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Chairperson's Report

Ms Hella Voute-Droste

People are the key to IICD's work: their needs, their hopes, their challenges and their achievements. This is something I have come to appreciate during the years in which I have worked with the International Institute for Communication and Development (IICD), inspired by the steady stream of personal accounts from the countries in which IICD is active.

Accounts from science teachers in under-resourced secondary schools in Burkina Faso who are now able to use videos to demonstrate chemistry experiments to the students, rural health-workers in Mali who use email to send x-rays to medical experts in the capital, Bamako, for an instant diagnosis in complex cases, and multimedia specialists in Bolivia who are rekindling schoolchildren's interest in their national heritage with a series of educational CD ROMS about the culture and history of indigenous communities.

IICD empowers local organisations to use information and communication technologies (ICT) as a tool for development. Yet the critical component in all the initiatives it supports is the human one: 'Technology alone will not provide the answer. People will.' The technology we use – whether it is the internet, email, a mobile phone, radio or the computer - is simply a means to an end. Each ICT initiative sets out, first and foremost, to have a lasting and positive impact on the day-to-day lives of ordinary people, whether this relates to their health, education, livelihoods or the government information and services they need to access. This is what makes our local partners' ICT initiatives in Africa and Latin America and the Caribbean so important for their country's national development.

A Milestone is Reached

In 2008, IICD reached a milestone: by the end of the year it was involved in 10 leveraging programmes and 9 policy processes. Thanks to the fertile ICT environment generated by the ICT activities that have been developed with IICD's support over the last decade, IICD is now able to focus its attention on working with its partners and national policy-makers to leverage existing ICT initiatives for maximum impact. This is how the impact of our work is set to increase ten-fold in the near future.

A New Role

With the above ICT building blocks now firmly in place, poised for a nationwide impact, IICD's role has also evolved in direct response to its local partners' changing needs. This has gone hand-in-hand with a gradual shift in focus. Initially, IICD concentrated on empowering local partners to find their own cost-effective ICT solutions to chronic problems in a specific sector - as a direct response to the wishes they expressed at that time. Today, it is increasingly being asked to provide practical advice and guidance to partners, particularly in Bolivia, Uganda, Tanzania, Ecuador, Ghana and Zambia, on how to integrate and expand existing ICT activities. At the same time, valuable lessons learned about policy-making, connectivity and education were collected and shared by IICD so that others can learn about what worked and, just as importantly, what did not. This change in focus is set to boost the overall impact on each sector and maximise the number of people who are reached. In this way, IICD is preparing for a far-reaching impact on all the sectors it supports in 2009 and beyond. In 2008 alone, IICD recorded 618,000 active users of the ICT initiatives it was supporting.



Self-Reliance is One of Our Key Aspirations

As in previous years, strengthening local capacity to use ICT and exploit its potential remains paramount. All this is helping to lay the foundation for a strong ICT knowledge base in the different countries; one that can be drawn on to develop future ICT activities without the local population having to turn to outside help from abroad. Self-reliance is one of our key aspirations.

A New Beginning

This year was also one of new beginnings for the organisation in general, with the appointment on 1 January 2008 of Ms Caroline Figuères as IICD's new Managing Director. Ms Figuères' immediate goal is to ensure that ICT would become fully integrated in all sectors in which IICD supports its partners - health, education, livelihood opportunities, governance and the environment. This is in line with IICD's role as a pioneering organisation which aims to embed IICD at the institutional level for the benefit of its local partners and at the national level for the benefit of the countries in which it works.

A True Learning Organisation

One key aspect of this approach involves IICD becoming a true 'learning organisation'. The Board of Trustees and the International Advisory Board also played a key role in this process in 2008. Part of this involved some members of the Board of Trustees joining a field trip to Zambia in February to see local ICT initiatives on the ground. The visit was complemented by two strategy workshops held with IICD staff in The Hague which explored 'Scenarios for the Future of IICD: Demand for ICT4D in Developing Countries' and 'The Influence of New Technologies on Development'. The sessions proved to be especially valuable for both the members of the Board and IICD staff and will feed directly into the new Strategic Framework for 2011-2015.

Vision, Dedication and Perseverance

Finally, I would like to extend a word of thanks to all our partners in 2008. From our local partners on the ground who developed ICT solutions, to those who made our work possible through funding, and those who added value to our work by sharing their expertise and knowledge. Special thanks must also be given to IICD staff members for their efforts to translate IICD's mission and goals into tangible achievements on the ground in close cooperation with all our partners. None of our achievements so far would have been possible without the vision, dedication and perseverance of this inspiring collection of people.



Hella Voûte-Droste
Chairperson of the Board of Trustees



Summary

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

Together with its local partners, IICD creates practical and sustainable solutions using both modern media (computers, internet, email and multimedia) and traditional media (bulletin boards, radio and television) to connect people in developing countries so they too can benefit from ICT. In so doing, IICD and its partners also contribute to the Millennium Development Goals.

IICD puts knowledge, innovation and finance to work, together with its partners from the public, private and non-profit sector. It is currently active in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia in the fields of education, health, governance and democratisation, the environment, and enhancing livelihood opportunities (especially in agriculture).

Results from our Work on the Ground

In 2008, IICD continued to focus on increasing the impact and outreach of its programmes in each of the nine countries in which it operates. This is in line with its strategic framework for 2006–2010, *Making the Most of Our Experience in ICT for Development*.

By the end of 2008, IICD's project portfolio counted 120 projects. This is a decrease compared to last year (136 projects). The reduction is the result of a strategic refocus on embedding the current project portfolio in the partner organisations, rather than starting new projects. As a result, 52 projects are now operating independently -- a 30% increase compared to last year (40). The projects in independent continuation continue their work as part of their core activities, but do not receive any IICD funding. Not all partner organisations manage to continue their ICT activities independently; finding the resources to carry on remains a challenge. Sixteen projects stopped completely out of the total number (136) of projects at the beginning of the year.

Among the 2008 projects:

- 12 were linked to improving access and quality of education
- 14 focused on improving transparency and efficiency in governance and helped to improve citizen participation
- 18 aimed to improve the quality and access of health care
- 31 helped farmers and small-scale entrepreneurs to improve their livelihoods.

Through the projects and programmes carried out by partner organisations, IICD managed to reach around 618,000 active users who directly benefited from the ICT facilities and information provided. Most users were already computer literate or gained basic ICT skills through the projects. The programmes also reached nearly 5,5 million beneficiaries, generally the passive users of information.

The majority of those who benefited from the projects belonged to IICD's target group: *underprivileged people with little or no education, people with a below-average income, and people living in areas where basic public services like health and education are scarce*. Women constitute a substantial part of the target group. To ensure that the projects supported are not contributing to gender *inequality*, a focus on gender is an intrinsic part of each project, from inception to implementation. To help increase the participation of women in specific IICD-supported projects in Bolivia, Ecuador and Zambia, IICD collaborates with PSO, a Dutch organisation for capacity building in developing countries.



The active users and beneficiaries receive information that relates to their relevant sector, including agricultural market information, health information or educational materials. In this way, IICD programmes and partners contribute to the realisation of the Millennium Development Goals (MDGs), in particular:

- MDG 1, focusing on increasing the income levels of the poorest
- MDG 2, focusing on universal education
- MDGs 4, 5 and 6, relating to health issues
- MDG 8, focusing on international partnerships and networking, including access to ICT.

Information was made accessible through one of the 330 community-based information centres and other access points set up by programmes in the various countries. The centres provide both printed materials and digital information through the internet using either fixed, wireless or satellite-based connections. In places where the internet is either not yet available or financially not feasible, access to information is provided via printed bulletins, mobile radio, rural radio, television or voice-radio systems.

To build the partners' and end-users' organisational and technical capacities, IICD and local training partners offered various capacity-building activities including train-the-trainer sessions, technical update seminars and on-the-job training. In the year under review, 1,400 people were trained, including both project partner members and end-users.

The capacity of partner organisations was further strengthened through their participation in ICT for Development (ICT4D) networks and monitoring and evaluation (M&E) activities. In 2008, 5,500 questionnaires - the same as in 2007 - were completed with the help of IICD's online M&E system. The total number of questionnaires collected since the system's inception is 18,000. The M&E system provides both IICD and its partners with regular feedback on their activities. Input from the questionnaires is fed back into discussions on how to improve both the impact of the projects and user satisfaction in the long term. These discussions are held at Focus Group level within the project teams (16 in 2008).

To strengthen its impact and reach a wider audience, IICD and its partners have increased their participation in large-scale leveraging programmes and policy formulation processes. By the end of 2008, IICD was involved in 10 leveraging programmes and 9 policy processes.

The national ICT4D networks in each of IICD's focal countries also greatly contributed to the sustainability of ICT4D by working on awareness-raising, advocacy and the facilitation of national knowledge-sharing activities. In 2008, each network continued to strengthen its position as the representative consultative platform for ICT policy development to the national government. They also further strengthened their activities with regard to lobbying and participation in policy formulation. This clearly supports the embedding of projects and, in more general terms, the embedding of ICT.

Knowledge sharing was also greatly improved within the national networks thanks to an increase in both the number of member organisations and public events organised. In 2008, the nine networks together included over 260 member organisations and 950 individual members, thus facilitating learning between IICD-supported and other experienced ICT practitioners in the countries.



Impact of our Work on the Ground

IICD is continuously trying to improve its effectiveness and development impact. Monitoring and Evaluation helps uncover what is and is not functioning in a project. IICD's Monitoring & Evaluation System measures development impact by capturing users' opinion of the project using the following dimensions:

- Awareness: are users more aware of the possibilities of ICT?
- Empowerment: do the users feel empowered through the project?
- Economic impact: did users gain or expect to gain economic benefits (such as income and employment)?
- Organisational / Sector impact: do the users experience any changes in their organisation or sector?

The impact of the projects in the **education** sector rose in 2008, according to both teachers and students, with a score of 63% in 2008, compared to 55% in 2007. However, a decrease was recorded in most of the other areas. For example, the number of people who felt they had achieved their goals dropped to 73%, compared to 84% in 2007. The same applied to levels of satisfaction and awareness, which also dropped in 2008. The reasons for this are unclear, although one explanation could be growing expectations among teachers as their projects gradually mature. Another relevant factor was poor connectivity: in 2008, only 29% of respondents said they were 'strongly or partially satisfied' with their access to the internet. Gender impact, which was measured for the first time in 2008, also had a relatively low score of 49%. The good news is that there was a healthy 50-50 balance between the number of men and women taking part in the education projects in 2008.

In the **governance** sector, satisfaction, awareness, empowerment and economic impact all increased in 2008. Impact on governance decreased slightly, which might reflect respondents' concerns about the sustainability of projects in the 'Independent Continuation' phase. Differences between the two types of governance projects – e-society and e-government – were noticeable. The impact on governance was perceived to be higher in e-society projects (Bolivia and Ecuador) than in e-government projects (Tanzania and Zambia). Awareness and empowerment also tended to be slightly higher for e-society projects. Also, e-society project participants perceived a higher gender impact than e-government project participants. Overall, women (66%) tended to see more gender impact than the men (32%).

In the sector **health** a difference could be noted between the impact of health management projects and the impact of health sensitisation projects. Health sensitisation projects tended to have a higher overall impact, while the management projects scored better on empowerment. Gender impact in the health sector is extremely high compared to other sectors (e.g. education, livelihoods).

In the sector **livelihoods** impact figures rose across all indicators. The most significant increase was in economic impact at 63% (51% in 2007), continuing the trend of rising economic impact since 2005. Despite 2008 being a year of skyrocketing commodity prices, an increasing number of end-users of the ICT-enabled services stated that they had gained economic benefits (such as income and employment). Overall, differences in impact for men and women were not large, except for economic impact and sector impact. In both these categories, women claimed to see significantly more impact than men. This is a big difference when compared to 2007, when women and men rated these impact indicators equally, both lower than in 2008.



Harvesting and Learning

In 2008, IICD launched a new, more structured approach to harvesting experiences and disseminating evidence-based learning from its Country Programmes so that this could be re-invested in new and existing activities. It established Thematic Learning Communities which functioned as both face-to-face gatherings and online spaces using intranet-based tools. Close collaboration with each of the nine National ICT4D Networks also yielded results. This contributed to a more thematic approach for many of the networks in-country, and facilitated partner involvement in Cross-Country Learning Events. It also helped channel project experiences and content for publication and dissemination. In 2008, harvesting focused on education, livelihood opportunities in agriculture (including connectivity in the rural areas and the options and challenges relating to this theme), health, capacity development and innovation.

To facilitate online knowledge sharing IICD uses various platforms, such as iConnect, iTrain Online and Dgroups. In 2008, a new platform was initiated for iConnect based on Web 2.0 tools to further enhance online knowledge sharing and collaboration. The platform for Dgroups was also renewed to meet future demands for this social networking platform for a steadily growing number of users.

To facilitate face-to-face knowledge sharing IICD organised two Cross-Country Learning Events (CCLE). The first CCLE for the education sector brought 18 professionals from 8 countries together in Accra, Ghana in May 2008; the second CCLE for the livelihoods sector brought together 28 project partners from 8 countries in Sikasso, Mali. Both events were trilingual (Spanish, English and French).

To further expand the knowledge on ICT4D and strengthen its ties with other experts on ICTs in the international development sector, IICD also participated in the third annual eLearning Africa Conference (eLA08) in Accra, Ghana at the end of May. It also helped to organize an iTrainers meeting in Burkina Faso – which led to the launch of the francophone iTrainers online community – and co-organised the third round of the Gender, Agriculture and Rural development in the Information Society (GenARDIS) Small Grant Fund competition together with Hivos, IDRC and CTA.

Partnering

Like any other development activity, the success of our work can be adversely affected by factors beyond our control, such as the management capacity of a local partner or unreliable power supplies. Consequently, IICD collaborates with a variety of local and international partners from the private, public and non-profit sector. Their combined strengths are critical to achieving sustainable solutions.

In 2008, IICD's attention was mainly directed towards finding new enabling partners – partners who can help IICD do its job on the ground and create, share and disseminate information about the use of ICT for development – and developing existing ones. New opportunities were explored in Europe and the United States, while initiatives were taken to strengthen IICD's position in the Dutch market.

The Dutch Directorate-General for International Cooperation (DGIS) continued to be IICD's main enabling partner. Other important partners in the Netherlands were Cordaid, Hivos and PSO and Dutch private sector companies Altran, Atos Origin, Inter Access, Ordina and KPN. In 2008, IICD's partnership with PSO was further deepened with the allocation of funds for the Learn-Work Trajectory. New partnerships were signed with the foundation Close the Gap; and as part of a consortium of TNO, Act Now! Alliance and Avanti Communications, with the European Space Agency (ESA).

In the international field of development IICD continued to work with the Swiss Development Cooperation (SDC). Despite its efforts, IICD did not identify a new international enabling partner to replace the support from the United Kingdom's Department for International Development (DFID) which came to an end in 2007.



There was little change in the composition of IICD's established knowledge-sharing partnerships. The Communication Initiative, APC, GeSCI, OneWorld International, PSO, Bellanet, ItrainOnline, BCO, Dgroups, Search4Dev, KM4Dev and the Global Knowledge Partnership (GKP) remained the most valuable knowledge-sharing partners.

On the ground IICD collaborated with various ICT and media training institutions, companies and consultants that provided an array of services to project partners such as technical support, training and advice.

Organisational Developments

The year under review started with new leadership at IICD with the appointment of a new Managing Director, Ms Caroline Figuères. She succeeded Jac Stienen who retired after seven years of service.

In 2008, IICD had **33 employees** (21 female and 12 male; 30.5 FTE). Ten employees worked part time and 23 on a full time basis; the average contract counted 0.95 FTE. **Staff turnover was under 12%** (4 employees), which is similar to the two previous years. Absence as a result of illness showed a slight decrease in 2008. In 2007, absenteeism due to illness was still 2.98 compared to 2.51 in 2008.

Staff development was high on the agenda in 2008 for many reasons. Firstly, a number of new staff members joined the organisation and needed to be prepared for their function. Secondly, as IICD aims to be an **expertise organisation**, longer-term staff members have the opportunity to further develop their competences. This is also in line with IICD's aim to focus more on **leveraging opportunities**. In 2008, the first experiments took place with sending staff members with specific areas of expertise to IICD focal countries other than their own, to share their expertise with people on the ground. This proved to be highly beneficial for both the local partners and the IICD staff members involved.

IICD also wants to transform itself into a **learning organisation** and is therefore participating in PSO's Learn-Work Trajectory to strengthen its ability to better measure and define the capacity that local partners need in different phases of a project. In 2008, IICD also received a **quality bonus** on the basis of what was achieved in the last two years to further improve learning within the organisation.

To further improve the quality of the organisation IICD worked hard to implement the changes recommended by an external auditor which resulted in an extension of its ISO 9001:2000 Quality Certification. Furthermore, IICD's Management Information System (MIS), an internal reporting system introduced in 2007, was further improved in 2008.

Finance

The total income for the year under review amounted to € 5,580,555. The largest share 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 2008 provided by other donors such as 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 19%.



Forecast

In 2009, work in the current group of countries will continue, with a focus on establishing a high quality ICT4D network, facilitating the presence of a strong group of technical advisers, and achieving a high percentage of independent projects. IICD's overall focus is to expand its experience and reach out to end-users in the key social sectors of agriculture, education and health resulting in a minimum of a five-fold multiplication of end-users and beneficiaries. These sectors are key to achieving the Millennium Development Goals and are therefore a priority for many governments and their main development partners in Africa and Latin America.

Within the current sectors, projects and networks, IICD will increasingly work on activities by and for female end-user groups. This reflects the need to include a proactive focus on female end-users in order to reach target groups through its programmes. More attention will also be paid to technical innovation; affordable and reliable connectivity and sustainable energy; and innovation at the level of ICT applications.

In addition, IICD will continue its efforts to document the experiences and lessons learned from its work on the ground. The thematic focus for IICD in 2009 will be on health, innovation and gender.

With regard to organisational strategy, IICD will continue to focus on increasing its visibility, strengthening the organisation, becoming a true learning organisation and working on the acquisition of funds and expertise. IICD will identify knowledge partners in 2009 that are relevant to our work (by providing support to our partners). And IICD will continue looking for additional enabling partners, allowing IICD to obtain a minimum of 25% of its funding from non-DGIS sources. The organisation will also reinforce its collaboration with Dutch NGOs.



On behalf of the Management Team
Mrs. Caroline Figuères, Managing Director



IICD



Mission and Vision Understanding ICT for Development

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

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IICD puts knowledge, innovation and finance to work, together with its partners from the public, private and non-profit sector. It is currently active in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia in the field of education, health, governance and democratisation, the environment, and enhancing livelihood opportunities (especially in agriculture).



People

People are at the heart of our work in development - their needs – their involvement – and their future. IICD's approach is based on **developing local capacity and expertise** in developing countries. It uses ICT as a tool to empower people, enabling them to improve their overall standard of living and quality of life.

ICT








Technology is not the prime objective, it is merely a link to the benefits that can be gained via information and communication. As most developing countries have limited or low connectivity, IICD looks for the best ways to connect people and create new opportunities. These may include mobile solutions or combinations of modern and traditional media – like radio and TV with computers and the internet.

Development

IICD and its partners use ICT as a tool to support existing and new development activities. We focus on 'traditional' development sectors, such as education, governance, health, livelihood opportunities (especially in agriculture) and the environment. ICT provides a way to empower people, enabling them to improve their overall standard of living and quality of life.

IICD's Guiding Principles

IICD applies the following guiding principles to make sure our work is effective and sustainable.

-  Capacity development
-  Multi-stakeholder involvement
-  Partnerships
-  Local ownership
-  Demand-driven involvement
-  Learning by doing
-  Gender equality

ICT Contribution to Development

"ICT can have a strong impact for the achievement of the MDGs. It is therefore essential to focus on how these tools can be applied to address the plight of the poor. It is imperative to continue to combine the efforts of the UN, governments, private sector and civil society to work for the promotion of the effective use of ICT."

– Ms. Sylvie Lucas, President of the United Nations Economic and Social Council (ECOSOC), at the IX InfoPoverty World Conference.



ICT4Trends New Perspectives on the Horizon

In retrospect, one can certainly say that 2008 was an eventful year. A year in which development aid was widely debated and international consensus was largely reached about the need to mainstream and leverage ICT in development cooperation.

Speaking at the IXth Infopoverty World Conference, Sylvie Lucas, President of the Economic and Social Council of the United Nations¹ summed it up as follows: *"In this age of technological achievements, we see unparalleled growth in the capacity of technology to address today's development problems - to increase productivity in agriculture and industry; to help fight disease and illiteracy; to communicate across distances and facilitate the flow of information and knowledge...With a widespread and intensive use of ICT in development policies and programmes, the MDGs will become much more possible to realise."*

It was only a short while ago that the effectiveness of using ICT as a tool for development was still being hotly debated. Today, more than ever before, there is widespread international consensus about the added value of ICTs to achieve development targets such as those embodied in the Millennium Development Goals. The fact that **ICT is becoming embedded in sector development approaches** also becomes noticeable when you look at the agenda of major donor agencies such as the World Bank; ICT for development as such is no longer at the top of the agenda. Instead, donor agencies are focussing more and more on the added value that ICTs can

¹ Quote taken from the speech made by Sylvie Lucas at the 9th Infopoverty World Conference, 18-20 March 2009, New York, USA.



bring to existing approaches towards developing a sector. This may open up new opportunities for IICD as it is already working at the sector level in a number of countries.

Food for thought was also provided recently by an ongoing **debate in the Netherlands about the effectiveness of aid**. Similar debates have also taken place in other countries as well as at the supranational level. The debate in the Netherlands concentrated on the question of whether or not the interventions from the donor community had been effective and had made a real difference to the lives of people in developing countries in the past. Gradually, the debate turned towards the question of how development aid could become more effective; a topic that was also high on the international donor community's agenda. In September, the international donor community came together at the Third High Level Forum on Aid Effectiveness in Accra to discuss ways in which they could work more effectively, while at the same time achieving a greater impact. The forum followed on from a conference held three years earlier in Paris, where the international donor community had already committed themselves to the Declaration of Paris, promising to increase the effectiveness of aid by aligning development activities. The forum in Accra made clear that, although progress had been made, donors and partner governments were still lagging behind their aid effectiveness targets. The areas highlighted for

improvement include predictability, ownership, country systems, conditionality, untying aid, fragmentation, partnerships and transparency. All these principles are in line with IICD's approach towards ICT for development in the countries in which it is currently active. This may, therefore, also open up new opportunities for IICD to continue its work in the coming years.

A more urgent development, and one that should be seriously considered in 2009 during the ongoing debate about the effectiveness of aid, is **the impact that the sudden collapse of the world economy at the end of 2008 will have on development**. In the short space of a few months several countries plummeted into a recession. By the end of the year under review it was still hard to predict what kind of impact this would have on the world economy and how long it would take before the economy would pick up again. This will most probably affect IICD and its partners, therefore IICD will look into ways to compensate for the effects of the recession.



Debate: one laptop per child?

How do you make innovative solutions work in developing countries? These and other questions were discussed during a lively debate organised by IICD at Afrikadag 2008 in The Netherlands. The reason behind this debate was the creation of a \$100 laptop that was created by the organisation One Laptop Per Child.



Strategies & Objectives

Building upon our Achievements

IICD's strategy for 2008 was in alignment with its strategic framework for 2006–2010 entitled: *'Making the Most of Our Experience in ICT for Development'*. The strategic framework builds on what we have achieved in the last decade. In each of the nine countries in which IICD operates we aimed to build on existing ICT4D programmes to increase the impact of using ICT.

In accordance with what was set out in the strategic framework, IICD intended to use its experience to realise **three strategic goals** in 2008:

- **Embedding:** *integrating ICT at the organisational level;*
- **Harvesting:** *translating and disseminating practical experiences into reusable lessons;*
- **Leveraging:** *working on larger-scale sector programmes through partnerships;*

To increase the impact and outreach of ICT for Development, IICD uses different approaches:

1. The experience gained on the ground and the input of trained partners is used to help governments, donors and NGOs **implement large-scale ICT4D projects and programmes.**
2. IICD helps governments, donors and NGOs to **develop and implement national or sector strategies and policies.**



To implement this strategy, IICD strengthens and complements existing resources – both human and financial. Human Resource Management will be key to build the necessary capacity and competencies. New partnerships and enhanced communications will help IICD to realise new financing opportunities among international NGOs and the Dutch private sector.

Goals in 2008

In 2008, IICD concentrated more and more on **harvesting and leveraging**. The aim was to harvest lessons learned with regard to policymaking, connectivity and education, while at the same time implementing the strategy on leveraging in Bolivia, Uganda, Tanzania, Ecuador, Ghana and Zambia.

In the countries where the programme still needed to be more strongly *embedded* in a specific sector, partners and beneficiaries of the different programs would receive additional support to acquire the skills they needed to formulate and implement ICT activities.

To improve the process of *harvesting* lessons learned, IICD set itself a major task; namely, updating all project profiles and their results in IICD's new Management Information System (MIS). In addition to this, lessons learned would be collected through Learning Reports written about the Country Programme, as in previous years. The aim was also to introduce a new type of publication: analytical articles about projects based on Monitoring and Evaluation (M&E) data with linkages to leveraging programmes. To support cross-country learning, two Cross-Country Learning Events (CCLE) and a South-South Exchange (SSE) were planned for 2008.

For *leveraging* purposes, IICD chooses to focus on opportunities that:

- Help to up-scale one or more projects to the national level leading to a massive increase in the number of beneficiaries.
- Are able to use the empirical knowledge and expertise of local partner organisations.
- Allow IICD to apply its expertise in one or more specialist areas.
- Have access to more than €500,000 of government or development partner funding.

To achieve the three strategic goals of *embedding*, *harvesting* and *leveraging*, IICD would make use of various 'instruments'; activities such as Roundtable processes, capacity development, information networking, Monitoring and Evaluation (M&E) and Thematic Learning Communities (TLCs). Have a look at the delivered end-products.

Organisational Goals in 2008

In addition to its strategic goals, IICD also set itself organisational goals to help implement its strategy. These were:

- *Acquire new funds*

Finding new funds for IICD's work was high on the agenda for 2008, especially with the implementation of the **leveraging strategy**. IICD's financial strategy would focus on:

1. Targeting joint ventures with international NGOs and national NGOs.



Caroline Figuères on IICD's strategy in Zambia

Managing Director Caroline Figuères explains how IICD's strategy is applied to the Youth Resource Centre Programme in Zambia.

To watch the video interview, visit IICD's online Annual Report.



2. Building a strategic alliance with the private sector.
3. Mainstreaming ICT relationships with bilateral agency offices.

- *Increase IICD's visibility*

To support the acquisition of new funds, enhance its knowledge, and obtain recognition for its contribution to development, IICD would continue to implement the Communication Strategy that had been set out in 2007, focussing on three areas:

1. Increasing awareness about the added value of ICT4D among IICD's stakeholders.
2. Positioning IICD as an expert in the field of ICT4D.
3. Positioning IICD as a partner with whom one can achieve development goals and realise corporate social responsibility.

- *Strengthen the organisation*

To strengthen the organisation in 2008, IICD focused on:

1. Linking its internal *Annual Plans* and employee work plans and appraisals closely to each other.
2. Increasing its human resources and financial capacity to contribute to a professional and sustainable organisation.



Facts

IICD at a Glance - 2008

- IICD was **established by the Netherlands Ministry of Foreign Affairs in 1996**, and is located in The Hague in the Netherlands. As of 1 January 2008, IICD has been managed by Managing Director Caroline Figuères.
- IICD has **33 employees** (21 female and 12 male; 30.50 FTE).
- At the end of 2008, IICD's **balance amounted to €5,581,000**.
- The Dutch Directorate-General for Development Cooperation (**DGIS**) is the **core funder**. IICD also works closely together with the Swiss Agency for Development and Cooperation (SDC) and Dutch NGOs, such as Cordaid, Hivos and PSO.
- ICT for development programmes are supported in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia. Support takes place by means of supporting projects and programmes from local partners with activities such as **capacity development, knowledge sharing, advocacy and lobbying, awareness raising, policy formulation** and, together with partners from both the North and the South, **finding technical solutions** for connectivity problems.

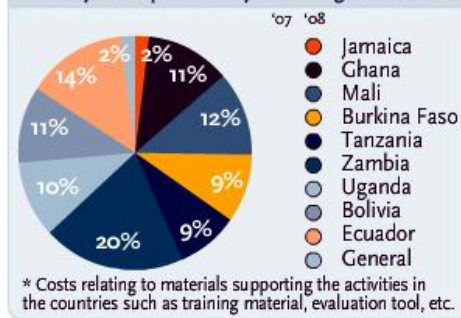


- Most of the activities are geared towards improving **livelihoods**, increasing the access and quality of **education**, improving the quality, efficiency and access of **health care**, improving the efficiency and transparency of **governmental services**, increasing citizen participation and improving the **environment**.
- IICD programmes and partners are contributing to the realisation of the **Millennium Development Goals (MDGs)**, in particular MDG 1, which focuses on increasing the income levels of the poorest, MDG 2, which focuses on universal education, MDGs 4, 5 and 6, relating to health issues, and MDG 8, which focuses on international partnerships and networking, including access to ICT.
- By the end of 2008, **more than 120 project and policy processes** were supported, of which 43% now continue independently without support from IICD. Only 13% could not be sustained.
- To achieve more impact, and reach out to a wider audience, IICD and its partners have increased their participation in larger-scale leveraging programmes and policy formulation processes. By the end of 2008, IICD was involved in **10 leveraging programmes and 9 policy processes**.
- These projects and policies reached a total of **640,000 users²** and **5,500,000 beneficiaries³**, the majority of whom live in rural areas.
- **More than 6,000 people** participated in **over 130 seminars and training courses** related to these projects.
- In each of its focal countries, IICD founded one or more **National ICT for Development Networks** to promote knowledge sharing, increase awareness and advocate and lobby for the use of ICT for development. In 2008, the nine networks together included over **260 member organisations and 950 individual members**.
- To achieve its mission, IICD works together with **142 partners from the South** and **50 partners from the North**.

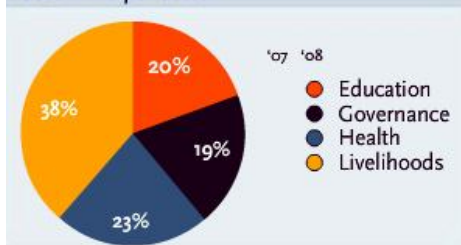
IICD's role in each project phase



Activity costs per country excluding staff costs*



Seed Fund per Sector



² Users are those people that are actively and directly using the information or facilities of the project on a regular basis – at least once a month.

³ Beneficiaries benefit through a user from the information or facilities of the project. They can for instance be clients, family or community members of the user and benefit from the extra income generated or of a more efficient service. Beneficiaries are not taking part in the evaluation.



- IICD also initiated the **Global Teenager Project (GTP)**, an international programme offering a secure virtual environment for school classes all over the world, especially in developing countries, to discuss topics such as HIV/ AIDS, politics or the environment while enhancing their computer skills and exchanging cultural values. Currently, GTP offers **35 different Learning Circles** in **5 languages** to approximately **10,000 students** from **35 countries** on a yearly basis.
- To support and strengthen **learning and knowledge-sharing** between our partners on how ICTs are being successfully applied for sustainable development, IICD organises **Cross-Country Learning Events**, **South-South Exchanges**, and supports and maintains a growing number of **online platforms** for learning and information exchange. This is complemented by regular **publications** and **articles** produced by IICD about lessons learned during the process of using ICTs and the impact this is having on the different sectors.



Methodology



Capacity Building Building Capacity in Developing Countries

IICD helps people in developing countries to improve their livelihood opportunities and quality of life by enabling them to exploit the benefits of ICT. Within each country, IICD has set up a Country Programme that supports projects which help local partners understand and successfully apply ICTs in their own setting, share knowledge about how ICT can be used effectively, and contribute to national dialogues about ICT policies and priorities.

With the Country Programmes maturing over time, IICD's role is now starting to change.

The starting point - or 'Initiation Phase' – for all IICD Country Programmes begins with a series of **National and Sector Roundtable Workshops** which are organised at the request of prominent stakeholders in the country. During these workshops, projects and policies are identified and selected which will be formulated and implemented. Ultimately, they will have to continue independently. All Country Programmes support ICT4D activities in at least two to three 'social sectors', namely: education, health, livelihood opportunities in agriculture, governance and enabling citizens to be engaged in the political process, and the environment.



The support IICD provides manifests itself in a number of different ways: **'seed funds'** are offered to local partners so that they can set up their own **pilot projects**. These pilot projects enable key organisations and individuals in a specific sector to experience first-hand how ICT can contribute to the life and work of local people; technical solutions are developed in close cooperation with private partners, from both home and abroad, to help **improve access to information**; **capacity development programmes** are put in place to train project partners, end-users and indirect beneficiaries to use information and communication tools effectively so that they can be used in the context of the projects that have been set up; national and regional networks are built for knowledge sharing, advocacy and lobbying in each country where IICD has a Country Programme; and last but not least, local partners are taught to use IICD's Monitoring and Evaluation system so that they, and others, can benefit from their experiences, build on their successes and learn from their setbacks. All these activities combined help to create a conducive environment for the use of ICT while at the same time **building up local capacity** to enable people in developing countries to make use of the benefits of ICTs on their own terms to help them achieve their own development goals.

The IICD approach



The IICD approach
IICD has developed partnerships with nine countries and over 120 projects in Africa and Latin America in order to promote ICT4D. An animation film has been created to help explain how this process can be successful by implementing IICD's user centred, local ownership approach.

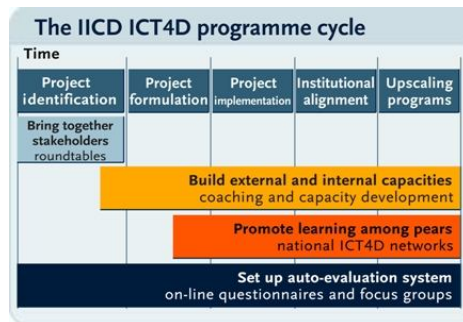
To watch the video interview, visit [IICD's online Annual Report](#).

2008: IICD's role is changing

Now that most of IICD's programmes have reached maturity, the role of IICD itself is starting to change. This means that some tools are becoming more important than others or are being adapted and deployed in different ways.

Having achieved a **critical mass of projects** in most countries, and a large number of outstanding commitments towards ongoing projects, no Roundtable Workshops are anticipated in the next few years. Instead, **strategic workshops will be organized to facilitate policy formulation and leveraging processes**, which incidentally apply the same scenario planning approach as the Roundtable Workshops.

The role of Capacity Development is changing too. While it still remains important for supporting the implementation of projects and embedding ICT at the project level, nevertheless, IICD is focusing more and more on **increasing the impact and outreach of existing projects, knowledge sharing, and supporting project partners** in their efforts to train end-users to take over responsibilities from project partners.



ICT policy and strategy formulation also continued to receive support from IICD. Although support for policy formulation seldom produces rapid results in terms of actually starting to implement large-scale ICT programmes, participation remains important to raise awareness among policymakers and development partners about ICT4D. It also creates opportunities for up-scaling in the longer term.

Another result of Country Programmes becoming more mature is that the **National ICT for Development Networks**, which have been set up with IICD's support in each of the nine countries, gain in importance and are able to take a lead position in the ICT4D sector. They are organising more and more knowledge sharing and lobbying events themselves. Consequently, the



number of institutional and individual members of each network is rapidly increasing too. New **sub-networks on different thematic levels** are being set up that bring together organisations which are interested in sharing their experiences with sector themes such as education, health, livelihood opportunities in agriculture, gender, and technology. IICD continues to provide funding and advice with regard to the planning and strategic directions of the networks, such as **lobbying in selected areas**. Linked to this is the emphasis within the networks themselves on **documenting and disseminating project experiences and lessons learned**. In the near future, the networks might start to play a role in fundraising among locally-based development partners and governments for project activities.

At the country level, evaluation activities are becoming increasingly centred on helping evaluation partners to raise awareness and hand over M&E responsibilities to project partners, including the collection of questionnaires and organising Focus Group discussions. Where possible, project partners are trained to use and interpret online results at the project level; a new feature offered by the **online Monitoring and Evaluation (M&E) tool**. However, local M&E partners will continue to be responsible for carrying out analyses at the sector and national level for the preparation of an **Annual Evaluation Report**, including all programme evaluation results.



Innovation User-Centric Innovation

Innovation plays an important role in IICD's work. Working with ICTs to achieve development in a given sector is already quite an innovative step. It also plays a key role in IICD's approach, the solutions it creates with its partners, and the nature in which ICT is applied to improve sector development.

Innovation can be interpreted in many different ways: introducing new technologies or initiating a change of processes to achieve better results. IICD sees innovation as a first **attempt** to try something new and put it into practice. For example, introducing new techniques, methods or practices to solve structural problems. Recently, IICD started re-assessing its role with regard to enabling innovation. Should we focus more on introducing innovative technologies? Or should we continue to focus on enhancing processes with ICTs, whether they are innovative or not?

The Role of Innovation in IICD's Approach

Although using ICTs to develop different social sectors is becoming more embedded, the process of implementing ICTs remains a challenge. As people become more familiar with ICTs, new opportunities arise to apply ICTs for development that create a greater impact and benefit more people. More expertise on the ground on how to use and implement ICTs means that ICTs can be applied to more complex situations which are still managed by local people, using ICTs in new areas, or increasing the scale of ICT4D activities so that more people can benefit from access to ICTs. To respond to changing needs and improve its own approach, IICD constantly monitors its own processes using its own Monitoring and Evaluation (M&E) system. Formal feedback on IICD's strategy is received through consultations with its International Advisory Board (IAB), the



composition of which is grounded in strong Southern actors. We are also kept on our toes by the frequent evaluations done by our bilateral agency partners including SDC and DGIS. Taken together, these feedback mechanisms raise many suggestions for innovation.

Technological Innovation

In our quest for the most effective sustainable solution for our project partners we constantly look out for technical innovations. **Technological innovation holds great promise for the problem of connectivity**; one of the main challenges in integrating ICT in developing countries. Together with private partners, research institutes and local partners, we are constantly looking for new tools and solutions to improve connectivity. So far, we have experimented with **wireless community networks and mobile technology**. In Ecuador, for example, wireless community networks provided internet connections to local partner organisations such as MMCH and CAMARI which are based in remote, rural areas. These community wireless networks also made it possible to introduce Voice-over-IP.⁴ (VoIP) solutions, enabling **low-cost telephony in the rural communities** where no reliable telephony was available at all.

In some cases, IICD and its local partners experiment with connecting various technologies, though not innovative technologies *per se*, with each other, like using internet and email in combination with radio, or mobile phones in combination with a blackboard. The farmers of the SEND Foundation, for example, first aimed to access **market price information via the internet and email**. After one year the farmers switched from email to **using mobile phones to receive market price information by SMS**.



Local innovation

In order to solve particular challenges encountered in using ICTs to support development, IICD supports its partners to develop or deploy innovative technology solutions. This need-driven approach to introducing new developments in technology guide IICD and its local partners to foster locally innovative uses and appropriation of ICTs.

Here, the wireless Mesh community network in Sengerema, Tanzania is an example of an innovative and successful connectivity model in Africa. It makes internet available and affordable to a large number of people living in rural areas by dynamically optimizing data streams and allowing the users to share costs and bandwidth. The idea of a many-to-many network is a good fit for urban or remote areas as it decreases installation barriers and facilitates access for the individual user.

IICD's ultimate goal with regard to technological innovation is to build enough local capacity in the countries so that local partners can rely on local expertise to develop solutions for local problems. This is because it is seldom possible to simply copy a ready-made technical solution to the South. **Solutions do not always take the local circumstances into account, nor do they meet local needs.** However, building capacity is a long-term process as in many countries existing capacity is scarce and trained people often move on to better job opportunities. Still, in Mali, when the Malian Society for Medical X-rays (Société Malienne d' Imagerie Médicale, SOMIM) did not manage to find a suitable standard software solution for e-health activities that could cope with local circumstances such as the lack of broadband internet access, IICD managed to find a partner in the ICT Development Centre (IDC).⁵

⁴ Voice over Internet Protocol (VoIP) is a general term for a family of transmission technologies for the delivery of voice communications over IP networks such as the internet or other packet-switched networks. Other terms frequently encountered and synonymous with VoIP are *IP telephony, internet telephony, voice over broadband (VoBB), broadband telephony, and broadband phone*.

⁵ IDC and IICD partner to set up a teleradiology transmission platform for SOMIM, IDC developed Open Source software called OpenYalim. This software enables the hospitals participating in the teleradiology project to transfer, examine and archive responses to specialist requests.



Process Innovation

Often, it is not the technology that makes a difference, but the way in which it affects processes. The technology itself may not be innovative, rather it is applied in such a way that it enables partners to rearrange internal processes in their organisation to work or produce items more effectively, or to increase their output and improve the quality of their work.

Using ICT to Develop Local Educational Content

In the education programmes in Bolivia, for example, **ICTs are being used to develop local educational content in ways that had not been done before**. Having identified the gap between the existing curriculum-based text books which were limited in number and adaptability, and the vast amount of resources available on the internet which did not suit Bolivian educational contexts, educational organisations came together to use ICTs to develop their own content. Content models developed by teachers themselves are now being transformed into interactive games using higher-level Flash™ software. These games are then given back to the participating teachers and schools on CD ROMs, and are made available to other educational institutions in Bolivia. Both these examples are innovative in their user-centric approaches.



Expertise Development User-Centric Approaches

In 2008, IICD launched a new, more structured approach to enhance harvesting and learning by exchanging knowledge, supported by face-to-face and online spaces. With the new structures and spaces established in 2008, IICD made great strides forward in contributing to harvesting experiences and disseminating evidence-based learning from its Country Programmes so that this could be re-invested in new and existing activities.

Capturing lessons on how to apply ICTs for development purposes based on empirical evidence gathered from IICD's Country Programmes on the ground and then sharing this knowledge – both between Country Programme partners and with the international development sector as a whole – is an important part of IICD's approach. The lessons learned in the countries are analysed and then used to invest in new and existing ICT for Development (ICT4D) practices. All this will ultimately help to improve the impact of IICD's work and that of its partners. By exchanging experiences at the international level IICD also contributes to the development of expertise on the use of ICTs in the development sector itself.

2008: Enhancing Internal Learning and Harvesting

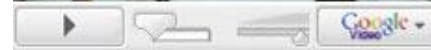
In 2008, IICD launched a new, more structured approach to enhance harvesting and learning between its own staff members. It established internal Thematic Learning Communities (TLCs) which functioned as both face-to-face gatherings and online spaces using online tools via the intranet (thematic blogs, wikis, bookmarking and Dgroups). The TLCs provide IICD staff with platforms to share and compare their experiences, knowledge, and information about a specific theme or sector, namely education, health, livelihood opportunities in agriculture, gender, the



environment, governance, and innovation. The channels and platforms provided by the TLCs were responsive to the demands and needs of staff, provided spaces for them to share their experiences, and allowed them to request input about an issue they were working on, if and when required.

Local Learning and Harvesting: Close Collaboration Helps to Improve Output

Close collaboration with each of the nine National ICT for Development Networks also yielded results; it contributed to a more thematic approach for many of the networks in-country, facilitated partner involvement for Cross-Country Learning Events, and made a start with channelling project experiences and content from the National ICT for Development Networks to the thematic experts for publication and dissemination (for example, GTZ's publication about **Radio La Luna's work with Web 2.0 tools**). In 2008, harvesting focused on education, livelihood opportunities in agriculture (including connectivity in the rural areas and the options and challenges relating to this theme), health, capacity development, and innovation.



Cross country learning events

In 2008 IICD organised a Cross Country Learning Event (CCLE) for the Livelihoods sector. Partners from Africa and South America came together in Bamako, Mali to share their project experiences.

To watch the video on the Livelihoods CCLE, visit IICD's online Annual Report.

International Learning

Facilitation of Online Knowledge Sharing

In 2008, a start was made with creating a new platform for *iConnect*, IICD's knowledge-sharing platform for ICT4D that transcends IICD's own experiences. The new platform will facilitate online collaboration and knowledge sharing between **regionally dispersed ICT4D practitioners** and others interested in ICT4D. The use of Web 2.0 tools in the new platform will enable online sharing and collaboration. In this way, the *iConnect* audience can decide on their own content interests and priorities whilst **jointly building a repository of relevant ICT4D content**. The revamped *iConnect* is expected to be launched in May 2009. The *iConnect* eBulletin was sent out monthly to over 2,600 subscribers.

Dgroups, an online space for collaboration among development partners consisting of an e-mail and web-based discussion platform, continued to grow in 2008. The newly established Executive Committee of Dgroups, consisting of IICD, ICCO and Hivos, took steps to meet the demands for the future of becoming a true social networking platform. In line with this, the platform itself was renewed, the reflection about a new governance structure was started, and a new host and service/support partner was found.

Events

Two Cross-Country Learning Events (CCLE) took place in 2008. The first CCLE for the education sector brought 18 educationalists from 8 countries together in Accra, Ghana in May 2008 to examine the theme: **'Developing Local Content for Educational Establishments in Africa: What Works and What Does Not?'** The second CCLE for the livelihood opportunities sector brought together 28 project partners from 8 countries in Sikasso, Mali. Both events were trilingual (Spanish, English and French).

A South-South Exchange that was scheduled to take place in Bolivia in October 2008 was cancelled because of riots in the country.



IICD also participated in the third annual eLearning Africa Conference (eLA08) in Accra, Ghana at the end of May. The CCLE education had been purposefully organised to precede eLA08 to enable 10 CCLE participants to take part in the conference and share the findings of the CCLE with eLA08 participants during a lively Panel Discussion. eLA08 provided IICD with opportunities to network, identify possible partnerships, share knowledge and experiences from 32 IICD-supported projects and policy processes in the education sector, lobby policymakers, and, profile IICD as a leading organisation in the field of 'ICT for Education'. Later that year, a Thematic Brief was published by IICD about the TICE Burkina e-education project.

An 'Itrainers' meeting took place in Burkina Faso, with co-facilitation and distance support by APC. The workshop led to the launch of the **francophone Itrainers online community of trainers**, a milestone in the agreed plans by the ItrainOnline partnership – consisting of FAO, Bellanet, APC, UNESCO, INASP, OneWorld.net and IICD - to establish communities of trainers associated with ItrainOnline.

In 2008, IICD also co-organised the third round of the Gender, Agriculture and Rural development in the Information Society (**GenARDIS**) **Small Grant Fund competition** together with Hivos, IDRC and CTA. The 20 short-listed projects that were considered as possible candidates for the GenARDIS grants participated in a **Gender Evaluation Methodology (GEM) workshop in Senegal**. Following the workshop, the participants had the chance to improve their original proposal based on what they had learned there. After resubmitting the proposals, 15 out of 20 will be selected at the beginning of 2009 as the final winners of a Small Grants Fund.

Harvesting and Documenting

Close cooperation between staff working in the field and the thematic coordinators resulted in thorough analyses and collaborative documentation of lessons learned from selected projects. In 2008, harvesting focused on education, livelihood opportunities (including rural access-based enterprises), health, capacity development and innovation.



Partnering Partners for Better Lives

Like any other development activity, the success of our work can be adversely affected by factors beyond our control, such as the management capacity of a local partner or unreliable power supplies. The challenges of ICT4D activities are too great to be attempted alone: that is why partnerships are vital.

Consequently, IICD collaborates with a variety of local and international partners from the private, public and non-profit sector. Their combined strengths are critical to achieving sustainable solutions.

Each sector – private, public and non-profit – has a comparative advantage to bring to the development context. IICD collaborates with partners at both the local and international level. Some partners, knowledge partners, help IICD specifically to develop and share expertise of using ICTs in a specific sector, theme or area. Other partnerships go way beyond expertise development and play a prominent role on the ground where they help to develop successful ICT4D programmes and policies by providing expertise, networks and funding.



Partners on the Ground

IICD seeks partners at both the local and international level. On the ground, within the countries, IICD collaborates with various ICT and media training institutions, companies and consultants that provide an array of services to the project partners such as technical support, training and advice. Having enough local partners on the ground who can help to build national capacity and expertise on the use of ICTs is vital for the sustainability of IICD's work. Not only because in the long run project partners need to be able to rely on the availability of local expertise to be able to make full use of ICTs, but also because there is **a growing need for locally developed solutions**. Experience has taught us that, although most technical innovation takes place in Northern countries, creative solutions that have been developed in the country itself are in general more effective as they meet local needs and take local circumstances into consideration.

The project partners are equally important. Although they do not contribute to IICD's work in terms of specific technical expertise, materials or funding, their understanding of the local environment and their feedback on how we approach the implementation of ICTs is vital for developing a successful approach towards applying ICT for development purposes. To nurture this important dialogue, IICD strives for an atmosphere of trust, openness and equality with all its partners.

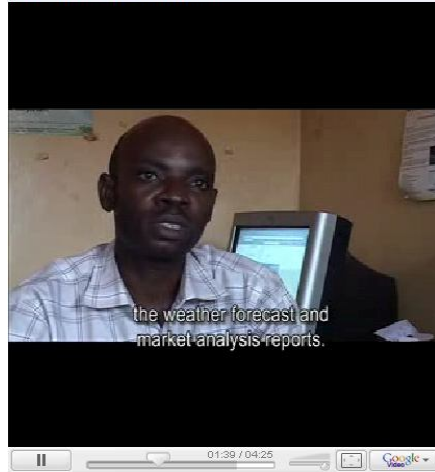
Enabling Partners

Enabling partners help IICD to do its job on the ground and to create, share and disseminate information about the use of ICTs for development. These organisations can be divided into two groups: knowledge-sharing partners and partners that offer financial and expertise to ICT for development programmes in the South.

Partners Offering Financial Support to ICT4D Programmes

To be able to implement ICT4D activities, IICD relies on sources that are provided by partners in the public, private and non-profit sector. In the past decade, IICD retrieved the major part of the funding needed for long-term programmatic support from public donor agencies such as DFID, DGIS and SDC as IICD's agenda is easily aligned with that of donors such as SDC, DFID and DGIS who put ICT for Development as one of their key-themes on the development agenda. With ICTs now becoming mainstreamed in traditional development sectors, the funding strategies of the public sector donors is changing too. IICD has therefore started to explore **new types of partnerships** that can support its strategic framework such as private sector partners, foundations and other international NGOs. For more information, go to the **overview of IICD's current fundraising activities**.

IICD video: Presenting IICD



IICD and Corporate Social Responsibility

IICD created a video to illustrate how partnerships between private companies and IICD are making a difference to sustainable development.

To watch the video, visit IICD's online Annual Report.



Partners for Creating, Sharing and Disseminating Knowledge

IICD is an expertise organisation, but its expertise lies in the field of applying ICTs to specific sectors such as health and education, rather than being an expert on these particular themes. A core group of knowledge partners supplement IICD's base of experience with regard to specific themes (for example: health, rural access) and areas (for example: capacity development, policymaking).

In the year under review, little changed in the nature of the knowledge-sharing partnerships that IICD had established in previous years. The Communication Initiative, APC, GeSCI, OneWorld International, PSO, Bellanet, ItrainOnline, BCO, Dgroups, Search4Dev, KM4Dev and the Global Knowledge Partnership (GKP) remained the most valuable knowledge-sharing partners. Bellanet remained a valuable partner for hosting and developing online knowledge-sharing platforms like iConnect and ItrainOnline. Of the aforementioned partners, it is ItrainOnline – which brings together APC, Bellanet, FAO, UNESCO, Telecentre.org, INASP and OneWorld.net – that continues to be **our main platform for capacity development**. In 2008, IICD's partnership with PSO was further deepened with the allocation of funds for the **Learn-Work Trajectory** to strengthen IICD's capacity to better measure and define the capacity that local partners need in different phases of the project.



Results



Increasing Impact & Outreach

By the end of 2008, IICD's project portfolio counted 120 projects. This is a decrease compared to last year (136 projects). The decrease in the number of projects can be explained by the refocusing of the strategy towards embedding the current portfolio in the partner organisations rather than starting up new projects. Not all projects manage to become embedded and continue independently of IICD.

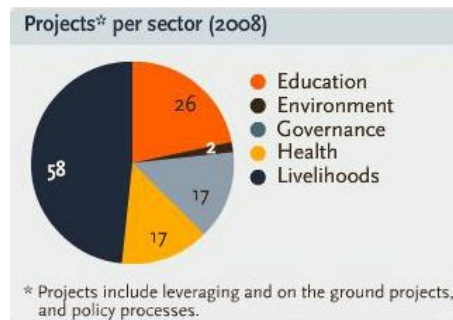
This refocused strategy resulted in many more projects becoming fully embedded in the partner organisations. Embedding relates to the presence of sufficient capacity among the project staff to formulate and implement ICT activities and support decision-makers with their efforts to integrate ICT into the organisation. As a result, **52 projects are now in independent continuation** which is a sharp increase compared to last year (40). The projects in independent continuation continue their activities as part of the organisation's core activities. Not all partner organisations manage to continue their ICT activities independently; finding the resources to carry on remains a challenge. Projects that started out as an additional activity with no direct link to the core activity of an organisation also encounter difficulties with embedding the experiences into the organisation. Still, although the project officially stops, the 'ICT experience' is not entirely lost but comes into use elsewhere in the organisation. In 2008, 16 projects stopped completely out of the total number (136) of projects at the beginning of the year. This is a little more than anticipated.



To achieve more impact, and reach out to a wider audience, IICD and its partners have increased their participation in larger-scale leveraging programmes and policy formulation processes. By the end of 2008, IICD was involved in **10 leveraging programmes and 9 policy processes**.

Through the projects and programmes carried out by partner organisations, IICD managed to reach around **618,000 active users** who directly benefited from the ICT facilities and information that those projects provided. Most of those users were already computer literate or gained basic ICT skills through the projects. The programmes also reached a little less than **5,5 million beneficiaries**, who can be categorised generally as passive users of information.

The majority of the people who benefited from the projects belonged to **IICD's target group**: *underprivileged people with little or no education, people with a below-average income, and people living in areas where basic public services like health and education are scarce*. Women constitute a substantial part of the members of the target group. To ensure that the projects supported are not contributing to gender inequality, **a focus on gender aspects is an intrinsic part of the projects**, from inception to implementation. To help increase the participation of women in specific IICD-supported projects in Bolivia, Ecuador and Zambia, IICD collaborates with PSO, a Dutch organisation for capacity building in developing countries.



The active users and beneficiaries receive information that relates to their particular sector, such as market information which is relevant to agriculture, health information, or educational materials. In that way, the **IICD programmes and partners are contributing to the realisation of the Millennium Development Goals (MDGs)**, in particular MDG 1, which focuses on increasing the income levels of the poorest, MDG 2, which focuses on universal education, MDGs 4, 5 and 6, relating to health issues, and MDG 8, which focuses on international partnerships and networking, including access to ICT.

Information was made accessible through one of the **330 community-based information centres** and other access points set up by the programmes in the various countries. The centres have both printed materials and digital information provided through the internet using either fixed, wireless or satellite-based internet connections. To reach a much wider public in places where the internet is either not yet available or financially not feasible, user and beneficiary access to the information is provided via printed bulletins, mobile radio, rural radio, television or voice-radio systems.

To enhance the partners' and end-users organisational and technical capacities, IICD and local training partners offered various capacity-building activities such as train-the-trainer sessions, technical update seminars and on-the-job training. In the year under review, **1,400 people were trained**, including both project partner members and end-users.



The capacity of partner organisations was further strengthened through their participation in ICT4D networks and monitoring and evaluation(M&E) activities. In 2008, **5,500 questionnaires** - an equal number compared to 2007 - were filled in with the help of IICD's online monitoring and evaluation system, **making the total number of questionnaires collected so far 21,000**. The M&E system provides both the partners and IICD with regular feedback on their activities. Input from the questionnaires is fed back into discussions on how to improve both the impact of the projects and user satisfaction in the long term. The discussions are held at **Focus Group discussions with project teams (16 in 2008)**.

The national ICT4D networks in each one of IICD's focal countries also contributed greatly to the sustainability of ICT for Development by working on awareness-raising, advocacy and the facilitation of national knowledge-sharing activities. In the year under review, each of these networks continued to strengthen its position as the representative consultative platform for ICT policy development to the national government, as well further strengthening its activities with regard to **lobbying and participation in policy formulation**. This clearly supports the embedding of projects and, in more general terms, the embedding of ICT.

Knowledge sharing was also greatly improved thanks to an increase in the number of both the member organisations involved and public events organised. In 2008, the nine networks together included over **260 member organisations and 950 individual members**, thus enabling learning between IICD-supported and other experienced ICT practitioners in the countries.

Check the complete **list of deliverables** that were planned for IICD's work in the Country Programmes and the **list of leveraging programmes** in 2008.



Education Meeting the Challenge

For the last 8 years, IICD and its local partners have worked together to find cost-effective, sustainable ways in which ICTs can improve the overall quality of education in the respective countries. This is done by enhancing the competences of teachers, enabling them to develop and disseminate their own teaching materials, and by improving access to education for everyone, especially disadvantaged groups.

The educational challenges faced by many developing countries include a chronic shortage of teachers, outdated national curricula, scarce or ill-suited educational materials, a national examination system that does not yet accommodate local content and, last but not least, poor connectivity which makes it hard for teachers and students to exploit opportunities offered by the internet, even when computers are present in their schools.

In 2008, IICD provided active support to 12 projects in the education sector - in Tanzania (1), Burkina Faso (1), Zambia (6), Ghana (1), and Bolivia (3) - by providing advice, enabling capacity development support and in some cases brokering funding. Furthermore, 19 IICD partner organisations independently continued to implement elements from earlier IICD-supported pilot projects. Each project focussed on developing a cost-effective, sustainable ICT-driven solution to achieve a specific goal, such as improving learning materials, working with the ministry on developing an ICT for Education policy and implementation strategy; enhancing primary and secondary school education; working with Teacher Training Colleges to ensure that upcoming generations of teachers are computer literate, training teachers to develop their own local content and enhancing the basic ICT skills of thousands of students and teachers.



Target Groups and Focus

Secondary school teachers and students, school administrators and principals, trainee-teachers, and Ministry of Education representatives all took part in IICD-supported projects in education in 2008. The focus of the education programmes this year included consolidating activities, forging links with policymakers at the Ministry of Education by providing them with input and strategic advice on developing and implementing a national ICT for Education policy and implementation strategy, and finding innovative ways to make their activities sustainable.

An IICD-supported initiative in a school in Bolivia, for example, hit upon a winning formula to sustain its activities which involved setting up a 'finance committee' staffed by parents and teachers to oversee the school computer lab activities and resources. This cultivated a strong sense of ownership for the programme by parents and teachers alike. In Zambia, meanwhile, the emphasis shifted from individual projects to supporting a national education programme. This transition was aided by the launch of an online thematic community on ICT-for-education by the national ICT4D network in Zambia, eBrain. The community provides peer support for teachers and other stakeholders in education.

Finally, training teachers to develop their own local educational content using basic ICT tools was also a recurring theme in 2008.

Highlights from 2008

'Developing Local Content for Educational Establishments in Africa: What Works and What Does Not?' This was the theme that brought 18 educationalists from Jamaica, Burkina Faso, Tanzania, Uganda, Ghana, Bolivia and Zambia countries together for a 4-day Cross Country Learning Event (CCLE) at Busy Internet in Accra, Ghana in May 2008. Several participants work in rural or district schools and this was the first time they had shared their experiences from the front-line with their peers. Their collective experiences and recommendations were shared two days later with an international audience at an interactive Panel Discussion during the 3rd eLearning Africa conference in Accra.

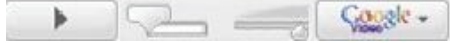
For the Global Teenager Project, 2008 was a year of change. Having reached its 10th anniversary GTP entered the year under new management to be better prepared for future challenges. IICD delegated the implementation of the GTP activities to 'The Round Table Foundation', a Dutch non-governmental organisation that already has extensive experience with the GTP and which offers an opportunity to tap more extensively into international networks in the field of education, thereby maximising the chances of acquiring additional funds.

To improve management and efficiency, contracts with facilitators, teachers and coordinators have been streamlined, contacts with teachers intensified, and the criteria for participating in GTP further defined. In addition, GTP developed a new strategy for the forthcoming years and submitted two proposals for funding. In the year under review, GTP organised two rounds of Learning Circles and organised the Johan Kooij Fellowship meeting, which gave an extra boot to GTP. At this meeting, arrangements were made with the national coordinators and facilitators to improve GTP in general and its management in particular. Last but not least, a Global Teenager Project teacher in Ghana won the National Best Teacher Award in 2008.

Intercultural Education - An Innovative Experience in Bolivia

Intercultural Education

an innovative experience



Intercultural Education – an Innovative Experience in Bolivia

This video details the use of ICT and multimedia tools to help preserve and promote the dissemination of ethnographic materials in the classrooms of schools across Bolivia.

To watch the video, visit IICD's online Annual Report.



Lessons Learned

ICT for education is more than just installing computers in schools. To work effectively, it must be integrated in the entire education philosophy, particularly the national curriculum. Capacity development is key: students and teachers must be trained to use computers and the internet to enhance their teaching materials, and access existing educational content. **High-level government buy-in is also important as this influences whether – and how - ICT will be integrated into the national curriculum.** Therefore, local projects that can demonstrate the added value of ICT in education are essential. The importance of cooperating with a broad base of other organisations, particularly likeminded NGOs, Ministry of Education officials, and other key players in the sector cannot be overstated. These lessons and more, resulting from IICD-supported education programmes in Zambia, Tanzania, Burkina Faso and Bolivia, were used in 2008 to lay a solid foundation in Ecuador for the launch of the education programme there. Ecuador's FODATEL and IICD agreed to collaborate on the capacity development programme for educational telecentres in the province of Manabi, Ecuador, starting early 2009.

Communication between all the actors in the education sector is also important. Without it, projects risk operating in isolation, unaware of each other's existence. In this respect, thematic networks are ideal spaces for peer support and knowledge sharing. Nevertheless, networking between the education projects continued to be a challenge in 2008, which means that teachers and others in this sector are still not sharing and learning from each other as much as they would like.



Governance

Improving Transparency and Accountability with ICT

Governance is a complex area: it includes a broad range of stakeholders and strategies that aim to improve both the transparency and accountability of governments and to bring private sector and citizens' voices into the decision-making process.

In 2008, IICD provided active support to **14 projects in the governance sector** by providing advice and enabling capacity development support. Furthermore, 5 IICD partner organisations independently continued to implement elements from earlier IICD-supported pilot projects. While all the projects share the universal aim of incorporating ICT to improve effectiveness, efficiency and accountability, they can be subdivided into two main areas:

- **e-Government initiatives:** projects that focus on providing public services, as well as improving governments' planning, workflow and management. Demand for these types of initiatives in 2008 has come from Ghana, Tanzania, Uganda and Zambia.
- **e-Society initiatives:** projects that focus on increasing citizen participation in monitoring governmental policy and the development of alternative information sources. Demand for support to develop these types of initiatives has come mainly from Bolivia and Ecuador.



Target Groups and Focus

E-government initiatives take place within public institutions and aim to both enhance public services and the core competences of civil servants by incorporating ICT in their daily work, such as the DistrictNet project in Uganda and the ICT Capacity Development Centre in Ghana.

E-society initiatives are primarily led by civil society organisations, such as CIDOB in Bolivia which is implementing a project that strengthens indigenous women leaders and the AMJUPRE project in Ecuador which develops the capacity of female representatives of marginalised rural communities.

Highlights from 2008

Among all the e-government initiatives in 2008, the construction and opening of the **ICT Capacity Building Development Centre** for the Ministry of Information and National Orientation (MINO) in Ghana particularly stood out. The project aims to promote the deployment and application of ICT to enhance quality service delivery in the public sector. Key success factors in the establishment of this Centre have been the determination and commitment demonstrated across the board by ISD department staff, right up to the Minister himself, to overcome any delays in the bureaucratic process at different levels within the Ministry.

Among the e-society initiatives, the Ciudadania Informada project stands out in particular. Not only did its readership grow exponentially in 2008, it was also one of the winners of the Ecuador Journalism Award 2008. The project's long-term aim is to become a decentralised and non-partisan platform for information on political, juridical, legislative, electoral, citizenry, and Latin American matters. Its **online news service** has incorporated the use of Web 2.0 tools such as blogs, electronic forums and interactive graphics to deepen the analysis and interaction with the public.

Some key contributory factors to their success have been the launch of a renewed platform with a new design, Web 2.0 tools, and more frequent updates. It can also be said that the political context in Ecuador, which is now going through a new constitutional process - has also influenced the interest and expansion of their readership.

Finally, a 3-year partnership agreement was signed at the end of 2008 with **'Foundation Close the Gap'** as a result of which **600 computers will be refurbished and sent to Uganda**, many of which are destined for the replication of the DistrictNet project.

Lessons Learned

In 2008, the governance sector initiatives supported by IICD witnessed a common movement towards promoting more interactivity, shifting **from simple website projects towards the incorporation of Web 2.0 tools**. There has also been an increment in the interest in the quality of content that is shared through these channels, which goes beyond the purely technical aspects. **Capacity development through training** has been a key factor in successfully implementing these changes.



Digitising the Memory of Ecuador

This video presents the IICD-supported project in Ecuador that digitalises main events in Ecuadorian history. The project aims to strengthen the collective memory of Ecuadorian society and history. It stimulates discussion and educates the youth about historical events over the past 25 years in a non-formal manner through the production of multimedia content.

To watch the video, visit IICD's online Annual Report.



Change management has also been a key aspect across the board both in e-government and e-society initiatives.

It is interesting to note that even those participants who were taking part in governance projects that are now in the 'Independent Continuation Phase', and are therefore no longer receiving any financial support from IICD, believed that the projects are having a strong impact, for instance the District Computerisation Kinondoni project in Tanzania. This could be attributed to the fact that the **project partners feel that their personal goals are still being met.**



Health Towards High-Quality Health Care for All

A well-functioning health sector is crucial for developing and improving our quality of life. Delivering good quality health care to everyone, particularly those who live in remote or rural areas, is a major challenge in developing countries.

A lack of resources, limited access to information, and huge distances between health care providers often complicate health care delivery in developing countries. Yet at the same time, the health sector offers numerous possibilities for applying ICT tools that can overcome these challenges.

Target Groups and Focus

The ICT for health projects that IICD supports target three types of interventions. These can be categorised based on the different groups of project users:

- *Improving the management of, and access to, information and knowledge for better health care delivery by **health staff**.* These projects focus on three different information needs of health staff: health, hospital and patient information, professional development and continuous medical education (CME), and telemedicine



- *Improving access to information for **patients and/or people in the community**.* These projects may involve health care education and public health campaigns using radio, internet or television, depending on the location, for disseminating the appropriate content in the appropriate language
- *Supporting **policy makers** by creating a conducive policy environment.*

Highlights for 2008

One of the highlights in the health policy field in 2008 comes from Mali. Together with UNECA and the Canadian e-Governance Programme CePRC, IICD supported the Ministry of Communication and ICT (MCNTIC) in Mali with the development of **e-policies in three sectors: government, education and health**. IICD's support focused on e-health policy, bringing in several years of experience with projects in the Malian health sector. As part of a participatory process designed by the Ministry, input was given to local consultants who produced a draft policy paper by the end of 2008. After validation by the stakeholders' group, **the proposal is now ready for government approval**. Once formalised, this e-health policy will provide a framework for the newly created Agence Nationale de Télésanté et d'Informatique Médicale (ANTIM) to further develop and implement e-health programmes in Mali. The contribution of the Malian IICD partners in terms of experience with, and knowledge of, applied ICTs for health has been a crucial success factor in the policy development process.

In **Uganda**, the Health Child project, supported by Cordaid, focuses on **preventing widespread diseases** such as malaria and diarrhoea that affect children.

In Mwanza, **Tanzania**, end-users of the District Health Management Information System (D-HMIS) project are **meeting bimonthly**.

In **Zambia**, the Zambia Union Nurses Organisation (ZUNO) opened an **ICT Resource Centre** in order to train and provide access to ICT for its members.

Also in 2008, one of IICD partner's in **Burkina Faso**, **Sahel Solidarité**, managed to reach **about 12,000 people in the Bokin region**, including many women and schoolchildren, with their **awareness-raising sessions on water hygiene and sanitation**. The project is innovative in the way it uses multimedia to enhance the activities. One of the strong points of the project is that it maintains its participatory community approach, involving the villagers (hygienists) in the content production of the awareness-raising sessions and training them to use a digital camera to record examples of both good and bad water use. The hygienists feel greatly empowered and have indicated that **projecting digital photos onto a screen has a much higher impact on the communities** than the drawings that were used before did.



District Health Management Information Systems (DHMIS)

This video made by AfyaMtandao, shows how a District Health Management Information System improves health services in several hospitals in Mwanza, Tanzania.

To watch the video, visit IICD's online Annual Report.



Lessons Learned

Before ICT projects were undertaken in the health sector, people used to look upon computers as a tool for secretaries, a 'new typewriter'. Now the project users state that **having a computer on your desk is important for your status**, hence this has a positive impact on their sense of empowerment.

ICT Health Centres that have been set up for ICT training and health awareness-raising purposes but which are also open to the general public, tend to attract people who do not have health sensitisation as their primary goal. These visitors come in on the pretext of learning about computers, but are found to be checking up on HIV/AIDS issues, both on the internet and in the hard copy materials that are available at the Health Centre, which does contribute positively to health sensitisation.



Livelihoods

Enhancing Food Security, Increasing Income, Reducing Risks

IICD's Livelihood Opportunities sector focuses predominantly on agricultural livelihoods and supports projects that seek to enhance food security, increase income, and reduce risks using ICT. These projects are roughly divided into three main focus areas: enhancing the competence of the producer, improving the quality of the product or service, and strengthening organisational processes for production and trade.

In 2008, IICD provided active support to 31 projects in the Livelihood Opportunities sector by providing advice, enabling capacity development support, and/or brokering funding. Furthermore, 25 IICD partner organisations independently continued to implement elements from earlier IICD-supported pilot projects. The projects included market price information systems, ICT-supported commodity exchange systems, community information centres, local agricultural content production and dissemination activities, and more. Some of these projects have a **strong environmental focus**: they help farmers to sustain their production and produce organically, improve the economic management of natural resources such as water, or educate people about how they can protect their natural environment and prevent it from being harmed by human interference.

The experience gained from implementing these programmes led to new questions among IICD partners in 2008, including: How can the patronage of the systems and services by sector stakeholders be increased? How can we collaborate with sector ministries and inform policy



decisions? How can sector impact be increased by building on grassroots experiences? and, What are the locally proven sustainability models for community telecentres? Some of the actions taken in 2008 aimed to respond to those challenges.

Target Groups and Focus

A wide diversity of actors are using ICT to enhance opportunities for small producers, farmers and entrepreneurs to improve their livelihoods, ranging from farmers' federations and community development organisations, to commodity exchange bureaus and national agricultural service providers. Each type of organisation reaches its own constituency, which in the case of IICD-supported activities primarily includes small-scale farmers and farmers' associations, traders and trade organisations, and informal small and medium-sized enterprises (SMEs).

As one of IICD's longstanding sector programmes, 'Livelihood Opportunities' saw many partner organisations embed the use of ICT in their overall operations in 2008. For example, the farmers' federation FEPASSI in Burkina Faso moved from experimenting with ICT to integrating it in their overall activities, appreciating that the organisation needs to utilise ICT to fulfil their mission. Similarly, programmes in Ecuador, Mali, and Zambia were able to influence key sector decision-makers by showcasing successful national projects and forming a **strong collective lobby based on real local experiences**.



Rural Information System to Support a Commodity Exchange in Uganda

This video on the Uganda Commodity Exchange show how it enables farmers to send and receive market information for their produce to/from stakeholders in agricultural commodities' marketing.

To watch the video, visit IICD's online Annual Report.

Highlights from 2008

Three Livelihoods Opportunities partners in Uganda, Bolivia, and Zambia, embarked on a new phase in 2008, where lessons learned during their pilot projects were harnessed and scaled up to reach a much larger constituency.

The experience gained through Uganda's Rural Information System (RIS) for example, has led to SNV inviting IICD and the Uganda Commodity Exchange to scale up the number of centres by establishing **ten new centres in nine districts**. In September 2008, the three original pilot centres came together in a Focus Group discussion to harvest their lessons learned. The new centres, jointly established with SNV, joined the workshop to exchange and learn from the pilot centres' experiences. SNV's work on creating support throughout the value chain and key stakeholders was critical in realising the replication of the centres.

In another similar adoption of proven practice, the departmental government of Santa Cruz, Bolivia, decided to scale up the system and services initially developed and deployed by Instituto de Capacitación del Oriente (ICO) in the province of Vallegrande. ICO's price and production information system forms the basis for leveraging on a larger regional scale, in which information services will be transferred to government and farmer associations in 15 provinces of the department of Santa Cruz.

A third example of small-scale demonstrative activities taking root and gaining influence on a larger scale, was the request in 2008 from the Zambian Ministry of Sports, Youth and Child Development (MSYCD) to IICD's civil society partner organisations Chawama Youth Project and Ndola Resource Centre to deploy their experience and lessons learned to build the ICT capacity of **16 Youth Resource Centres (YRC) all over the country**, thus strengthening community



information and business services to youth groups. With IICD support, the coordinators provided strategic advice and basic ICT training to department heads and centre managers all over the country, as well as technical ICT training to instructors working in the Youth Resource Centres. This success can be attributed to the self-confidence gained on the part of Chawama Youth Project and Ndola Resource Centre and their passion and belief that they can deliver the goods.

IICD's Malian partners co-hosted the **Cross-Country Learning Event** in Sikasso, Mali in November 2008, which brought together representatives from 24 different organisations from 8 different countries and 2 different continents.

Lessons Learned

Once information systems and services have been established, ensuring that as many people as possible benefit is a challenge beyond ICT. Partners who implemented Market Price Information Systems are finding that once markets have been located and buyers identified, technical agricultural aspects come back to the foreground and others need to be taken care of, such as ensuring that the products are marketable and consistent in quality and weight. Perseverance and experience-based confidence are essential when collaborating with large sector players who are in a position to build and expand on the experiences acquired by grassroots initiatives.

For many of the projects, the combination of ICT initiatives (high tech) and others (low tech like field visits and notice boards) is a good way to disseminate market information to rural communities. **Computers and mobiles are not always reliable** due to factors such as an unreliable electricity supply and low literacy rates.



Impact



Education

A Greater Sectoral Impact in 2008

In 2008, monitoring and evaluation activities for education projects, including questionnaire-based data collection and focus groups, took place in Bolivia and Zambia. In addition, feedback about the impact of the projects on the lives of the end-users was collected from a total of 456 teachers and 143 students.

Impact was measured by asking teachers and students to rate a series of statements from 1-7 indicating how far they felt these statements applied to them as a result of taking part in a project. Statements such as:

"Through the project my course material has been improved."

"Through this project I am now better informed about issues in the education sector."

"Through this project, access to computers/the internet has improved in my community/school".

Teachers and students were asked different questions, tailored to their individual experiences. Gender was also measured by asking respondents whether they felt that the position of women had changed in the workplace as a result of the project, and if their project has produced changes for women in their daily lives.



User Profile

In 2008, the majority of those taking part in IICD-supported initiatives in the education sector tended to be quite young: between 31 and 40 years of age. The high number of young teachers taking part can probably explain this. The bulk (86%) of users had tertiary level education, although there was a small rise this year in the number of users with primary level education to 5%. Fewer people from the rural areas took part in the education initiatives this year, compared to 2007: this group of users dropped slightly to 29%. Similarly, the number of users from the capital city also dropped quite a lot.

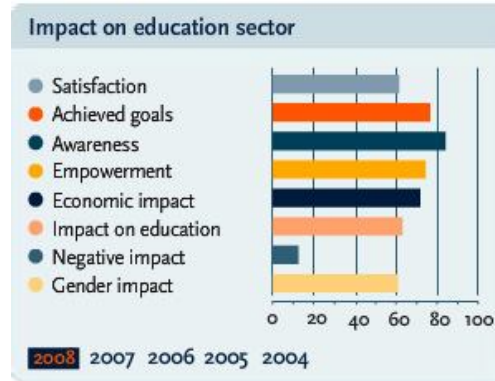
Impact in 2008

The perceived impact of the projects on the education sector as a whole rose in 2008, according to both teachers and students, with a score of 63% in 2008, compared to 55% in 2007. However, a steady drop was recorded in most of the other areas. For example, the number of people who felt they had achieved their goals: in 2008 this had dropped to 73%, compared to 84% in 2007. The same applies to levels of 'satisfaction' and 'awareness', which also dropped for both teachers and students in 2008. The reasons for this are unclear, although one explanation could be that **expectations grow among the teachers as their projects gradually mature**. In addition, the fact that **connectivity was poor** - in 2008, only 29% of respondents stated that they were 'strong or partially satisfied' with their access to the internet - may also have contributed to the lower impact figures.

Gender impact, which was measured for the first time in 2008, also had a relatively low score with 49%. The good news is that in 2008 there was a **healthy 50-50 balance between the number of men and women taking part** in the education projects.

Negative Impact of ICT

IICD also measures the negative impact of ICT projects on the community. The idea is to track unexpected negative impacts on the project end-users or the community as a whole. This is a complex area: what can be perceived as a negative impact to some can be a positive impact for others and vice versa. In education, for example, the new ICT skills acquired by teachers can result in them leaving the profession to take up better-paid jobs: this is good for the individual and the new environment they move into but, of course, influences the speed with which changes can be realised as new people need to be trained first. In the education sector, perceived negative impact rose significantly to 11%, compared to only 3% in 2007 when negative impact first started to be measured.





Governance Impact Continues to Grow

Monitoring and evaluation activities for governance projects in 2008, including surveys and focus groups, took place in Bolivia, Ecuador, Uganda and Zambia for a total of 10 projects. As the governance projects' impact differs according to their sub-classification, they too are presented separately.

The impact of IICD-supported projects in the governance sector is measured by asking users to respond to a series of fixed statements using a 7-point scale (strongly disagree to strongly agree) and then combining these statements into constructs: awareness, empowerment, impact on the organisation, economic impact, gender impact and negative impact.

Economic impact in governance is not measured in money but indirectly: through improved job prospects, improved efficiency in carrying out standard procedures, etc. Gender impact, which was measured this year for the first time, responded to the question of whether the position of women has changed in the organisation as a result of the governance project and if their project has produced positive changes in their daily lives.

User Profile

In previous years, the users in this sector were primarily civil servants and technical staff from civil-society organisations. However, the projects that have been subject to evaluation in 2008 are quite different from those evaluated in 2007 as the majority did not focus on e-governance aspects but on empowering certain groups of people. Hence, no real comparison can be made with previous years. In 2008, almost three quarter of the users consisted of women under the age of 50

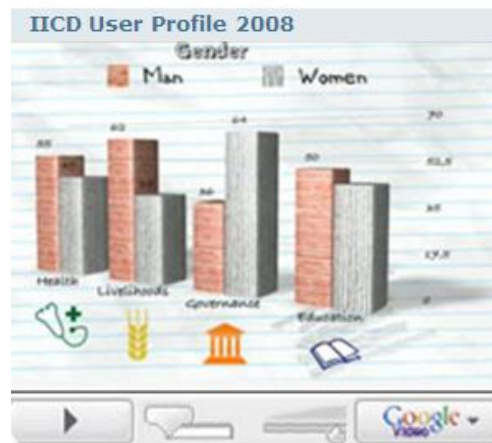
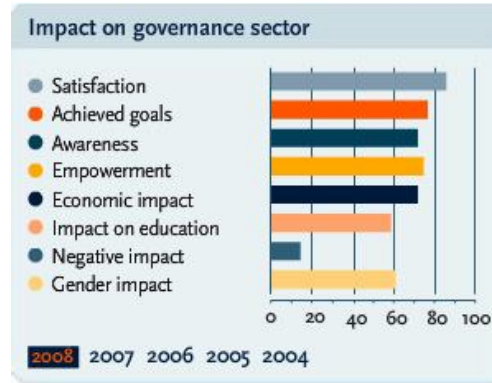
years. Half of the users had tertiary level education. This can be explained by the fact that some of the projects specifically targeting women reach out to women in all layers of society. As these projects have opted for the dissemination of online information, computer literate women with a higher level of education are better represented. Users from the rural areas are slightly less represented in projects than users from capital cities or district towns.

Impact in 2008

Satisfaction, awareness, empowerment and economic impact have all increased in 2008. Impact on governance has gone down slightly, which might be explained by the fact that some projects are now in the 'Independent Continuation' phase and therefore reflect respondents' concerns about sustainability, as in the case of the District Computerisation Kinondoni project in Tanzania and the DistrictNet project in Uganda. Regarding differences between the two types of governance project, the impact on governance is perceived to be higher in e-society projects (Bolivia and Ecuador) than in e-government projects (Tanzania and Zambia). Awareness and empowerment also tend to be slightly higher for the e-society projects.

In terms of gender, the women (66%) tended to see more gender impact than the men (32%). Also, e-society project participants perceived a higher gender impact than e-government project participants. This could be explained by the composition of project participants, as more women are represented as participants in the e-society projects. Also, the nature of the project might also play a role as some of the projects such as Online Consulting Service on Domestic Violence project in Bolivia and School for Strengthening Local Management by Rural Women Leaders ' project in Ecuador cater exclusively to women.

One very encouraging finding was that the impact on participation and governance continues to follow **a steady growth trend** and is the highest of all the sectors, reaching its peak in 2008 with a score of 73%.





Health

Improving Skills, Services and Efficiency

In 2008, IICD provided active support to 18 projects in the health sector in Burkina Faso (1), Ghana (1), Mali (4), Tanzania (7), Uganda (2) and Zambia (3). Furthermore, 2 IICD partner organisations in Uganda independently continued to implement elements from earlier IICD-supported pilot projects.

The goals set out for the health sector programmes were focusing on improving the competencies of the health workers, improving the quality of medical products and services, and improving efficiency in order to free up the health worker to focus on primary health care tasks. Although the health programmes in most of our countries are still quite young, the projects have proven to indeed capacitate health workers and improve services and efficiency.

User Profile

A small decrease has been found in the number of participants coming from the rural areas and from the capital city, with more users coming from the provincial or district towns. IICD's aim is to reach out to more users at the rural, provincial and district level, so this outcome is in line with its strategic objective.

Most end-users are between 20 and 40 years of age. A huge increase was found in the percentage of young people and a slight decrease in the percentage of older people's participation.



In order to measure the education level of the end-users, this year an additional field called 'non-formal education' was added to list. A decrease was seen in the percentage of people with tertiary-level education and there was a high percentage of end-users with non-formal education.

Impact in 2008

Based on the analysis of data gathered from 4 health programmes in 2008, the following can be observed:

A difference can be noted between the impact of health management projects and the impact of health sensitisation projects. **Health sensitisation projects tend to have a higher overall impact**, but the management projects score better on 'empowerment'.

The participation of women has always been measured. However, in 2008, the impact on gender was measured for the first time by asking whether the project had a positive effect on the role of women in the organisation. Compared to other sectors (e.g. education, livelihoods) **gender impact in the health sector is extremely high**. A tendency could be seen, however, for women to be less positive about the impact on gender (89%) than men (100% indicates that they had seen a positive effect on gender as a result of the project). This difference is not significant, but it will be interesting to further explore why women tend to be less positive than men about gender impact.

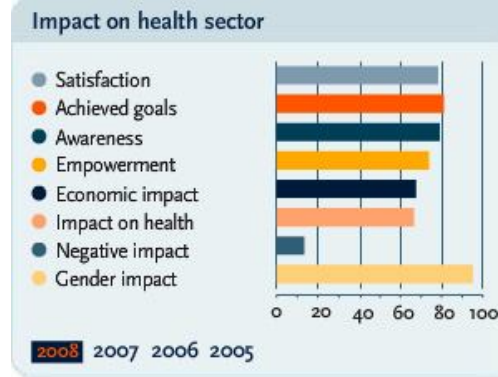
Peer-learning is highly valued throughout the projects. Health care professionals, whether they are nurses, doctors or administrative staff, greatly appreciated the interactive way in which knowledge was shared.

Distance education for hospital staff is what the hospital management values most of all out of IICD's work. Being able to consult with a doctor in the capital, being updated about new procedures, and being able to keep abreast of developments and updates in the medical field all contribute to a high level of satisfaction (78%).

Negative Impact of ICT

IICD's monitoring and evaluation tool is meant for learning, both for IICD as well as its partners. The outcomes help to redefine the activities within the projects and make concrete changes for improvements. The negative impact outcomes offer valuable information for making very concrete changes to the project to off-set these negative impacts.

One example of learning from a negative impact involved a case in which a group of people, many of them women, was given basic ICT training. They were very enthusiastic and positive about the training they received. However, when they returned to their actual workplace it turned out that not all the people who had been trained had access to a computer, as those who did have a computer on their desk did not want to share their computer with others. The trained people could not build on their recently acquired professional knowledge and ICT skills and this resulted in the participants experiencing a negative impact. As a result of this outcome, measures were taken to ensure that, in future, people who receive ICT training will have **guaranteed access to a computer**, if necessary by scheduling fixed time slots.





Livelihoods Steady Increase in Economic Impact

For the initiatives in the Livelihood Opportunities sector, impact is measured by looking at the economic impact as perceived by the users, as well as how they view the impact of ICT-supported initiatives on the sector as a whole (Sector Impact).

Economic impact is measured by looking at whether end-users of a project are able to identify more places to sell their produce, whether they have more buyers for their produce, whether they are better informed about market prices, if they feel more empowered to negotiate for better prices, and if they are generating more income. In 2008, additional questions were included to inquire whether women gain access to more economic opportunities by using the systems and services.

Sector impact looks at whether users feel that the initiative has led to more cooperation among actors, whether they feel they are using more efficient production methods, and whether they feel they have more means to find relevant information for their activities. Users also respond whether they feel that infrastructure and connectivity has improved in the sector, as well as whether they feel that the initiative contributes to the role of women in the community changing for the better.

In 2008, **769 evaluation questionnaires** were collected from users of **23 different initiatives** across the countries. The impact data below reflects responses collected from livelihoods opportunities initiatives in Bolivia (5), Mali (5), Burkina Faso (4), Ghana (4), Zambia (3), Tanzania (1), Uganda (1), and Ecuador (1).

User Profile

The demographic profile of respondents to the questionnaires has not changed significantly compared to 2007. Overall, the concentration of users shifted slightly away from the capital and provincial/district town to more rural dwellers (72% in 2007 to 75% in 2008). The most significant difference, however, was in the increase in participation of users without any formal education, which almost doubled from 12% in 2007 to 21% in 2008.

Impact in 2008

In 2008, perceived impact figures rose across all indicators, with the most significant increase being recorded for the Economic Impact indicator at 63% (51% in 2007), continuing the trend of rising economic impact since 2005. Despite 2008 being a year of skyrocketing commodity prices, an increasing number of end-users of the ICT-enabled services stated that they had gained economic benefits (such as income and employment).

An especially large percentage of respondents from Ghana perceived a high economic impact (93%), which indicates that the initiatives stemming from the Round Table on *Market Access* in 2003 really impact the lives of their constituents. Most of the initiatives that stem from this Round Table process address production and marketing challenges faced by small and medium-sized enterprises, youth and rural farmers. The data collected relates to SEND's Agro-Market initiative, PEPS-C's Business Development Support Service Centre initiative, and MAPRONET's Business Information Centre (BIC).

However, Economic Impact does not always seem to be perceived clearly by the end-users. At the Zantiébougou Women Shea Butter Producers Cooperative (COPROKAZAN) in Mali, the doubling of total production and sales at the cooperative level within a period of two years has not always resulted in individual women farmers getting a better price for their shea nuts (karité). This may be because part of the profit will be re-invested in the cooperative to strengthen marketing activities, and part goes to the individual members in the form of a refund of membership fees determined on a yearly basis by the profits the cooperative has made. The global rise in commodity prices may also offset the economic advantages gained through the project in the perception of small producers.

Overall, differences in perceived impact were not big when compared to **Gender**, except for Economic Impact and Sector Impact. In both these categories, women claimed to see significantly more impact than men. This is a big difference when compared to 2007, when women and men rated these impact indicators equally, and lower than in 2008.





The impact on gender (looking at whether women gain access to more economic opportunities through the initiatives) needs to remain a focus for attention, especially in the Zambian and Bolivian Livelihoods initiatives, where a significantly smaller percentage of respondents claim to see impact (23% and 26% respectively).

Gender balance in users of the systems and services also remains a challenge for the Livelihoods sector, with 62% of sampled users being male and only 38% being female.

No substantial negative impact has been measured so far of the projects that have been monitored and evaluated in 2008.



Organisation



Organisational Development

The year under review started for IICD with the appointment of a new Managing Director, Ms Caroline Figuères, who succeeded Jac Stienen who retired after 7 years of service. IICD continued to further professionalise its organisation by improving its reporting system, introducing health checks for staff and new procedures. As we managed to make all the required changes, our ISO certification was also extended.

In 2008, IICD had **33 employees** (21 female and 12 male; 30.5 FTE). Out of the 33 employees, 10 worked part time and 23 on a full time basis; the average contract counted 0.95 FTE. The staff members were divided over three teams: Country Programmes, International Programmes, and Personnel, Finance & Central Services.

The Management Team consisted of: Ms Caroline Figuères (Managing Director and Chairperson of the Management Team), Mr Stijn van der Krogt (Director, Country Programmes), Mr Deem Vermeulen (Team Leader International Programmes), Mr Alan Gilmore (Finance Manager) and Ms Riet Nigten (Team Leader Personnel, Finance & Central Services and Manager Human Resources).



The International Programmes team was expanded with a full-fledged partnership team that works on all types of partnerships in the North and is mainly occupied with fundraising. Two staff members are now fully occupied with partnerships, at the same time supported by both the Team Leader International Programmes as well as the Managing Director to enter into new relations and strengthen existing ones.

Staff turnover was under 12% (4 employees), which is similar to the two previous years. Those who leave IICD take up new challenges elsewhere and become members of our community of experts. Although IICD is based in the Netherlands, it is an international organisation at heart. To maintain its international character, IICD recruits staff members from both inside and outside the Netherlands. In the year under review IICD had **staff members from 9 countries and 3 different continents**.

It is important to maintain a balance between, on the one hand, new staff who join IICD with new areas of expertise and experiences and, on the other hand, our experienced staff who will keep IICD's culture and way of working alive. For that reason, staff turnover was back on the agenda for 2008. In line with this, the **institutional memory of IICD** was also high on the agenda: How can we ensure that the knowledge base and contacts remain intact with people leaving the organisation?

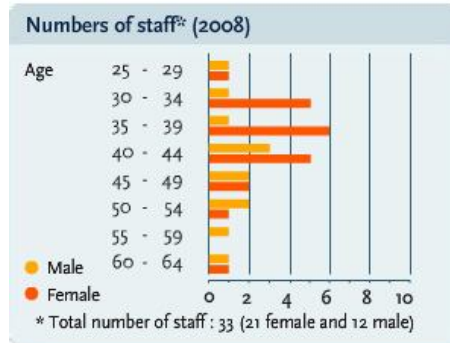
Absence as a result of illness showed a slight decrease in 2008. In 2007, absenteeism due to illness was still 2.98 compared to 2.51 in 2008. It was even lower compared to 2006 (2.69). Compared to other companies and organisations, such as the public sector in the Netherlands which reported an illness rate of 5.6% over 2008, IICD is doing quite well.

Quality Management

Early in 2008 IICD was visited by an external auditor, following on from the audit that led to IICD's initial certification in 2007. As IICD had complied with all the changes that were required, the ISO 9001 certification was extended. One of the requirements that really helps IICD to continuously maintain the high standards of quality it sets itself, is the **Management Review**. Although Team Leaders already implicitly kept track of the concrete outputs listed in the *Annual Plan* that were achieved, this needed to be done more explicitly for ISO and include a list of measures that would be taken if the projected achievements were lagging behind. Throughout 2007, as well as during the first half of 2008, the Management Team carried out a Management Review. This kept the whole organisation focussed on realising its plans.

Transparency

The Management Information System (MIS), an internal reporting system that was introduced in 2007, was further improved in 2008. All Country Teams now use this system for their quarterly reports. Although not all of the bugs have been resolved yet, and new wishes still appear - which is normal when a new system is first introduced - the system adds great value to the **transparency and efficiency of data within the organisation**. The MIS is also helpful when funding requests





have to be made. In the near future, the project data in the MIS will be linked to the financial data to further increase transparency.

ARBO (Health and Safety regulations in the Netherlands)

One of the risks mentioned by IICD staff members who regularly work abroad is the risk of health problems. In response to this, these staff members were given an introduction to the health risks they are exposed to in the different countries. Secondly, the staff members who travel to countries with major health risks are recommended to undergo a health check and obtain advice, plus vaccinations if required, at the Havenziekenhuis travel clinic in Rotterdam. In addition, they now have 24/7 access to advice when abroad. To further investigate these risks, some questions regarding safety during working hours were included in **IICD's annual Culture Test**. These will be further analysed and, if necessary, new measures will be taken.

A Healthy Working Environment

To improve the health of our staff members, measures have been taken to prevent staff members from being overloaded with work. For example, adaptations were made in the **system used by staff to report ill** : the immediate supervisor of the person reporting ill is now the first person to be informed and will follow up on the staff member who reported ill by staying in contact with him or her and checking to see whether tasks have to be handed over to other staff members during their absence. The way in which the **time registration system** was used also changed; talks took place with staff members about their time allocation, staff members who had accumulated a considerable number of holidays over the years were asked to bring down their number of holidays and staff members received instructions on how to register certain collective activities in the time registration system.

Corporate Social Responsibility

As corporate social responsibility is part of IICD's core business, the organisation also applies its commitment towards social responsibility to its own day-to-day operations. In that spirit, **IICD strives to minimise waste and purchase environmentally friendly supplies** from ethical, 'fair trade' vendors. By taking the decision not to open local offices in focal countries in order to guarantee local ownership, IICD staff members regularly fly out to meet with our partners in-country. As this has a negative impact on the environment, **travelling has been reduced to an absolute minimum**.



Human Resources

Making the Best Use of IICD's Internal Expertise

IICD's work in the countries is gradually changing. As more and more Country Programmes move towards leveraging, IICD's role shifts from project management, training and coaching to providing advice on large-scale ICT4D programmes and policies, and the different competences that are needed.

Staff development was high on the agenda in 2008. First, because quite a few new staff members entered the organisation and they all had to be prepared for their function. At the same time, since IICD wants to be an **expertise organisation**, staff members who have been in the organisation for a long time have the opportunity to further develop their competences. This is also in line with IICD's aim to focus more on **leveraging opportunities**. In 2008, the first experiments took place with sending staff members with specific areas of expertise to other IICD focal countries than they usually work in to share their expertise with people on the ground. This turned out to be highly beneficial for both the local partners and the IICD staff members involved. This experiment will therefore be continued in 2009. Plans to work with smaller teams and different roles on the Uganda Country Programme - a programme that is looking for leveraging opportunities - did not go ahead due to changes in staff. In the upcoming period it will be decided what role, or what roles, IICD wants to fulfil in countries that focus on leveraging. After a choice is made, the competences required to fulfil these roles will be defined. Staff development will then focus on developing these competences for staff members who are already involved as well as those who will be involved later.

IICD also strives to become a **learning organisation**. According to the definition drawn up by Peter Senge, 'learning organisations' are *'[...] organisations where people continually expand their*

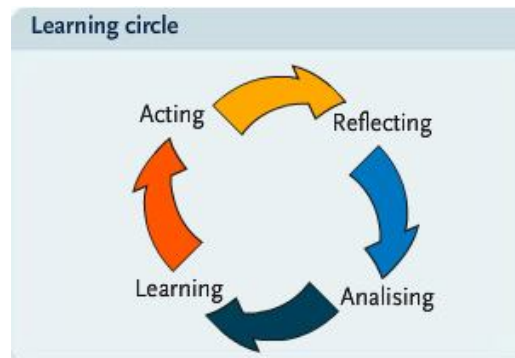


*capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together'. IICD is already on the right track towards become a learning organisation. Since 2008, IICD has taken part in PSO's 'Learn-Work Trajectory'. We also received a **quality bonus** on the basis of what we achieved in the last two years to further improve learning within the organisation. The learning trajectories will be further developed and implemented in 2009.*

To promote **internal knowledge sharing**, monthly in-house seminars are being organised by one or more staff members on themes that influence the work of all staff members, but especially for the purposes of organisational learning. Topics dealt with during these seminars have so far included Web 2.0, 3G technology, multimedia for content development, e-learning tools, mental and physical vitality, mobile applications, base of the pyramid, and time management. In addition, Thematic Learning Communities have also been established that use both face-to-face meetings and online tools to share and compare experiences, information, and knowledge about specific themes or sectors in which IICD is involved, namely education, health, (agricultural) livelihoods, gender, the environment, governance and innovation.

Personal Development

Early in 2008, **tests to gauge the stress levels of individual staff members** were carried out following indications that stress within the organisation might be too high. A small number of staff members turned out to be in the 'danger-zone', meaning that they ran the risk of suffering a burn-out. They were offered some extra guidance. Additionally, all staff members followed a short training course on how to deal with stress, and discussions took place on how to prevent stress. One of the conclusions was that not all staff members planned their work effectively. Consequently, all staff members attended a time management seminar.



To further improve work relations, all staff attended a follow-up training course on **how to deal with differences in expectations in work relations**. This training course was also held in 2007. The next internal **Culture Test** should indicate whether working relationships have subsequently improved. Twelve staff members also participated in a training course on Financial Management. On an individual basis, five staff members took part in a coaching trajectory, 10 followed a specific training course that responded to their expressed development needs, and six staff members participated in a workshop for development goals.



Corporate Governance Being Accountable

Although IICD is based in the Netherlands, its activities play out on the international stage. It receives funding from several different European development agencies which therefore makes it directly accountable to several other governments and international stakeholders.

A national Board of Trustees and an International Advisory Board work alongside IICD throughout the year to help it follow the right strategic course. The main point of contact for both the Board of Trustees and the International Advisory Board is the Managing Director. Our partners are represented in the national ICT for Development networks which are increasingly beginning to take on the role of holding IICD accountable for its achievements.

Since January 2008, IICD has been lead by Ms Caroline Figuères who acts as the **main point of contact for donors, the Board of Trustees, and the International Advisory Board**. She is also a member of a number of national and international associations and represents IICD on various international bodies, including: the ICT Working Group at the European Union; The World Bank ICT resources team, the Building Communication Opportunities (BCO) Alliance, an international donor and civil society learning partnership; Partos and PSO; the Global Knowledge Partnership (GKP), UN AID and is also a member of the Dgroups Steering Committee.



Board of Trustees

IICD is governed by a Board of Trustees made up of seven members, all of whom are senior representatives from the Dutch private, public and non-profit sectors. The constitutionally independent Board meets every quarter with the Managing Director and occasionally other staff members too. It is required to give its formal approval to any strategic and organisational decisions taken at IICD. The Board must also review the organisation's financial results and approve any budgets and Annual Plans. Board members receive a small expense allowance for these services.

The Board appoints any new Trustees. For the appointment of new Trustees the principle of complementarity is applied. The Minister for Development Cooperation in the Netherlands is informed in writing of the appointment of a new Trustee within two weeks of the decision being taken. If the Minister does not raise any formal objections to the appointment within four weeks, the appointment of the new Trustee is final. Should the Minister have any objections, these will be conveyed to the Board in writing. **Trustees are appointed for a period of three years**, after which they can be re-appointed twice for a further three-year term, if so requested. Trustees step down according to a timetable drafted by the Board. A decision to discharge a member can only be taken at an assembly of the Board in which all the remaining members are present or represented by fellow Board members.

In 2008, the Board of Trustees consisted of the following members: Ms Hella Voûte-Droste (Chairperson) | Mr Johan Piet (Secretary/Treasurer) | Ms Grace Boldewijn | Mr Henry Helmich | Mr Paul 't Hoen | Mr Gerd Junne | Mr Bernhard van Oranje.

By the end of the year, Paul 't Hoen announced that he would step down as a member of the Board of Trustees, having fulfilled two three-year terms of office. The vacancy he leaves behind will be filled in 2009.

In February 2008, 5 **members of the Board of Trustees travelled to Zambia** to visit a number of IICD-supported projects, among which the Chawama Youth Project, Mpelembe Secondary School, the National Blood Transfusion Service (NBTS) and the Organic Producer and Production Association Zambia (OPPAZ).

International Advisory Board

Complementing the Dutch perspective, which is provided through the Board of Trustees, IICD's International Advisory Board (IAB) consists of individuals from a diverse range of countries. Their backgrounds vary, but an interest in ICT for Development is the common denominator. **IAB members act as IICD's ambassadors on the international stage**. The IAB also plays an important role in formulating IICD's strategy, giving regular advice to the Managing Director on any proposed strategic development, and in reviewing existing approaches. A discussion on how to further enhance the strategic value of the IAB resulted in the formation of expert groups on different themes related to IICD's work in the different sectors.

In 2008, the International Advisory Board consisted of the following members: Mr Rob van den Dool (Chairperson, the Netherlands) | Mr Subbiah Arunachalam (India) | Mr Mike Jensen (South Africa) | Mr Kerry McNamara (USA) | Mr Eduardo Monge (Costa Rica) | Mr Johnson Nkuuhe (Uganda) | Mr Jan Pronk (the Netherlands) | Ms Ingrid Hagen (the Netherlands).

By the end of the year, the IAB had **two vacancies** as both Ms Anne Rachel Inné and Aida Opoku Mensah announced to turn their membership into Goodwill Ambassador. These vacancies will be filled in 2009.



In 2008, IAB members participated in IICD's **two strategic workshops** : 'Scenarios for the Future of IICD: Demand for ICT4D in Developing Countries' and 'The Influence of New Technologies on Development'. The results of these workshops will contribute to a further strategic workshop, which is currently planned for the spring of 2009 and intended to feed directly into the new **Strategic Framework for 2011–2015**.

Risk Management

To make sure IICD can achieve its goals, several risk management checks have been built in to avoid negatively influences to its work.



Visibility Increasing IICD's Visibility

In line with the Corporate Communication Strategy, which was first implemented in 2006, IICD continued to work on increasing its external visibility. Enhanced visibility will provide IICD and local partners with better and easier access to funding, knowledge and new partners. This, in turn, will enable IICD to work more effectively on ICT4D programmes.

IICD's **Communication Strategy** includes the revitalised positioning and presentation of IICD, for which most of the work had already been done in the two previous years. In the year under review, IICD concentrated primarily on increasing its visibility among stakeholders at the national level, with the exception of the ICT4D sector and donor agencies from the public sector.

An important step was taken with the revision of IICD's services for its private partners, especially those based in the Netherlands, and developing new products such as a **micro-website** that specifically targets private sector companies, a **new brochure** and a **video outlining the benefits of public-private partnerships**.

The relationship with donors from the public sector was strengthened with IICD's involvement in various small-scale events. Together with the Dutch NGO, Hivos, IICD organised **lunch sessions** for sector specialists at the Dutch Ministry of Foreign Affairs. IICD also participated in activities organised by the World Bank and the EU. At the request of the Swiss Development agency (SDC), IICD described exactly how their support had contributed to the lives of people in developing countries in a number of different IICD publications.



Today, most of IICD's stakeholders understand how ICT can be used for development purposes. The niche has matured and **a lot has been written and published about the impact of ICT4D**. Nevertheless, it is still important to continue sharing stories and news about progress that has been made on the ground. In 2008, a number of print and online communication materials explaining **how ICT can contribute to development** were published. The new website containing project descriptions, stories, blogs, videos and resources from the field has turned out to be one of IICD's most important media, together with **Logon4D, IICD's quarterly online newsletter**. The launch of IICD's online Annual Report for 2007 also deserves to be mentioned here. Inspired by the current call for greater transparency, IICD developed a special website, which is linked to its corporate website, where it published all its **results and achievements during 2007**. The text of the online Annual Report makes use of a variety of materials including pictures, interviews with staff members, stories from the field, pictures and graphics, all of which bring people closer to IICD's work and give them a better understanding of the challenges and successes involved in implementing ICT4D.

The visibility of the organisation was further enhanced as a result of several features about its work that appeared in different magazines and its involvement in a number of international and national events and seminars relating to ICT and development such as **Afrikadag**, the **i4D network**, **Fill the Gap**, and **eLearning Africa**.



Finance

Auditor's Report

Introduction

We have audited whether the accompanying abbreviated financial statements of Stichting International Institute for Communication and Development at The Hague, for the year 2008 have been derived consistently from the audited financial statements of Stichting International Institute for Communication and Development, for the year 2008. In our auditors' report dated 13 may 2009 we expressed an unqualified opinion on these financial statements. Management is responsible for the preparation of the abbreviated financial statements in accordance with the accounting policies as applied in the 2008 financial statements of Stichting International Institute for Communication and Development. Our responsibility is to express an opinion on these abbreviated financial statements.

Scope

We conducted our audit in accordance with Dutch law. This law requires that we plan and perform the audit to obtain reasonable assurance that the abbreviated financial statements have been derived consistently from the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these abbreviated financial statements have been derived consistently, in all material respects, from the financial statements.

Emphasis of matter

For a better understanding of the company's financial position and results and the scope of our audit, we emphasize that the abbreviated financial statements should be read in conjunction with the unabridged financial statements, from which the abbreviated financial statements were derived and our unqualified auditors' report thereon dated 13 may 2009. Our opinion is not qualified in respect of this matter.

Rotterdam, May 13, 2009
Borrie & Co, Auditors
drs. M.J. Verhoeve RA

** For the complete annual accounts 2008, including accounting principles and detailed statements, please contact IICD.*



Balance sheet and statement of operating income and expenses

BALANCE SHEET AS AT 31 DECEMBER 2008*



Euro	31-12-2008	31-12-2007
ASSETS	€	€
FIXED ASSETS		
Tangible fixed assets	111.022	109.497
Totals	111.022	109.497
CURRENT ASSETS		
Receivables & prepaid expenses	819.735	451.384
Cash & bank	1.073.181	1.719.506
Totals	1.892.916	2.170.890
TOTAL ASSETS	2.003.938	2.280.387
LIABILITIES		
	31-12-2008	31-12-2007
	€	€
EQUALIZATION ACCOUNT	74.268	62.243
LONG TERM LIABILITIES	36.750	47.250
CURRENT LIABILITIES		
Payables & accrued liabilities	1.848.099	2.138.091
Taxes & social security payments	44.821	32.803
Totals	1.892.920	2.170.894
TOTAL LIABILITIES	2.003.938	2.280.387



STATEMENT OF OPERATING INCOME AND EXPENSES FOR 2008*



Euro

SUMMARY

Actual 2008
C

Actual 2007
C

INCOME

Ministry of Foreign Affairs:

Activity number 2758 DCO 0012152

4.538.097

4.569.197

Other Donor Income

1.042.458

1.429.815

TOTAL INCOME

5.580.555

5.999.012

EXPENSES

Ministry of Foreign Affairs:

Personnel expenses

2.004.428

1.964.245

Office

486.849

471.047

Management & Board

84.144

64.400

Depreciation charges

10.500

10.500

Expenses Allocated to Projects

(2.465.113)

(2.328.800)

120.808

181.392

Interest etc.

(19.369)

(40.407)

Project expenses

Country Programmes

2.547.937

2.716.435

Thematic Networks

903.689

838.349

Seed Funds

1.178.354

1.517.952

Corporate services

849.136

785.291

5.479.116

5.858.027

TOTAL EXPENSES

5.580.555

5.999.012

BALANCE

-

-



* For the complete annual accounts 2008, including accounting principles and detailed statements, please contact info@iicd.org



Fundraising Locating Funding Opportunities

To achieve IICD's mission, joint ventures with different types of organisations interested in ICT4D are vital. One reason is the need to acquire the funds needed to realise our core activities in the nine focal countries. In 2008, the strategy for fundraising among Dutch NGOs was fine-tuned and new opportunities were explored in Europe and the United States.

Several initiatives were taken in 2008 to strengthen IICD's position in the Dutch market, including signing a number of MoUs (**Memorandum of Understanding**) and submitting **proposals for additional funding**. Together with the GET Foundation, a proposal was submitted to the Schokland Fund. Cooperation with PSO was expanded which not only secured the income for 2009-2010, but also enabled us to tap into **PSO's knowledge about capacity development**. We were able to secure 10% from the Dutch NGO sector, as a result of which we managed to achieve the goal defined by DGIS.

The same thing happened on the international market where IICD managed to continue its cooperation with the Swiss Development Cooperation (SDC) and also submitted proposals to different organisations such as the European Union (EU), Finland and the European Space Agency (ESA/ESTEC). We managed to secure 9%, but not the 25%, which is required by DGIS. One of the main reasons is that often, the non-DGIS supported organisations decentralise which means that decisions are made by representatives of these organisations in the South. Therefore, developing cooperation whereby funds are directly channelled from the local office to the partner and therefore not through the IICD's bank account appears to be much easier. It is also for that reason that IICD seeks for added value through cooperation with headquarters in the North. If IICD can assist organisations with embedding ICT in their development programmes, then that might provide the added value that would prompt these organisations to consider cooperating more closely with IICD.



Focus 2009



Growing and Expanding

In the coming year, IICD will continue to work on its organisational strategic goals as mentioned in the 'Strategy' section.

In 2009, work in the current group of countries will continue, with a focus on establishing a **high quality ICT for Development (ICT4D) network**, facilitating the presence of a **strong network of technical advisers**, and achieving a **high percentage of independent projects**. IICD's overall focus is to expand its experience and reach out to end-users in the key social sectors of agriculture, education and health in most countries. These sectors provide the keys to achieving the Millennium Development Goals and are therefore a priority for many governments and their main development partners in Africa and Latin America.

Within the current sectors, projects and networks, IICD will increasingly work on activities by and for female end-user groups. This is the result of a need to include a **proactive focus on female end-users** in order to reach the target groups through our programmes.

The programmes in countries that have entered the 'Expansion Phase' or 'Consolidation Phase' will focus on securing institutional embedding of ongoing projects in the core business of IICD's partner organisations and embedding ICT facilities and content in the day-to-day practices of the target group. For leveraging, the main objective is to develop a structured process-approach towards



leveraging programmes and to participate in at least 1 to 2 national ICT4D programmes implemented by project partners or government agencies and with resources provided by the governments or development partners in each country.

Technical Innovation

More attention will also be paid to technical innovation. IICD will focus on two areas of innovation. Firstly, **affordable and reliable connectivity and sustainable energy** as this remains a major obstacle in most of our countries, particularly where bringing connectivity to rural areas is concerned. Secondly, **innovation at the level of ICT applications** will be promoted to respond to requests made by longer-standing project partners to help them introduce new applications built on initial basic applications such as e-commerce and GIS-based mapping for the livelihoods sector. At least **two experiments with innovative technology** are planned. Where possible, work will be done in close collaboration with private sector bodies and research institutions.

Harvesting Lessons Learned and Knowledge Sharing

In 2009, IICD will continue to work on becoming a true 'learning organisation' by maintaining its own learning as a priority which will, in turn, contribute to the quality of its partners' activities and programmes. **The thematic focus for IICD in 2009 will be on Health, Innovation and Gender**. This will allow for increased time and financial investments to assist IICD and its partners to harvest and disseminate their experiences.

Organisation

To **strengthen the transformation of IICD into a 'learning organisation'**, the Human Resources Development unit will focus on the following in 2009:

- Being prepared for new focus areas and ways of working;
- Ensuring that the staff required to realise the different programmes is available, and hiring the most suitable candidates for staff vacancies;
- Contributing to a safe and healthy working environment.

Special attention will be given to **maintaining the ISO certificate**, maintaining and improving an appropriate Management Information System (MIS), and continuing to use different management tools such as time writing, financial management, etc.

Partnering and Visibility

IICD seeks partnerships to add value to its own activities and those of its partners. The added value is mainly related to the knowledge available among partners and/or their networks. In some cases, partners also provide additional funding. In more general terms, IICD will look for **knowledge partners** in 2009 that are relevant for our work (by providing support to our partners). IICD will continue looking for **additional enabling partners**, allowing IICD to get a minimum of 25% of its funding from non-DGIS sources. IICD will also reinforce its collaboration with Dutch NGOs.

To support IICD's quest for new partners, in 2009 IICD's Communication Strategy will focus once again on strengthening IICD's position as an expert in the field of ICT for development and will look for ways to further increase IICD's visibility as a potential partner among potential donors and private companies and, in addition to this, consolidate the existing relationship with the Dutch development sector.



Annex 1

Overview of projects and policies

In 2008, IICD supported leveraging projects, policy processes and projects on the ground. Below is a list of projects and their implementing organisations.

Country Programme	Owner
Bolivia	
Leveraging projects	
Education	
National ICT Programme for the Education Sector	Ministry of Education
Livelihood opportunities	
ICT Strategy for the Agriculture Sector	Ministerio de Desarrollo Rural y Medio Ambiente (MDRAYMA)
Agriculture Information and Communication System Santa Cruz	Departmental Government Santa Cruz
On the ground projects	
Education	
ICT in Primary and Secondary Education	Asociacion Multidisciplinaria Chaski
CAPTIC Training Centre	EnBolivia.com
ICT for Teaching and Learning in Schools	Fundacion Ayni Bolivia
Interactive Education Materials on Indigenous Cultures	Apoyo para el Campesino-Indigena del Oriente Boliviano (APCOB)
Educational Computer Centres in Yapacaní	Centro de Promoción Agropecuarios Campesino (CEPAC)
Environment	
Strengthening the Network for Sustainable Development and Environment	Centro Boliviano de Estudios Multidisciplinarios (CEBEM)
Governance	
ICT for Strengthening the Capacities of Female Indigenous Leaders	Confederación de Pueblos Indígenas de Bolivia (CIDOB)
Online Consulting Service on Domestic Violence	Casa de la Mujer
Livelihood opportunities	
Technical-Commercial Information Centres for the Agro-Ecological Sector	Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
Agriculture Information Systems in the Valleys of Santa Cruz	Instituto de Capacitación del Oriente (ICO)
Market Access for Export Organisations in Bolivia through the eFresh Portal	Asociación de Organizaciones Productoras Ecológicas de Bolivia (AOPEB), Centro de Promoción Bolivia (CEPROBOL)
Commercial Information and Advisory System for Agricultural Producers	Promueve Bolivia
Information System for Access to Public Funding by Small Producers in Agriculture	Coordinadora de Integración de Organizaciones Económicas Campesinas de Bolivia (CIOEC)
Information System for Innovation and Competitiveness of Small Farmers	Centro de Promoción Agropecuarios Campesino (CEPAC)
Marketing Information System, Chuquisaca	Fundación Acción Cultural Loyola (ACLO)



ICT for the Exchange of Farmer Experiences in Ecological Agriculture	Fundación AGRECOL Andes
Geographic Information System for the Production of Cacao	El Ceibo
ICT for Agriculture in the Chiquitano Region	Apoyo para el Campesino-Indígena del Oriente Boliviano (APCOB)
Burkina Faso	
Projects on the Ground	
Education	
Information and Communication Technologies for Education	Zongo's Consulting and Productions (ZCP)
Livelihoods	
Improve Communication in Shea Butter Section (MIPROKA)	Association Song-Taab Yalgré (ASY)
Improvement of Agriculture Related Information Channels to Farmers in the Rural Area Sissili	Fédération Provinciale des Producteurs Agricoles de la Sissili (FEPPASI)
Market Price Information System Using Web and National Television	L'Institut Africain de Economie Rurale (IABER)
Reinforcement of Sensitisation Impact on Water Sanitation through the Use of Information and Communication Technology	Sahel Solidarité
Rural women's information network in Zabré	Pag-La-Yiri
Ecuador	
Leveraging Projects	
Education	
Development of Telecommunication	Fondo de Desarrollo de las Telecomunicaciones (FODETEL)
Livelihood opportunities	
Power and Communications Sectors Modernisation and Rural Services (PROMECS)	Secretaría Nacional de Planificación y Desarrollo (SENPLADES)
On the ground projects	
Governance	
Use of ICTs in Informing About the External Debt Situation of Ecuador	Jubileo 2000 Red Guayaquil
Digitizing the 'Memory' of the Social Struggles	Radio La Luna
Involving Local Youth Councils in Good Practices in Local Governance	Fundación Futuro Latino Americano
School for Strengthening Local Management by Rural Women Leaders in Ecuador	Asociación Mujeres Juntas Parroquiales Rurales del Ecuador (AMJUPRE)
Ciudadanía Informada: Citizens' Participation	Participación Ciudadana
Citizenry Online	Auditoría Democrática Andina
Livelihood opportunities	
Market Information System on Local-Level Offer and Demand	CAMARI-FEPP
ICT for the optimisation of production, marketing and social organisation of cacao growers in Ecuador	Maquita Cushunchic Comercializamos como Hermanos
Design and Implementation of the SERVIR Regional Credit Evaluation Service	Red Financiera Rural (RFR)
Information Management on Sustainable Production Systems	Coordinadora Ecuatoriana de Agroecología
Agritrade versus Food Self-Sufficiency	Acción Ecológica
Conserving Mangroves with ICTs and Community Production	Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar del Ecuador
Promotion, Dissemination and Marketing of Community Tourism	Federación Plurinacional de Turismo Comunitario del Ecuador



Ghana	
Leveraging projects	
Livelihood opportunities	
Community Information Centre Initiative	Ministry of Communications / Giftel
ICT policy projects	
Governance	
Support to ICT for Accelerated Development (ICT4D) Process	National ICT committee
Health	
ICT Policy for the Health Sector	Ministry of Health
Livelihood opportunities	
Support to ICT sector policy, strategy and implementation plan for the agriculture sector in Ghana	Ministry of Food & Agriculture
On the ground projects	
Education	
Global Teenager Project	Rescue Mission Ghana
Environment	
African Environment Information Network	Environmental Protection Agency
Governance	
ICT Capacity Development Centre For Enhancing The National Portal	Ministry of Information and National Orientation
Ghana Government's Portal: Coverage of Election 2004	Ministry of Information and National Orientation
Livelihood opportunities	
Eastern Corridor Agro-Market Project	Social Enterprise Development Foundation of West Africa SEND
Market Information Service Facility and Training Project	Market Access Promotion Network (MAPRONET)
ICT Support for Rural Agricultural Literacy	Women and Development Project
Business Development Support Services for SMEs using ICT	Producer Enterprises Promotion Service Centre (PEPS-C) http://www.peps-c.org
Establishing Information Centres	Association of Church Development Projects (ACDEP)
E-Commerce for Non-Traditional Exports Project	MoFA
Ghana Agricultural Information Network Collaboration Using ICT (GAINS)	The Institute for Scientific and Technological Information of the Council for Scientific and Industrial Research (CSIR-INSTI)
Jamaica	
On the ground projects	
Education	
ICT Remedial Learning for Youth	ICT4D Jamaica
Livelihood opportunities	
Community Without Borders	ICT4D Jamaica
Agriculture Business Information System	Rural Agriculture Development Agency (RADA)
Caribbeat Music Marketing	Caribbeat Limited
Caribbean Music Exposition	Caribbean Music Exposition (CME) Conventions



Mali	
On the ground projects	
Education	
ICT Development Centre	ICT Development Centre (IDC)
Health	
Teleradiology in Mali (IKON)	La Société d'Imagerie du Mali (SOMIM)
Rural Information System for the Mandé Region	3AG - Fabema - Réseau d'Information du Mandé
Livelihood opportunities	
Jefako Gelekan - Rural Information System for Farmers in the Sikasso region	CRCR
Shea Butter and ICT	AMPJ/COPROKAZAN
Sene Kunafoni Bulon	CRRA/URPM/CFTS/APPS
Quality & FRUILEMA	GIE FRUILEMA
Chaîne de Télécentres	Datatech
Soleil Artnet - Promoting the Visibility of Artists	Soleil d'Afrique
Tanzania	
Leveraging projects	
Governance	
District Computerization Kinondoni	Commission for Science and Technology (COSTECH)
Health	
Development of Management System for Health Facility	Evangelical Lutheran Church Tanzania (ELCT)
ICT policy projects	
Health	
Strategizing ICT for Health	Christian Social Services Commission (CSSC) & Commission on Science and Technology (COSTECH)
Education	
ICT Policy for Education	Commission for Science and Technology (COSTECH), Ministry of Education and Vocational Training (MoE)
On the ground projects	
Education	
Distance Education for Secondary Schools	Distance Learning and Education Services (DLES)
Educational Website	Tanzania Education and Information Services Trust (TanEdu)
ICT-Connect-TED	ADEM, Teacher training colleges
Tanzania Students Website/Wanafunzi	Tanzania Education and Information Services Trust (TanEdu)
Teacher Professional Development	Bright Education Trust Fund (BETF)
Health	
Telemedicine	Evangelical Lutheran Church Tanzania (ELCT)
District Health Management Information Systems (D-HMIS)	African Inland Church in Tanzania (AICT), Evangelical Lutheran Church in Tanzania (ELCT), Roman Catholic Church (RCC), Christian Social Services Commission CSSC), CMO
Health Network	Christian Social Service Commission (CSSC)
Modular Strategic Implementation of ICT in Health Care Facilities	Sengerema Hospital and Magu District Council
E-Learning Incubator for Health Workers	School of Hygiene



Livelihood opportunities	
Agricultural Business Information Services (ABIS) - Cromabu component	Crops Marketing Bureau (CROMABU)
Rural Community Access in Kibengwe	Kagera Agricultural and Environmental Management Programme (KAEMP), University of Dar es Salaam Computing Centre (UCC), Community TeleCentres (CTC)
Uganda	
Leveraging projects	
Governance	
Replication of DistrictNet	Ministry of Local Governance
Livelihood opportunities	
Replication of Rural Information Support with SNV	SNV World (Netherlands Development Organisation)
ICT policy projects	
Implementation	
Governance	
ICT policy National Planning Authority	National Planning Authority (NPA)
Support to ICT policy, strategy and implementation plan for Trade, Tourism and Industry	Ministry of Tourism, Trade and Industry (MTTI)
Health	
Support for ICT Health Policy and Strategy	Min of Health/National Telemedicine/E-health Steering Committee (NSTC)
On the ground projects	
Implementation	
Governance	
E-Society Apac	joint initiative of different partners
Health	
Health Child	Cordaid
Livelihood opportunities	
Information Flow Management and Networking at Ministry of Trade Tourism and Industry	Ministry of Trade Tourism and Industry (MTTI)
Rural Information System to support a Commodity Exchange	Uganda Commodity Exchange (UCE), Ministry of Tourism, Trade and Industry (MTTI)
Independent continuation	
Education	
Content Development at National Teachers Colleges	Kyambogo University
East African Centre for Open Source Software	East African Centre for Open Source Software (EACOSS)
Governance	
District Administrative Network Programme	Local Governments of Mbale, Mbarara, Lira and Kayunga
Health	
Improving Continuous Medical Education for Rural Health Workers through ICT Training	Uganda Martyrs University (UMU)
Livelihood opportunities	
Improve Competence for Rural Micro- and Small Scale Enterprises	Uganda Industrial Research Institute (UIRI), Management Training and Advisory Center (MTAC)
Trade Tourism Industry Capacity Development Centre	Uganda Industrial Research Institute (UIRI), Ministry of Tourism, Trade and Industry (MTTI)
Agriculture Research and Rural Information Network	Ndere Troup



Zambia	
Leveraging projects	
Livelihood opportunities	
Youth Resource Centres	Ministry of Sports, Youth and Child Development (MSYCD), National Youth Development Council (NYDC)
ICT policy projects	
Education	
ICT policy Ministry of Education	Ministry of Education
On the ground projects	
Education	
Education Support Network Project	One World Africa
Global Teenager Project	Trio Consult
Integration of ICT in the Copperbelt College of Education Curriculum	Copperbelt College of Education
Enhancing the Visual and Presentation of Educational Content	Mpelembe Secondary School
Opensource Zambia Initiative	ColdReed Training Ltd.
Health	
Establishment of an ICT Resource Centre	Zambia Union of Nurses Organisation
Integrated Patients Monitoring System	Catholic Diocese of Mongu
Integrated Blood Donor Data Base Management System	Zambia National Blood Transfusion Service (ZNBTS)
Livelihood opportunities	
Development of an Effective Information Flow System	Zambia Agricultural Research Institute (ZARI)
Women's Organisations Information for Development Network	Zambia Association for Research and Development (ZARD)
ICT Integration Multimedia & Recording	Chawama Youth Project
Integrating ICT for Quality Assurance and Marketing	Organic Producers and Processors Association of Zambia (OPPAZ)
Strengthening the Agriculture Information Flow and Dissemination System	National Agricultural Information Services (NAIS)
Small Initiative Fund (SIF) 1	StepOut
Governance	
InfoDispatch	infoDispatch



Annex 2

List of Partners

See which project partners we worked with in 2008. IICD's enabling partners are also listed.

Bolivia
National ICT4D Network: TiCBolivia
Apoyo para el Campesino-Indígena del Oriente Boliviano (APCOB)
Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
Asociación Multidisciplinaria Chaski
Casa de la Mujer
Centro Boliviano de Estudios Multidisciplinarios (CEBEM)
Centro de Promoción Agropecuarios Campesino (CEPAC)
Centro de Promoción Bolivia (CEPROBOL)
Confederación de Pueblos Indígenas de Bolivia (CIDOB)
Coordinadora Integradora de Organizaciones Económicas Campesinas (CIOEC)
Departmental Government Santa Cruz
El Ceibo Cooperative
EnBolivia.com
Fundación Acción Cultural Loyola (ACLO)
Fundación AGRECOL Andes
Fundación AYNI Bolivia
Instituto de Capacitación del Oriente (ICO)
Ministry of Education and Culture
Ministry of Rural Development, Agriculture and Environment (MDRAyMA)
Promueve Bolivia
Burkina Faso
National ICT4D Network>: Burkina-NTIC
Association Song-Taab Yalgré (ASY)
Fédération Provinciale des Producteurs Agricoles de la Sissili (FEPPASI)
L'Institut Africain de Economie Rurale (IABER)
Pag-La-Yiri
Sahel Solidarité
Zongo's Consulting and Productions (ZCP)



Ecuador
National ICT4D Network: Infodesarrollo.ec
Acción Ecológica
Asociación Mujeres Juntas Parroquiales Rurales del Ecuador (AMJUPRE)
Auditoría Democrática Andina
Camari
Coordinadora Ecuatoriana de Agroecología (CEA)
Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar (C-CONDEM)
Federación Pluricultural del Turismo Comunitario del Ecuador (FEPTCE)
Fondo Ecuatoriano Populorum Progressio (FEPP)
Fundación Futuro Latino Americano
Jubileo 2000 Red Guayaquil
Maquita Cushunchic Comercializamos como Hermanos (MCCH)
Participación Ciudadana
Radio La Luna
Red Financiera Rural (RFR)
SENPLADES
Ghana
National ICT4D Network: GINKS
Asociation of Church Development Projects (ACDEP)
Environmental Protection Agency (EPA)
Giftel
Institute for Scientific and Technological Information (INSTI) of the Council for Scientific and Industrial Research (CSIR)
Market Access Promotion Network (MaProNets)
Ministry of Communications
Ministry of Food and Agriculture (MoFA)
Ministry of Health
Ministry of Information and National Orientation (MINO)
National ICT Committee
Producer Enterprises Promotion Service Centre (PEP-C)
Rescue Mission Ghana
Social Enterprise Development Foundation of West Africa (SEND)
Women and Development Project
Jamaica
National ICT4D Network: ICT4D Jamaica
Caribbeat Limited
Caribbean Music Exposition (CME) Conventions
Jamaica Computer Society Education Foundation (JCSEF)
Rural Agricultural Development Authority (RADA)



Mali
National ICT4D Network: Mali-NTIC/Togunet
3AG (Association d'Aide et d'Appui aux Groupements)
APPS
Centre Regional de la Recherche Agricole Sikasso (CRRA)
CFTS
Datatech
Fabema
Fruits et Légumes du Mali (Fruilema)
ICT Development Centre (IDC)
La Société d'Imagerie du Mali (SOMIM)
Le Conseil de l'Ordre de Pharmaciens de Mali (CNOP)
Regional Committee for Coordination of Rural People (CRCR)
Réseau d'Information du Mandé
Soleil d'Afrique
URPM
Zantiébougou Women Shea Butter Producers Cooperative (COPROKAZAN)
Tanzania
National ICT4D Network: SWOPnet
National ICT4D Network: Mwanza Community
African Inland Church in Tanzania (AICT)
Agency for the Development of Education Management (ADEM)
Bright Educational Trust Fund (BETF)
Christian Social Services Commission (CSSC)
Tanzania Commission for Science and Technology (COSTECH)
City Medical Office
Community TeleCentres (CTC)
Crops Marketing Bureau (CROMABU)
Distance Learning and Education Services (DILES)
Evangelical Lutheran Church in Tanzania (ELCT)
Kagera Agricultural and Enviromantal Management Programme (KAEMP)
Ministry of Education and Vocational Training (MoE)
Roman Catholic Church (RCC)
Sengerema Hospital and Magu District Council School of Hygiene
Tanzania Education and Information Services (TanEdu)
Tanzania Tradional Energy Development and Environment organisation (TaTEDO)
Teacher Training Colleges
University of Dar es Salaam Computing Centre (UCC)



Uganda
National ICT4D Network: I-Network Uganda
Cordaid
East African Centre for Open Source Software (EACOSS)
Kyambogo University
Local Government of Kayunga
Local Government of Lira
Local Government of Mbale
Local Government of Mbarara
Management Training and Advisory Center (MTAC)
Ministry of Health
Ministry of Local Governance
Ministry of Tourism Trade and Industry (MTTI)
National Planning Authority (NPA)
National Telemedicine Programme
Ndere Troupe
SNV World (Nederlands Development Organisation)
Telehealth Steering Committee (NSTC)
Uganda Catholic Medical Bureau (UCMB)
Uganda Commodity Exchange (UCE)
Uganda Debt Network (UDN)
Uganda Industrial Research Institute (UIRI)
Uganda Institute of Information and Communications Technology (UICT)
Zambia
National ICT4D Network: eBrain
Catholic Diocese of Mongu
Chawana Youth Project
ColdReed Training Ltd.
Copperbelt Training Ltd.
Info Dispatch
Ministry of Education
Ministry of Sports, Youth and Child Development (MSYCD)
Mpelembe Secondary School
National Agricultural Information Services (NAIS)
National Youth Development Council (NYDC)
One World Africa
Organic Producers and Processors Association of Zambia (OPPAZ)
StepOut
TrioConsult
Zambia Agricultural Research Institute (ZARI)
Zambia Association for Research and Development (ZARD)
Zambia National Blood Transfusion Service (ZNBTS)
Zambia Union of Nurses Organisation



IICD enabling partners

ActionNow Alliance
Anne Frank Stichting
Altran
Association for Progressive Communications (APC)
Atos Origin
Bellanet
Cordaid
Dgroups
ESA
Food and Agriculture Organization of the United Nations (FAO)
GET Foundation
Global E Trading
Global Knowledge Partnerships (GKP)
Humanist Institute for Cooperation with Developing Countries (Hivos)
ICCO
INASP
Inter Access
International Development Research Centre (IDRC)
KPN
Manobi
OneWorld International
OneWorld Nederland
Ordina
Partos
PSO
Royal Tropical Institute KTI
Spider
Stichting Round Table
Swiss Agency for Development and Cooperation (SDC)
Telecentre.org
TNO Nederland
United Nations Educational, Scientific and Cultural Organization (UNESCO)
War Child Nederland
World Bank



IICD profile



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

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

IICD was established by the Netherlands Ministry of Foreign Affairs in 1996. Our core funders include the Dutch Directorate-General for Development Cooperation (DGIS) and the Swiss Agency for Development and Cooperation (SDC). We also work closely together with the Dutch not-for-profit organisations Cordaid, Hivos and PSO. For more information, please visit www.iicd.org.

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