy formulation process is negatively affecting timely implementation of the policy, which has not yet been initiated under the new government which took over in January 2006. As the expectations of part of the actors were centred on their potential role in implementation, this could not be achieved and caused disappointment for this group of participants.

The main concern manifested by the interviewees is that the new government will seek new policies, new work philosophies and new priority areas which can result in stalling the policy process and neglecting all work previously carried out by the ETIC. Furthermore, the lack of coordination and the competition among the government agencies responsible for the ICT-related issues can complicate implementation of the policy.

Still, there is the feeling that the work of the ETIC is being judged positively and will result in its implementation during the next few years, as a result of wide participation, transparency and inclusion generated by the process.

Annex 1: Consulted documents

1. National Plan of Development ' Para Vivir Bien', Republic of Bolivia, 2006
2. National Strategy on Information and Communication Technologies -ETIC, ADSIB, 2006
3. Bolivian strategy of Reduction of the Poverty, Republic of Bolivia, 2001

Annex 2: List of people interviewed on the ETIC

4. Carlos Soria Galvarro - Director - PADEM
5. Eddy Balderrama - Analyst of Projects - Consultant Eduardo Trigo - General Manager - Camera of Telecommunications of Bolivia
6. Eliana Rioja - Responsible Documentation Centre – Confederation of Indigenous People of Eastern Bolivia
7. Géraldine Mendoza - Coordinator of Radial Press - JATHA Agency of News
8. Giory Osinaga - Fundación Zabalketa - Delegate for Bolivia
9. Heleen Weeda - Executive Director of Fund-ECO / Partner founder of Foundation Redes
10. Jenny Escobar - Professional in Communication – Ministry of Agriculture
11. José Luís Aguirre - Director - Training services in Radio and Television for development
12. Luís Cabrerizo - Professional Analyst - Ministry of Agriculture
13. Manuel de La Torre - Independent Consultant
14. Marco Ibañez - Responsible Diffusion and Communications - Centre for the Promotion of Exports of Bolivia
15. Miriam Suarez - Director – Casa de la Mujer
16. Paola Acosta - Public Relations - Press
17. Paul Kuijper - General Manager - EnBolivia.com / CAPTIC
18. Roberto Zembrana - Technical Manager - Universidad Mayor San Simon
19. Sergio Toro - Executive Director - Agency for the Development of the Information Society of Bolivia

IICD Profile

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

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

IICD was established by the Netherlands Ministry of Foreign Affairs in 1996. Our core funders include the Dutch Directorate-General for Development Cooperation (DGIS), the UK Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC). For more information, please visit www.iicd.org

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