



Annual Report **2007**

Executive Summary





Picture shows end users of the Cromabu project participating in a focus group meeting in Masaka, Tanzania

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

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

Work in the countries

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

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

Education

In 2007, IICD supported 31 projects, programmes and policy-processes in the education sector in Bolivia, Burkina Faso, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia. The projects concentrated on integrating ICT across the board: in both primary and secondary schools, as well as in Teacher Training Colleges and Vocational Training Colleges. Most of IICD's projects focused on improving access to information, particularly teaching materials, and to raising the quality of teaching and learning in general. For this, teachers were trained to develop locally relevant, digital support materials. Where the Internet was available and affordable, networking among teachers was promoted, to enable them to exchange experiences and content. Other projects focused on supporting inter-cultural learning between students from countries all over the world and on improving efficiency in the education sector by introducing ICT in the planning and administrative processes. IICD also supported Ministries of Education by helping them to develop and implement sector-related ICT policies and strategies.

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

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

Governance

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



Trainers and students at the Computer Library and Training Centre (CLTC). CLTC has provided IT skills training to IICD-supported health projects in Tanzania.

‘We can use ICT to enhance the application of the curriculum and improve the quality of education’

Livelihoods

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

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

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

Deepening and strengthening our knowledge

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

For effective knowledge sharing, IICD used a variety of communication channels including the dissemination of print products (like the ones mentioned above); online

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

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

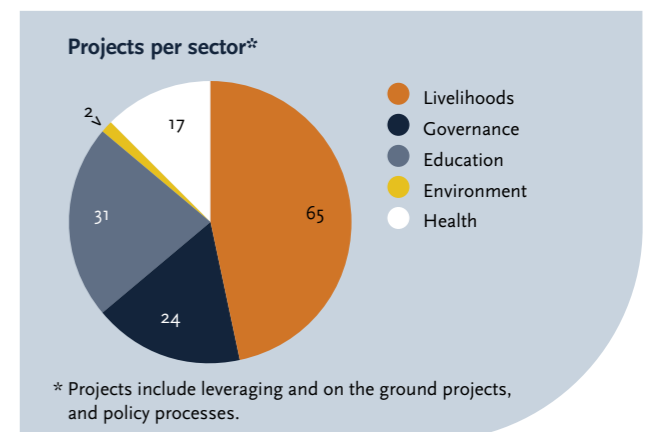
Health

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

better diagnoses and treatment of patients; and to support the development of improved training materials for the continuous professional training of medical staff, similar to the applications in the education sector.

The health programs reached around 60 regional and district-level hospitals and health centres, with its outreach rapidly extending to other institutions. The 52,000 active users of ICT included various groups of health workers, including management, administrative staff, doctors and nurses. In the year under review, a survey of a number of the health projects showed that there was a much larger level of participation of women than in projects in other sectors, which can be explained by their strong numbers in the health sector workforce, especially in lower positions. Most of the users (82%) were found in rural areas. In general, it was found that the users in this sector demonstrate high levels of personal interest alongside their professional interest in building their own capacities, and this extends to the use of ICT. After a significant increase in 2006, again in 2007 slightly more than 50% of the participants found that the ICT projects directly contributed to more efficient and effective health care services.

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



‘It enables us to stay up to date with relevant information. Thanks to the internet, we can stay in contact with our regional centres’

communication platforms (for example, iConnect, Dgroups, Itrainonline); and international conferences, seminars and symposiums that focussed on ICT4D. To specifically promote the transnational sharing of knowledge amongst IICD’s local partners, IICD organised one Cross Country Learning Event (CCLE) in Tanzania on the experiences of partners using ICTs in the health sector.

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

Organisational developments

In 2007, IICD had thirty-two employees (18 female and 14 male), or 28.21 in full-time employment (FTE). Staff turnover was just under ten percent (8), which was very similar to 2006. Absenteeism rates increased slightly to 2,96% compared to 2,78% in 2006, but remained much lower than the percentage of 5,59% in 2005.

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

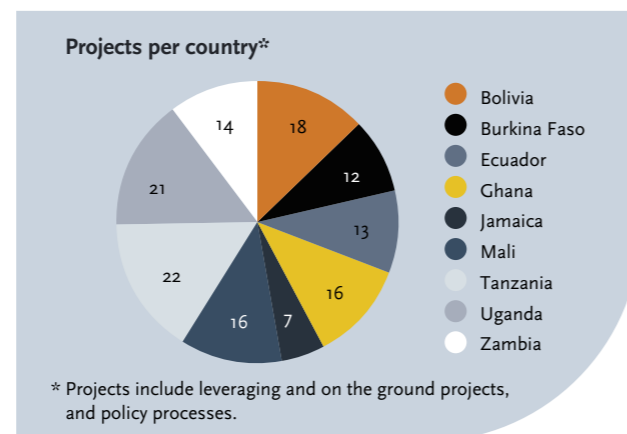
as IICD managed to obtain ISO 9001:2000 Quality Certification in 2007. Quality management is now firmly rooted in the organisation.

Partnerships

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

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

IICD was less successful in acquiring new partners in the international field of development. It did continue its collaboration with the Swiss Development Corporation (SDC),



although it has not yet managed to find a replacement for the partnership with the United Kingdom Department for International Development (DFID) which came to an end after six years because of organisational changes within the Department. Nevertheless, a number of discussions have begun with international funding partners and hopefully this will result in a new partnership in 2008. With regard to knowledge sharing, a new partnership was developed with CTA and collaboration continued with APC, the Communication Initiative, GeSCI, OneWorld International, PSO, Bellanet, ITRAINonline, BCO, Dgroups and the Global Knowledge Partnership.

Financial situation

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

Forecast

In the coming year, IICD will continue its current strategy and pursue the integration or alignment of projects into

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

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

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

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Profile of IICD

The International Institute for Communication and Development (IICD) is a non-profit foundation that specialises in information and communication technology (ICT) as a tool for development.

IICD creates practical and sustainable solutions using both modern media (such as computers, Internet, email and multimedia) and traditional media (such as radio and television) to connect people and enable them to benefit from ICT, thereby contributing to the Millenium Development Goals.

Together with partners from the public, private and non-profit sector, IICD puts knowledge, innovation and finance to work. Currently, IICD is active in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia in the sectors education, environment, governance, health and livelihoods (agriculture).

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Cover: Cover Photo shows a girl typing on her mobile phone outside a market in Accra, Ghana