Take agriculture for instance. In Jamaica, unlike in Europe,
cooperatives – also a kind of network – have not played a
significant role. With the introduction of ICTs, however,
people can suddenly see much greater value in networking
– in working together to obtain a clear picture of the way
crop prices are developing, or jointly trying to land a large
overseas order. Setting up a database is seen as another
opportunity, which makes benchmarking possible. By
comparing the composition of their soil against a standard,
farmers can determine, for example, how much fertiliser
they need to use, or the most appropriate irrigation method,
to improve their crop yields or even to produce multiple
harvests each year. At the Jamaican Ministry of Agriculture
we witnessed the efforts of our partners to make this sort
of information accessible. And in the field we were able to
observe that farmers are actually putting this information to
good use – providing a convincing example of how ICTs can
help bring about a sustainable improvement in the livelihood
of farmers.

Jamaica is also a nation of music. At least one in ten young
Jamaicans wants to be a musician. But not everyone succeeds,
and this can lead to disappointment and unemployment. With
the use of the Internet, a good website and better distribution
methods, the possibility of expanding the market for Caribbean
music – and making it more transparent – is very real. This
is new ground for IICD but we are beginning to see the first
results. A number of Jamaican musicians have already been ‘discovered’ through the website of the Caribbean project.

Working on a small scale but closely together with potential
users, listening attentively to what they want and placing
responsibility in their own hands are the key concepts of
IICD’s approach. The approach works; Foreign Affairs is
providing funding for another five-year period, and other
countries are also showing interest. The UK has joined us,
and Switzerland has recently followed this example.
Likewise, an increasing number of non-profit organisations
and private companies are keen to enter into collaboration
with us. In short, it is clear that IICD is headed in the right
direction.
At the end of 2001, Ms. Eveline Herfkens, the Netherlands Minister for Development Cooperation, approved IICD’s new five-year strategy, ‘Deepening Local Ownership through Partnerships’. The strategy follows the positive recommendations of an external evaluation in early 2001, and builds on the work of the past years. In this respect, 2001 was a memorable year in which the fruits of our work were acknowledged, paving the way for the Institute to continue in the years to come.

Strategy 2002–2007
The development of the new strategy involved considerable effort, commitment and teamwork on the part of not only the staff of IICD, but also our partners and advisers in developing countries. The key element in this strategy is the strengthening of our relations with different types of local partners. Together with these partners, we develop and implement Country Programmes in which local partners are in the driver’s seat. In at least eight developing countries, we will assist local stakeholders to assess the potential uses of ICTs for development. As a second key element in the strategy, IICD aims to build the capacities of local partners to develop and manage the Country Programmes. Within these programmes, they formulate and implement locally owned development policies and projects that make use of ICTs.

A number of elements of our strategy stem from the Institute’s evaluation, which provided several learning points. For example, activities should not happen in isolation. The experience gained by our partners from activities on the ground should be disseminated to policy makers and practitioners at national and international levels. It is also necessary to balance our existing demand-driven approach with more guidance and inputs based on the lessons learned by partners elsewhere. In particular, with respect to the sharing of knowledge and experience at the sectoral level, a more proactive role is needed.

In response to the evaluation, and as an integral part of our new strategy, we will increase our efforts to build and strengthen ‘ICT for development’ networks. Here, local partners take full ownership of a range of activities within the Country Programmes. Further, knowledge sharing networks will focus on the applications of ICTs in sectors such as education, agriculture and health. Within these networks, knowledge exchange and learning across projects and countries are key objectives.

Thematic Networks
In order to assist our partners in identifying their needs for sector-specific knowledge and to help them find answers to meet those needs, Thematic Networks have become one of the pillars of our new strategy. These networks will link local and international partners working on similar themes, connecting local with global knowledge, and promoting South-South and South-North exchanges.

Our existing partnership with Cap Gemini Ernst & Young (CGEY), which was reconfirmed in December 2001, is an illustrative example of how we furnish our partner networks with expertise on request. Within the framework of the partnership agreement with CGEY, in February 2001 we jointly organised a workshop for all our local e-business partners. This resulted in a genuine ‘win-win’ situation for all participants. Our partners acquired state-of-the-art knowledge and were personally assisted in applying that knowledge to local situations. For CGEY, our collaboration supports their corporate responsibility programme and has proven to be highly valued by their employees.

Local knowledge sharing
With the reaching of a critical mass of projects in the Country Programmes – 47 at the end of 2001 – the need to share experiences within and among countries has become ever more striking.

At a consultation meeting in June 2001, local organisations from IICD’s focal countries proposed that an ICT for development ‘community of practice’ be created in each country, with the aim of strengthening the sharing of knowledge and lessons learned. Since that meeting, building local knowledge networks has been given high priority and significant steps have been made to establish such networks in a number of countries, such as Bolivia.

International partnerships
Our international partners – public, private and not-for-profit – provide resources and expertise that are not available locally or within IICD. These partners help to disseminate the experiences of IICD and its local partners, and enable them to implement their missions more effectively. During 2001 the existing partnerships were strengthened, and some critical new alliances were formed.

At the close of 2001 we signed a three-year strategic partnership agreement with the Swiss Agency for Development and Cooperation (SDC) – called the ‘Building Digital Opportunities’ (BDO – IICD/SDC partnership) – the primary aim of which is to learn from practical experiences in ICTs for development. A unique aspect of this partnership is that SDC will join our existing strategic BDO alliance with the Netherlands Directorate-General for Development Cooperation (DGIS) and the UK’s Department for International Development (DFID). The partnership with DFID – officially signed at the start of 2001 – is already showing promising results.

Increasing requests from our partners for more in-depth knowledge on e-governance led to the signing of a strategic partnership with Clockwork Inc., a Netherlands-based international consultancy firm, in late 2001. Since e-governance is one of the core themes of our Thematic Networks, the partnership represents an important milestone in giving substance to this element of our strategy.

Organisation
Just as IICD has broadened its external base in response to the increasing demand, internally, the Institute’s staff also grew in number and changed its overall composition to become more international. In this respect, there is a new focus on international appointments. At the end of 2001, five staff members were foreign nationals, and this number is expected to grow.

Preview
Following the significant events in the year 2001, we confidently look forward to implementing the first phase of our new strategy in 2002. The extension of our mandate by Minister Herfkens to 2007 will enable us to keep up the existing momentum in providing effective support to our local partners in achieving sustainable development. By the end of 2007, we envisage that IICD will have evolved from a Europe-based institute to a multi-actor North-South network, in which local partnerships and empowerment are crucial.
Bolivia – Partners Launch local network: TiCBolivia

The Country Programme Bolivia has made rapid progress, with seven projects now in implementation. Project partners attended various training courses, and a monitoring and evaluation strategy was introduced. One of the highlights of 2001 was the Information exchange and Networking (IN) event to launch the new local network TiCBolivia.

IICD began its activities in Bolivia in 2000 with a sectoral ICT Roundtable on livelihood opportunities (agriculture) and the environment, hosted by Apoyo para el Campesino Indígena del Oriente Boliviano (APCOB) and Centro Boliviano de Estudios Multidisciplinarios (CEBEM). The Country Programme, organised in close collaboration with the Dutch NGO Hivos, focuses on the application of ICTs to support the work of NGOs and civil society organisations. IICD's local partners include national training partner Enbolivia.com, IN partner CEBEM, and M&E partner APCOB.

ICT Roundtable Process and results

Since the Roundtable, local partners have led the implementation of several projects. In 2001 the Confederación de Pueblos Indígenas de Bolivia (CIDOB), owner of the project ‘Conflicts and Negotiations on Indigenous Lands’, set up a dynamic website linked to a database providing information on the status of indigenous community land claims. APCOB, owner of the project ‘Multimedia System for Ethnographic Materials’, assists farmers and indigenous groups in various projects, and is setting up a multimedia system to preserve ethnographic materials. It has developed a new website with access to a database containing video, photographic and audio materials.

In the project ‘Information Centres for Agro-Ecological Producers in Bolivia’, the Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB) is developing a dynamic website offering information on organic production methods and a virtual marketplace, for producers, research institutions, and national and international traders in organic produce. In another project, CEBEM is assisting the Sustainable Development and Environmental Network (REDESMA) to promote information exchange on sustainable development and environmental issues among local, national and international organisations. As a result of successful promotion of the project in 2001, membership of the network increased from 1600 to 9000.

In another project, four NGOs (Casa de la Mujer, CIPCA, ICD and CAPA) and a radio station (Radio Alternativa) have joined forces to integrate ICTs into their activities. The radio station’s broadcasting facilities have been upgraded to digital standard, thus improving quality, reducing costs and making exchange through Internet easier. The partners are also developing a website for up- and downloading radio programmes. In partnership with IICD, national training partner Enbolivia.com, an IT service company, has established an ICT training centre in La Paz, offering tailor-made ICT courses and other services for project partners and other customers. Bolivia joined the Global Teenager Project in 2000, coordinated by the Fundación Ayni Bolivia. Students from six schools participated in the Learning Circle in September.

Capacity Development

During 2001 Enbolivia.com participated in the Train-the-Trainer workshop in the Netherlands and, together with IICD and the Radio Northern Training Centre (RNTCL), was involved in an ICT LifeLong Learning Skills workshop, which resulted in three ICT prototypes. Enbolivia.com co-organised various other capacity development activities, including training in database design, and two workshops on website development.

Knowledge Sharing

CEBEM is coordinating IN activities in Bolivia, with the aim of building a knowledge sharing network among organisations working with ICTs. To develop an IN strategy, CEBEM participated in the IN workshop in June. In November, CEBEM organised an event to launch the network TiCBolivia, and to promote the Country Programme. The event was attended by more than 200 people and local media, demonstrating the high level of interest in ICTs for development. The Bolivian IN strategy for 2002, based on a proposal by CEBEM, will focus on strengthening partnerships among public, private and non-profit organisations, via meetings, the media, newsletters and a discussion platform on the website, TiCBolivia.net.

During 2001 IICD supported a research project to investigate the potential of ICTs to empower civil society organisations. IICD also assisted project partners in formulating project proposals in the area of multimedia and radio, and advised DfID-Bolivia on the integration of ICTs to support their decentralisation programme in Bolivia.

Monitoring and Evaluation

In November, the local M&E partner APCOB organised the first focus group meeting, where project partners discussed IICD’s role in project formulation, and areas for improvement. It was felt that the role and performance of local consultants often did not meet the project team’s expectations. The importance of using each other’s knowledge on technological, operational and strategic aspects was stressed. Also a group of trustworthy consultants will be identified. Other suggestions included involving end users at an earlier stage, and improving collaboration between partners. IN activities are expected to contribute to this.

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

“Civil society in Bolivia must actively proceed in the virtual network by creating their own websites. Without a doubt, the network will increase important contacts and resources needed for the daily work of NGOs, and it will help the coordination of efforts between different organisations. I believe that the network will help increase the countervailing power role of the Bolivian civil society.”

Mr. W. Wildeboer, Dutch Ambassador of Bolivia, during the Roundtable

Country Programme Bolivia

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Burkina Faso – Training on website development for ministry staff

In Burkina Faso, a number of projects in three sectors were in implementation in 2001. IICD co-organised several capacity development activities addressing local partners’ needs. One of the highlights was a training course on website development for the staff of government ministries.

IICD launched the Country Programme in Burkina Faso in 1997 with a National ICT Roundtable, hosted by the Délégation Générale à l’Informatique (DELGII). In Burkina, DELGII is promoting ICTs for development. IICD is also working with two project partners, the Fédération Nationale des Industries de l’Agro-Alimentaire du Burkina Faso (FIAB) and the Netherlands Development Organisation (SNV), and two training partners, the Yom-Puki Association and Zongos Consulting and Productions (ZCP).

ICT Roundtable Process and results

The National ICT Roundtable participants identified projects in three sectors: education, good governance and livelihood opportunities (agriculture and telecentres). In 2001, the government continued its ICT-supported decentralisation process, in which IICD played a diminishing role as DELGII developed its own capacities to execute the process. In a tele-education project to link the Universities of Ouagadougou and Bobo Dioulasso, – the joint owners – the government continued its ICT-supported decentralisation process. DELGII spearheaded by the Prime Minister’s Office, the programme consisted of a series of workshops on website design and maintenance. At the first workshop, held in Ouagadougou in July, the participants assessed the potential of websites built by their ministries, and set out their own initiatives to maintain the website. The second workshop involved practical exercises in which the participants defined targets for their sites, created a draft structure, and learned about the responsibilities of a webmaster. The final workshop, scheduled for 2002, will be devoted to building prototypes, and the fourth to analysing and assessing the new sites, which they will then have undertaken their first updates.

This training programme aims to equip the directors of communications with the skills necessary to use ICTs in their daily work. The creation of ministry websites is part of a broader government project to introduce an electronic administration in Burkina Faso. By improving access to information, the government hopes to reduce operating costs and increase the transparency of its communications with citizens – two important steps towards e-governance. We therefore allocated about 7.5 billion CFA francs for ICTs in its information and communication experiments. This is a substantial commitment by the government of Burkina Faso, which sees ICTs as promising tools for improving the way in which it governs its people.

Capacity Development

Because there are few training organisations in Burkina Faso, IICD has faced difficulties in identifying suitable national training partners. However, a new training partner was positively evaluated in 2001 – the Yom-Puki Association, which offers basic training courses on the Internet, website building and office applications, and has three offices in Ouagadougou and Bobo Dioulasso. IICD will extend its cooperation with Yom-Puki in 2002. With ZCP, plans were made to set up an IICD-supported training centre offering basic web-based courses and advanced ICT-related training.

Together with DELGII, IICD developed a training programme on website development for the staff of government ministries. In June 2001, ministry staff attended two workshops on various aspects of website design and maintenance. In July, IICD and DELGII organised a Technical Update Seminar on the latest developments in websites for 45 participants from various ministries and other partners. The event was well covered by the national media, indicating the interest in such activities. In November, DELGII, IICD and strategic partner Cap Gemini Ernst & Young (CGEY) organised a workshop on target group analysis, information flow analysis and project formulation for websites, which was attended by 18 press attachés from 12 ministries. DELGII is now preparing follow-up sessions, and the three partners are planning an evaluation workshop in May 2002.

In November, IICD, CGEY and the new training partner Yom-Puki facilitated a five-day workshop on e-business and basic ICT skills for FIAB, which was attended by 34 participants.

Knowledge Sharing

IICD’s partner ZCP developed and launched a dynamic local website, but has found content maintenance a problem, in that existing projects generate insufficient news to justify weekly or monthly updates. Therefore a new local initiative was contacted, the Club @robase – a group of journalists keen to make use of the Internet – and Yom-Puki, to broaden the range of content with reports on ICT developments nationwide. The website is expected to become an important building block in the local IN network.

Together with SNV and organisations in Burkina Faso and Niger, IICD carried out a research project to examine the potential of multimedia in education, including the use of various technologies to produce local educational content, as well as means of delivery, which will be tested in a pilot project in 2002.

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

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Country Programme Burkina Faso

Policy and project formulation

- Education: tele-education at universities – DELGII/Universities of Ouagadougou and Bobo Dioulasso
- Education: Global Teenager Project – 1 school
- Good governance: training on website development – DELGII, Central Ministries
- Good governance: ICT-supported Decentralisation Process – DELGII
- Good governance: Information Boutiques – SNV, including Local Radio Development – Voix de Verger
- Livelihood: Business Intelligence Trade Points – FIAB
- Planning an evaluation workshop in May 2002.

Policy and project implementation

- Planning an evaluation workshop in May 2002.

ICT Roundtable Process

- National Roundtable hosted by DELGII (1997)
- 3 project ideas

Results

- 5 project proposals
- National training partners: Yom-Puki Association, ZCP, DELGII
- Training on website development for government ministries
- Another project is ‘Local Radio Development’, in which IICD, Voix de Verger and SNV are supporting NGOs in the application of traditional and new communications media in rural areas.

In 2001, the information needs of local partners in these areas were explored.

In anticipation of the establishment of French-speaking Learning Circles, one secondary school joined the Global Teenager Project.

Workshop on e-business and basic ICT skills for the FIAB project

Presentation at the FIAB workshop

DELGII workshop in Ouagadougou

Workshop on e-business and basic ICT skills for the FIAB project

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For more information on the Country Programme Burkina Faso, please visit: www.iicd.org/countries/burkinafaso
Ghana - Projects regain momentum after national elections

Many of IICD's partners in Ghana are government agencies or are dependent on them. Preliminary to the elections in 2001, several projects were temporarily put on hold. However, all projects have received the support of the new government, in recognition of their importance to national development. Because of the political events, no new Roundtables were held in 2001.

The Internet Society (ISOC) of Ghana, is the host of the Country Programme. A portfolio of projects in various sectors, is based on the National ICT Roundtable in 1998 and a sectoral Roundtable on health in 1999. The Country Programme is seen by the government as a key element in its ICT strategy, and as a catalyst in the process of applying ICTs for sustainable development. The Centre for ICT (CICT), the local project and training partner, co-organised various capacity development activities.

ICT Roundtable Processes and results

The project 'E-commerce for Non-traditional Exports', one of several projects that resulted from the National Roundtable, is seen by the government as a key element in its ICT strategy, and as a catalyst in the process of applying ICTs for sustainable development. The Centre for ICT (CICT), the local project and training partner, co-organised various capacity development activities.

In the education sector, ISOC, with IICD support, established the Centre for ICT as a training partner and information service provider. In 2001, CICT provided training to various local partners. The Centre also became a regional Cisco Academy, serving institutions in Ghana and six other African countries.

The government recognises that the lack of access to information on its activities and national statistics, and their coordination, represent serious bottle-necks to good governance. Accordingly, the Ministries of Communications and of Education are collaborating in the project 'National Information Clearing House' to increase the transparency of government. In 2001, a pilot project was launched to develop a website and a database.

Ghana's Environmental Protection Agency (EPA) has set up the Environmental Information Network, which aims to improve the management of and electronic access to environmental information. In 2001, the project made significant progress, meeting most of the planned objectives.

Information on institutional activities and environmental regulations is accessible through a regularly updated website. As one of the outcomes of the ICT Roundtable on health, the Ministry of Health developed a new policy and strategic framework, which was approved by the government in 2001 and now forms the basis of the national strategy for introducing ICTs in the health sector. Following the elections, however, the implementation of the programme was temporarily put on hold pending a review of the new government's policy priorities in 2002.

Ghana has been a leading contributor to the Global Teenager Project since 1999, with 15 participating schools, due largely to the efforts of two project partners – Rescue Mission Ghana and ISOC. Rescue Mission Ghana coordinates the Learning Circles at the international level.

Capacity Development

One CICT trainer attended the annual Train-the-Trainer workshop in the Netherlands. CICT's Technical Update Seminar on dynamic website development, held in Accra in September, provided hands-on training in database-driven websites, graphics and animation, search facilities and software for site development and maintenance. The process of identifying new national training partners also began in 2001. It is expected that a partnership agreement will be signed with Atlantic Computer Training Ghana Ltd in early 2002.

Knowledge Sharing

Following discussions with various local partners during 2001, a local Information exchange and Networking (IN) programme will be launched in 2002. Activities will include the development of a website, a newsletter and focus group meetings. Three local partners attended the IN workshop in the Netherlands in June.

IICD's partners EPA and the Forestry Research Institute of Ghana attended a workshop on evaluation in Bonn in October, and described their experiences in the magazine 'Information Development'. UNU/Intech and IICD collaborated in a study of the potential impacts of ICTs on small and medium businesses. In addition, researchers Mike Jensen and Kees Hommes examined the feasibility and desirability of Internet exchange points in Ghana and elsewhere in West Africa.

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

"During the IN workshop I liked the methodology for teasing out knowledge we had, which we were not even aware we had. The objectives from the IN strategy led to several discussions, but we needed more time to think and reflect."

Ms. Korantema Adi-Dako,
Director KAD Communications Ltd
ICT Roundtable Processes and results
In September 2001 NCST and the PMDC organised a Roundtable on good governance in Portmore, in partnership with the Ministry of Agriculture, and training partners the Jamaica Computer Society Education Foundation (JCSEF) and InfoServ.

Country Programme Jamaica
The Country Programme Jamaica has matured into a strong programme led by the local partners. In 2001, attention focused on further embedding the projects in the partner organisations. Although moderate in scale, the projects have served as catalysts within the implementing organisations and beyond. Some projects have become sector-wide development programmes.

The activities in Jamaica’s Country Programme are based on a National ICT Roundtable in 1998 and a sectoral Roundtable on livelihood opportunities in 1999, both hosted by the National Commission on Science and Technology (NCST). NCST and the Portmore Municipal Development Committee (PMDC) organised a second sectoral Roundtable on good governance in 2001. IICD’s project partners include Caribbeat and the Ministry of Agriculture, and training partners the Jamaica Computer Society Education Foundation (JCSEF) and InfoServ.

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Mali - Ambitious telecentres project is on track

In terms of the number of projects, Mali is still IICD’s smallest Country Programme. Local partners are collaborating in an ambitious project to establish around 700 telecentres throughout the country. In 2001 business plans were developed with local entrepreneurs, but the process of establishing the required institutional structure has proven to be difficult.

Activities in Mali started late 1999 when IICD was invited by the government to launch a Country Programme. The President of Mali, Mr Alpha Oumar Konaré, then requested IICD’s assistance in the development of more than 700 telecentres throughout the country. During a National ICT Roundtable workshop in July 2000, the participants agreed on the concept of the telecentres and the key elements in the strategy to establish them. The workshop was hosted by the Ministère de l’Aménagement du Territoire et des Collectivités Locales (Ministry of Home Affairs and Local Government), the Ministère de la Communication and the Ministère de la Culture.

Next to the government, IICD is working with several other local partners, including Afribone, which is both the national training partner and an Information exchange and Networking (IN) partner. In Mali, four project ideas originated from the Roundtable, three of which are still in the proposal phase. The telecentres project is therefore currently the only one in implementation.

ICT Roundtable Process and results

The government of Mali has adopted an ambitious policy of decentralisation in order to enhance local democracy. Good communications facilities, such as telecentres, are recognised as an essential element of this policy. In 2001, IICD supported local partners in the development of a programme to establish low-cost telecentres that will provide a wide range of services for rural communities throughout the country. The telecentres must therefore be multi-functional, offering services ranging from plain text messaging to complex medical consultations. The technology to be applied in the telecentres will be simple. In conjunction with project partners in other IICD-supported Country Programmes, the technology for simple voice messaging is now under investigation.

To ensure the sustainability of the telecentres, private entrepreneurs will have to own and operate them to the highest extent possible. The business plans for sustainable telecentres were therefore drawn up in collaboration with local entrepreneurs. By the end of 2001 however, the strategy had not yet been officially adopted, leading to delays in setting up the necessary institutional support structure.

Other activities in Mali in 2001 included preparations for a sectoral ICT Roundtable Process on health, and the provision of technical assistance in introducing e-governance for the government of Mali.

Capacity Development

In view of the current status of projects in Mali, in 2001 the Capacity Development Programme was limited to awareness raising and identifying potential training partners. In this process, IICD identified one potential partner, Afribone, an Internet service provider. In 2001, Afribone proved to be a reliable new training partner, and a long-term partnership agreement will be signed in 2002. One other potential training partner has been identified, and further contacts will be made in 2002.

Also as part of the Capacity Development programme, a Technical Update Seminar on the latest developments in websites, was held in Bamako in October. The 25 participants, from various partner organisations in Mali, discussed issues such as different types of websites, and tools that can be used to build a website.

Knowledge Sharing

The number of projects in implementation in Mali has not yet reached the critical mass that is necessary for setting up Information exchange and Networking (IN) activities. Some local initiatives, however, such as the Linux Users Group AMUL, the students’ Internet association Club E-Net, and the Mali branch of the Internet Society (ISOC), may offer good opportunities for networking in the area of ICTs for development. Afribone is developing a local website, which will be maintained and updated by an editorial team led by Afribone, starting early 2002.

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

"I think ICTs in Mali are an aspect of development on all levels. In my particular case, the Internet enables me to do research that improves my personal growth. I discovered a site which I consult every time I have the opportunity to surf the Internet. That site teaches me new things regularly."

Mohamed Traoré, student from Technolab ISTA, on the website Mali-ntic

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Country Programme Mali

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Tanzania - Lessons learned and local know-how generate new projects

Since its creation in 1998, the Country Programme Tanzania has focused on strengthening the capacities of local partners to formulate and implement ICT-supported policies and projects, now resulting in a number of new locally owned initiatives.

The Tanzania Country Programme is based on the results of a National ICT Roundtable in 1998, and a sectoral Roundtable on livelihood opportunities in 1999, both hosted by the Tanzanian Chamber of Commerce, Industry and Agriculture. In late 1999, a second sectoral Roundtable on good governance for Hivos partners in Tanzania and Uganda was co-organised by IICD and ForDIA, a local Hivos partner.

ICT Roundtable Processes and results

In Tanzania, lessons are being learned and local know-how is increasing, enabling the partners to formulate new ICT projects. It is recognised, however, that in order to reap the benefits of ICTs, Tanzania must first address a number of challenges, such as strengthening the local human capacity, and establishing the necessary institutional and policy frameworks.

In the livelihood opportunities sector, several projects are in progress. A project to develop regional telecentres is fully operational, and the partners are now considering expanding into rural areas. The new project ‘Agricultural Price and Business Information Services’, is owned by CROMABU – an NGO – and the private company Business Care. The project aims to provide price information for farmers, enabling them to demand better prices for their produce.

In the good governance sector, the ‘Kinondoni District Computerisation’ project is owned by the Commission on Science and Technology (Coastech). In 2001, a monitoring study generated valuable insights into how people use the project, as well as the difficulties of data analysis and integrated decision making, which will be taken into account in the design of future projects. The ‘E-Networking’ project brought together a large number of NGOs to improve networking, lobbying and knowledge sharing on environmental issues. Based on the positive results of the pilot phase, the partners developed a new project that fully integrates ICTs in the long-term working programmes of the NGOs.

In the education sector, the project ‘Distance Learning and Education Services’ provides educational materials to secondary schools via the Internet and on CD-ROM. In 2001, the first material was produced and made available to the participating schools.

Three secondary schools are participating in the Global Teenager Project. In November, local training partner Joyce Computers set up a Training and Service centre to assist the schools.

Capacity Development

In 2001 training partners SoftTech, Joyous Computers, and the Computer Centre of the University of Dar es Salaam continued the Capacity Development programme. In cooperation with SoftTech, an ICT LifeLong Learning Skills workshop was held in March for NGOs in the E-Networking project, focusing on the use of ICTs for knowledge sharing. Following the National ICT Roundtable, IICD organised a series of Technical Update Seminars on websites. In response to local demand, a second ICT LifeLong Learning Skills workshop was held for IICD’s training partners focusing on prototype websites and training manuals, and identifying specific ICT training needs. At the request of the Association of Headmasters, a third LifeLong Learning Skills workshop examined how ICTs can be used to improve management in the education sector.

Knowledge Sharing

Following the Information exchange and Networking (IN) workshop in June, several IN partners started building a local website that will serve as a central information point on ICTs for development in Tanzania. At the end of 2001, these partners were in the process of formulating a national strategic plan for local IN-activities.

IICD is also co-supporting several research projects to identify ways to improve communications in the rural areas. These include the development of a website providing local news and services, the establishment of basic telecentres, and the coordinated introduction of ICTs that will serve the needs of NGOs, the government and the private sector. As part of its advisory activities, IICD supported the University of Dar es Salaam in the process of introducing multimedia technologies for training, and provided on-the-job training for staff in the use of multimedia.

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

If you don’t even attempt to introduce the use of these technological improvements, then we will remain behind forever.

Mr. Mbuya, District Administrative Officer from the Kinondoni district
The projects that emerged from the Roundtable on education made significant progress, with two in implementation, and two others approved. In 2001, the Country Programme Uganda launched a second sectoral Roundtable Process on rural development, which resulted in a number of innovative project ideas.

The activities in Uganda began in 2000 with an ICT Roundtable on education. IICD’s main programme partners are the Ministry of Education and Sports, and the Uganda Communications Commission (UCC). ICTC is also working with three training partners – Kyambogo University (formerly ITEK), Rank Consult Ltd and the Uganda Communication Institute (UCCI) – and with Global Teenager partner SchoolNET Uganda.

### ICT Roundtable Processes and results

In 2001, a second sectoral ICT Roundtable on rural development was hosted by UCC, the regulatory authority for the telecom sector, which is mandated to provide ICT services to all parts of the country. The new project involves four rural districts in a number of ways. The new project is expected to receive government certification.

The projects identified during the first Roundtable on education made considerable progress during 2001. With significant financial contributions from the Department for International Development (DFID, UK), two projects at the Kyambogo University are now being implemented. These projects aim to improve the teachers’ basic ICT skills, and to provide ICT-based educational content to rectify the shortage of learning materials in secondary schools. The other projects are being developed and introduced into the Roundtable, owned by the Ministry of Education and Sports, and have now been approved, and implementation will begin in 2002.

The Global Teenager Project activities in Uganda continued, with nine secondary schools participating in the two Learning Circles in 2001. IICD continued its partnership with SchoolNET Uganda.

### Capacity Development

In 2001 IICD signed long-term agreements with several training institutes, resulting in a strong group of national training partners – Kyambogo University specialises in applications, UCCI in networking, and Rank Consult Ltd in facilities and support services. After attending the annual Train-the-Trainer workshop held in January in the Netherlands, these partners organised several local activities in 2001. The partners will take over the implementation of the Capacity Development programme in Uganda, with IICD playing a monitoring and evaluating role.

### Knowledge Sharing

During 2001, a group of seven partners began preparations to set up an Information exchange and Networking (IN) network. In September, IN-Uganda was launched at a meeting attended by the Minister of State for Trade, the Honourable Dr Abiel Rwendeire. In October, IN Uganda published the first issue of a newsletter and launched a website. Subsequently, the IN partners drafted a plan to work towards a sustainable network in Uganda, which includes establishing partnerships with other organisations and networks. As part of its advisory activities, IICD’s strategic partner Cap Gemini Ernst & Young supported the Ministry of Education and Sports in the design of a project on work flow management.

### Monitoring and Evaluation

IICD identified a suitable local organisation for the launch of Uganda’s Monitoring and Evaluation (M&E) programme. M&E activities are planned to start in early 2002.

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

"Knowledge sharing can get you very far, compared to donating goods like computers. If you have two oranges for two people, each person gets one. If you have two ideas to share, then each person gets two."

Daniel Kakinda, coordinator SchoolNET Uganda
Zambia - Reinforcing ICT policy development at the Ministry of Education

In the Country Programme Zambia, most of the project activities originated from the Roundtable on education. Several training events and seminars were organised in 2001, with the aim of improving the skills of local partners in computer maintenance, website development and networking. One of the highlights of the year was a high-level training workshop to assist the Ministry of Education to formulate an ICT policy.

ICT Roundtable Processes and results

The sectoral Roundtable on education, held in 2000, resulted in several ICT projects designed to support ongoing investment programmes at the Ministry of Education. The project proposals have been fully specified and funding has been secured. The central project, ‘ICT Policy in Education’, aims to strengthen both the management and operational planning capacity within the Ministry of Education. The ICT policy is expected to help the Ministry to develop sector-wide ICT programmes for the next 5-10 years. The Ministry is yet to determine when the implementation of the projects will begin.

Two projects that emerged from the National ICT Roundtable Process came to an end in 2001. The first, ‘Rural Community Telecentres’, experienced management problems and failed to live up to expectations, so IICD decided to withdraw. The second project, a rural information services ‘Incubator’, resulted in the launch of a pilot website. The project owner, the Agricultural Consultancy Forum Secretariat, will decide on the possible expansion of the project in 2002.

Another promising project is ‘Information Dispatch’, a fully independent web news agency that resulted from an ICT Lifelong Learning Skills workshop in 1999. After participating in the workshop, two local journalists identified a gap in the provision of local news, and so established their own website. Information Dispatch has retained its editorial autonomy, and its website is now widely regarded as a reliable source of information.

The Global Teenager Project in Zambia continued, and students from three secondary schools participated in the second Learning Circle in 2001.

Zambia is using ICTs to break out of its isolation

By Mildred Mpundu

Zambia has joined IICD in its work to apply ICTs to stimulate the development process. The Country Programme is part of a national effort to help the country break out of its isolation and to bring about sustainable socio-economic development.

Among the projects is ‘E-brain’ – a network that aims to encourage knowledge sharing and to formulate a common vision for ICT-supported development. Magwesh Chilimba, E-brain coordinator: "It becomes imperative for Zambia to start recognizing national energy and synergies into these new innovations. Our aim is to foster the use of ICTs for purposes of national development.”

Zambia is also an active participant in the Global Teenager Project (GTP), which helps to build the capacities of students using e-mail and the Internet as part of their secondary education. “Global Teenager helps them to learn quickly and to use ICTs throughout the learning process,” according to Jane Shuko, local GTP coordinator. So far, three schools have benefited from the interactive learning programme, and six others are expected to participate in 2002.

MicroInfo and Zamnet – two of IICD’s national training partners – organise regular workshops where Zambian project partners can develop and improve their technical skills. A project that originated from one of these workshops is ‘Information Dispatch’, which is now Zambia’s major online news provider, and is instrumental in developing content for other projects. Patrice Muchimba, editor at Information Dispatch, comments that ‘there is an overwhelming need for this service and there is even a demand from people who discuss issues. A printed version of our news service is to those who are not yet able to access the Internet is part of our strategy.'

Capacity Development

Several Capacity Development activities were organised in 2001. In January, representatives of a number of national training partners attended IICD’s annual Train-the-Trainer workshop in the Netherlands.

IICD organised a high-level training workshop, ‘Designing ICT Policy in Education’, for representatives of the Ministries of Education of Zambia and Uganda, to assist them in formulating their respective ICT policies. The Zambian Ministry has since used the results of the workshop to reinforce its ICT management. A number of other workshops were organised by the national training partners. In July, for example, 57 staff members of the Zambian Ministry of Education attended a series of workshops, in which IICD played a monitoring role.

In addition, the national training partners organised two Technical Update Seminars, which attracted much local interest. In June, the first seminar on basic website development was attended by 52 representatives of Zambian partner organisations. The second seminar, on basic computer maintenance and networking, took place in October and was attended by 32 participants.

Knowledge Sharing

In 2001 two Zambian partner organisations attended the IICD workshop on Local Information exchange and Networking (IIN), with a view to starting up their own networking activities in Zambia. Their participation resulted in the formation of the project ‘E-Brain’, a national network on ICT for development. In August, the first issue of the E-Brain newsletter was launched at the Zambian Agricultural and Commercial Show, and received a lot of attention. A core group of five partners started to work on the design and development of the network, and drew up a work plan for 2002 focusing on organising events, developing a website and producing a newsletter. During 2001 a research project was conducted to develop practical methodology for building websites. Rather than focusing on the technical aspects of website development, the project addressed the challenge of finding ways to encourage the participation of local communities in generating content.

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

For Zambia, information is power, and the challenge is to find ways of making sure that everyone has access to this power. When Palisa Muchimba editor at Information Dispatch was asked why the website has been such a success, he replied: "It became imperative to get information to those who do not yet have access to the Internet is part of our strategy.”

Chipo Mhlanga, a development consultant in Zambia
In 2001, IICD focused on ensuring the sustainability of existing projects, elaborating sectoral ICT policies and the further development of the Country Programmes. Thus, the number of project proposals formulated and being implemented increased, whereas the number of new project ideas remained fairly static.

The ICT Roundtable Process is one of IICD’s key instruments to enable local partners to identify and implement ICT-supported policies and projects. The process consists of three phases. First, during a Roundtable workshop hosted by a local organisation, the participants discuss opportunities and priorities for ICT-supported development in specific sectors. The identified policy and project ideas are then elaborated into proposals – also containing fundraising activities. In the third phase, local partners implement the policies and projects.

**ICT Roundtable Processes**

Two sectoral ICT Roundtables were held in 2001. In March, the Uganda Communications Committee chose rural development as their theme. In Jamaica, the National Commission on Science and Technology and the Portmore Municipal Development Committee hosted a Roundtable on good governance in September. In both cases, the workshops provided inputs for the development of sector-wide policies and programmes.

In 2001 a total of 17 new proposals for ICT policies and projects were developed, and several proposals for extending pilot projects. Currently, 47 projects are in implementation. 15 of which were started in 2001. In four countries IICD supported its partners in the formulation of sectoral ICT policies and the further development of the Country Programmes.

**Monitoring and Evaluation**

Since ICTs for development is a fairly new area, it is essential that IICD’s activities are evaluated to ensure that they are effective, and that all partners learn from such experiences. Together with its partners, IICD has developed a new Monitoring and Evaluation (M&E) system that has been used in Bolivia and in Jamaica. M&E partners are currently being selected in Ghana and Uganda.

The M&E system consists of a questionnaire and focus group sessions. In 2001 the questionnaire was made available online in English, French and Spanish. The responses to the questionnaires provide information such as user profiles, satisfaction with projects and IICD’s role, and development impact, which is then discussed by local focus groups, ensuring that the feedback and lessons learned are used to improve the projects.

"People in rural areas were asked what they would like most, and they answered: electricity. Assuming it was meant for lighting their houses and electronic equipment such as refrigerators, an electricity network was installed. Later it turned out they only used the electricity for a bright spotlight to catch grasshoppers, with, a delicacy in Uganda. It would have been wiser if the people were asked why they needed the electricity in the first place, because there is probably a cheaper way of catching grasshoppers. This example states the importance of ICD always asking for the ‘why’. Therefore, they emphasize that ICTs are a means and not a goal."

Mr. Steven Rwangyezi, Ugandan project partner

**Capacity Development**

**Empowerment through training**

In 2001 IICD and its partners undertook a wide range of capacity development activities in IICD’s focal countries, with the aim of enhancing the ICT-related skills of local partners and the institutional capacities of local organisations.

The overall objective of IICD’s Capacity Development programme is to contribute to the empowerment of organisations in the focal countries by strengthening their institutional capacities and by enhancing individual technical skills. The approach involves working with national training partners, focusing on the development of local capacities for organising and delivering training in ICT-related skills and knowledge. Another guiding principle is productive learning, in which a training activity must result in a well-defined ICT product or prototype.

Through the national training partners, IICD coordinates and facilitates various activities, including:

- **Train-the-Trainer workshops**, enabling IICD’s national training partners to conduct their own capacity development operations;
- **ICT LifeLong Learning Skills workshops**, enabling IICD’s project partners to develop prototypes of ICTs while learning about ICT applications;
- **Technical Update Seminars**, focusing on raising awareness of specific technical subjects;
- **On-the-Job workshops**, enabling IICD’s partners to acquire the skills and knowledge they require to set up and maintain ICT solutions through hands-on training.

IICD’s Capacity Development programme aims to go beyond merely supplying ICT training. Through its national training partners, IICD offers training methodologies in which ICTs are considered an integral part of a broader intervention approach that supports organisational change and development. For example, the methodology of the ICT LifeLong Learning Skills workshops does not focus solely on ICT-related topics, but sees them as an integral part of projects resulting from the Roundtable Process. Participants are assisted in developing prototypes for a particular project, such as a database or website. Alongside the technological component, attention is also paid to organisational issues, such as who will be responsible for maintaining the content of a website, and the financial management of a project.

**Train-the-Trainer workshop**

One of the highlights of 2001 was the annual Train-the-Trainer workshop held in the Netherlands. The aim of the two-week workshop was to strengthen the capacity of 15 training partners from English- and Spanish-speaking countries to operate autonomously. A similar workshop for partners in francophone countries is planned for early 2002.

For more information on the Capacity Development programme, please visit: www.iicd.org/cdp1
Knowledge Sharing

Cooperative approach starts to pay dividends

For IICD’s Knowledge Sharing programme, this year marked a change in strategy, with the adoption of different tools and more proactive approaches to knowledge sharing. Priority is given to learning and information exchange with local and international partners. The results can be seen in several joint initiatives, a range of publications, the growing use of iConnect, and the development with our partners of a new approach to local knowledge sharing and networking.

Within IICD’s Knowledge Sharing Programme, we aim to encourage local organisations and the international community to share their knowledge and lessons learned. More precisely, we are committed to:

- helping our partners to deepen their ICT-supported knowledge by learning from each other, both within and across countries;
- adding value to the efforts of our local partners by identifying and disseminating potentially useful ICT-related lessons that have been learned by other actors in development;
- improving the quality and relevance of what IICD does by learning and feeding what we learn back into our work; and
- encouraging other actors to make more effective use of ICTs in their policies, programmes and projects.

Local Information exchange and Networking

The shift in thinking towards increased support for local information exchange and Networking (IN) activities crystallised in 2001. A workshop with participants from our focal countries was held in June and resulted in a framework for further work in this area. Discussions between IICD and the local partners have continued and, for example, an e-discussion list has been set up for people working on local websites. As a direct result of this meeting, follow-up action plans and proposals were developed in Bolivia, Jamaica, Mali, Tanzania, Uganda and Zambia.

In these countries, IICD partners have come together to form networks to devise ways to maximise the development impact of ICTs. The aim is to share results, best practices, methodologies and lessons learned in the process of using ICTs for development. Once established, these networks will also seek to influence policy and development processes by communicating relevant results to local policy makers and their advisers. Alongside the network meetings, the local groups are developing their own local ICT websites, documented project results and experiences, and produced local newsletters. In addition to these local activities, several local partners have contributed to the ‘global’ knowledge sharing activities in which IICD is involved. For example, partners from Ghana, Jamaica and Zambia made presentations at a workshop to launch the DGIS ICT Action Plan process, and two partners from Jamaica and Uganda presented their stories at an ICT seminar organised by Hivos in June.

iConnect

Launched in April 2001, iConnect emerged from the Building Digital Opportunities (BDO) programme – a package of initiatives that address the uses of ICTs in achieving development goals. iConnect is the principal dissemination tool used by IICD on general ICT for development themes, and consists of a website, a monthly e-mail digest, and a quarterly printed newsletter. iConnect features around 40 stories each month, concerning ways in which development processes can benefit from ICTs. The focus is on sectors like e-business, e-governance, environment, education and health, plus cross-cutting issues such as capacity development and evaluation. Linked to the iConnect site, IICD teamed up with Bellanet and other partners to create a jointly managed calendar of ‘ICT events’ and to develop a shared electronic discussion platform.

Research and advice

Within the Country Programmes there is often a need to document the experiences and lessons learned in the use of ICTs. To address this need, IICD co-financed and sponsored research and advisory projects. In 2001, past results and reports were published both on paper and electronically, and alliances with various research partners were developed. During 2001 about 15 advisory projects – mainly related to the assessment of project and business plans, technical infrastructure and ICT applications – were implemented, completed and compiled. In addition, about 10 research projects were implemented, completed or started. Collaborative links were established with Merit, the Netherlands Organisation for Applied Scientific Research (TNO) and the United Nations University/Intech. At the project level, IICD worked with the International Information Centre and Archives for the Women’s Movement (I4W), the Netherlands Development Organization (SNV), Noterik & Doonder, the University of Amsterdam, and City University in London on various research topics, including e-governance, e-business, e-learning, technical topics (XML, Linux and web development), the conditions for ICT adoption (Jamaica and Tanzania) and the impacts of ICTs (Bolivia and Ghana). Based on these projects, 7 research reports, 2 research briefs, and 11 advisory notes were published.

Thematic Networks

Although originally introduced as a ‘marketplace’, the term ‘thematic networks’ emerged in 2001, bringing together several of IICD’s existing priorities – first, to support the ‘deepening’ of knowledge exchange across sectors, and second, to increase the use of ‘communities of practice’ and to develop collaborative initiatives around themes and sectors. The following paragraphs highlight the achievements in 2001.

The e-business programme with Cap Gemini Ernst & Young started with a workshop early in the year and developed into significant advisory support for our local partners. An e-governance initiative was enhanced at a Caribbean regional workshop held in Jamaica. A start was also made on the development of an education network to complement the work of the Global Teenager Project and to support the e-learning efforts of our local partners. Similar work was started on a telecentres network with the Canadian International Development Research Council (IDRC). IICD has held some discussions with potential health partners, but opportunities have not been followed up because of the lack of an adequate base of local partners in this sector.

IICD and five other agencies have established a prototype ICT training network – trainOnline. This was complemented by a joint project with the European Centre for Development Policy Management (ECDPM) to produce a web magazine on ICT capacity development as part of a project entitled ‘Capacity.org’.

Together with Bellanet and others, IICD has stimulated the development of a network on ICT learning and evaluation. As part of this, IICD supported a workshop in Bonn in October, and participated in an e-discussion on evaluation methodologies. The ICT Stories project with infoDev continued to grow and evolve. The agreement with infoDev was extended and increased attention was given to analysing the experiences contained in the database. The four winners of the annual competition presented their stories at the INET 2001 Internet summit in Stockholm, generating a renewed invitation to INET 2002.

For more information on Knowledge Sharing activities, please visit: www.iicd.org/ks

“ICT is a double-edged sword. For those that can use it directly, the advantages are endless. For those who can’t, the information they indirectly get through ICT enables them to make informed decisions. An informed person is an empowered person.”

Mr. George Kinyere-Apaku, Chairman of the Kyambogo University’s ICT Committee
In 2001 the Global Teenager Project underwent some major changes. The network of Global Teenagers expanded from 13 to 18 countries, and a total of 130 classes participated in the most recent Learning Circle. The web-based Virtual Campus was improved and is now the administrative centre of the project. Further, an extensive study was conducted to map out the possibilities for attracting further private sector funding.

Since the first pilot in 1999, linking schools in South Africa and the Netherlands, the Global Teenager Project has been a great success, and currently involves a total of 130 classes in 90 secondary schools worldwide.

The Global Teenager Project is based on three building blocks:

- educational content: through the Learning Circles, students and teachers are linked to the Global Teenager network and to a wide range of educational resources;
- training: coordinators and teachers are trained both in ICT skills and in project-based learning; and
- hardware and Internet access: the provision of computers and Internet connections to ensure that ICTs and international learning can be part of the school curriculum (through external funding).

Educational content: the Learning Circles

Educational content forms the core of the Global Teenager Project. In the Learning Circles, eight to ten classes communicate by e-mail or in online chat sessions to discuss specific topics such as globalisation, health or HIV/AIDS. The Learning Circles, which take place twice a year, for a period of ten weeks, can be integrated into any existing school curriculum. In 2001, 118 classes participated in the first Learning Circle starting in March, and 130 in the September circle. In the coming year, IICD will concentrate on consolidating and improving the quality of the existing network of Learning Circles, rather than expansion.

In 2001, in addition to the expansion of the network in response to local requests, the Learning Circles were improved through adjustments to the Virtual Campus website. Using this web-based tool, students can participate in educational chat sessions and gather information, and ‘guest’ visitors can now follow the virtual discussions. Further, the service centre ‘behind’ the Virtual Campus has been improved and is now the administrative heart of the Global Teenager Project.

In order to ensure that the Global Teenager network is as effective as possible, IICD is looking for new partners to develop and provide additional educational content for the Learning Circles.

Training coordinators and teachers

The second building block in the Global Teenager Project focuses on training for coordinators and teachers in the participating countries. The Johan Kooij Fellowship programme for coordinators was established in December 1999 by Media Plaza and IICD in memory of the late Johan Kooij. Johan Kooij was the former Chairman of the Board of the Dutch company KPN, who believed in the power of education and ICTs to bring people closer together. Through this Fellowship, IICD tries to carry on his work and promote his way of thinking.

In February, the second Johan Kooij Fellowship programme of ‘training, support and exchange’ was attended by project coordinators from nine countries – Ghana, Jamaica, Kenya, Romania, South Africa, Surinam, Tanzania, Uganda and Zimbabwe. The programme focused on the integration of ICTs in secondary education, and was organised by IICD in collaboration with an external trainer. The coordinators will in turn organise Learning Circles workshops where they will pass on their new ICT skills to the teachers.

Support for hardware, training and Internet access

As the third building block in the Global Teenager Project, IICD has set up the Adopt-a-School plan, through which organisations, companies and individuals can support a school in a developing country by providing funds for computer hardware, training and Internet access. In 2001 eight new schools in Burkina Faso, Ghana, Jordan, Surinam and Tanzania were adopted. In the past IICD attracted support for the plan through the Broos van Erp Award ceremony in the Netherlands, but because this event was not held in 2001, contributions to the plan were substantially lower than in previous years.

Long-term plans

IICD emphasises the need for local ownership to ensure the sustainability of the project, and the Global Teenager Project partners have started to formulate their own long-term plans for their countries. Also in 2001, an extensive study was undertaken to map out the possibilities for attracting further private sector support for the Global Teenager Project. The study made several recommendations that will be adopted in IICD’s fundraising strategy.

For more information on the Global Teenager Project, please visit: www.iicd.org/globalteenager and www.iicd.org/virtualcampus

“The education sector involves learning about various cultures. The tourists exchange customs and share ideas. They then influence one way or the other on the cultural development. In order to enhance globalisation, tourism needs to be encouraged. Today more than ever tourism is necessary to keep the world economy going and facilitate cultural exchange.”

Student from Zimbabwe in a Learning Circle on globalisation

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Support for hardware, training and Internet access

As the third building block in the Global Teenager Project, IICD has set up the Adopt-a-School plan, through which organisations, companies and individuals can support a school in a developing country by providing funds for computer hardware, training and Internet access. In 2001 eight new schools in Burkina Faso, Ghana, Jordan, Surinam and Tanzania were adopted. In the past IICD attracted support for the plan through the Broos van Erp Award ceremony in the Netherlands, but because this event was not held in 2001, contributions to the plan were substantially lower than in previous years.

Long-term plans

IICD emphasises the need for local ownership to ensure the sustainability of the project, and the Global Teenager Project partners have started to formulate their own long-term plans for their countries. Also in 2001, an extensive study was undertaken to map out the possibilities for attracting further private sector support for the Global Teenager Project. The study made several recommendations that will be adopted in IICD’s fundraising strategy.

For more information on the Global Teenager Project, please visit: www.iicd.org/globalteenager and www.iicd.org/virtualcampus

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Partnerships
Local partners profit from strategic partnerships

In 2001 IICD continued to extend its partnerships with the public, private and non-profit sectors, increasing the momentum built up in 2000. Existing strategic alliances with DGIS, DFID and CGEY were strengthened. New agreements were signed with Clockwork, and, at the close of 2001, with the Swiss Agency for Development and Cooperation.

As in its approach with local partners, IICD strives to work in partnership with the public, non-profit and private sectors. Collaboration with each of these sectors adds value to the work of IICD and its local partners in many ways.

With its partners in the public sector – international and bilateral agencies – IICD is sharing approaches and tools that will strengthen its development efforts. These agencies also provide financial resources. The non-profit sector – non-governmental organisations (NGOs) – are mutually beneficial: IICD adds value to their activities, and through them is able to extend its outreach to marginalised communities. Finally, the private sector represents a key source of expertise in ICT techniques and approaches for both IICD and local partners. Though not a comprehensive listing, some pivotal strategic alliances for IICD are highlighted here.

DGIS
IICD continued its close relationship with the Netherlands Directorate-General for Development Cooperation (DGIS), its primary source of funding. Early in 2001, the government accepted the findings of an external evaluation. This formed the basis for IICD’s new five-year strategic plan, ‘Deepening local ownership through Partnerships’, approved in December. Also during 2001, IICD supported a consultation process within DGIS, which resulted in an ‘ICT action plan’ for Dutch development cooperation.

SDC
At the end of 2001, IICD signed a three-year strategic partnership agreement with the Swiss Agency for Development and Cooperation (SDC), the third such partnership, alongside those with the Department for International Development (DFID, UK) in 2000, and with DGIS. The primary focus of the SDC-IICD partnership is enhancing learning about the practical applications of ICTs for development. The core objectives are to generate field experience in implementing locally owned projects, and to increase awareness of their potential to reduce poverty, to link this experience to policy dialogue at country and international levels, and to contribute to the multilateral dialogue on ICTs for development by sharing this experience. SDC will therefore join DGIS and DFID as part of the strategic Building Digital Opportunities (BDO) alliance, which aims to improve coordination, complementarity and coherence among European development agencies.

DFID
DFID’s collaboration with IICD, officially launched in 2001, began by establishing the planning, reporting and coordination framework, followed by communication and dissemination mechanisms, including Internet, plus local and international knowledge exchange and expert networks.

Project proposals resulting from Roundtables in three countries were finalised and submitted to DFID for financing. By December, two had been approved. The closer contacts with DFID have contributed to IICD’s discussions with SDC, and the Digital Opportunities Task Force (DOT Force).

InfoDev
IICD has a longer-standing partnership with infoDev in the ICT Stories project. During 2001, infoDev and IICD signed a Memorandum of Understanding (MoU) to continue this collaboration for a further two years, thus formalising the existing relationship and strengthening the mutual commitment.

Global Knowledge Partnership
In early 2001, GKP members re-elected IICD to serve on the GKP Executive Committee for a further two years, in recognition of its contribution to ICTs for development. At GKP’s annual meeting in March, hosted by SDC, GKP’s action plan was reassessed, its new portal site was launched, and inputs to the DOT Force were reviewed.

IICD was also involved in the development of GKP’s new strategy. IICD’s working relations with SDC through GKP laid the groundwork for our strategic agreement.

Bellanet
Bellanet and IICD identified a number of areas where collaboration would be feasible and, together with other agencies, have designed effective approaches to development with ICTs, particularly in the area of knowledge sharing.

Recent initiatives include a six-agency collaboration on training (ITrainingOnline), in the Learning and Evaluation Action Programme (LEAP), and in building an electronic discussion platform.

Hivos
In 2001, the Hivos-IICD partnership was extended to include further efforts to share knowledge and experiences. The collaboration in the Country Programme in Bolivia is in full swing, with seven projects now being implemented. IICD also contributed to an ICT seminar organised by Hivos in June.

Clockwork
In response to requests from local partners in e-governance projects for technical advice, IICD sought a private sector partner with relevant expertise. In late 2000, CGEY and IICD facilitated a workshop on e-business, where each project partner was ‘twinned’ with a CGEY consultant, who provided assistance in drawing up action plans, as well as strategic and operational advice.

For more information on the Partnerships Programme, please visit: www.iicd.org/partnerships

Partnerships
Local partners profit from strategic partnerships

In late 2000. In February, CGEY and IICD facilitated a workshop on e-business, where each project partner was ‘twinned’ with a CGEY consultant, who provided assistance in drawing up action plans, as well as strategic and operational advice.

For more information on the Partnerships Programme, please visit: www.iicd.org/partnerships

“Two steps forward, one step back. This Memorandum of Understanding shows our commitment to sustainable development and the strengthening of our partnership.”
Edward Addo Dankwa, Ghanaian Ministry of Food and Agriculture
Auditors’ report

Introduction
We have audited the annual accounts for the year 2001 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 2001 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 numbers NL054401 and NL054402 and that the expenditures related to these activities are legitimate.

Rotterdam, May 2nd, 2002
Borrie & Co, Auditors

*For the complete annual accounts 2001, including accounting principles and detailed statements, please contact IICD.

Balance sheet - As at 31 December 2001*

<table>
<thead>
<tr>
<th>Assets</th>
<th>31-12-01 NLG</th>
<th>31-12-00 NLG</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIXED ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>374,675</td>
<td>225,060</td>
</tr>
<tr>
<td>TOTALS</td>
<td>374,675</td>
<td>225,060</td>
</tr>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables &amp; prepaid expenses</td>
<td>3,452,659</td>
<td>2,541,239</td>
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<tr>
<td>Cash &amp; bank</td>
<td>174,553</td>
<td>836,964</td>
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<tr>
<td>TOTALS</td>
<td>3,627,212</td>
<td>3,378,203</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>4,001,887</td>
<td>3,603,263</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>31-12-01 NLG</th>
<th>31-12-00 NLG</th>
</tr>
</thead>
<tbody>
<tr>
<td>EQUALIZATION ACCOUNT</td>
<td>374,675</td>
<td>225,060</td>
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<tr>
<td>RESERVE</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>CURRENT LIABILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables &amp; accrued liabilities</td>
<td>3,562,408</td>
<td>3,349,021</td>
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<tr>
<td>Taxes &amp; social security payments</td>
<td>64,767</td>
<td>29,145</td>
</tr>
<tr>
<td>TOTALS</td>
<td>3,627,175</td>
<td>3,378,166</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>4,001,887</td>
<td>3,603,263</td>
</tr>
</tbody>
</table>

Statement of operating income and expenses for 2001*

<table>
<thead>
<tr>
<th>SUMMARY</th>
<th>ACTUAL 2001 NLG</th>
<th>ACTUAL 2000 NLG</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Foreign Affairs: Activity number NL054401</td>
<td>8,338,437</td>
<td>6,514,843</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs: Activity number NL054402</td>
<td>119,648</td>
<td>50,488</td>
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<tr>
<td>Own income</td>
<td>1,767,063</td>
<td>591,641</td>
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<tr>
<td>TOTAL INCOME</td>
<td>10,225,148</td>
<td>7,156,972</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of foreign affairs:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>2,257,451</td>
<td>1,639,285</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>1,775,044</td>
<td>690,469</td>
</tr>
<tr>
<td>Project expenses</td>
<td>6,914,863</td>
<td>4,847,435</td>
</tr>
<tr>
<td>Depreciation charges</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Interest etc.</td>
<td>(122,210)</td>
<td>(20,167)</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>10,225,148</td>
<td>7,156,972</td>
</tr>
<tr>
<td>BALANCE</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>
IICD is a small and flexible international network organisation, based in The Hague, the Netherlands. Based on IICD staff recommendations, the Board of Trustees and the Managing Director determine IICD’s strategy and policy. Strategic lessons and best practices are the focus of our International Advisory Board, which advises IICD on strategic policy matters.

### IICD staff

At the end of 2001, IICD employed 21 staff members. In early 2002, 6 additional people joined the team. Due to the new strategy and the growing number of staff members, an internal reorganisation will take place in 2002 to increase efficiency.

- **Mr. Jac Stienen**: Managing Director
- **Mr. Peter Ballantyne**: Team Leader, Knowledge Sharing and Thematic Networks
- **Ms. Neeltje Blommestein**: Programme Officer
- **Ms. Elien ten Cate**: Programme Officer, Communications
- **Ms. Denise Clarke**: Programme Manager, Capacity Development
- **Mr. Nathan Ducastel**: Programme Officer
- **Ms. Julie Ferguson**: Programme Officer, Knowledge Sharing
- **Ms. Lisette Gast**: Monitoring and Evaluation Specialist
- **Ms. Merel van Haastert**: Personnel and Projects Officer
- **Ms. Ingrid Hagen**: Team Leader, Corporate Services and Partnerships
- **Ms. Saskia Harmsen**: Capacity Development Officer
- **Mr. Kees Hommes**: Programme Manager
- **Mr. Arjan de Jager**: Programme Manager, Capacity Development / Chief Technology Specialist
- **Ms. Consuelo Krips**: Finance Assistant
- **Mr. Stijn van der Krogt**: Team Leader, Country Programmes
- **Mr. Ivan Kulis**: Programme Officer, Partnerships (joint appointment with ECDPM)
- **Mr. Francois Laureys**: Programme Manager, Capacity Development
- **Mr. Nic Moens**: Programme Manager
- **Ms. Sharifa Naandpersad**: Secretary
- **Ms. Micolont Odongo**: Web Project Officer
- **Ms. Looki Schaefers**: Senior Programme Officer, Communications
- **Ms. Gerrie Tuijt**: Finance Assistant
- **Ms. Judith Valduzien**: Information Officer
- **Mr. Deem Vermeulen**: Programme Manager
- **Mr. Tjalling Vork**: Programme Officer, Knowledge Sharing
- **Mr. Marcel Werner**: Programme Manager

### Board of Trustees

Chairman:
- **Mr. Koos Andriessen**

Secretary / Treasurer:
- **Mr. Albert de Bie**

Members:
- **Mr. Mart van de Guchte**
- **Ms. Anneke Krijnen**
- **Mr. Dirk Kruit**
- **Mr. Benhard van Oranje**
- **Mr. Peter Vervest**

### International Advisory Board

As of 2002 IICD’s International Advisory Council will be called International Advisory Board (IAB). Due to the stronger emphasis on local ownership in our new strategy, the role of the IAB is expected to increase. The IAB will advise IICD and its Board on strategic policy issues. IAB members also play an ‘ambassadorial’ role for IICD in their countries and communities.

IAB members finishing their term in early 2002:
- **Ms. Irene Albers**
- **Mr. Steve Mworia**
- **Ms. Aida Opoku-Mensah**
- **Mr. Luc Soete**
- **Mr. Jaap van Til**
- **Mr. Arnoldo Ventura**
- **Mr. Elisha Waukira**
- **Mr. Henk de Wolf**

New IAB members:
- **Mr. Subbiah Arunachalam**
- **Ms. Cynthia Hewitt de Alcantara**
- **Ms. Anne-Rachel Inné**
- **Mr. Mike Jensen**
- **Mr. Gerd Junne**

(*) Staff members employed in early 2002