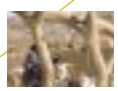
Annual Report 2003

iicd

INTERNATIONAL INSTITUTE FOR
COMMUNICATION AND DEVELOPMENT



Empowering people through ICT-enabled development

Colophon

International Institute for Communication and Development
P.O. Box 11586
2502 AN The Hague
The Netherlands

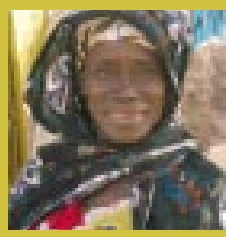
Visitor's address:
Raamweg 5
2596 HL The Hague
Phone: +31 (0)70 311 7311
Fax: +31 (0)70 311 7322
E-mail: information@iicd.org
Website: www.iicd.org

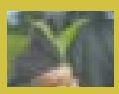
Production: IICD/Knowledge Sharing & Communications
Editing: Ms. Valerie Jones
Design: Frissewind (bNO), Amsterdam
Printing: Drukkerij Grafinoord, Assendelft

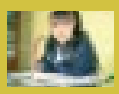
Photos provided by IICD and partner organisations. With special thanks to Mr. Yves Beaulieu, IDRC and traveladventures.org for making their photos available.

Copyright IICD © June 2004

Annual Report 2003



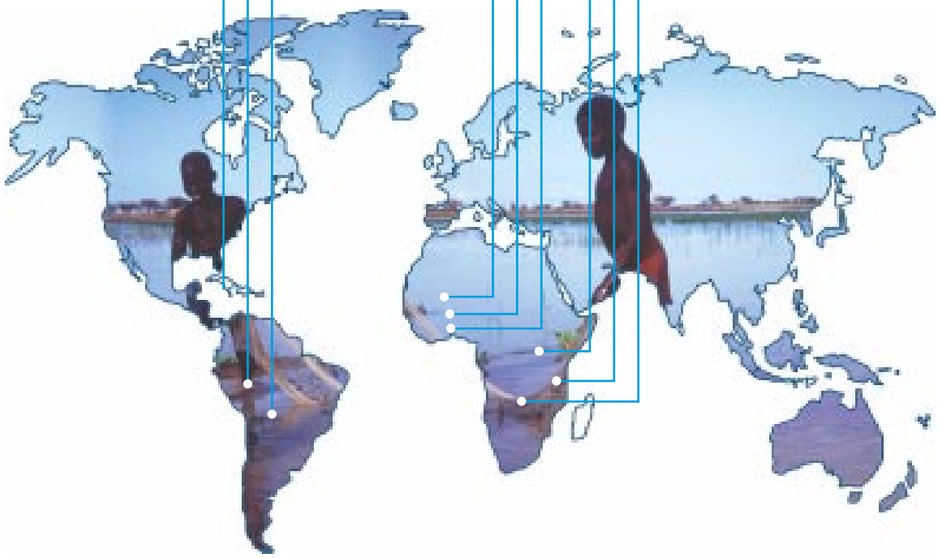




Empowering people through ICT-enabled development

Contents

Chairman's report	3
Management Report – Consolidating and embedding activities	4
Partnerships – Paving the way for new strategic alliances	6
Country Programmes – Embedding ICT-enabled initiatives	8
Country Programme Bolivia	10
Country Programme Burkina Faso	12
Country Programme Ecuador	14
Country Programme Ghana	16
Country Programme Jamaica	18
Country Programme Mali	20
Country Programme Tanzania	22
Country Programme Uganda	24
Country Programme Zambia	26
Thematic Networking – Learning through South-South and North-South exchanges	28
Joint efforts in Knowledge Sharing – Facilitating learning at national and global levels	30
Global Teenager project – Understanding diversity	30
IICD – Finding the right balance	31
Auditors' report	32
Balance sheet	33
Rapport de Gestion – Consolidation et intégration des activités	34
Informe de Gestión – Consolidación y la afianza de actividades	36
Useful links	38
List of acronyms	39
About IICD – Empowering people through ICT-enabled development	40



Chairman's report

Mr Koos Andriessen – Chairman of the Board of Trustees

One of the most interesting aspects of being a member of the Board of IICD is getting to know the people behind the projects the Institute supports. It is only by meeting the people involved that one can gain a real understanding of the problems faced by developing countries. In 2003 I came to understand that ICT is not the technical, impersonal issue that it sometimes seems to be. Sylvestre Ouédraogo, one of our partners in Burkina Faso, has written a book, 'The Computer and the Jembe'. The many, often funny stories in this book describe how Africans experience ICTs and development in Africa, and show what added value ICTs can have (or may not have) in their lives.

When the Board visited Tanzania in December 2003, I came to appreciate that ICT-enabled development is all about working with people. It also became clear to me that to a large extent some projects are carried by local personalities. During our five-day visit we saw people at work that I can still picture vividly months later. I remember, for example, the woman who had formed a group and had started to grow mushrooms. This initiative was supported by an ICT centre. The fact that she had come up with the idea and strength to do something as exotic as growing mushrooms in the midst of traditional agricultural products, and the lady's inspiring yet modest appeal, were proof of her strong personality.

Also inspiring were the charming students of a large secondary school where a computer training centre has been set up. Six girls and one boy explained to the audience, in a very structured way, the function of each computer part, and then installed it in the computer housing. Then they turned on the computer and showed that it actually worked. Another example was the deputy mayor who had started to use computers to store the basic data of one of Dar es Salaam's largest districts. Although he used a modern beamer during his opening speech to the municipal council, it soon became clear that this man had managed to introduce computers and to accomplish useful work in an environment that did not really understand what he was doing.

In short, people are at the core of a project's success, and therefore ICT-enabled development is carried by people. In IICD's new, larger offices in The Hague you can also see people working. We are proud to say that our work is now supported by a wide range of funders: in 2003, almost 40 percent of IICD's funding came from sources other than the Netherlands government. So, we are busy – supporting the implementation of 61 projects in the nine Country Programmes, and addressing the question of how to ensure that ICTs have a lasting impact on the lives of people in Africa, South America and the Caribbean.

Management Report
Consolidating and embedding activities

Mr Jac Stienen – Managing Director

After the initial period of establishing an organisation and starting up concrete activities, there comes a point in time when it is necessary to look back and take stock. Look back, and find out what impact our work has had on the lives of the people in developing countries. For IICD, the year 2003 was such a point in time. Local consultants analysed evaluation results, and the Building Digital Opportunities (BDO) programme carried out a Learning Study.

Information and Communication Technologies (ICTs) have begun to make their mark as viable tools for alleviating poverty. Increasingly, the results of such activities are being brought to fore in a form that goes beyond story telling. Of course, studies related to IICD's activities are just a few of many examples that are emerging, but they do provide valuable information that can help us define and strengthen our strategic approach.

The BDO Learning Study* pointed to the existence of ICT-enabled projects that have demonstrated an impact on poverty. This is important to the understanding that ICTs are viable tools when mainstreamed into traditional sectors such as livelihoods and education. Nevertheless, the ICT for development agenda has not nearly reached its full potential. One area of uncertainty that is highlighted in the Learning Study is the issue of sustainability. What will happen to such projects in the long term? Are they sustainable? Does the agenda go beyond the project level? Can these projects be used to influence policy, and through policy, ensure a wider impact?

Demonstration effect

In IICD's experiences, projects that make use of ICTs as tools to support sector development have a solid demonstration effect. The introduction of ICTs for development has been an exercise in putting a concept into practice. This exercise has been useful, not only for the development impact achieved, but equally for the ability to prove the value of ICTs as tools for development. However, demonstration projects will not be sufficient to change the development landscape in a sustainable manner. Indeed, it has become very clear that policy changes are needed not only at the local level, but at all levels. At the sector level, sector-wide approaches (SWAps) are being adopted in many countries, such as the ICT policy for education in Tanzania. At the national level, activities need to be integrated in the form of ICT plans and as part of Poverty Reduction Strategy Papers (PRSPs).

For IICD, the scaling up of activities – into a project, organisation and/or policy – is the embedding of the activities as part of Country Programmes. This embedding is an ongoing process among the networks of partners in all the focus countries. The project partners have made significant progress in achieving the organisational embedding of activities, which means that an ICT-supported activity becomes part of the organisation's core processes to support a set of services. Many of IICD's NGO partners have made it to this level. In the past year, IICD and the local partners have also made progress in working with national policy makers to define and set up sector policies that incorporate ICTs. In Bolivia, for example, IICD was asked to support a participatory process to develop a national ICT strategy for the education sector.

Changing role

In 2003 it became clear that IICD's role was changing in the Country Programmes that have reached a consolidation phase, such as Jamaica. In most cases this meant that capacity development activities decreased, whereas Information exchange and Networking (IN) activities increased. In this phase, the sharing of useful experiences among partners, and raising awareness among policy makers and other stakeholders are crucially important. Another example of IICD's changing role was the decision to transfer managerial and operational responsibility for the Global Teenager project to SchoolNet Africa, an organisation based in South Africa.

However, 2003 was not only about consolidation. As foreseen in the strategic framework, IICD extended its work to a ninth country, Ecuador. The new Country Programme Ecuador was launched in June with a Roundtable workshop in the livelihoods sector, focusing on agriculture. The new Ecuadorian partners started working on their project proposals, the first training seminar took place, and IN activities were gradually started up.

Information society

Thematic networking flourished in 2003, especially on issues relevant to livelihoods and education, sectors in which most IICD-supported projects are to be found. IICD's activities in the health sector, in collaboration with Cordaid, received an impetus with the new focus on ICTs and continuing medical education.

IICD was also involved in discussions on overarching issues. For example, in preparation for the World Summit on the Information Society (WSIS) in Geneva, Hivos, OneWorld Netherlands and IICD collaborated in a consultative programme to support the Dutch delegation. The programme resulted in a set of recommendations, a research report, and an interactive conference in Amsterdam. During the Summit, IICD was an active participant in the 'BDO Village' at the well attended ICT4D platform.

Embedding continues in 2004

In 2004 IICD and its partners will continue the process of embedding in the focal countries to ensure the sustainability of the activities. Partnerships will remain one of the key pillars of IICD's work. The BDO programme – a partnership between donor organisations and implementing NGOs, including IICD – will continue in 2004, but will be transformed as the Building Communication Opportunities (BCO) Alliance, with new activities and some new partners.

French and Spanish versions of this Management Report can be found on pages 34 and 36.
Vous trouverez aux pages 34-35 une version française de ce Rapport de Gestion.
En las páginas 36-37, encontrará la traducción al español de este Informe de Gestión.

*ICTs and Poverty Reduction in Sub-Saharan Africa.
A Learning Study by R. Gerster and S. Zimmerman, Gerster Consulting, for the BDO programme.

PARTNERSHIPS

Paving the way for new strategic alliances

During 2003, it became clear that resources available for ICT-enabled development would not continue to grow at the same rate as in the past. Many donor countries have reduced their development cooperation budgets, or have shifted funding to post-conflict countries. In such an environment, stakeholders face a choice: they can either choose the route to compete for decreasing funding, or look for synergetic partnerships. For IICD, the route has been a mixed one.

While the recent changes in the development cooperation 'landscape' have made it more difficult to form new strategic partnerships, the quality of relationships with existing partners continued to improve. IICD was able to build on these collaborations to attract new ones, and is increasingly exploring strategic alignments with other organisations.

Attracting like-minded partners

IICD continued to strengthen its partnerships within the Building Digital Opportunities (BDO) programme (2001–2004). This effort to coordinate a programme to support ICTs for development is very much in line with current development approaches. As a multi-stakeholder partnership, the BDO brings together the public sector and civil society in order to coordinate strategic thinking and operational requirements.

The BDO partners in the public sector are the Netherlands Directorate General for International Cooperation (DGIS), the UK Department for International Development (DFID) and Swiss Agency for Development and Cooperation (SDC). In 2003, two new bilateral agencies – the Canadian International Development Agency (CIDA) and the Royal Danish Ministry of Foreign Affairs (DMFA) – joined the programme, and signed contracts to provide direct support to IICD and the BDO as a whole. It is expected that this expansion of support will attract new like-minded donor partners in the coming years. BDO partners in the non-profit sector include OneWorld International, Panos, the World Association of Community Radio Broadcasters (AMARC) and the Commonwealth Telecommunications Organisation (CTO).

The BDO brings together a variety of practitioners and policy makers whose experiences offer a rich source of information. The BDO Learning Study,* published in 2003, is a good example of how such collaboration can provide added value. Drawing upon the experiences of the partners in Mali, Uganda and Zambia, the study assesses the impacts of the BDO programme. These experiences were shared and widely discussed at the BDO Village at the ICT4D platform of the World Summit on the Information (WSIS) in Geneva. The final months of 2003 were devoted to reformulating the BDO programme. In 2004, the programme will continue as BCO: Building Communication Opportunities.

Doing better for less

Given the current development climate, and the fact that IICD lacks the expertise and the resources – human and financial – to meet the needs of the full ICT for development 'market' effectively, we have been increasingly seeking strategic alignments with partner organisations. Such alignments should strengthen the overall ICT for development agenda, while at the same time they must be cost effective. They therefore need to be based on the complementary skills and services that each of the organisations involved can offer. IICD sees such complementarity between itself, Bellanet and OneWorld International. Bellanet has a good track record in sharing knowledge, skills and tools, both on- and offline. OneWorld has proven its ability to conduct international advocacy campaigns using online tools. IICD's strengths lie in the work of its in-country partner networks and its international thematic partnerships. In 2004, this tripartite strategic alliance will launch its first common programme – the WeConnect initiative. WeConnect will work to encourage the offices of bilateral agencies in developing countries to participate more actively in the ICT for development dialogues being driven by the local public sector, civil society organisations and private businesses.

Reaching local NGO networks

Within the Netherlands, IICD is expanding its relationships with the non-profit development community. Hivos and IICD have worked well together since 1999, and the alliance was renewed in 2003. The primary goal is to strengthen the delivery of development services to the poor by Hivos' local NGO networks in Ecuador and Zambia.

The existing agreement with another Dutch NGO, Cordaid, was extended to include a new focus on ICTs for continuing medical education in East Africa. Again, the partnership involves joint funding and IICD's expertise to support Cordaid's influential networks in developing countries. The strategic alliances with Hivos and Cordaid are helping to pave the way for new relationships between IICD and other civil society actors in the Netherlands . For example, discussions with the Association for Personnel Services Overseas (PSO) moved quickly, and are expected to come to fruition in 2004.

The ongoing partnership between IICD and the World Bank's *Info*Dev Program attracted the attention of the Global Knowledge Partnership (GKP) – of which both are members. GKP joined the ICT Stories – Tony Zeitoun Awards initiative on a one-year basis, providing exposure for the project and, most important, for the stories that the Southern practitioners are sharing. Further, GKP introduced cash prizes for the stories that demonstrated the strongest link to impacting poverty through ICTs.

Looking ahead

The approach to partnerships in 2004 will continue to follow the 2003 strategy. In addition, the existing partnerships with actors in the private sector – such as with Cap Gemini and Atos KPMG – will be strengthened as the year progresses. Finally, it is expected that IICD will take on a stronger advisory role towards bilateral agency partners.

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

* ICTs and Poverty Reduction in Sub-Saharan Africa. A Learning Study, by R. Gerster and S. Zimmerman, Gerster Consulting, for the BDO programme.

COUNTRY PROGRAMMES

Embedding ICT-enabled initiatives

IICD's Country Programmes bring together local organisations and strengthen their institutional capacities to formulate and implement the ICT components of development policies and projects. In the sectors education, environment, governance, health and livelihoods, the number of projects in implementation and continuing independently from IICD has grown from 49 in 2002 to 61 in 2003. In addition, IICD launched its ninth Country Programme in Ecuador.

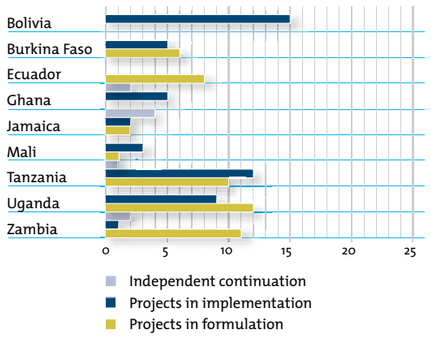
Learning from earlier years, Country Programmes are focusing on the objective of 'embedding' their projects. Embedding signifies that projects are adopted as the core business of an institution, or that the activities are reflected in a sector policy or strategy. This increases the programme's chances of making a lasting impact on development in the country. In addition to the embedding strategy, IICD is increasingly working with rural NGOs and grassroots organisations, bringing it closer to the primary goal of poverty alleviation. This year IICD facilitated five Roundtable workshops, which are the forum for identifying project ideas in a new sector.

Programme implementation: a phased approach

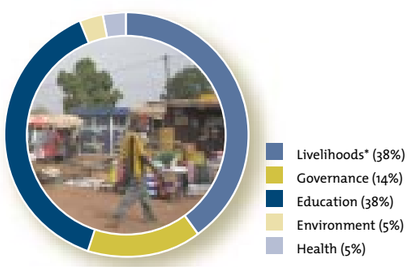
To guide partners towards achieving sustainable and self-coordinating Country Programmes, in 2003 IICD introduced an approach in which the implementation of a programme is divided into phases. In each phase the various components of the programme – projects, capacity development, Information exchange and Networking (IN), and monitoring and evaluation – are in place, but the emphasis of IICD support shifts depending on the phase of the programme.

During the initiation phase, following a Roundtable workshop in one sector, a small group of stakeholders sets priorities, identifies projects and establishes ownership. The Country programme in Ecuador, launched in June 2003, is at this stage. In the expansion phase, the programme expands to three sectors. Most programmes are currently at this stage. When the number of projects reaches a critical mass, and the programme starts to demonstrate results, the consolidation phase begins. Now, the emphasis is on embedding the activities as described above. The programmes in Uganda and Tanzania are closest to reaching this stage. When the projects are embedded into the national context, the focus of IICD support is on facilitating the sharing of experiences at national and international levels. This is the shared dialogue phase. The programme in Jamaica is expected to enter this phase in 2004.

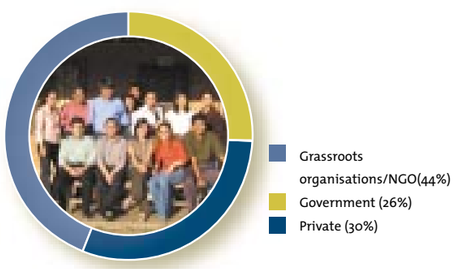
Projects in 2003



Projects by sector



Project owners



*Livelihoods projects 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.

Capacity development

IICD supports capacity development in the Country Programmes through comprehensive support to ICT training institutions in each country. This approach helps to develop lasting nationwide ICT capacity. IICD provided training to a significant number of training partners in 2003. Increased attention was given in 2003 to On-the-Job training, which develops applied ICT skills within IICD's partner institutions. This year, the annual International Train-the-Trainer event was held in Ghana and hosted by Atlantic Computer Training. 23 participants were welcomed from seven of the nine countries in which IICD works. The first week of the workshop provided an introduction to IICD's training methodologies for newcomers, and during the second week the more advanced participants were trained.

Information exchange and Networking

In each of IICD's focus countries, Information Networks (IN) share knowledge, facilitate learning, and raise awareness of ICT for development, using tools such as websites, e-discussions and focus group meetings. In 2003, many of the networks broadened their membership beyond direct stakeholders in IICD Country Programmes, to include the wider ICT community, policy makers and civil society. Also, the networks paid more attention to raising national awareness of the urgent need to address obstacles to the adoption of ICTs, particularly restrictive telecom policies and poor connectivity. The effectiveness of country-based Information exchange and Networking was confirmed by the findings of the BDO's Learning Study on ICTs for poverty reduction in sub-Saharan Africa.

Monitoring and evaluation

IICD produced the results of four Country Programme evaluations in 2003. The evaluation tool developed by IICD and its partners enables IICD to gather quantitative and qualitative data on the effectiveness of its support and the impact of the programme on end users. Further, ten periodic reviews of ongoing projects, known as output to purpose reviews, were carried out, in order to identify areas for improvement in the implementation of the projects. In a focus group setting, partners regularly discuss evaluation results and derive lessons learned from their peers.

Roundtable workshops in 2003

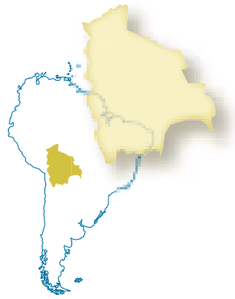
Month	Country Programme	Sector	Host
January	Ghana	Livelihoods (agriculture)	Institute of Statistical, Social and Economic Research (ISSER) and Ministry of Food and Agriculture (MoFA)
May	Zambia	Education	Simonect Executive Services
June	Ecuador	Livelihoods (agriculture)	Comite Ecumenico de Proyectos (CEP)
July	Burkina Faso	Livelihoods (agriculture)	Centre d'Etudes Economiques et Sociales de l'Afrique de l'Ouest (CESAO)
November	Uganda	Health	Makerere University

Capacity development activities in 2003

Institutional support to training partners	Events	Participants
Training of Trainers (individuals)		92
Expertise development training (individuals)		14
Equipment support (institutions)		3
National training partner certification programmes (institutions)		12
Training to project partners		
LifeLong Learning Skills workshops	6	90
On-The-Job training workshops	63	945
Technical Update Seminars	31	1240

BOLIVIA

National ICT strategies link leading initiatives



The Country Programme Bolivia, known as *Ti*CBolivia, is achieving real results on the ground, and is becoming a national prominent ICT for development programme. With its firm local ownership, strong institutional backing and the growing ICT capacity of the partner organisations, the programme is generating a strong development impact on indigenous groups, small producers, teachers and students.

The Roundtable in agriculture held in Santa Cruz in July 2002 had generated eight project ideas that began implementation in 2003. *Ti*CBolivia is now implementing 15 projects in the sectors education, environment, governance and livelihoods. The further integration of capacity development, Information exchange and Networking (IN) and evaluation activities will contribute to the success of the programme. As one of the highlights of 2003, an account of one of the projects, entitled 'The farmer's mail', was among the winners of the ICT Stories - Tony Zeitoun Awards. The project, implemented by ICO, demonstrates how international knowledge sharing and ICTs are contributing to the livelihoods of over 3000 farmers in the valleys of Santa Cruz. Another success was the expansion of the education project in the highlands of Oruro, where teachers are learning how to integrate ICTs into the school curriculum, and students are participating in the international Global Teenager project.

Ensuring success

The partners in *Ti*CBolivia have been able to make progress in embedding the projects into 50 rural communities and into existing public sector programmes to ensure the sustainability of the projects. The government's close involvement appears from the ICT strategy for the agricultural sector, developed by the Ministry of Agriculture with inputs from the *Ti*CBolivia partners. As part of this strategy the Ministry will coordinate the collection and distribution of agricultural information. The Ministry has already increased its internal capacity and is now focusing on installing local area networks (LANs).

The partner NGOs Fundación Ayni and APCOB are working to raise awareness of the benefits of ICTs in education, and successfully linked up with the government. The Ministry of Education invited IICD and its partners to assist in the development of an ICT strategy for education. This way, the projects in the sector can be mainstreamed into the government's education strategy, thus enhancing chances for their wide impact and long-term sustainability.

Training for rural end users

Training partner Enbolivia.com offers tailor-made courses for project partners, who are then able to disseminate their knowledge and experiences to rural communities and end users. To make training more accessible and affordable for partners working outside La Paz, Enbolivia.com, in collaboration with CIDOB, now offers courses in Santa Cruz. At a Train-the-Trainer course in 2003 the partners developed training modules and prepared manuals for farmers, indigenous leaders, teachers and students. During 2003 more than 500 leaders of indigenous groups acquired basic ICT skills, enabling them to use CIDOB's information system to lobby for their land rights and keep track of progress being made.

Networking strategy

The sharing of experiences among the partners of *Ti*CBolivia gained momentum through a reformulated IN strategy coordinated by Fundación Redes. All partners contributed to discussions on the new strategy and are committed to ensuring its success. *Ti*CBolivia will focus on strengthening knowledge sharing among the partners, and lobbying and advocacy activities. *Ti*CBolivia's first advocacy activities have already been of interest to the Office of the Telecommunications Regulator (SITTEL), which has requested assistance in developing a national ICT policy.

Monitoring and evaluating

During 2003, most project partners produced regular progress reports as part of the monitoring process, indicating their high level of involvement in and commitment to the programme. In addition, the first output-to-purpose review of the Ondas Libres project was completed, providing valuable insight into how the project can be improved at the strategic and operational levels.

For more information on the Country Programme Bolivia, please visit www.iicd.org/countries/bolivia.

LEARNING FROM EXPERIENCE

Monitoring and evaluation (M&E) activities in Bolivia, led by the local M&E partner APCOB, began in earnest in 2001. Several useful lessons were learned in 2003. Partners appreciated IICD's support in project formulation, but felt that it would be beneficial if end users - farmers, indigenous peoples, teachers and students - were involved from the outset. Knowledge and skills acquired through capacity development activities helped partners to work more productive in their daily work. However, the courses could be more dynamic and hands-on. Most end users felt that through *Ti*CBolivia's projects they are more confident about using ICTs and helping and sharinge their experience with others.

	Projects in implementation in 2003	
Sector	**Project**	**Owner**
Education	Multimedia Systems for Ethnographic Materials	Apoyo Para el Campesino Indígena del Oriente Boliviano (APCOB)
	Chaski II/Global Teenager Project	Fundación Ayni
	ICT Training Centre	EnBolivia.com
Environment	Strengthening the Network for Sustainable Development and Environment	Centro Boliviano de Estudios Multidisciplinarios (CEBEM)
Governance	Information on Conflicts and Negotiations in Communitarian Original Indigenous Lands	Confederación de Pueblos Indígenas de Bolivia (CIDOB)
	Ondas Libres – Network of Local Radio Producers	Casa de la Mujer, ICO, Centro de Investigación y Promoción del Campesinado (CIPCA), Radio Alternativa
	Information System on Public Investment for Small Producers in Agriculture	Comité de Organizaciones Económicas Campesinas (CIOEC)
Livelihoods	ICT Strategy for the Agricultural Sector	Ministerio de Asuntos Campesinos, Indígenas y Agropecuarios (MACIA)
	Marketing Information System, Chuquisaca	Fundación Acción Cultural Loyola (ACLO)
	ICT for the Exchange of Farmer Experiences in Ecological Agriculture	Fundación AGRECOL Andes, ACLO
	Technical-commercial Information Centres for the Agro-ecological Sector	Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
	ICT for Agriculture in the Chiquitano Region	APCOB
	Information System for Innovation and Competitiveness of Small Farmers	Centro de Promoción Agropecuarios Campesino (CEPAC)
	Commercial Information and Advisory System for Agricultural Producers	Centro de Promoción de Bolivia (CEPROBOL)
	Agricultural Information and Monitoring Systems in the Valleys of Santa Cruz	Instituto de Capacitación del Oriente (ICO)

BURKINA FASO

New Roundtable on livelihoods adds volume

One of the highlights of the Country Programme Burkina Faso in 2003 was a Roundtable workshop on livelihoods, at which more than 70 participants discussed a number of ICT-supported activities in the agricultural sector. The projects that emerged from this workshop will add volume to the programme in the future.

Launched with a National ICT Roundtable in 1997, the Country Programme Burkina Faso is one of IICD's oldest, but by no means the largest. Burkina Faso has just five projects in three sectors – education, governance and livelihoods. IICD and partners therefore decided to expand the programme by launching a new Roundtable process in the livelihoods sector. In July, more than 70 representatives of public, private and non-profit organisations attended this workshop, entitled 'Encouraging agricultural development with ICTs'. Six project ideas are currently being developed into realistic project proposals. One of these will involve setting up a community multimedia centre, including rural radio, in the district of Zabré. Others will focus on the creation of a database containing a wide range of information on drinking water and hygiene, the production of a programme offering agricultural market price information to be shown on national TV, and improving communication and information exchange in the cotton sector.

Projects up and running

Of the five projects currently in implementation, three are in the education sector. During 2003 the tele-education project, which aims to link the joint owners, the Universities of Ouagadougou and Bobo Dioulasso, unfortunately encountered both connectivity and hardware problems. Although most of these were solved, the project still did not take off, due to management difficulties. In the Global Teenager project (GTP) four schools participated in the French Learning Circles. The third project, to establish an ICT Training Centre in Ouagadougou, took longer than anticipated due to staffing problems, but is now fully operational. In 2003 all the necessary equipment and software were installed, and the centre provided several training courses.

Over the years, IICD and the local partners have been looking at ways in which ICTs can best be used to promote good governance in Burkina Faso. The 'Ministerial website development' project, owned by the Délégation Général à l'Informatique (DELGI) and supported by the United Nations Development Programme (UNDP), started in 2002. By October 2003, 16 websites were up and running, making up-to-date information available to the public. A possible follow-up to the project is now being discussed.

In the livelihoods sector, the 'Business Intelligence Trade Points' project, owned by the Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina (FIAB), aims to address the socio-economic exclusion of small-scale farmers by developing agri-business information services that will benefit both producers and traders. In 2003 the Trade Points project covered its operating expenses, and is now ready to continue independently of IICD.

Responding to local demand

In cooperation with IICD, training partner Zongos Consulting and Productions (ZCP) organised several training events. These included a Technical Update seminar on 'ICTs and education' for 55 participants, On-the-Job training for Global Teenager teachers, a two-day course for GTP moderators, and basic ICT skills training for staff of the new project partners. One ZCP trainer attended the international Train-the-Trainer workshop held in Ghana. To broaden their range of expertise, trainers from ZCP and Yam Pukri followed Macromedia online courses on Flash and Dreamweaver. The number of capacity development activities in 2003 was lower than expected, largely because the development of proposals for the projects identified during the Roundtable took longer than foreseen. Hence, the new project partners were able to specify their training needs only towards the end of the year.

Dynamic network

Information exchange and Networking (IN) activities in Burkina Faso continued in 2003. The network, réseau LIEN, is gaining recognition. The network held regular meetings to discuss plans for improving coordination and to develop a media strategy for 2004. An awareness-raising seminar on 'ICTs and youth' attracted 160 participants.

The ICT for development website Burkina-NTIC was regularly updated. IN partner Yam Pukri, in collaboration with FIAB, DELGI, Club @robase and ZCP, organised a workshop to review their experiences in developing the site. The 100 participants, representing many different areas of expertise, decided to create a support club for the website. The event attracted extensive media coverage, with several press articles and TV and radio broadcasts. Also in 2003 the networking partners developed various knowledge products, including the quarterly newsletter 'Burkina-NTIC', a video documentary 'NTIC: La toile du développement' and a book, 'The Computer and the Jembe'.

Gathering data

In 2003 a monitoring and evaluation (M&E) process was put in place, and a long-term contract was signed with local M&E partner GREFCO. Following the Roundtable in July, GREFCO began gathering qualitative and quantitative data, and will publish the results in 2004.

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

The Computer and the Jembe: Between Dreams and Realities

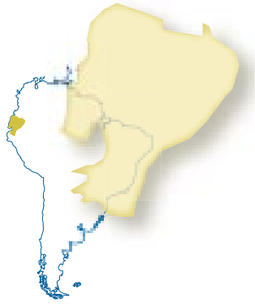
'In Africa priority has been given to a wide range of development areas such as education, health, agriculture, road construction, etc., and while addressing these issues one can also hear the drum beating to the rhythm of the Internet.'
In this book,* Sylvestre Ouédraogo, from the Yam Pukri Association in Burkina Faso, compares traditional African means of communication with African perceptions of those available through ICTs. Mr Ouédraogo questions the appropriateness of ICTs to the current African context. Based on his academic and field experience, the author uses analysis and anecdotes to advocate a sensible mix of tradition and modernity in Africa. The book, produced with IICD support, was launched at the WSIS in Geneva in December 2003.

* Sylvestre Ouédraogo, *L'ordinateur et le djembé: Entre rêves et réalités / The Computer and the Jembe: Between Dreams and Realities*, Harmattan, Paris, 2003.

	Projects in implementation in 2003	
Sector	Project	Owner
Education	Tele-education	Délégation Général à l'Informatique (DELGI) / Universities of Ouagadougou and Bobo Dioulasso
	Training Centre	Zongos Consulting and Productions (ZCP)
	Global Teenager Project	ZCP
Governance	Ministerial Website Development	DELGI
Livelihoods	Business Intelligence Trade Points	Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina (FIAB)

ECUADOR

New Country Programme makes a promising start



In June 2003, IICD launched the Country Programme Ecuador, with the support of DGIS, SDC and Hivos. Following the first Roundtable workshop on livelihoods in agriculture, the new partners started work on their project proposals. The first training seminar took place, and Information exchange and Networking (IN) activities were gradually started up.

© Ives Beaulieu/IDRC

The first months of 2003 were devoted to preparations for the new Country Programme activities. These included selecting participants (and future project partners) for the Roundtable workshop, and identifying suitable training partners and an IN coordinator.

The Country Programme was officially launched in June with a Roundtable workshop in Ibarra, which was co-organised by IICD and local partner Comité Ecuménico de Proyectos. The workshop, on the use of ICTs in sustainable production chains and marketing, was attended by 40 participants from the public sector, NGOs and grassroots organisations. Eight project ideas emerged from the workshop.

Realistic proposals take time

In the months following the workshop, the participating organisations started work on developing their ideas into project proposals. Although they all had a broad idea of what they would like to do, translating an idea into a realistic proposal for a viable project takes time. To ensure that small farmers will be the principal beneficiaries of the new projects, several partners organised consultation and validation meetings. Although none of the projects was ready for implementation by the end of the year, it is expected that four projects will take off in April 2004.

In one of the projects, being developed by the NGO Maquita Cushunchic Commercializando como Hermanos, ICTs will be used to improve the availability of market price information for cacao trading centres, with the aim of increasing cacao exports. Another project, to be implemented by Acción Ecológica, aims to raise awareness among NGOs and agricultural associations of the impact of global developments such as the creation of the Free Trade Area of the Americas and the spread of genetically modified products. The Ministry of Agriculture's Servicio de Información y Censo Agropecuario (SICA) is also developing a project in which NGOs and agricultural associations will be encouraged to form alliances to improve the availability of information for small farmers.

Developing partnerships

Two local institutions were identified as training partners: Nuevared.org and the Centro de Estudios para la Comunidad at the Escuela Politécnica Nacional (CEC-EPN). In September, as a follow-up to the Roundtable, the two institutes co-organised a LifeLong Learning workshop to help the project partners formulate proposals based on the ideas identified during the Roundtable. At the workshop, the project organisations were able to develop prototypes to enable them to gain insight into the various elements of their projects.

In November, the two training organisations attended a Train-the-Trainer workshop for Bolivian project partners in Santa Cruz, Bolivia. This gave them the opportunity to experience how ICT for development projects work, and what their training needs are. It was also the start of a close cooperation with the training partners in Bolivia.

Ecuador and Bolivia exchange experiences

The Bolivian partners have welcomed the new Country Programme in Ecuador. They will now have colleagues who share a language and culture, and with whom they can exchange experiences. To encourage collaboration, and to enable them to learn from each other, the new training and IN partners from Ecuador met their Bolivian counterparts in Bolivia. All of the participants appreciated the exchange of experiences. In the words of Diana Andrade of Intercom-Ecuanex, "The feeling that we are not alone, it is not an isolated effort, and that in other Latin American countries people are doing the same things, is very comforting". One learning point was that the meetings focused mostly on what Ecuador could learn from Bolivia; some participants felt that the new programme partners could also provide valuable information and experiences that may be relevant for the Bolivian partners.

© Ives Beaulieu/IDRC

© Ives Beaulieu/IDRC

In early 2004 an official partnership agreement will be drawn up with Nuevared and CEC-EPN.

Sharing knowledge from the outset

Exchanging knowledge and sharing lessons learned increases the momentum and widens the impact of a Country Programme. In the other programmes, this has involved developing or strengthening a national ICTs for development network and identifying local IN partners after the programme has been launched. In Ecuador, however, this will be the first time that IICD implements the full Country Programme strategy, so that local knowledge sharing activities will complement the development of the projects from the outset.

Government support can greatly increase a programme's chances of success, in that the projects are more likely to be fully integrated into mainstream practice. Therefore, IN activities will also include lobbying and advocacy work on national ICT-enabled development issues. Intercom-Ecuanex was identified as a suitable coordinator, and the partnership became official at the end of the year. The organisation produced two issues of the quarterly newsletter 'Conexión', to help the Roundtable participants and other actors keep up-to-date and 'connected'. Since the development of an all-round IN strategy in Ecuador is a priority, preparations were made for an 'IN envisioning' workshop in early 2004.

Looking for the right M&E partner

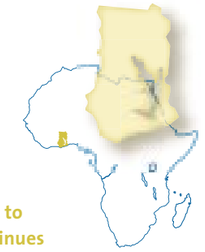
An M&E partner in Ecuador has yet to be identified. However, relevant data on the Roundtable workshop and capacity development activities so far have been collected, and will provide inputs for the evaluation in 2004. The development impact assessment will also take place next year.

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

	Projects in implementation in 2003
Sector	Project
Livelihoods	At the end of 2003 the eight projects identified during the Roundtable workshop on livelihoods in agriculture were being formulated. No projects are yet in implementation

GHANA

Improving access to information services in rural areas



Over the past five years, most of the local partners in the Country Programme Ghana have come to appreciate the wide range of benefits that ICTs can bring to their organisations. Today, IICD continues to work closely with partners in the public and private sectors, to implement five ICT-supported projects in four sectors: education, environment, governance and livelihoods in agriculture.

Resulting from the strategic partnership between Cordaid and IICD, a Roundtable in agriculture 'Enhancing agricultural market access' was held in January 2003. Nine projects are currently being formulated, and several existing partners in the sector have embarked on a process to re-examine existing projects and concepts. Several NGOs from around the country participated in the Roundtable process, widening the geographical distribution of IICD's projects and partners.

Improving information products

Two new projects were added to the Ghana programme's portfolio in 2003. The first was an action research project in the governance sector, 'Ghana Dot Gov: researching the potential for e-government services', by the Ministry of Information and Presidential Affairs. The launch of the portal site, www.ghana.gov.gh, represented the first step in the government's commitment to provide more effective e-governance services for the public. The second project, in the livelihoods sector, is the 'Ghana Agricultural Information Network System' (GAINS). With a coordinating centre at the Institute for Scientific and Technological Information (INSTI) in Accra, the project involves the development of a database driven website that can be accessed by agricultural research institutes via a local area network (LAN).

Ongoing projects

The staff of the 'E-commerce for non-traditional exports' project, facilitated by the Ministry of Food and Agriculture, completed the implementation of six out of ten information centres in Accra and rural areas, which respond to local farmers' information need. On the basis of the now completed 'Environmental Information Network' (EIN) project, the Environmental Protection Agency was selected as the Ghanaian node for the Africa Environmental Information Network (AEIN). Efforts are now being made to find future co-sponsors.

The Global Teenager Ghana (GTG) achieved a record 31 classes in the Learning Circles, and 30 teachers were trained to support the online sessions. As an incentive for the schools, GTG conducted its first web design competition. Five schools developed websites, which were hosted by Think Quest Africa, and the winners were selected by a panel of local and international judges.

Cyberseries

IICD continued its collaboration with training partner Atlantic Computer Training Ltd to develop and deliver customised ICT training courses. This year, Atlantic hosted the annual International Train-the-Trainer workshop. The Centre for Information Technologies Research and Development (CITRED) became a training partner and will soon launch capacity development activities for projects in the north of the country. Partners such as BusyInternet collaborate with IICD's capacity development programme, and with the Ghana Information Networking and Knowledge Sharing (GINKS) programme. For example, GINKS and BusyInternet cooperated on 'Cyberseries', a forum on ICTs for development. The first five sessions addressed the uses of ICTs in the agriculture, education, health, environment and service sectors.

Networking, lobbying and advocacy

GINKS was officially launched in October 2003 as the national Information exchange and Networking (IN) platform after signing a Memorandum of Understanding with IICD. GINKS, a dynamic, expanding network with more than 250 registered members, encourages knowledge sharing, lobbying and advocacy to promote ICTs, and aims to contribute to a more cohesive approach to mainstreaming ICTs for development in Ghana.

Besides collaborating in the Cyberseries forum, GINKS hosts an online discussion platform and produces 'iConnect Ghana', a quarterly printed and online newsletter. In response to local demand, the network also inaugurated a knowledge centre at Sekondi in Western Region in Ghana, which will provide information and services for students and local fishermen. An assessment of the impact of the centre is currently being carried out with local partners in order to determine the next steps.

Measuring development impacts

Evaluation remains a strong element of the Country Programme Ghana, with the Economics Department of the University of Ghana as the monitoring and evaluation partner. Two focus group meetings were held in 2003 to review the outcomes and implications of the project data collected during the M&E process. At these meetings the partners – including IICD – were able to reflect on issues raised, and to share ideas for new projects and approaches. An output-to-purpose review of the project 'E-commerce for non-traditional exports' was also conducted to assess progress. As well as highlighting the challenges faced by the implementing team, such evaluations contribute to the lessons learned at the country level in the application of ICTs for development.

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

LEARNING FROM EXPERIENCE

In 2003, IICD and its monitoring and evaluation partners assessed the results and impacts of the Country Programme Ghana. Some of the lessons learned were:

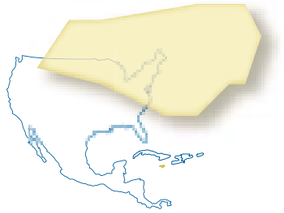
- Poor connectivity is still a major problem, especially in the rural areas, and often causes delays in project activities.
- Communication between project teams and end users need to be improved, and problems openly addressed in order to avoid disappointment and to manage expectations.
- Effective collaboration between project partners and IICD has resulted in smooth project formulation and implementation phases.
- Through various capacity development initiatives, the participants have been able to improve their ICT skills and techniques. However, many felt that the workshops were too short, and suggested that it would be an improvement if they were longer.
- The Global Teenager Ghana project has revealed opportunities in ICT and has broadened the participants' social horizons.

	Projects in implementation in 2003	
Sector	Project	Owner
Education	Centre ICT Training*	Internet Society of Ghana (ISOC)
	Global Teenager Ghana	Rescue Mission Ghana
Environment	Environmental Information Network (EIN)	Environmental Protection Agency (EPA)
Governance	Ghana Dot Gov	Ministry of Information and Presidential Affairs (MIPA)
Health	ICT policy for Health*	Ministry of Health
Livelihoods	Ghana Agricultural Information Network System (GAINS)	CSIR-INSTI (GAINS)
	E-Commerce for Non-traditional Exports (NTE)	Ministry of Food and Agriculture (MoFA)

* Continuing independently of IICD.

JAMAICA

Focus on evaluation and consolidation



In just five years the Country Programme Jamaica has laid the foundations for a modest but varied project portfolio, a training infrastructure, and a knowledge sharing network. The programme has reached the point where most project, training and networking activities are being developed and managed independently, in keeping with IICD's objective of promoting local ownership. In 2003 the programme entered the consolidation phase.

The ICT-enabled project activities within the Country Programme resulted from three Roundtable workshops. Six projects have been implemented, of which four are now running independently of IICD. After the Roundtable on governance in 2001, IICD and partners expected to have several projects in implementation by now, but unfortunately, this has not been achieved. To enable IICD and the partners to learn from less successful experiences, an in-depth evaluation of the process was initiated in 2003.

Independent continuation

In the livelihoods sector, the complementary activities of the projects 'Caribbeat' and 'Caribbean Music Expo' – both focus on the application of ICTs for development in the music and entertainment sector – led to a proposal to set up digital multimedia production, training and distribution centres around the island. A business plan was developed in 2003, and the projects will continue independently of IICD. Two other livelihoods projects – the 'Agricultural Business Information System' and 'Central and Satellite Agricultural Information Centres' – also moved toward integration. Finally, following an output-to-purpose review of the Global Teenager project, a new strategy was formulated to reposition the project, focusing on its political and financial sustainability.

Mainstreaming workshops

Given that the Country Programme has now entered the consolidation phase, training activities were limited in 2003. However, various project partners and other stakeholders expressed the need for a 'mainstreaming workshop' to ensure that the projects are effectively integrated with other ICT initiatives in each sector. Thus – with support of other local partners – IICD and training partner InfoServ Institute of Technology organised three 'ICT Productivity Enhancement Programme' (PEP) workshops, which brought together high and mid-level policy and decision makers to discuss and evaluate the crucial components needed to support existing projects within their sectors.

Two other events were organised in Kingston: a seminar to advise the Central Information Technology Office (CITO) on the development of an ICT resource centre, and an ICT and entrepreneurship workshop. Other training activities included two On-the-Job training workshops for the Rural Agricultural Development Authority (RADA), and two Technical Update seminars on International Computer Driving Licence (ICDL) certification and open source software. Training partners also attended a Train-the-Trainer workshop.

ICT4D Jamaica

Together with initiators HEART Trust/NTA and the Ministry of Commerce, Science and Technology, IICD supported an 'ICTs for national development' conference held in Kingston. The event provided an opportunity for IICD and partners to showcase lessons learned, to raise awareness of how ICTs can contribute to sustainable development, and to increase the visibility of the programme in general. In the discussions around a Jamaican ICT4D Action Plan, the IICD-hosted Dgroups were used extensively. The conference clearly provided a stimulus for the partners to discuss the development of Information exchange and Networking (IN) activities. IN partners agreed upon the networking strategy, and the different roles and functions, co-financing mechanisms and governance therein. In late 2003, IICD signed a Memorandum of Understanding with the network 'ICT4D Jamaica', coordinated by HEART/NTA.

In October 'ICT4D Jamaica' organised an informal networking event that brought together network members and prospective partners in the local ICT for development community. These included stakeholders from sectors such as education, agriculture, music, tourism and governance. The Hon. Minister for Commerce, Science and Technology, Mr Phillip Paulwell, was also present and pledged his political support.

IICD commissioned a local researcher to carry out a comprehensive inventory, or 'landscape assessment', of the current ICT4D situation in Jamaica. Also, in 2003 two issues of 'Jamaica LINKS', an online and printed newsletter on ICTs for development, were published.

Prepare to share

A wide range of monitoring and evaluation (M&E) activities were developed and executed in 2003. Assessments were carried out to identify lessons learned from the projects in particular, for both the project partners and IICD. In addition, an overall evaluation of the Country Programme and the Portmore Roundtable process on governance was initiated. In 2004, the findings of all of these evaluations will be used as inputs to ensure a smooth transition to the next Country Programme phase: shared dialogue.

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

LEARNING FROM EXPERIENCE

What lessons have been learned after five years of IICD's support in Jamaica? A status report on the Country Programme – from the formulation to the implementation of ICT for development projects – identified amongst others the following learning points:

- From the start of a project, organisational objectives including roles and responsibilities of IICD and project partners, need to be well-defined to avoid misunderstandings.
- When formulating and implementing ICT4D activities, one has to take into account the political, social and economic environment on local level.
- Strong individual ownership will not suffice to sustain a project or network – it may even prove to be counterproductive.
- To assume that an intermediary organisation knows what the end users need may be naive. Always follow a participatory approach to include user inputs into project/network design: the user knows best!
- Knowledge sharing is not common practice: overcoming competition and the 'gatekeeper syndrome' will be major challenges for any network.
- In the dotcom euphoric era, IICD and project partners set overly ambitious goals, resulting in low rates of success. Project objectives should be based on accurate judgement of realities – not aspired ones.

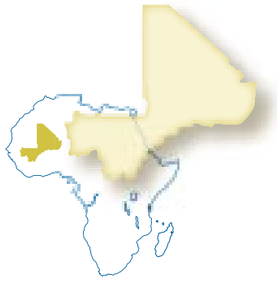
	Projects in implementation in 2003	
Sector	Project	Owner
Education	Global Teenager Project	Jamaica Computer Society Education Foundation (JCSEF)
	Instructional Technology Institute**	Instructional Technology Institute (ITI)
Livelihoods	Agricultural Business Information System (ABIS)*	Rural Agricultural Development Authority (RADA)
	Central and Satellite Agricultural Information Centres (CSAIC)*	St Elizabeth and Manchester Vegetable Growers' Association
	Caribbean Music Expo*	CME Conventions
	Caribbeat*	Caribbeat Entertainment Ltd

*Continuing independently of IICD.

**IICD support ended and the project was evaluated in 2003.

MALI

Expanding project activities help to increase impact



In 2003 two new health projects were added to the Country Programme Mali portfolio. In response to the demand expressed by project partners the number of capacity development activities was increased. Information exchange and Networking (IN) activities also began to take off, with the official establishment of ToguNet.

Established in late 1999, when the government of Mali invited IICD to help develop telecentres in each municipality, the Country Programme Mali is one of IICD's longest running. In 2002, following a Roundtable for the health sector, the volume of project activities increased, but the programme has not yet reached a critical mass. The Roundtable on livelihoods planned for 2003 had to be postponed until January 2004 due to organisational and planning issues.

Assistance for regional hospitals

Within the Telecentres pilot project, the centres in Fana, Kita and Koulikoro began operating in 2002, but encountered connectivity problems early in 2003. To remedy this, the telecentres have been looking into lease arrangements with telecom providers. The revenues – and thus the sustainability – of the telecentres vary, and most of their income comes from services such as phone calls and photocopying.

Two projects that emerged from the 2002 Roundtable on health began implementation in 2003. Keneya Blown, owner of the 'Réseau Informatique Malien d'Information et de Communication Médicale' (REIMICOM) project, began the development a web portal for health professionals. The portal will offer online access to medical information and other resources, and a platform for distance education. The second project, IKON, aims to assist the radiology departments of regional hospitals by setting up an Internet-based service for reviewing X-ray images. Although the project encountered financial problems, in that the equipment was more expensive than foreseen, implementation is in progress. The launch of a third health project, 'Cyberpharma', owned by the National Council of the Order of Pharmacists, was delayed for administrative reasons, but will be ready to start in 2004.

Moving out of the capital

The demand for training in 2003 was higher than anticipated, in particular to support the telecentres. Thus, three two-day training courses on website development were organised at each of the telecentres for the staff and local authority officials, as well as On-the-Job training in computer and LAN maintenance. For new health project partners, two Technical Update seminars were organised. Artists from the arts association Soleil d'Afrique attended a workshop on graphic design and digital photo editing.

In November, 13 trainers attended a five-day Train-the-Trainer workshop to reinforce the capacity within the telecentres and REIMICOM projects. Trainers from training partners REONet and Afribone attended the international Train-the-Trainer workshop in Ghana, and followed Macromedia online courses on Flash and Dreamweaver. In contrast with previous years, most of these training workshops were held in the towns where the project partners are working, rather than in the capital Bamako.

With the exception of a workshop on ICTs and entrepreneurship, co-hosted by Afribone and Balancing Act, IICD organised all training activities with new training partner REONet. During the year the working relationship developed, and IICD is planning to continue with REONet as the main training partner next year.

Organising ToguNet

Information exchange and Networking (IN) activities in Mali began to take off in 2003, with the appointment of an IN coordinator and the official establishment of ToguNet as the nationwide ICT for development network. ToguNet is now a member-based network, led by a Coordinating Committee. A great deal of time was spent dealing with administrative procedures to obtain formal status of the Ministère de l'Administration Territoriale in order to get acknowledgement and be able to acquire facilities such as a bank account.

Members of ToguNet attended a number of national and international events where they were able to learn, share knowledge and raise awareness of the network's activities. These included the annual IN workshop in Uganda, and a training course on effective collaboration and networking. In addition to the existing ICTs for development website Mali-NTIC, a discussion list was set up. ToguNet members are gradually assuming ownership of both the website and the discussion list, and are generating more local content. Several promotion products – such as calendars and t-shirts, helped to increase the visibility of ToguNet. The members also developed a strategy for 2004 and beyond.

Critical mass

A monitoring and evaluation (M&E) partner has not yet been identified for Mali. Since the main priority at the moment is to build up a critical mass of projects, any attempt to measure the development impact of the Country Programme would be premature. Exploratory talks have taken place with three candidates, however, and a decision on contracting one of them will be taken in early 2004.

For more information on the Country Programme Mali, please visit www.iicd.org/countries/mali.

Demonstration effect

A key element of the government's decentralisation programme is the ambitious project to provide each of Mali's municipalities with its own telecentre. In late 1999, IICD was invited to assist in formulating a strategy for setting up the telecentres. Since the implementation has been a slow process, IICD and local partner Datatech decided to proceed independently, in order to start gathering practical experience. They drew up business plans for three private pilot telecentres, which opened at the end of 2002. These telecentres have clearly had a demonstration effect. The pragmatic approach adopted, focusing on the economic viability, and thus the sustainability of the telecentres, has attracted the attention of several donor organisations. One of them, USAID, has adopted a number of aspects of the business model used by IICD and Datatech, and is also planning to open telecentres in Mali.

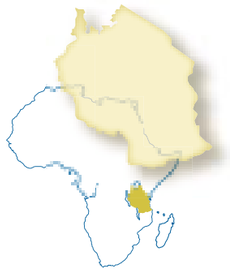
Projects in implementation in 2003

Sector	Project	Owner
Health	Réseau Informatique Malien d'Information et de Communication Médicale (REIMICOM)	Keneya Blown
	Project de Téléradiologie au Mali (IKON)	La Société d'Imagerie du Mali (SOMIM)
Livelihoods	Telecentres	Datatech

TANZANIA

Developing ICT capacities 'up-country'

The Country Programme Tanzania is increasingly targeting communities in the underserved rural areas. In 2003 the government published a national ICT policy, which calls for the increased use of ICTs in sectors such as education, health, governance and agriculture, confirming the relevance of IICD's 'mainstreaming' approach.



The ICT landscape of Tanzania is marked by an immense gap between the capital, Dar es Salaam, which is reasonably well connected, and the rest of the country, where the lack of telecommunications and other infrastructures remain basic obstacles to the provision of ICT-supported services. IICD is therefore making a concerted effort to expand its 'up-country' activities. In line with this strategy, a Train-the-Trainer workshop was held for 17 trainers from 11 institutes outside the capital.

After four Roundtables since 1998, the Country Programme Tanzania has built up an impressive portfolio, with 13 projects in implementation. In December, the members of IICD's Board of Trustees visited several projects in Tanzania, where they were able to experience first hand the human side of a Country Programme.

Integration in school curriculum

In the education sector, the project 'Pro-computer training and maintenance' installed hundreds of donated refurbished computers in secondary schools in remote districts where ICT penetration is practically non-existent. Following accepted 'best practice', the project focuses on providing training for teachers in computer maintenance, as well as on the effective integration of the computers into the school curriculum.

In April 2003, IICD, the Dutch NGO Cordaid and the Centre for Educational Development in Health in Arusha organised a conference to explore ways in which ICTs can be used to develop and deliver continuing medical education to rural healthcare workers in Tanzania, Kenya, Malawi, Uganda and Zambia. A report on the conference is available from IICD.

To strengthen institutional capacities and to enhance individual technical skills of the programme partners, IICD and training partners Soft-Tech, the Dar es Salaam Institute of Technology and the University Computing Centre organised training activities throughout the year, as well as several Technical Update seminars.

Successful mainstreaming of an e-governance project

The 'Kinondoni district computerisation' project in Dar es Salaam was successfully completed in 2003. This long-running e-governance project was intended to facilitate the process of decentralisation, using ICTs to improve the availability of information. Working with local government officials, IICD supported the development of a municipal website and online databases, provided ICT training, and more. The local government will now continue the project activities using its own budget, and plans gradually to expand the project to all 27 wards of this largely urban district of well over 1 million people.

SWOPnet gets off the ground

The Tanzania Information exchange Network (IN) known as 'SWOPnet' (Sharing with Other People) is taking root. AITEC Tanzania hosts the newly established secretariat. Highlights of SWOPnet's year included the second National ICT Projects workshop, which attracted 60 participants representing projects in education, governance, commerce, agriculture, tourism and health throughout the country. Together with I-Network, IN partner SWOPnet organised two inter-country knowledge-sharing events using the video conferencing facilities of the World Bank. SWOPnet members also prepared a report on ICT for development that was published as a supplement in two national newspapers (in English and Swahili), and established a regional chapter in Mwanza. The network also launched a website, which includes a database of 'who's who' in the field of ICTs in Tanzania.

Focus group yields lessons learned

At a focus group meeting the project partners identified a number of lessons learned in Tanzania. It was felt that the programme needs to pay more attention to achieving a gender balance, and that financial and project management is sometimes a challenge. The Country Programme team is currently exploring ways to respond to the issues raised.

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

World Wide Web Week

In June, IICD and the training partners in Tanzania organised 'Web Week', a series of awareness and training events for programme partners, teachers, students and the public. During Web Week various activities took place at venues throughout Dar es Salaam, including at the University Computing Centre, the LearnIT training centre and in secondary schools. "By exposing our partners to the latest Internet technologies and trends, we believe they will better understand the issues. That way they can make informed decisions when moving their businesses online", said IICD's Arjan de Jager. Project partners from Tanzania, as well as Uganda and Zambia, attended session on new Internet technologies and web development tools, and more than 2500 secondary school students were introduced to the Internet and how to use search engines to look for information online.

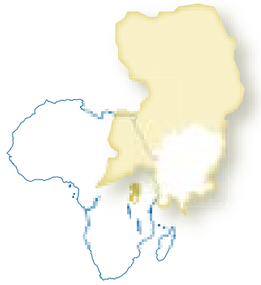
Based on an article by Harry Hare, SWOPnet

Projects in implementation in 2003		
Sector	**Project**	**Owner**
Education	Distance Learning and Education Services	Distance Learning and Education Services (DiLES)
	GTP Support and Training Centre	Joyous Computer Training
	Educational Website	Tanzania Education and Information Services (TanEdu)
	Pro-computer Training and Maintenance	Tanzania Computer Literacy for Secondary Schools Trust Fund (TCLSS-TF)
	Teacher Professional Development	Bright Educational Trust
	ICT Connect-ED	Agency for the Development of Education Management (ADEM), Teacher Training Colleges
Environment	E-Networking	Tanzania Traditional Energy Development and Environment Organisation (TaTEDO)
Governance	Kinondoni District Computerisation	Commission of Science and Technology (COSTECH)
Livelihoods	Trade Information System*	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
	Community Telecentres – Mwanza	Community TeleCentres (CTC)
	Rural Community Access Pilot – Kibengwe	Kagera Agricultural and Environmental Management Programme (KAEMP), University Computing Centre (UCC), CTC
	Agricultural Business Information Services (ABIS) – Business Information Component	Business Care Services
	Agricultural Business Information Services (ABIS) – Magu	Crop Marketing Bureau (CROMABU)

*Continuing independently of IICD.

UGANDA

Intensifying knowledge exchange



Since the launch of the Country Programme Uganda in 1999, the partner organisations have built up an impressive track record in implementing projects, organising events and providing trainings. In 2003 the number of projects in implementation grew to nine in the sectors education, governance and livelihood opportunities. The programme also began to focus on health as a new area.

Within the programme, the range of capacity development and Information exchange and Networking (IN) activities was increased, in particular to address the needs of end users in the rural areas. There was also a shift of focus away from technology towards how ICTs can support organisations.

The governance project 'District Net' made considerable progress in improving the governance in the four pilot projects, and in communications between sub-counties and districts. In the education sector, the project 'ICT basic training' at Kyambogo University was fully embedded in the organisation – a remarkable result for a pilot project after only two years.

Following from the Roundtable on livelihoods held in November 2002, during 2003 the local partners finalised the formulation of four projects which will be implemented by the beginning of 2004. These included the development of teaching materials and connectivity to meet the needs of micro and small-scale enterprises in the rural areas, and a project to improve information flows within the Ministry of Trade, Tourism and Industry (MTTI) and between the Ministry and its affiliated organisations.

In November, IICD also entered the health sector by organising a Roundtable workshop on Continuous Medical Education (CME). Seven project ideas emerged from this workshop and the partners are now developing some of them into feasible project proposals.

Acquiring skills and knowledge

Representatives of two training partners – the Uganda Institute of Information and Communications Technology (UICT) and Kyambogo University – took part in a programme to develop their expertise to enable them to provide advanced ICT training for IICD's project partners and the staff of rural training institutes.

The two partners also organised a series of training activities on subjects ranging from project management to basic ICT skills for both project partners and end users. Other seminars held outside the capital were very successful and attracted many participants. IICD and the new training partner TechnoBrain, a private-sector ICT training organisation, signed a Memorandum of Understanding.

Sharing knowledge

The networking partner I-Network initiated and facilitated activities all over the country in 2003. As well as developing the website and launching a (well-received) newsletter, I-Network organised various seminars and national ICT for development events. These events included a workshop in Jinja for more than 40 government ministers and a series of activities for partners in the health sector. The network has demonstrated its ability to generate sound policy ideas and raise awareness about the benefits of ICTs, especially in the more remote areas of Uganda. I-Network is now a respected player in the national ICT for development community.

Annual Information exchange and Networking (IN) workshop

The 2003 IN workshop was held in Uganda in partnership with AITEC Uganda. The participants included 20 networking partners from the nine Country Programmes, government ministers and representatives of international NGOs and the media. The country networks showcased their results in an exhibition that has proven to be a useful promotional tool, and has already been replicated in several countries. The local partners were able to learn from each other through 'peer assistance' methodologies, and outlined draft strategies for knowledge sharing and for lobbying and advocacy activities to promote ICT-enabled development in the focal countries.

The Junior-I-Network, which focuses on ICTs for youth, organised a number of awareness raising seminars and a holiday camp for more than 40 students focusing on ICTs in education, in AIDS prevention, and in providing career opportunities.

Starting evaluations

After a slow start, monitoring and evaluation (M&E) activities in Uganda will get underway in 2004, with the appointment of a new M&E partner. Two focus group meetings were held in 2003. The 'Public Information Centres' project of the Uganda Debt Network and the two projects at Kyambogo University were evaluated through output to purpose reviews. The findings of these evaluations served as input for the reformulation of the projects after the pilot phase.

The challenges ahead

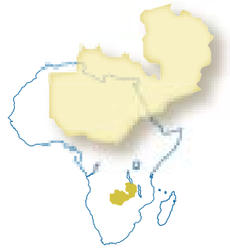
As the Country Programme continues to expand in 2004, the implementation of the projects will need special attention. Ensuring that the projects are smoothly embedded within organisations and mainstreamed into public sector programmes will be a priority in the year ahead. Technical, financial and human resource aspects will also need to be addressed in order to ensure the sustainability of the programme as a whole.

For more information on the Country Programme Uganda, please visit www.iicd.org/countries/uganda.

	Projects in implementation in 2003	
Sector	**Project**	**Owner**
Education	ICTs in Vocational Education	Uganda Institute of Information and Communications Technology (UICT)
	ICT Maintenance for Rural Uganda	UICT
	ICT-based Education Content	Kyambogo University
	ICT Basic Training	Kyambogo University
	Workflow Management	Ministry of Education and Sports
	Global Teenager Project	–
Governance	Public Information Centres	Uganda Debt Network
	District Net	Ministry of Local Government
Livelihoods	Agricultural Research and Rural Information Network (ARRIN)	Ndere Troupe

ZAMBIA

Sector-wide approach ensures complementary projects



Zambia's economic and social development continues to be hampered by the lack of an encouraging environment for entrepreneurs, low levels of government investment in education, and by the consequences of malaria and HIV/AIDS. Nevertheless, the Country Programme partners are committed to meeting the local demand for ICT-enabled development.

Throughout 2003 the Country Programme Zambia continued its efforts to advance the livelihoods of small-scale farmers and other poorer segments of Zambian society. In the process of formulating the new projects, IICD continued to encourage the integration of the various components of the programme in order to create a favourable environment in which a small number of complementary projects will be able to take root.

In this process, the Information exchange and Networking (IN) partners and training partners raised awareness on ICT application possibilities, enhanced basic ICT skills, and identified key sector players prior to the Roundtable workshop on education in May. IICD and local experts provided training and support in project formulation, and on the choice of appropriate technology solutions.

Improving livelihoods

The project partners formulated proposals for six project ideas that emerged from the 2002 Roundtable workshop on livelihoods, focusing on agricultural information and economic empowerment.

Among the agricultural information projects, the Zambia Agricultural Research Institute (ZARI) intends to collaborate with intermediaries, such as extension services, to improve access to information on agricultural technologies for farmers. The economic empowerment projects include the Women's Information for Development Network (WIDNet), hosted by Zambia Association for Research and Development. This initiative aims to network Zambian women's organisations through information sharing among the participating organisations, thus enhancing the effectiveness of their activities.

By the end of 2003, as proposals for three projects were nearing completion, it was clear that the sector-wide approach had helped to ensure the complementarity of the projects.

Renewed approach to education

Within the framework of the strategic plan recently adopted by the Ministry of Education, the IN and training partners organised awareness-raising seminars and stakeholder assessment workshops in preparation for the second Roundtable on education, held in Ndola, in the Copperbelt region. The workshop was attended by stakeholders from the entire sector, leading to a number of complementary project ideas. These ideas were further refined during project formulation and a LifeLong Learning workshop. Near the end of 2003, five education projects were being formulated, which will address the uses of ICTs for teaching and learning in secondary schools, student administration, educational content, and ICT maintenance and support.

Towards sustainable school computer labs

Among the capacity development efforts in Zambia in 2003, LifeLong-Learning Skills workshops focused on helping partners formulate sustainable projects. Training partners in the country enhanced their skills in web development and project management, whereas associates learned how to participate in online communities related to their field. In addition to a seminar on ICT in education, IICD held a workshop on sustainability issues surrounding ICT in schools. There, educators shared experiences on using computers in the school setting, the challenges they face, and how to ensure that programmes to put computers in the classroom are meeting the needs of Zambian students. The session resulted in strategies to ensure the sustainability of school computer labs.

Enabling environment

Most of the IN partners made progress in raising awareness of the potential of ICTs for development in Zambia, and in bringing together key stakeholders to address important themes. eBrain collaborated with several BDO partners (OneWorld Africa and Panos), the Computer Society of Zambia and the Communications Authority of Zambia. In order to create an enabling environment for the new projects, they organised a series of conferences that were attended by representatives of the government, the private sector and civil society. These resulted in a number of policy briefs, ICT trainings for journalists, and research on ICTs in schools – all of which provided inputs for national ICT policy discussions.

Learning and progress

Overall, the awareness-raising, training and networking activities have made significant headway in putting ICTs on the agenda of Zambian stakeholders. Based on these experiences the Country Programme's strategy for 2004 has been refined. With the continued support and guidance of local experts, the programme will focus on small-scale activities that are feasible in the Zambian context. In the future the programme will extend its awareness-raising and networking activities to provincial and district towns outside the capital Lusaka.

For more information on the Country Programme Zambia, please visit www.iicd.org/countries/zambia.

Common interest in open source

The Zambia Linux User Group (ZLUG), supported through Dgroups, is a growing a platform that brings together professionals and individuals interested in using open source software. Based on the strong common interest of the group members, ZLUG is a repository of expertise and knowledge. The group offers training, Q&A services and technical assistance, as well as inputs on open source for ICT policy formulation processes. The members are currently developing a website, www.codezed.org, which will serve as a platform for Zambian IT professionals.

Projects in implementation in 2003

Sector	Project	Owner
Education	Global Teenager Project	Microlink Technologies Ltd.
Livelihoods	E-Link*	Coppernet Solutions
Governance	Information Dispatch*	Information Dispatch

* Continuing independently of IICD.

THEMATIC NETWORKING

Learning through South–South and North–South exchanges

Through thematic networking significant progress was made in bringing together in-country and global learning on ICT-enabled development. IICD encourages the development of networks in five sectors – education, environment, governance, health and livelihoods – as well as activity-based networks on evaluation and research.

Thematic networking emerged in 2001 as the primary tool for deepening knowledge exchange between IICD and its partners around priority sectors and themes. These networks are collaborative initiatives that follow a 'communities of practice' approach in which the participants share tasks and responsibilities. Each thematic network acts as an 'online resource centre' to link various knowledge products, and as an 'interactive platform of expertise' to foster communication and the exchange of knowledge among individuals.

The information society

Thematic networking flourished this year, especially on issues relevant to education, health and livelihoods. Overarching issues were also addressed. For example, in preparation for the World Summit on the Information Society (WSIS) and its ICT4D platform in Geneva, Hivos, OneWorld NL and IICD collaborated in a consultative programme to support the Dutch delegation. This resulted in recommendations, a research report, and a one-day conference which attracted nearly 300 participants from the public and private sectors, students and policy makers.

Education

During the 'ICTs for African schools' workshop in Botswana, IICD took the opportunity to strengthen its partnerships with SchoolNet Africa, the World Bank Institute and the Commonwealth of Learning (COL). As the workshop brought together more than 200 policy makers and practitioners, IICD was able to publicise its Global Teenager projects and to network with development partners. The outcome of the workshop was an agenda for collaborations in ICTs in African education for the coming years, with support from Nepad.

Environment

IICD supported the Sixth Water Information Summit (WIS-6), hosted by the International Water and Sanitation Centre (IRC) in Delft, which focused on knowledge sharing and the future of water portals. IICD facilitated one of the sessions, and supported the attendance of a participant from Ghana.

Governance

At the invitation of the African Training and Research Centre in Administration for Development (CAFRAD) and UNESCO, IICD co-hosted a consultative meeting in Morocco on training for local e-governance. Through this 'e-Africa' project IICD gained better insight into the needs of project partners, and linked up with other initiatives to respond to those needs. The results of the consultation also provided inputs for the project 'Electronic distance learning on sustainability in African local governments' (Editosia).

Health

Together with the Centre for Educational Development in Health Arusha (CEDHA) and Cordaid, IICD organised a workshop in Tanzania on 'The application of ICTs for Continuing Medical Education (CME)'. The workshop resulted in an inventory of priority needs and ongoing initiatives, in preparation for the Tanzanian Roundtable workshop on health, and a research report. A thematic network on CME is now firmly established and is providing the basis for CME projects and partnerships in Tanzania, Uganda and Zambia. Other organisations, including AMREF International, INASP, Bellanet and AITEC Africa are also likely to join the initiative in the future.

Livelihoods

The livelihoods thematic network focuses on agriculture, entrepreneurship and community development. A highlight of 2003 was the South–South exchange 'travelling workshop' on ICTs and rural livelihoods, held in Uganda. The workshop was a follow-up to the first event in India in 2002, and was again supported by Hivos, IICD and IDRC. The participants – managers of community development projects throughout Africa – were able to share their experiences in the use of ICTs in livelihoods projects, and to engage in thematic discussions. According to the participants, by combining these elements, the workshop provided a valuable opportunity for knowledge sharing and for building up a community of practice.

Evaluation

As a follow-up to the first meeting held in Amsterdam in 2002, the Learning and Evaluation Action Program (LEAP) Impact group organised a workshop to compile a toolkit for evaluating information products and services such as newsletters and websites. Through this joint initiative of Bellanet, the Dutch Royal Tropical Institute (KIT), the Technical Centre for Agricultural and Rural Cooperation (CTA), OneWorld, IICD and others, the first tools have been finalised and are now being tested.

Research

IICD published and disseminated various thematic research projects, including 'ICT case studies' with Bridges.org, 'Gender and Agriculture in the Information Society' (GenARDIS), Editosia and the project 'Catalysing the Creation and Exchange of Local Content' (CCELC). Desk research on the implications of using Open Source Software (OSS) was combined with an inventory of OSS penetration in Burkina Faso, Tanzania and Uganda. The findings were published in a report, 'Open Source Software: Take it or leave it?'.

Other thematic networking highlights in 2003 included a workshop organised by IICD and KIT on 'Transforming and sustaining communities of practice: an evidence-based approach', and three workshops on ICTs and entrepreneurship in Ghana, Jamaica and Mali. IICD also participated in numerous interventions with enabling partners Cap Gemini, Atos KPMG Consulting and Southwood Consulting.

For more information on thematic networking, please visit www.iicd.org/thematics.

Research publications published in 2003

Research briefs

- Wireless Communication
- Open Source in Africa: Towards informed decision making
- Ownership and Partnership: Keys to sustaining ICT-enabled development activities

Research reports

- Open Source Software: Take it or leave it? The status of OSS in Africa
- Evaluation des besoins en formation dans le domaine des NTIC au Burkina Faso
- Cultural and Political Factors in the Design of ICT Projects in Developing Countries
- TIC: una guía para empresarios en los países en desarrollo
- Información, tecnología y la pequeña empresa: una guía para agencias de cooperación
- ICTs and Continuing Medical Education in East and Southern Africa
- Making Sense of E-business in Developing Countries
- Fertile Ground: Opportunities for greater coherence in agricultural information systems

Special interest report

- Building Inclusive Information Societies: Dutch perspectives for the WSIS

IICD reports are available through www.iicd.org/publications or information@iicd.org

JOINT EFFORTS IN KNOWLEDGE SHARING
Facilitating learning at national and global levels

To increase the impact of ICT for development initiatives, IICD is involved in various joint efforts to ensure that knowledge and lessons learned are shared among the project partners, national stakeholders and other actors in the development community.

The **iConnect** quarterly newsletter and online service has proven to be a valuable resource on ICT and knowledge for development worldwide. Coordinated by IICD, it captures the experiences of partners in the Building Digital Opportunities (BDO) programme. Over 3000 people in the North and the South now subscribe to the monthly email bulletin.

iConnect Africa, a regional edition of iConnect, is produced by the UN Economic Commission for Africa (UNECA) with IICD support. This online, print and email newsletter, published quarterly in English and in French, reported on activities within the Africa Information Society Initiative (AISI), and is distributed to policy makers and planners throughout Africa.

In 2003 the Global Knowledge Partnership (GKP) joined IICD and the World Bank's *Info*Dev Program in organising the fifth annual **ICT Stories – Tony Zeitoun Awards**. 70 stories of ICT for development from around the world were submitted in this year's contest. The three winners received their awards at the World Summit on the Information Society in December.

Dgroups, an online discussion platform coordinated by Bellanet, saw a tremendous increase in participation in 2003, and is currently supporting over 600 groups with more than 13,000 members. Dgroups is used as a platform for the Global Teenager Project's Learning Circles and by communities of practice that have emerged from IICD networking activities.

ItrainOnline is a joint initiative of development organisations active in computer and Internet training in the South. The number of visitors to the ItrainOnline portal grew from 12,000 to nearly 60,000 in 2003. IICD is working with UNESCO and other partners on a suite of materials for ICT training in developing countries.

Capacity.org, an initiative of IICD and the European Centre for Development Policy Management (ECDPM), offers a platform for exchange and access to a wealth of resources on capacity development. In July 2003, a special biennial issue of the Capacity.org newsletter focused on 'Developing capacities for ICT-enabled development'.

GLOBAL TEENAGER PROJECT
Understanding diversity

The Global Teenager project (GTP) continued to expand in 2003. A record 32 countries participated in the Learning Circles on the theme 'Understanding diversity'. More than 200 classes took part in the last two Learning Circles of the year. The coordination of the French Learning Circles was transferred from the Netherlands to Burkina Faso, and attracted new participants in Benin and Senegal. Responsibility for coordinating GTP in the Middle East and North Africa was transferred from Schools Online to the Regional Information Technology and Software Engineering Center (RITSEC), an Egyptian NGO.

In June the GTP coordinators came together at the annual Johan Kooij Fellowship Network event, supported by Ms Kooij and KPN, a Dutch telecom provider. For the first time, the event took place in Nairobi, Kenya, rather than in the Netherlands, and instead of training, the focus was on networking and, most importantly, on formulating a strategy for the future of the project. Important changes that were agreed included the introduction of basic and advanced Learning Circles. The basic level, for new participants, will focus on intercultural communication, while students at the advanced level will be provided with 'mentors' to advise them on online research.

The administrative structure of the Global Teenager project will undergo enormous changes in early 2004, when IICD transfers managerial and operational responsibility for the project to SchoolNet Africa. They will grasp the newfound opportunities for GTP to continue expanding, to reach many more young people in Africa, as well as in Latin America, Asia and Europe.

IICD
Finding the right balance

The International Institute for Communication and Development (IICD) is an international organisation based in the Netherlands. Internally, the staff work closely with members of their own and other teams to achieve the Institute's goals. IICD continues to benefit from the expertise of the members of the Board of Trustees and the International Advisory Board and their valuable advice on strategic issues.

In the past few years the staff of IICD has grown, following the launch of the strategy 2002-2007 and the increased range of activities. In 2003, the organisation seemed to have found the right balance between the numbers of people working in the focus countries, those involved in (international) knowledge sharing, and those who support all of these efforts from the offices in The Hague. A modest internal reorganisation of the team members and the arrival of two new team leaders helped to improve the efficiency of IICD's performance in general. In the summer of 2003, IICD moved to new, larger offices that provide more space for our work. At the end of 2003, IICD employed 30 staff members, seven of whom are foreign nationals.

IICD staff

Management team: Mr Jac Stienen (Managing Director), Mr Alan Gilmore* (Team Leader F&CS), Ms Ingrid Hagen (Head of Partnerships), Mr Stijn van der Krogt (Team Leader CP), Mr Peter Ballantyne** / Ms Joke Oranje* (Team Leader KS&C).

Team Country Programmes: Ms Neeltje Blommestein, Ms Denise Clarke, Ms Lisette Gast, Ms Saskia Harmsen, Mr Kees Hommes,** Mr Arjan de Jager, Mr Francois Laureys, Mr Nic Moens, Mr Willem Roodenburg, Mr Liang Tan* and Mr Deem Vermeulen.

Team Knowledge Sharing & Communications: Ms Ellien ten Cate, Mr Nathan Ducastel, Ms Julie Ferguson,** Ms Bénédicte Marcilly, Ms Katherine Morrow (joint appointment with IDRC), Ms Millicent Odongo,** Ms Loeki Schaeffers, Ms Annemiek van Schie,* Ms Judith Veldhuizen and Mr Tjalling Vonk.

Team Finance & Corporate Services: Mr Ben Freeze,** Ms Merel van Haastert, Ms Consuelo Krips, Ms Sharita Nandpersad and Ms Gerrie Tuijt.
Mr Ivan Kulis (joint appointment with ECDPM) is involved with Partnerships.

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 2003 were the increased focus on embedding activities in the countries, and the transfer of the Global Teenager project to SchoolNet Africa. In December, members of the Board visited several projects in Tanzania, where they were able to experience first-hand the situation in a Country Programme.

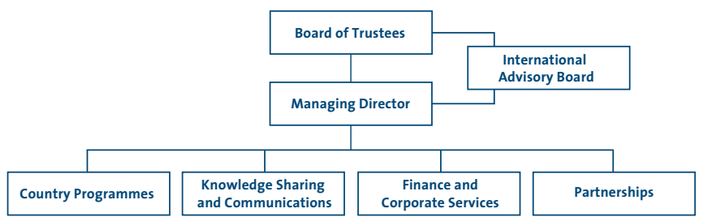
Mr Koos Andriessen (Chairman)
Mr Johan Piet* / Mr Albert de Bie** (Secretary/Treasurer)
Mr Mart van de Guchte
Mr Paul 't Hoen
Mr Gerd Junne*
Mr Bernhard van Oranje
Ms Hella Voûte-Droste

International Advisory Board

The members of the International Advisory Board advise IICD on strategic policy issues and play an 'ambassadorial' role on behalf of IICD in their respective countries and communities. In 2003, IAB members made valuable contributions to a strategic workshop on 'Ownership and partnership'. Also, IICD made better use of the expertise and networks of the individual members, thereby adding value to our core activities.

Ms Irene Albers (Chair)
Mr Subbiah Arunachalam
Ms Anne-Rachel Inné
Mr Mike Jensen
Ms Aida Opoku-Mensah
Ms Anneke Krijnen**
Mr Johnson Nkuuhe
Mr Jan Pronk*
Mr Arnoldo Ventura

* New in 2003 / early 2004 ** Left in 2003 / early 2004



Auditors' report

We have audited the annual accounts for the year 2003 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 2003 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 (2002 NL054404) and that the expenditures related to these activities are legitimate, and that all obligations are met in accordance with the agreement.

Rotterdam, May 28th, 2004

Borrie & Co, Auditors

* For the complete annual accounts 2003, including accounting principles and detailed statements, please contact IICD.

Balance sheet

Balance sheet as at 31 december 2003*

Euro	31–12–2003	31–12–2002
ASSETS		
Fixed assets		
Tangible fixed assets	237.468	244.820
Totals	**237.468**	**244.820**
Current assets		
Receivables & prepaid expenses	845.835	998.063
Cash & bank	552.053	366.275
Work in progress	0	7.068
Totals	**1.397.888**	**1.371.406**
Total assets	**1.635.356**	**1.616.226**
LIABILITIES		
Equalization account	148.215	244.820
Reserve	17	17
Long term liabilities	89.250	–
Current liabilities		
Payables & accrued liabilities	1.346.489	1.344.254
Taxes & social security payments	51.385	27.135
Totals	**1.397.874**	**1.371.389**
Total liabilities	**1.635.356**	**1.616.226**

Statement of operating income and expenses for 2003*

Euro	Actual 2003	Actual 2002
SUMMARY		
Income		
Ministry of Foreign Affairs:		
• Activity number 2758 DCO 0013764 (2002 NL054404)	4.299.465	4.034.396
• Other donor income	2.542.597	2.087.971
Total income	**6.842.062**	**6.122.367**
Expenses		
Ministry of Foreign Affairs:		
• Personnel expenses	178.091	90.769
• Office	504.730	421.947
• Management & Board	90.673	67.060
• Depreciation charges	5.250	-
	778.744	579.776
• Interest etc.	(51.258)	(49.524)
• Project expenses		
– Country Programmes	2.407.168	2.419.046
– Thematic Networks	921.802	1.375.838
– Seed Funds	2.036.807	1.500.185
– Corporate services	748.799	297.046
	6.114.576	5.592.115
Total expenses	**6.842.062**	**6.122.367**
BALANCE	**-**	**-**

Rapport de Gestion
Consolidation et intégration des activités

M. Jac Stienen – Directeur Général

Une fois que l'on a mis sur pied une organisation et entrepris les premières activités, il importe de faire le point pour voir si le travail accompli a réellement eu des répercussions sur les populations des pays en voie de développement. Pour IICD, c'est en 2003 que cet exercice a été réalisé. Les consultants locaux ont analysé les résultats des évaluations et une Étude d'Apprentissage a été réalisée dans le cadre du programme Bâtir des Opportunités Numériques (Building Digital Opportunities - BDO).

Les Technologies de l'Information et de la Communication (TIC) ont déjà montré clairement leur utilité dans la lutte contre la pauvreté. Nous avons maintenant des résultats qui sont présentés sous une forme qui va au-delà de la simple histoire. Bien entendu, des études portant sur les activités d'IICD ne sont que quelques exemples parmi tant d'autres sur ce sujet. Mais nous en tirons des enseignements précieux et cela nous aide à définir et à approfondir notre démarche stratégique.

L'Étude d'Apprentissage du programme BDO a souligné l'existence de projets facilités par les TIC qui ont fait la preuve de leur effet sur la pauvreté. Voilà qui est important pour comprendre l'utilité des TIC lorsqu'elles sont intégrées au développement des secteurs traditionnels comme l'éducation et les modes de subsistance. Il n'en reste pas moins que les TIC au service du développement n'ont pas réalisé tout leur potentiel. Une des lacunes mise en évidence dans l'étude est la question de la durabilité. Qu'adviendra-t-il de ces projets à long terme? Sont-ils durables? Le programme va-t-il au-delà du projet lui-même? Peut-on utiliser ces projets pour influer sur les politiques et avoir ainsi un effet beaucoup plus marqué?

Effet de démonstration

D'après l'expérience d'IICD, les projets qui font appel aux TIC pour étayer le développement sectoriel ont un effet de démonstration très efficace. L'adoption des TIC pour le développement a consisté à mettre une théorie en pratique. Cet exercice s'est finalement révélé utile, non seulement pour son impact sur le développement, mais également pour sa capacité à montrer l'intérêt des TIC comme outil de développement. Les projets pilotes ne seront toutefois pas suffisants pour modifier le contexte du développement de façon durable. En effet, il est devenu évident qu'il faut également modifier les politiques à tous les niveaux. Au niveau sectoriel, des programmes sectoriels (Sector-Wide Approaches, SWAPs) sont adoptés dans de nombreux pays, notamment les politiques des TIC pour l'éducation en Tanzanie. Au niveau national, les activités devraient être intégrées sous forme de plans TIC ainsi que dans le cadre des Stratégies de réduction de la pauvreté (SRP).

IICD voit dans le renforcement des activités – que ce soit dans un projet, une organisation ou une politique – une intégration de ces activités dans le cadre des Programmes-Pays. Cette intégration est un processus permanent entre les réseaux de partenaires dans tous nos pays cibles. Les partenaires des projets ont fait beaucoup de progrès pour réaliser l'intégration organisationnelle des activités. C'est ainsi qu'une activité facilitée par les TIC devient partie intégrante d'un processus de base visant à soutenir l'ensemble des services d'une organisation. De nombreuses ONG partenaires d'IICD ont atteint ce niveau.
Au cours de l'année écoulée, IICD et ses partenaires locaux ont également pu collaborer avec les décideurs au niveau national pour définir et élaborer des politiques sectorielles incorporant les TIC. En Bolivie par exemple, où on a demandé à IICD de soutenir un processus en vue de la mise au point d'une stratégie nationale participative sur les TIC dans le secteur de l'éducation.

Évolution du rôle

En 2003, on a pu constater une nette évolution du rôle d'IICD dans les Programmes-Pays ayant atteint le stade de consolidation, notamment en Jamaïque. Dans la plupart des cas, cela s'est traduit par une diminution des activités de renforcement des capacités et une augmentation des activités d'échange d'informations et de réseautage au niveau national. A ce stade-là, il est très important de partager des expériences utiles entre partenaires et de sensibiliser les décideurs et les parties prenantes.
L'évolution de notre rôle se remarque également dans le transfert de la responsabilité de gestion et de fonctionnement du projet Global Teenager (adolescent mondial) à SchoolNet Africa, une organisation basée en Afrique.

Mais 2003 n'a pas été seulement l'année de la consolidation. Comme il était prévu dans notre cadre stratégique, IICD a étendu son travail à un neuvième pays, l'Équateur. Ce nouveau Programme-Pays a été lancé en juin avec un atelier Table Ronde dans le secteur modes de subsistance (l'agriculture). Les nouveaux partenaires équatoriens du secteur agricole ont commencé à travailler sur leurs propositions de projet. Un premier séminaire de formation a eu lieu et les activités d'échange d'informations et de réseautage ont été progressivement mises en place.

Société de l'information

Le réseautage thématique a pris de l'ampleur en 2003, en particulier dans les domaines de l'éducation et des modes de subsistance, qui font l'objet de la majorité des projets qu'appuie IICD. Un nouvel élan a été donné aux activités d'IICD en matière de santé, en collaboration avec Cordaid, en mettant l'accent sur les TIC et l'enseignement médical permanent.

IICD a également participé à des discussions sur des questions planétaires. Par exemple, en préparation du

Sommet mondial sur la société de l'information (SMSI) à Genève, Hivos, OneWorld NL et IICD ont collaboré à un programme consultatif afin d'aider la délégation néerlandaise. Le programme a abouti à un ensemble de recommandations, un rapport de recherche et une conférence interactive à Amsterdam. Au cours du sommet, IICD a participé activement au 'Village BDO', au sein de la plate-forme des TIC pour le développement qui a reçu un grand nombre de visiteurs.

L'intégration se poursuit en 2004

En 2004, IICD et ses partenaires poursuivront le processus d'intégration dans les pays cibles pour assurer la durabilité des activités. Les partenariats continueront d'occuper une place centrale. Le programme BDO – un partenariat entre les organisations donatrices et les ONG chargées de la mise en oeuvre, y compris IICD – se poursuivra en 2004, mais sera rebaptisé Alliance BCO (Bâtir des Opportunités de Communication) et comprendra de nouvelles activités et quelques nouveaux partenaires.

Vous trouverez aux pages 4 et 36 une version anglaise et espagnole de ce Rapport de Gestion.
The English version of this Management Report can be found on pages 4-5.
En las páginas 36-37, encontrará la traducción al español de este Informe de Gestión.

*ICTs and Poverty Reduction in Sub-Saharan Africa. Une Etude d'Apprentissage par R. Gerster et S. Zimmerman, Gerster Consulting, pour le programme BDO.

Informe de Gestión
Consolidación y la afianza de actividades

Sr. Jac Stienen – Director Ejecutivo

Después de un periodo de arranque de una organización y puesta en marcha de actividades concretas, llega un momento en que es necesario echar una mirada atrás. Vale analizar el pasado y averiguar el verdadero impacto que ha tenido nuestro trabajo en las vidas de las personas en los países en vía de desarrollo. Para IICD, este momento ha llegado en el año 2003. Los resultados de evaluación fueron analizados por consultores locales y a través de un Estudio de Aprendizaje dentro del programa Creando Oportunidades Digitales (Building Digital Opportunities – BDO).

Las Tecnologías para Información y la Comunicación (TIC) han empezado a demostrar su utilidad como herramientas viables para aliviar la pobreza. Cada vez más, los resultados de estas actividades se van dando a conocer por métodos que van más allá de anécdotas. Los estudios relacionados con las actividades de IICD representan sólo uno de los ejemplos que están surgiendo, pero nos ofrecen información valiosa y nos ayudan a definir y profundizar nuestro enfoque estratégico.

El Estudio de Aprendizaje del programa BDO hizo énfasis en proyectos TIC que han demostrado su impacto sobre la pobreza. Se concluye que las TIC son viables si se logra incorporarlas como instrumento en el desarrollo de sectores tradicionales, tales como el sector de oportunidades de sustento y la educación. No obstante, la agenda de desarrollo mediante las TIC no ha alcanzado todavía todo su potencial. Una carencia que cabe destacar del estudio de aprendizaje es la sostenibilidad: ¿Qué ocurrirá con estos proyectos a largo plazo? ¿Son sostenibles? ¿Va la agenda más allá del ámbito de proyecto? ¿Pueden los proyectos influir en la política y, a través de ésta, tener un impacto más profundo?

Efectos demostrativos

En la experiencia de IICD, los proyectos TIC para el desarrollo del sector producen un importante efecto de demostración. La introducción de las TIC para el desarrollo ha servido como ejercicio para llevar un concepto a la práctica. Este ejercicio ha resultado útil en última instancia por el impacto que se ha observado sobre el desarrollo y por la capacidad de demostrar el valor de las TIC como herramienta para el desarrollo. Sin embargo, los proyectos de demostración no bastan para cambiar el desarrollo en el ámbito sectorial o nacional de manera sostenible. Para una aplicación sostenible de las TIC resulta cada vez más claro que es necesario influir en todos los ámbitos. En el ámbito sectorial, es necesario integrar las TIC con los enfoques sectoriales (SWAps). El programa TIC aplicado a la educación en Tanzania representan ejemplos de esta búsqueda de integración. En el ámbito nacional, las actividades TIC influir sobre y formar parte de las Estrategias para la Reducción de la Pobreza (ERP).

IICD considera la aumentación de actividades TIC – en un proyecto, una organización y/o una política – como la afianza de las actividades de un Programa Nacional. Esta afianza es un proceso continuo de las redes de asociados en todos los países focales. Los asociados han hecho grandes progresos para conseguir la afianza de actividades en el ámbito de la organización. Esto implica que las TIC forma parte de los procesos principales para el conjunto de servicios de una organización. Numerosas ONG de base asociadas a IICD han llegado a este ámbito. Además, IICD y los asociados realizaron progreso en colaborar con responsables políticos en definir políticas que establecen TIC. Por ejemplo, IICD apoyo a un proceso participativo en Bolivia para el desarrollo de una estrategia TIC para el sector de educatión.

Papel cambiante

Este año, se ha podido observar cómo ha ido cambiando el papel de IICD en los Programas Nacionales. Países como Jamaica han llegado a una fase de consolidación. Esto implicaba una reducción de las actividades de capacitación, mientras que las actividades de intercambio de información y trabajo en red en el país se incrementan. En esta fase, es de primordial importancia compartir experiencias útiles entre los asociados, y sensibilizar los responsables políticos y a las partes interesadas. Otro ejemplo claro de nuestro papel cambiante estuvo la transferencia de las responsabilidades operativas y de gestión del proyecto Global Teenager (adolescentes globales) a la organización SchoolNet Africa, con sede en Sur África.

No obstante, en el año 2003 hubo algo más que consolidación. Tal como se había previsto en nuestro marco estratégico, IICD amplió su campo de acción a un noveno país. Introdujimos un Programa Nacional en Ecuador, que empezó con un taller de Mesa Redonda en el sector oportunidades de sustento (agricultura). Los nuevos asociados ecuatorianos empezaron a trabajar en las propuestas de su proyecto. Se realizó el primer seminario para capacitación y las actividades de intercambio de información y trabajo en red en el país fueron comenzando de forma gradual.

Sociedad de la información

Las redes temáticas han prosperados en 2003, especialmente sobre los casos relevantes a oportunidades de sustento y educación, los sectores en que los más proyectos apoyados por IICD se ubican. Se dio un impulso a las actividades sobre salud, en colaboración con Cordaid, y centrándose en las TIC y la educación médica continuada.

IICD también estaba involucrado en asuntos globales. Por ejemplo en preparación para la Cumbre Mundial sobre la Sociedad de la Información (CMSI) en Ginebra, Hivos, OneWorld NL y IICD colaboraron en un programa de consultoría para la delegación holandesa. El programa dio como resultado un conjunto de recomendaciones, un informe de investigación y una jornada de conferencias interactivas. Durante la cumbre, IICD participó activamente en el "Pueblo BDO", en la amplia Plataforma "TIC para el Desarrollo", que tantas personas visitaron.

La afianza continúa en 2004

En 2004, IICD y sus asociados continuarán el proceso de integración en los países, para asegurar que las actividades sean sostenibles. Las alianzas seguirán siendo uno de los pilares clave de la existencia de IICD. El programa BDO – una alianza entre organizaciones donantes y las ONGs ejecutores, que incluye IICD – continuará en 2004.
La cooperación renovada se transformará en la Alianza BCO (Creando Oportunidades de Comunicación) con nuevas actividades y algunos socios nuevos.

En las páginas 4 y 34, encontrará la traducción al inglés y al francés de este Informe de Gestión.
The English version of this Management Report can be found on pages 4-5.
Vous trouverez aux pages 34-35 une version française de ce Rapport de Gestion.

*ICTs and Poverty Reduction in Sub-Saharan Africa.
Un Estudio de Aprendizaje de R. Gerster y S. Zimmerman, Gerster Consulting, para el programa BDO.

Useful links

Though not a comprehensive listing, this section lists the URLs referred to in the text of this report.

Bolivia
- Local IN website: TiCBolivia – www.ticbolivia.net
- AGRECOL Andes – www.agrecolandes.org
- AOPEB – www.aopeb.org
- APCOB – www.enbolivia.com
- CEPAC – www.cepacbolivia.org
- CEBEM – www.cebem.com
- CIPCA – www.cipca.org.bo
- CEPROBOL – www.ceprobol.gov.bo
- CIOEC – www.cioecbolivia.org
- CIDOB – www.cidob-bo.org
- EnBolivia.com – www.enbolivia.com
- Fundación Redes – http://funredes.org
- Ondas Libres – www.ondaslibres.org
- REDESMA – www.redesma.org
- SITTEL – www.sittel.gov.bo
- Stichting Ayni Bolivia – www.ayni.nl

Burkina Faso
- Local IN website: Burkina-NTIC – www.burkina-ntic.org
- Club @robase – www.clubarobase.bf
- DELGI – www.delgi.gov.bf
- GREFCO – www.grefco.bf
- FIAB – www.fiab.bf
- Yam Pukri – www.yam-pukri.org
- ZCP – www.zcp.bf

Ecuador
- Acción Ecológica – www.accionecologica.org
- CEC-EPN – www.cec-epn.edu.ec
- Intercom-Ecuanex – www.ecuanex.net.ec
- Nuevared – www.nuevared.org
- SICA – www.sica.gov.ec

Ghana
- Local IN website: Ghana Information Networking and Knowledge Sharing (GINKS) – www.ginks.org
- AEIN – www.unep.org/roa/aein/
- Atlantic Computer Training Ltd – www.atlantic-computers.com
- Busy Internet – www.busyinternet.com
- CITRED – www.citred.org (under construction)
- CSIR-INSTI – www.csir.org.gh/insti.html
- EPA – www.epa.gov.gh
- GAINS – www.csir.org.gh/gains.html
- Ghana.gov – www.ghana.gov.gh
- iConnectGhana – www.iconnectghana.org
- MOFA – www.mofa.gov.gh
- Ministry of Information and Presidential Affairs – www.ghana.gov.gh/governing/ministries/governance/information.php
- Rescue Mission Ghana – www.peacechild.org/rmghana
- Think Quest Africa – www.thinkquestafrica.org

Jamaica
- Local IN website: ICT4D Jamaica – www.ict4djamaica.org
- ABIS – www.radajamaica.com.jm/Abis/
- CME – www.cme.com.jm
- Caribbeat Entertainment Ltd – www.caribbeat.com.jm
- CITO, Ministry of Commerce, Science and Technology – www.mct.gov.jm/technology.htm
- InfoServ Institute of Technology – www.infoservinstitute-edu.com
- JCSEF – www.jcsef.org.jm
- RADA – www.radajamaica.com.jm

Mali
- Local IN website: Mali-NTIC – www.mali-ntic.com
- Afribone – www.afribone.com
- Datatech – www.datatech.toolnet.org
- IKON – www.keneya.net/ikon
- Keneya Blown – www.keneya.net
- REONet – www.reoafrique.com

Tanzania
- Local IN website: SWOPnet – www.swopnet.or.tz
- ADEM – www.tanedu.org/adem.asp
- Business Care Services – www.businesscareservices.com
- CEDHA – www.cedha.ac.tz
- COSTECH – www.costech.or.tz
- Dar es Salaam Institute of Technology (DIT) – www.dit.ac.tz
- DiLES – www.distancelearning-tz.org
- LearnIT – www.learnit.co.tz
- Soft-Tech Consultants – www.stcl.com
- TanEdu – www.tanedu.org
- TaTEDO – www.tatedo.org
- TCCIA – www.tccia.co.tz
- UCC – www.ucc.co.tz

Uganda
- Local IN website: I-Network Uganda – www.i-network.or.ug
- AITEC Uganda – http://aitecafrica.com/Uganda/
- Kyambogo University – www.kyambogo.ac.ug
- Ministry of Education and Sports – www.education.go.ug
- Ministry of Local Government – www.ugandamolg.org/welcome.html
- Uganda Commodity Exchange – www.uce.co.ug
- Uganda Debt Network – www.udn.or.ug
- UICT – www.ucc.co.ug/uci/about.html

Zambia
- Local IN website: eBrain Forum – www.ebrain.org.zm
- Communications Authority of Zambia – www.caz.gov.zm
- CopperNet Solutions – www.coppernet.zm
- Information Dispatch – www.dispatch.co.zm
- Microlink Technologies Ltd – www.microlink.zm
- Ministry of Education – www.education.gov.zm
- ZAMCOM – www.zamnet.zm
- ZARD – www.zard.org.zm
- ZLUG – www.codezed.org

Other links
- AISI – www.bellanet.org/partners/aisi
- AITEC – www.aitecafrica.com
- AMARC – www.amarc.org
- AMREF – www.amref.org
- APC – www.apc.org
- Atos KPMG Consulting – www.atoskpmgconsulting.com
- Balancing Act Africa – www.balancingact-africa.com
- BDO – www.dgroups.org/groups/BDO/
- Bellanet – http://home.bellanet.org
- Bridges.org – www.bridges.org
- CAFRAD – www.cafrad.org
- Canadian International Development Agency (CIDA) – www.acdi-cida.gc.ca
- Cap Gemini – 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/english/
- ECDPM – www.ecdpm.org
- Editosia – www.editosia.org
- GKP – www.globalknowledge.org
- Hivos – www.hivos.nl
- iConnect Africa – www.uneca.org/aisi/IConnectAfrica/
- iConnect Online – www.iconnect-online.org
- infoDev – www.infodev.org
- IDRC – www.idrc.ca
- INASP – www.inasp.info
- IRC – www.irc.nl
- ItrainOnline – www.itrainonline.org
- KIT; Royal Tropical Institute – www.kit.nl
- LEAP – www.bellanet.org/leap/impact
- Macromedia Training Tools – www.trainingtools.com
- Nepad – www.nepad.org
- OneWorld Africa – http://africa.oneworld.net
- OneWorld International – www.oneworld.org
- OneWorld Nederland – www.oneworld.nl
- Panos– www.panos.org.uk
- PSO – www.pso.nl
- RITSEC – www.ritsec.org.eg
- SchoolNet Africa – www.schoolnetafrica.net
- Schools Online – www.schoolsonline.org
- SDC – www.deza.admin.ch
- TechnoBrain Ltd – www.technobrain.ws
- UNAIDS – www.unaids.org
- UNECA – www.uneca.org
- UNESCO – www.unesco.org
- WSIS – www.itu.int/wsis

List of acronyms

ABIS	Agricultural Business Information Services – Tanzania
ABIS	Agricultural Business Information System – Jamaica
ACLO	Fundación Acción Cultural Loyola – Bolivia
ADEM	Agency for the Development of Education Management – Tanzania
AEIN	Africa Environmental Information Network – Ghana
AISI	Africa Information Society Initiative (Bellanet) – Canada
AITEC	Africa IT Exhibitions and Conferences
AMARC	World Association of Community Radio Broadcasters
AMREF	African Medical and Research Foundation
AOPEB	Asociación de Organizaciones de Productores Ecológicos de Bolivia
APC	Association for Progressive Communications – USA
APCOB	Apoyo para el Campesino Indígena del Oriente Boliviano – Bolivia
ARRIN	Agricultural Research and Rural Information Network – Uganda
BCO	Building Communication Opportunities Alliance
BDO	Building Digital Opportunities programme
CAFRAD	African Training and Research Centre in Administration for Development – Morocco
CD-rom	compact disc, read only memory
CEBEM	Centro Boliviano de Estudios Multidisciplinarios – Bolivia
CEC-EPN	Centro de Estudios para la Comunidad, Escuela Politécnica Nacional – Ecuador
CEDHA	Centre for Educational Development in Health Arusha – Tanzania
CEP	Comité Ecuménico de Proyectos – Ecuador
CEPAC	Centro de Promoción Agropecuarios Campesina – Bolivia
CEPROBOL	Centro de Promoción de Bolivia
CGEY	Cap Gemini Ernst & Young – the Netherlands
CIDA	Canadian International Development Agency – Canada
CIDOB	Confederación de Pueblos Indígenas de Bolivia
CIOEC	Comité de Organizaciones Económicas Campesinas – Bolivia
CIPCA	Centro de Investigación y Promotión del Campasinados – Bolivia
CITO	Central Information Technology Office, Ministry of Commerce, Science and Technology – Jamaica
CITRED	Centre for Information Technologies Research and Development – Ghana
CME	Caribbean Music Expo – Jamaica
CME	Continuing Medical Education
COL	Commonwealth of Learning
Cordaid	Catholic Organisation for Relief and Development Aid – the Netherlands
COSTECH	Commission for Science and Technology – Tanzania
CROMABU	Crop Marketing Bureau – Tanzania
CSAIC	Central and Satellite Agricultural Information Centres – Jamaica
CSIR-INSTI	Council for Scientific and Industrial Research Institute for Scientific and Technological Information – Ghana
CTA	Technical Centre for Agricultural and Rural Cooperation ACP–EU – the Netherlands
CTC	Community Telecentres project – Tanzania
CTO	Commonwealth Telecommunications Organisation – UK
DELGI	Délégation Général à l'Informatique – Burkina Faso
DFID	Department for International Development – UK
DMFA	Royal Danish Ministry of Foreign Affairs
DGIS	Directorate-General for Development Cooperation – the Netherlands
DiLES	Distance Learning and Education Services – Tanzania
DOT Force	Digital Opportunities Task Force
ECDPM	European Centre for Development Policy Management – the Netherlands
Editosia	Electronic Distance Learning on Sustainability in African Local Governments project – Tanzania
EIN	Environmental Information Network – Ghana
EPA	Environmental Protection Agency – Ghana
FIAB	Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina – Burkina Faso
GAINS	Ghana Agricultural Information Network System – Ghana
GenARDIS	Gender and agriculture in the information society
GINKS	Ghana Information Networking and Knowledge Sharing – Ghana
GKP	Global Knowledge Partnership
GREFCO	Groupe de Recherches de Formation et de Conseils – Burkino Faso
GTP	Global Teenager Project
Hivos	Humanistic Institute for Development Cooperation – the Netherlands
IAB	International Advisory Board
ICDL	International Computer Driving Licence (IT training and certification) – various countries
ICO	Instituto de Capacitación del Oriente – Bolivia
ICTs	information and communication technologies
ICT4D	ICTs for development
IDRC	International Development Research Centre – Canada
IICD	International Institute for Communication and Development – the Netherlands
IISD	International Institute for Sustainable Development – Canada
IN	Information exchange and Networking
INASP	International Network for the Availability of Scientific Publications – UK
infoDev	Information for Development Program, World Bank – United States
IRC	International Water and Sanitation Centre – the Netherlands
ISNAR	International Service for National Agricultural Research – the Netherlands
ITI	Instructional Technology Institute – Jamaica
JAMPRO	Jamaica Promotion Corporation – Jamaica
JCSEF	Jamaica Computer Society Education Foundation – Jamaica
KAEMP	Kagera Agricultural and Environmental Management Programme – Tanzania
KIT	Koninklijk Instituut voor de Tropen – the Netherlands
KS	knowledge sharing
LAN	local area network
LEAP	Learning and Evaluation Action Program (Bellanet) – Canada
MCCH	Maquita Cushunchic Comercializamos como Hermanos – Ecuador
MMTK	Multimedia Training Kit
MoEC	Ministry of Education and Culture – Tanzania
MoES	Ministry of Education and Sports – Uganda
MSSRF	M.S. Swaminathan Research Foundation – India
MTTI	Ministry of Tourism, Trade and Industry – Uganda
M&E	monitoring and evaluation
Nepad	New Partnership for Africa's Development – South Africa
NGO	non-governmental organisation
NTIC	nouvelles technologies d'information et de communication
OSS	open source software
PSO	Association for Personnel Service Overseas – the Netherlands
RADA	Rural Agricultural Development Authority – Jamaica
REDESMA	Red de Desarrollo Sostenible y Medio Ambiente (Sustainable Development and Environment Network) – Bolivia
RITSEC	Regional Information Technology and Software Engineering Center – Egypt
SDC	Swiss Agency for Development and Cooperation – Switzerland
SICA	Servicio de Información y Censo Agropecuario – Ecuador
SITTEL	Superintendencia de Telecommunicaciones (Office of the Telecommunications Regulator) – Bolivia
SMEs	small and medium/micro-enterprises
SNV	Netherlands Development Organisation – the Netherlands
SOMIM	La Société Malienne d'Imagerie Médicale – Mali
SWOPnet	Sharing with Other People Network – Tanzania
TanEdu	Tanzania Education and Information Services – Tanzania
TaTEDO	Tanzania Traditional Energy Development and Environment Organization
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TCLSS-TF	Tanzania Computer Literacy for Secondary Schools Trust Fund
TiCBolivia	Tecnologías de Información y Comunicación para el Desarrollo Sostenible – Bolivia
TN	thematic network
UCC	University Computing Centre, University of Dar es Salaam – Tanzania
UDN	Uganda Debt Network – Uganda
UCE	Uganda Commodity Exchange
UICT	Uganda Institute of Information and Communications Technology – Uganda
UIRI	Uganda Industrial Research Institute
UNDP	United Nations Development Programme – Austria
UNECA	United Nations Economic Commission for Africa – Ethiopia
UNESCO	United Nations Educational, Scientific and Cultural Organization – France
USAID	United States Agency for International Development
WSIS	World Summit on the Information Society
XML	extensible markup language
ZAMCOM	Zambia Institute of Mass Communication – Zambia
ZARD	Zambia Association for Research and Development
ZCP	Zongos Consulting and Productions – Burkina Faso
ZLUG	Zambia Linux User Group

ABOUT IICD

Empowering people through ICT-enabled development

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). Together with partner organisations in selected countries, IICD helps local stakeholders assess the potential uses of ICTs for development. It also strengthens the capacities of local partners to formulate, implement and manage development policies and projects that make use of ICTs.

To achieve its mission IICD has adopted a strategy with the following goals:

- to empower local organisations and stakeholders to make effective use of ICTs on their own terms; and
- to catalyse lessons learning and knowledge sharing on ICTs by local organisations and the international community.

To ensure that the results are sustainable and address local development needs, IICD follows six guiding principles: ownership, demand responsiveness, multi-stakeholder involvement, capacity development, partnerships, and the principle of learning by doing. Further, our approach aims to realise development impact in traditional development sectors such as agriculture and education by making use of ICTs as tool. Ultimately, IICD and its partner networks strive to ensure that ICT-enabled development is effectively scaled in development through its embedding in sector policies.

Two strategic approaches

IICD's strategic framework encompasses two approaches – the Country Programmes and Thematic Networking.

The *Country Programmes* involve public, private, NGO and grassroots partners working in specific sectors. In each country, IICD supports projects aimed at enabling local partners to understand and apply ICTs that are appropriate for specific local settings, to share knowledge effectively using ICTs, and to contribute to national dialogues on ICT policies and priorities. Components such as Roundtable workshops, capacity development, Information exchange and Networking, and monitoring and evaluation strengthen the programmes and ensure an integrated countrywide approach.

Thematic Networking links IICD's local partners with experts and counterparts working in similar areas in other countries, thus connecting local and global knowledge, and promoting South–South and South–North exchanges. In sectors such as education or livelihoods, these networks act as an 'online resource centre' to link various knowledge products, and as an 'interactive platform of expertise' to foster communication and the exchange of knowledge among individuals.

Wide variety of partnerships

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.

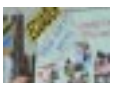
IICD is an independent non-profit foundation established in 1997 by the Netherlands Ministry of Foreign Affairs. Its core funders include the Directorate General for Development Cooperation (DGIS) of the Netherlands, the UK's Department for International Development (DFID), the Swiss Agency for Development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

Country Programmes

- Bolivia
- Burkina Faso
- Ecuador
- Ghana
- Jamaica
- Mali
- Tanzania
- Uganda
- Zambia

Sectors

- Education
- Environment
- Governance
- Health
- Livelihoods



INTERNATIONAL INSTITUTE FOR
COMMUNICATION AND DEVELOPMENT

Raamweg 5
P.O. Box 11586
2502 AN The Hague
The Netherlands
Phone: +31 (0)70 311 73 11
Fax: +31 (0)70 311 73 22
information@iicd.org
www.iicd.org