

The logo for the International Institute for Communication and Development (iicd) features the lowercase letters 'iicd' in a dark blue, serif font. To the right of the text is a white graphic element consisting of two curved lines that intersect to form a stylized, circular shape, resembling a globe or a network node.

**iicd**

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**Annual Report 2000**

INTERNATIONAL INSTITUTE FOR  
COMMUNICATION AND DEVELOPMENT

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# Chairman's Report

DR. J.E. ANDRIESSEN - CHAIRMAN OF THE BOARD OF TRUSTEES



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In 2000 the members of IICD's Board of Trustees were able to leave the written reports behind and travelled to Ghana to observe the work of IICD and its local partners first hand. The Ghana Country Programme highlights four major initiatives: the ICT Training Centre, the Global Teenager Project, the project 'E-commerce for small-scale farmers', and the programme to develop a policy for applying information and communication technologies (ICTs) in the health care sector.

The ICT Training Centre in Accra is one of the projects that resulted from the ICT Roundtable Process in Ghana. The workplace was immaculate, and was humming with computers that were actively being used for ICT training. The trainers had already developed a variety of training manuals and were eager to demonstrate various applications. They were even experimenting with a satellite connection. So far, no surprises – this might well have been a training centre in an industrialised country. Then, something happened...

My first 'reality check' took place in a school close to Accra. The school could have been from a Dickens story, the one where Oliver Twist asked for more. One room stood out among the many sparsely equipped classrooms. There were three computers, at which about 20 students were working together. Using email, they were in touch with students from other schools in Africa, the Caribbean, Europe and the Middle East. Via Learning Circles, they exchange information on a range of subjects and publish their results in a joint paper. The level of interest, even passion, became increasingly evident when the students were awarded certificates for participating in the programme, called the Global Teenager Project. With great pride, 40 to 50 girls and boys aged between 10 and 14 showed us their certificates and eagerly told stories about all they had learned.

The next stop in our visit was the project 'E-commerce for small-scale farmers'. After a long journey, we arrived in a vast field of pineapples. The area is remote, and crop prices have been under pressure. Some buyers have used – or rather misused – the situation by buying part of the crop on credit, but without returning to close the deal. Local farmers, united into a cooperative, saw the Internet as an opportunity to obtain better information on prices and on reputable

buyers, and at the same time to enable them to explore more profitable markets. The first thing we saw at the project site were computers installed in a shed. The farmers believe that those computers hold great promise as a means for ensuring their success. To them and many other Ghanaians, ICTs are key tools for achieving socio-economic progress, and thus a more secure future.

"THE BOARD'S VISIT TO GHANA ENABLED ME TO WITNESS IN PERSON THE POSITIVE IMPACT ICT CAN HAVE ON THE DAILY LIVES OF PEOPLE. THIS EXPERIENCE EVEN STRENGTHENED MY BELIEF IN AND COMMITMENT TO THE WORK IICD IS DOING."

DR. J.E. ANDRIESSEN - CHAIRMAN OF THE BOARD OF TRUSTEES

The programme of the Ghanaian Ministry of Health to develop a sectoral policy for applying ICTs in health care was also very impressive. In the past, a great deal of money has been invested in infrastructure



Members of IICD's Board of Trustees visiting Ghana

# Management Report

JAC STIENEN - MANAGING DIRECTOR



development. In particular, all health care institutions have been connected via telephone lines in a separate network, both to ease the exchange of information on patient treatment and drug intake, and to improve logistics and monitoring. The telephone is often an unreliable information carrier, however, and it was soon realised that the medium was less than suitable for efficiently exchanging complex information. It was therefore decided that email, the Internet and management information systems were necessary additional tools. That's where IICD's assistance came in.

During our visit to Ghana we discussed at length IICD's unique approach with various actors, including IICD's project and training partners. The themes or priorities are selected not by IICD, but by the local participants during the ICT Roundtable workshops. The participants themselves select the most needed

applications of ICT within key development sectors. Next, local 'agents of change' become the owners of the programmes and projects, and carry overall responsibility. IICD acts only as a facilitator, knowledge broker and adviser during project formulation and implementation. For example, it provides organisational and technical assistance, capacity development training, opportunities for establishing partnerships, and other resources.

IICD's emphasis on local ownership and a demand-driven approach is unique among development initiatives and is highly appreciated locally. In this way, IICD serves as an incubator for people and organisations in developing countries, in which the seeds of empowerment and sustainable development can flourish.



Participants at the Sector Roundtable workshop on health care in Ghana



**The year 2000 proved to be a remarkable one for IICD, as the results of many elements of our work to harness the potential of ICTs for sustainable development became visible on the ground. In order to encourage South-South exchanges of information and experiences, IICD launched a series of Country Programmes. Such events, spearheaded by Ghana and Jamaica in 2000, brought together a critical mass of local partners in training, project implementation, information networking, and monitoring and evaluation. IICD's Country Programme activities were extended to Latin America, with the launch of the Bolivia Country Programme. In 2000 IICD began to put into effect a new policy of deconcentration, which aims to encourage the autonomy of all local partners by developing their capacity in the areas of information and knowledge sharing, training, and monitoring and evaluation.**

A monitoring and evaluation instrument has been developed as a means of maximising learning and knowledge sharing, as well as for increasing efficiency and accountability. IICD has continued its efforts to establish partnerships with a wide range of public, private and non-profit organisations in order to improve the effectiveness and the impact of its demand-driven activities. In all of these activities IICD serves as a facilitator and independent broker in knowledge, partnerships and funding.

## ➤ ICT Roundtable Processes

By the end of 2000, the Roundtable workshops had generated 69 project ideas, 32 locally formulated project proposals and 26 projects in implementation, 16 of which were launched in 2000. The large proportion of project proposals that are actually being implemented provides evidence of the effectiveness of the Roundtable Process. At the request of local partners, the development of strategic policies for the introduction of ICTs in specific sectors was identified as a clear priority for IICD in 2000. Such sectoral policies will be instrumental in creating the necessary enabling environment for the implementation of development projects utilising ICTs. The projects will be able to provide valuable practical inputs that in turn can be used to validate such policies. The Jamaican Country Programme provides an excellent example of such a positive feedback loop. The Jamaican Ministry of Agriculture recently adopted a policy to promote ICTs in the agricultural sector, and this led to the establishment of the Agri-Business Information Systems (ABIS) project. This project has been so successful that the Ministry is now using it as a

blueprint for the replication of sectoral agricultural information centres at the national level.

## ➤ Capacity Development

IICD's Capacity Development programme remains critical in providing practical ICT knowledge to our project partners. In 2000, it was successfully integrated into the overall Country Programme strategy. New training programmes were initiated, and others were fine-tuned to ensure that they address the institutional and technical skills needs of local partners as effectively as possible. Through productive learning methods, the partners are able to acquire and build up the ICT skills they need to develop and maintain their development projects. In addition, exchanges of knowledge and experiences among project partners, both within and between countries, were strengthened, in particular by means of technical update seminars and virtual discussion groups. During 2000, more than 250 participants, representing 11 local training partners and 30 project partner organisations, were trained through a combination of locally implemented and web-based training courses. IICD's Global Teenager Project was further extended in 2000 to link up students in various countries in Africa, the Caribbean, the Middle East and South America, as well as in Europe. More than 2000 students from 75 schools are now actively participating in this interactive learning programme, which is conducted in English and Spanish.

## ➤ Knowledge Sharing

During the year, IICD provided a range of information and advisory services, mainly through the Internet but

# ICT Roundtable Processes

also making use of traditional forms of networking. The main emphasis was to support partners involved in IICD's Country Programmes. In line with IICD's deconcentration strategy, five local Information and Networking (IN) partners were identified to begin work with IICD on the setting up of national ICT information points, four of which were online by the end of 2000. Ultimately, these and others like them will join IICD in developing and delivering local information and advice on ICT questions and issues. A major focus in knowledge sharing is to foster the exchange of lessons and experiences with the application of ICTs in development. With *infoDev*, the ICT Stories project mobilised more than 170 stories describing ICT projects, and this has become a useful source of information for ICT practitioners around the world. Also as an input to learning, IICD supported a number of research projects focusing on its priority sectors and countries. Late in 2000, the corporate website (<http://www.iicd.org/>) was completely redesigned and restructured to increase its transparency and user-friendliness.

## ➤ Partnerships

During 2000 IICD broadened its institutional base by signing strategic partnership agreements with Hivos – Humanistic Institute for Development Cooperation – and with Cap Gemini, Ernst & Young. IICD also finalised an agreement with DFID – UK's Department for International Development – to be signed in early 2001, involving support for demand-led pilot projects, ICT resource networks and a range of knowledge-sharing activities. A unique aspect of this partnership is that it represents a strategic alliance between DGIS – Netherlands DG International Development Cooperation – and DFID. The DFID–DGIS–IICD agreement reflects and puts into practice current thinking on effective approaches to development cooperation, as well as the desire for increased coordination, complementarity and coherence. As a member of the Executive Committee of the Global Knowledge Partnership – GKP – IICD was instrumental in the organisation of the second Global Knowledge Conference (GK-II), which was held in Malaysia in March 2000. IICD also assisted DFID and GKP in the preparations for the G-8 summit in Japan in July, and the Digital Opportunities Task Force (DOT) that emerged from it.

## ➤ Preview of upcoming activities

In 2001 IICD will further strengthen the Country Programmes by deconcentrating part of its activities to the local level. In particular, local partners will be encouraged to extend their own knowledge-sharing activities, such as developing local website content and providing advisory services in support of the Country Programmes.

The strategic agreements with Hivos and DFID–DGIS will ensure that adequate resources are available for the implementation and replication of demand-led ICT programmes and projects, and will enable IICD to broaden its Country Programme activities. Alongside other knowledge-sharing activities, special attention will be paid to identifying and disseminating the many valuable lessons learned from the Country Programmes. IICD will also assist DGIS in its ICT policy planning, which is expected to result in a strategic ICT Action Plan.

Through IICD's sector twinning partnerships, private sector companies can become IICD's strategic partners in supporting ICT applications in specific priority development sectors, such as the use of tele-medicine in health care. The Institute's sectoral programme on e-commerce with Cap Gemini, Ernst & Young, will be consolidated in the coming year through a range of information and advisory activities. For example, a joint training workshop scheduled for early 2001 will focus on analysing the organisational, functional and technical needs of local project partners in the area of e-commerce. Similar sector twinning partnerships are also envisaged in the areas of education and good governance.

The monitoring and evaluation instrument developed in 2000 will provide insight into the effectiveness of IICD's Country Programmes, identify valuable lessons learned, and help to ensure accountability. The evaluation results will help IICD to improve performance, foster synergy and enhance overall efficiency. In particular, the instrument will be able to shed further light on the actual impacts of ICT applications on sustainable development, which is central to IICD's mission. Local ownership, capacity development, knowledge sharing and partnerships will remain spearheads in achieving IICD's mission in the challenging years to come.

**In 2000, IICD and its local partners further refined the ICT Roundtable Process and increased its integration into the various Country Programmes. In a number of sectoral Roundtables a new priority was identified – the need to facilitate the development of policies for ICT applications in specific sectors. IICD's partnership with Hivos in Tanzania was extended in 2000 to include a Roundtable Process in Bolivia. So far, the Roundtables have resulted in 69 ideas for policies, programmes and projects, and 32 fully fledged project proposals. Some 26 of these projects are now in implementation, 16 of which were launched in 2000. The creation of such a critical mass of projects is essential in order to obtain concrete practical results on the use of ICTs for development. It is an indicator of the effectiveness of the Roundtable Process that most projects are now actually being implemented. The development of further strategic partnerships and the introduction of a monitoring and evaluation instrument in 2000 further improved the quality and efficiency of IICD's work.**

In each Country Programme, IICD facilitates a series of ICT Roundtable Processes that result in ICT policies, programmes and projects embracing applications of ICTs for sustainable development. The ICT Roundtable Process consists of three phases: an ICT Roundtable workshop, project formulation and project implementation (<http://www.iicd.org/roundtables/>). Within this process, IICD provides assistance in the form of knowledge sharing, partnerships, fundraising, capacity development and monitoring and evaluation.

## ➤ ICT Roundtable workshops

In cooperation with a local host organisation, IICD facilitates a series of national and Sectoral ICT Roundtable workshops. Each workshop makes use of the process facilitation expertise of Global Business Network (GBN). Within such workshops, it is essential that all stakeholders – public, private and not-for-profit – contribute to a dialogue in which local needs can be articulated. During 2000, IICD facilitated Sectoral ICT Roundtables in Mali on livelihood opportunities and good governance, and in Uganda and Zambia on education. In Bolivia, IICD and Hivos co-organised a Roundtable for NGOs focusing on livelihood opportunities, good governance and the environment. Further, IICD facilitated an ICT Roundtable on good governance for the Netherlands Ministry of Foreign Affairs – DGIS.

The major results of the Roundtables were the identification of ICT policies and projects. IICD assisted in the development of policies and strategies for applying ICTs in sectors such as health care (Ghana) and education (Uganda and Zambia), as well as telecentres (Mali), and good governance

(The Netherlands). In addition, the Roundtable participants developed a series of ideas for projects and programmes that would contribute to the implementation of the identified ICT policies and strategies. The workshops resulted in a total of 69 project ideas, an average of more than five ideas per workshop.

## ➤ Project formulation, based on local ownership

In the second phase of the Roundtable Process the local partners translate their ideas into proposals for feasible programmes and projects. These proposals must be supported by business plans in order to ensure their organisational, technical and financial sustainability. The local partners formulate the proposals themselves, thus ensuring local ownership

Country	Theme	Partner organisations
1998		
Burkina Faso	National ICT Roundtable	DELGI
Ghana	National ICT Roundtable	ISOC
Jamaica	National ICT Roundtable	NCST
Tanzania	National ICT Roundtable	TCCIA
Zambia	National ICT Roundtable	Zamnet Communications Ltd.
1999		
Ghana	Sector Roundtable Health care	ISOC and Ministry of Health
Jamaica	Sector Roundtable Livelihood opportunities - Agriculture	NSCT and Ministry of Agriculture
Tanzania	Sector Roundtable Livelihood opportunities and Community	TCCIA
Tanzania	Sector Roundtable Good governance	Hivos/ForDIA
2000		
Bolivia	Sector Roundtable Livelihood opportunities, Good governance and Environment	CEBEM and APCOB
Mali	Sector Roundtable Livelihood opportunities and Good governance	Ministère de l'Aménagement du Territoire et des Collectivités Locales
The Netherlands	Sector Roundtable Good governance	Ministry of Foreign Affairs - DGIS
Uganda	Sector Roundtable Education	Ministry of Education and Sports
Zambia	Sector Roundtable Education	Ministry of Education

Table 1. Overview of ICT Roundtable workshops: 1998-2000

and sustainability of project activities. IICD, with the help of local consultants, provides any necessary assistance. In the project formulation phase, special attention is paid to developing the capacity of the project team members, in collaboration with IICD's local training partners.

By the end of 2000, local partners had submitted 32 fully formulated programme and project proposals, supported by feasibility studies covering a period of five years. In each case, the financial sustainability of the proposed project is to be ensured either through revenues generated by the project itself or through local government financing. As an indicator of the effectiveness of the Roundtable Process, about 50% of the project ideas generated during the workshops have been developed into fully-fledged policy strategies or project proposals.

**Project implementation**

In the third phase of the Process, IICD assists in the implementation of programmes and projects by means of partnerships, fundraising, capacity development, knowledge sharing, and monitoring and evaluation. IICD's local training partners are involved in capacity development on a continuous basis. The project partners receive tailor-made training and technical update seminars. Each project is monitored and evaluated in cooperation with a local partner organisation.

In the project implementation phase, IICD pays special attention to the development of local information and advisory services. These services are provided by a local partner – IICD's Information Networking (IN) partner – and include the generation of content in support of the Country Programme. In addition, IICD acts as a broker of advisory services to its project partners. These services complement the advice available from local consultants, and are provided in collaboration with international private sector partners. In 2000, IICD's portfolio of projects in implementation increased by 16, to a total of 26 projects. Out of the 32 project proposals formulated, this figure is impressive, and indicates the effectiveness of the Roundtable Process. The majority of projects in IICD's portfolio focus on education, good governance and livelihood opportunities (<http://www.iicd.org/projects/>).

**Monitoring and evaluation**

Together with its local partners, IICD developed a monitoring and evaluation (M&E) instrument in 2000. This instrument will be used to gain insight into the effectiveness of the Country Programmes by identifying valuable lessons learned, and to ensure accountability. The evaluation results will help IICD and its local partners to improve their performance, foster synergy and enhance overall efficiency.

**Methodology**

The M&E instrument is used to monitor and evaluate the role of IICD, the level of end user satisfaction and the development impact of the programmes and projects.

- ▶ Project partners assess the effectiveness of the assistance provided by IICD and its local Country Programme partners (the host organisation, training partner, the IN-partner) and local consultants. The assessment considers the assistance in identifying local needs, the establishment of local ownership, technical assistance, capacity development and knowledge exchange.
- ▶ End users are requested to assess whether the project's objectives have been met, in terms of the target groups, the quality of the results and the accessibility of the services provided.
- ▶ End users assess the impacts of each project on the country's development, and on their professional and personal lives. These impacts are assessed in terms of the increased awareness of ICT opportunities in development, empowerment through participation in the project, and the socio-cultural impact on the users' lives. The end users also assess the project's economic impacts in terms of the effects on their productivity, income and labour market prospects. Finally, the analysis measures the project's impact as a catalyst, i.e. whether it has contributed to innovation, and its suitability for replication in other sectors or institutions.

In each country, an independent local partner organisation will carry out the monitoring and evaluation of the overall Country Programme. Feedback and other inputs are obtained from project partners and end users through questionnaire surveys, and through focus group meetings involving all Country Programme project partners. The meetings offer recommendations for improving the role of IICD, the programme's objectives and the overall development impact of each Country Programme.

**Monitoring and evaluation in practice:**

**The Environmental Information Network, Ghana**

The Environmental Information Network (EIN) is owned and operated by Ghana's Environmental Protection Agency (EPA). The EIN project seeks to improve the handling and delivery of environmental information by providing web-based access to such information at all regional EPA offices and through its partner organisations. The project's target groups include public servants, policy makers, researchers, students, NGOs and private companies. Since its launch in July 1999, the project has focused on training project staff and the development of a website offering environmental information services at EPA headquarters.

The results of the M&E exercise in Ghana were as follows:

- ▶ The project partners assessed IICD's and its local partners' assistance as satisfactory. The project reflects the needs of actors in the environmental sector in Ghana, and is based on the strong ownership of the implementing organisation. Capacity development has proved to be a key element in the assistance provided by IICD and its local training partner, the Centre for ICT.
- ▶ The satisfactory evaluation of the quality of the services provided indicates that the project is meeting the objective of improving the handling of environmental information, although it has not yet been able to provide access to all the intended target groups.
- ▶ The development impact of the project, in terms of the level of awareness and empowerment of the end users, was assessed as satisfactory. In view of the short time the project has been in operation, these results are encouraging. In line with the expected results, the economic (in terms of improved productivity) and socio-cultural impacts on end users have been moderate.

The M&E exercise also provided a series of recommendations for improving the weaker aspects of the EIN project. To enhance the scope of the capacity development component, the project needs to pay additional attention to

Participants at the Sector Roundtable workshop on health care in Ghana



**"It is essential to promote ICTs in Africa to prevent further marginalisation of the continent."**

Claire Short - UK Secretary of State

training end users. To identify and reach other potential target groups and to raise awareness, and empowerment, the project must improve its marketing and promotion efforts. To target policy makers and civil servants, the project needs to improve access to its services by providing Internet connections and training in regional offices. NGOs and private sector users will now be targeted through the development of environmental information services tailored to the needs of these user groups.

**The Country Programme approach**

IICD's approach to ICTs for development, in which it acts as a catalyst, is based on an integrated three-pronged strategy called a Country Programme. The ICT Roundtable Process constitutes the flagship of the Country Programme approach, since it articulates the demand for ICT applications in developing countries. Local Capacity Development programmes are then introduced to meet the demand for new skills. IICD's Advisory Service provides information and advice for local partners. In addition, information on the best practices and lessons learned from each Country Programme are disseminated to a broad public by IICD's Knowledge Sharing programme. IICD supports the Country Programmes by acting as an independent facilitator and broker in knowledge, partnerships and funding. Partnerships enable IICD to more efficiently implement on-the-ground Country Programmes.

IICD's Country Programmes are being implemented in Bolivia, Burkina Faso, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia. Of these, the Country Programmes in Bolivia Mali and Uganda were launched in 2000.

The following pages offer highlights of each of IICD's eight Country Programmes in 2000 (<http://www.iicd.org/countries/>).

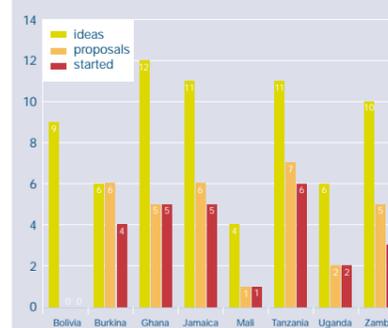


Figure 1. Roundtable project ideas, proposals and started projects per country, 1998-2000

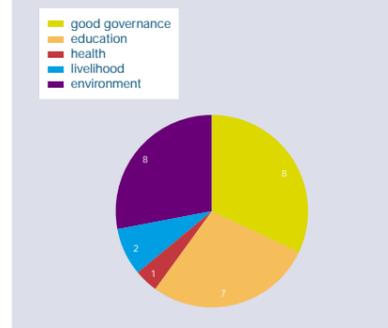


Figure 2. Started Roundtable projects per sector, 1998-2000

**ICT Roundtable Processes**

IICD's Country Programme in Bolivia is being implemented in close collaboration with Hivos, the Humanistic Institute for Development Cooperation. It focuses on the application of ICTs to support the development work of NGOs and grassroots organisations. In November 2000, IICD and Hivos co-organised a Sectoral ICT Roundtable workshop for Hivos' network of NGOs, most of which are active in sectors such as education and the environment, as well as in promoting good governance and improving livelihood opportunities. In total, 16 local partner organisations attended the workshop, which was hosted by the Centro Boliviano de Estudios Multidisciplinarios (CEBEM: <http://www.cebem.com/>) and the Apoyo para el Campesino-Indigena del Oriente Boliviano (APCOB).

The Roundtable workshop resulted in nine strategic project ideas, six of which have been developed into draft proposals. The projects focus on the use of ICTs to enhance the efficiency of the services offered by the participating organisations, such as environmental education and information exchange, 'eco-friendly' production methods, and the marketing of agricultural and wood products.

**Capacity Development**

EnBolivia.com (<http://www.enbolivia.com/>) will operate as IICD's local training partner to improve the ICT skills of partners during the project formulation and implementation phases of the Roundtable Process. In early 2000 Bolivia joined the Global Teenager Project, under the coordination of Foundation Ayni Bolivia. Six schools are currently participating, three of which have benefited from the Adopt-a-School Plan



Participants at the Hivos-IICD Roundtable workshop in Bolivia



Results of the work of the participants at the Hivos-IICD Roundtable workshop in Bolivia

in the form of training support. In total, around 50 Bolivian students have participated in the international learning programme, which enables students from industrialised and developing countries, including Nicaragua and Peru, to exchange information.

**Knowledge Sharing**

The monitoring and evaluation instrument was introduced in 2000 and is managed by APCOB. The evaluation will provide information and lessons learned from the Country Programme.

CEBEM agreed to act as IICD's local Information Networking (IN) partner, and will be responsible for content development on the Bolivia Country Programme, as well as for the dissemination of information through its website and the local media.

**Country Programme**

Process and deliverables	1- ICT Roundtable Process	2 - Capacity Development	3 - Knowledge Sharing
<b>ICT Roundtable Workshop</b>	<ul style="list-style-type: none"> <li>identification of local needs</li> <li>multi-stakeholder participation</li> <li>IICD as facilitator</li> <li>policy recommendations</li> <li>annotated project ideas</li> </ul>		
<b>Policy and Project Formulation</b>	<ul style="list-style-type: none"> <li>ownership by local partners</li> <li>advice by local consultants</li> <li>IICD as facilitator, advisory and broker</li> <li>five-year technically and financially sustainable projects in proposal form</li> </ul>	<ul style="list-style-type: none"> <li>identification local training partner</li> <li>capacity development of training partner by IICD</li> <li>ICT Lifelong Learning Skills workshop delivers prototypes of project ideas</li> <li>continuous capacity development of project partners and staff by local training partner</li> </ul>	
<b>Policy and Project Implementation</b>	<ul style="list-style-type: none"> <li>locally-owned projects</li> <li>sustainable projects</li> <li>IICD monitoring and evaluation, advisory and brokering</li> <li>sustainable ICT policy and projects</li> </ul>	Global Teenager (GT) project: <ul style="list-style-type: none"> <li>identification of local GT coordinator</li> <li>number of participating GT schools</li> <li>number of participating GT students</li> </ul>	<ul style="list-style-type: none"> <li>identification of local IN partners</li> <li>capacity development of IN partners by IICD</li> <li>local content development and dissemination via IN partners</li> <li>advisory services by IN partner IICD</li> <li>monitoring and evaluation by local M&amp;E partner and IICD</li> </ul>

**Bolivia Country Programme**

Results	1- ICT Roundtable Process	2 - Capacity Development	3 - Knowledge Sharing
<b>ICT Roundtable Workshop</b>	<ul style="list-style-type: none"> <li>Sector Roundtable workshop on Environment and Livelihood opportunities hosted by CEBEM and APCOB</li> <li>9 project ideas</li> </ul>		
<b>Policy and Project Formulation</b>	<ul style="list-style-type: none"> <li>proposals not yet finished</li> </ul>	<ul style="list-style-type: none"> <li>local training partner: EnBolivia.com</li> <li>trainers EnBolivia.com will be trained by IICD</li> <li>ICT Lifelong Learning Skills workshop will deliver prototypes of project ideas</li> <li>continuous capacity development of project partners by EnBolivia.com</li> </ul>	
<b>Policy and Project Implementation</b>	<ul style="list-style-type: none"> <li>projects not yet started</li> </ul>	Global Teenager (GT) project: <ul style="list-style-type: none"> <li>Local GT coordinator: Foundation Ayni Bolivia</li> <li>6 participating schools (3 adopted)</li> <li>around 50 Bolivian GT students</li> </ul>	<ul style="list-style-type: none"> <li>IN-partner : CEBEM</li> <li>local website, content development and dissemination by CEBEM</li> <li>monitoring and evaluation by APCOB and IICD</li> </ul>

**Burkina Faso**

**ICT Roundtable Processes**

Burkina Faso's ICT policy, which has been inspired and guided by le Délégation Général à l'Informatique (DELGI), aims to improve standards of living, and to utilise ICTs as means of improving government services. IICD launched the Country Programme in Burkina Faso in 1997 with an ICT Roundtable Process hosted by DELGI. So far IICD has assisted in the implementation of four programmes and projects articulated during this Process. In February 2000, IICD supported a symposium on multi-purpose telecentres. The symposium participants stressed the importance of the accessibility, the development of local content and the need for financial and managerial sustainability of the telecentres, and warned against an over-emphasis on infrastructural issues.

The Federation of Agro-Industrial Enterprises of Burkina Faso (FIAB), owner of the Business Intelligence Trade Points project, successfully staged the first International Agro-Industrial Trade Fair of

Burkina Faso. This four-day event included conference sessions on e-commerce, trade promotion, quality assurance, transportation and finance. These issues, particularly trade promotion, were considered key instruments for improving the livelihoods of people working in agriculture.

Also in 2000, the government of Burkina Faso continued the gradual process of decentralisation. As part of this process, DELGI aims to foster good governance by creating an intranet to connect government agencies in the provinces. The programme has interested a number of donors, and funding has therefore steadily increased. IICD has also supported DELGI and the Universities of Ouagadougou and Bobo-Dioulasso in the formulation of a tele-education project that focuses on integrating management and educational processes, while emphasising competence-based learning and a more active role for students.

**Capacity Development**

In order to encourage the exchange of knowledge and to create opportunities for synergy, IICD's Capacity

Development programmes in Burkina Faso and Mali are closely interlinked. A 'train-the-trainer' programme for 14 participants from these countries was held in Bamako in October 2000, and was well received. The aims of the programme were to assist in the development of the necessary ICT skills, to raise awareness of the opportunities offered by ICTs in realising development goals, and 'to exchange knowledge and information among IICD's partners, leading to increased cooperation'. A virtual meeting place was set up for the participants, and is still being used extensively. In Burkina Faso, the participating training partners were DELGI, which is oriented towards the public sector, the Centre National de Traitement de l'Information (CENATRIN), which focuses on both private and public sectors, and Zongos Consulting and Productions (ZCP), which is oriented towards the private sector.

**Knowledge Sharing**

In line with IICD's deconcentration strategy, an ICT Information Point for West Africa (Burkina Faso and Mali) was set up in 2000. IICD's regional Information Networking (IN) partner is Zongos Consulting and Productions (<http://www.zcp.bf/>). Through this website, the project partners in the two countries, and other interested parties, can share local knowledge and experiences. To this end, electronic discussion platforms have been created, as well as email facilities for local youth.

The Groupe de Recherche de Formation et de Conceilis (GREFCO) and IICD took on the monitoring and evaluation of the Burkina Faso and Mali Country Programmes, with the aim of increasing knowledge-sharing activities among the project partners in the two countries.

**Ghana**

**ICT Roundtable Processes**

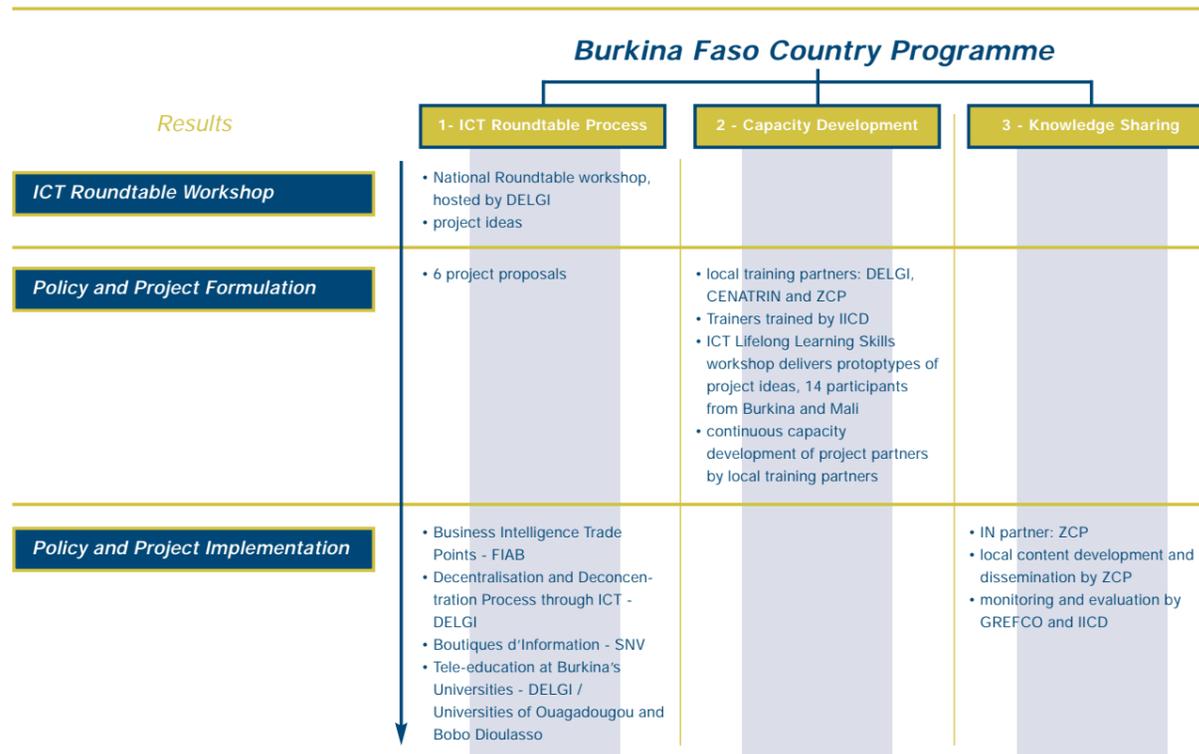
The Ghana Country Programme is implemented by the Internet Society of Ghana (ISOC), IICD and its local project, training, information networking and monitoring and evaluation partners. In 2000, the effective cooperation and exchange of experiences among all local partners resulted in a strong and well-integrated programme. The deconcentration of IICD's activities to the country level has taken off in this

Country Programme, which has been adopted by the government as a key element in its ICT programme. The Country Programme is therefore increasingly becoming a catalyst in the Process of applying of ICTs as tools for sustainable development in Ghana. It is centred around a series of programmes and projects identified during the National ICT Roundtable workshop in 1998, which was hosted by ISOC, under auspices of the Ministry of Communications. The workshop resulted in five programme and project proposals, and pilot projects are now in operation. The portfolio of projects encompasses all of IICD's focal sectors. The implementing agencies, IICD's local partners, are firm owners of the projects. Despite their limited scale, most of the projects have had a catalytic effect and multiplication of projects is expected to increase in the future. In 2000, three projects attracted pledges of additional financial support from various donor agencies – DGIS, DFID and the World Bank – that will also foster multiplier effects.

At the request of the Ghanaian Ministry of Health, in 1999 IICD facilitated a Sectoral ICT Roundtable workshop on health care, hosted by ISOC. The workshop resulted in a programme to formulate an ICT health care policy and strategy for Ghana. This strategy was finalised in 2000 and is now providing a framework for the introduction of ICT applications in priority areas in the health care sector (see story).

**Capacity Development**

IICD's Capacity Development programme in Ghana has proven to be a key element in the successful formulation and implementation of the various projects. The Centre for ICT (<http://www.cict.org.gh/>), set up by ISOC with assistance from IICD, has been instrumental in providing institutional management and technical skills training, tailored to the needs of local project partners. The Centre also serves other public, private and non-profit organisations. IBM of The Netherlands provided in-house technical and managerial skills training for the staff of the Centre, and IICD provided additional capacity development courses for trainers to enhance the training curriculum and methodology. The Centre, which became fully independent in 2000, is operating as a regional Cisco Academy, serving institutions in Ghana and six other African countries. In July 2000, as a follow-up to the Roundtable Process on health care, ISOC and IICD provided courses for



15 trainers of the project implementing organisations. The participants assessed the training as very satisfactory, in terms of its impact on their awareness and empowerment in the area of ICTs. An important element of the course involved the design of a database for maintaining patient records, which is expected to be in operation in early 2001. As a follow-up to the training course, the participants offered training for other staff of the implementing agencies to ensure the spread of basic ICT skills. In November 2000, the Centre for ICT organised a technical update seminar on the Linux operating system for project partners, enabling them to exchange ideas on how it could be used within their projects.

The Global Teenager Project has been in operation in Ghana for two years, and in 2000 included 12 secondary schools, two of which were supported by IICD's Adopt-a-School plan. In total, around 500 Ghanaian students are now participating in the

project. Rescue Mission Ghana (Accra region) and ISOC (Cape Coast region) are the local coordinators of the Global Teenager Project. Due to its keen interest in and professional approach to the project, Rescue Mission Ghana has taken responsibility for facilitating so-called Learning Circles (see page 32) for all English-speaking participants in the Project.

**Knowledge Sharing**

In order to maximise the opportunities for learning and knowledge sharing, IICD's monitoring and evaluation instrument was tested in Ghana in 2000. This instrument is now being used in all of IICD's Country Programmes to assess the development impact of the ICT Roundtable programmes and projects. ISOC is keeping track of the progress being made by the Country Programme and the results, to ensure that the experiences gained are shared with others. Information on the Ghana Country Programme is available on ISOC's website (<http://www.isoc.org.gh/>).

**Using ICTs in Ghana's health sector**

By Mawuko Zormelo, Ghana

Cash-strapped public health services in Africa need to deal with multiple challenges, including a fast-growing population and the exodus of young medical personnel. In Ghana, Musa Adams of the Health Ministry's Information, Monitoring, and Evaluation Unit expects ongoing discussions with the local Internet Society chapter and IICD to help his Ministry "improve health care delivery, provide sound mechanisms to foster inter-sectoral practices, and to provide facilities that will improve efficiency and create avenues for funding."

Discussions began in October 1999 when the three partners organised a sector ICT Roundtable workshop on health care provision in Ghana. The workshop resulted in a series of policy recommendations and identified priority areas where ICTs can be expected to be most effective in supporting health care provision in Ghana. First priority was given to the development of an ICT policy strategy plan.



Mr. Musa Adams being interviewed

As Adams argues, "the Ministry is in constant search of solutions to perennial problems of shortages of funds and of human and material resources. Following the ICT Roundtable process, the Health Ministry has adopted both the bottom-up approach where local agents of change themselves come up with proposals for the application of technology as well as the more conventional approach where central government re-directs policies from headquarters."

In areas like telemedicine and ambulance pooling, the ministry's top technicians, like Chief Biostatistics Officer Daniel Darko, are convinced that ICTs will dramatically improve the efficiency of the Ministry. This is not all however. Nii Quaynor from the Ghana Internet Society expects that the new and appropriate information technologies "should make it possible to take health delivery to the doorstep of even rural communities."

To encourage such knowledge sharing, ISOC, the Ministry of Communication and other project partners launched the Ghana Country Programme in 2000. The event was attended by members of IICD's Board of Trustees and received considerable attention from the public and private sectors, the national media and the donor community, thereby helping to raise awareness of the potential of ICTs as tools for development.



**ICT Roundtable Processes**

In 1998 the National Commission on Science and Technology (NCST) invited IICD to initiate an ICT Roundtable Process, which started the Country Programme in Jamaica. The programme has already been able to provide a series of practical examples of the benefits of ICTs for development. The Jamaica Country Programme is based on the five operational pilot projects that resulted from the National ICT Roundtable workshop, which was hosted by NCST in 1998. Despite their moderate scale, these projects have served as catalysts both within and beyond the implementing agencies.

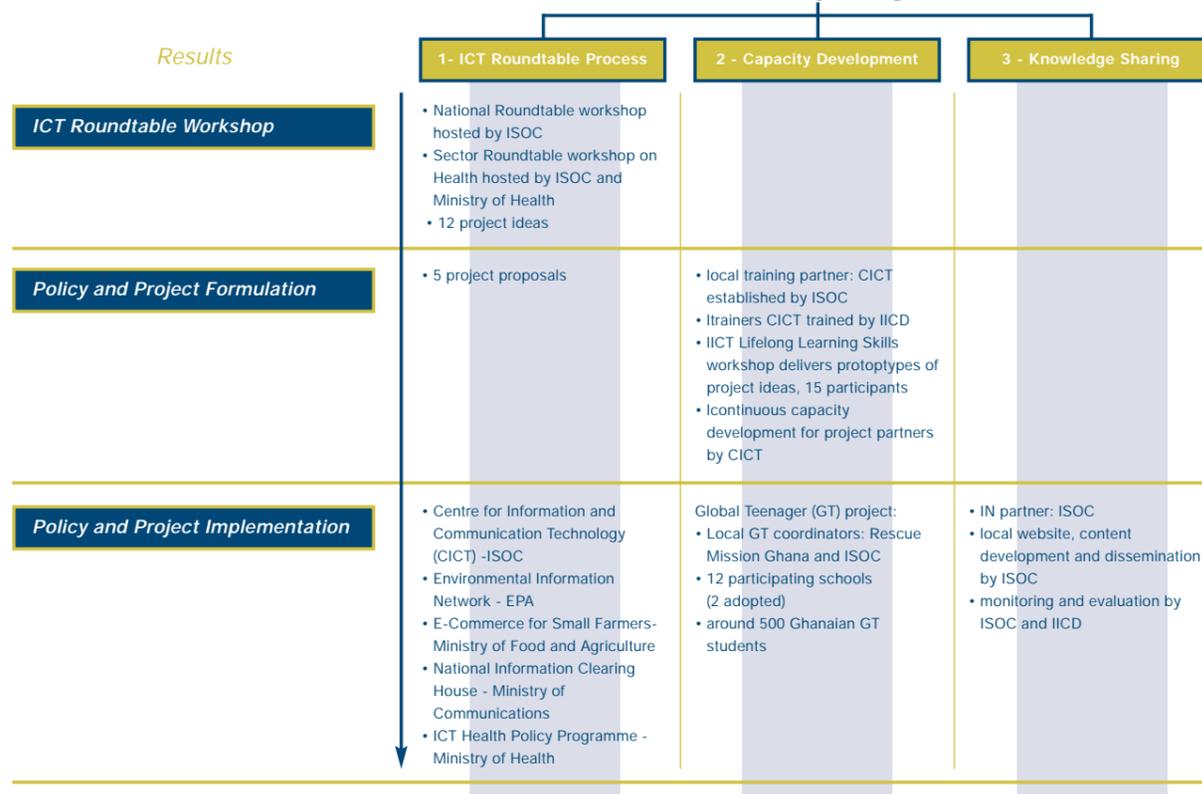
The Instructional Technology Institute, an initiative of three key educational institutions in Jamaica, has developed an ICT-based course curriculum to enhance the English language skills of teachers and trainers. This innovative project is expected to generate valuable lessons on the uses of ICTs in education from which Jamaica and other developing countries can benefit.

Two pilot projects in the music sector, both owned by Caribbeat Ltd, have proven to be self-sustaining. The projects are now receiving additional funding from the government of Jamaica, the private sector, the European Union and IICD, to expand their operations. Once they achieve critical mass, these projects are expected to make a considerable contribution to the national music industry, which is a pivotal sector for development in Jamaica.

The Agri-Business Information System (ABIS) project for local farmers is now reaching the end of its pilot phase. In 2000, the Jamaican Ministry of Agriculture adopted the project as a key element in its national product information and marketing policy. The project will be used as a blueprint for the replication of agricultural information systems at the national level, and will receive additional funding from the Jamaican government and the European Union (see story).

To complement the ABIS project, in 1999 NCST and IICD organised a sectoral Roundtable workshop on agriculture to explore opportunities for the application of ICTs by small-scale farmers. This workshop resulted

**Ghana Country Programme**



in the fifth Roundtable project, the Central and Satellite Centres for Agricultural Information, which is operated by an association of vegetable growers in central Jamaica.

**Capacity Development**

IICD's project partners in Jamaica have recognised Capacity Development as a precondition for the effective introduction of ICTs for development. IICD is working with the Jamaica Computer Society/Education Foundation (JCSEF: <http://www.jcsef.org.jm/>) as its local training partner. To improve the training curriculum and methodology, JSCEF trainers attended training courses in the Netherlands in 2000. With support from IICD, JCSEF is currently upgrading its training facilities to meet the future need for capacity development. Since 1998, all local project partners have received basic and advanced ICT training to ensure the effective implementation of their projects.

In cooperation with IICD, JCSEF organised various tailor-made ICT courses for the project partners. In July 2000, for example, 15 trainers from project partner organisations attended an 'ICT Lifelong Learning Skills' workshop, which focused on the role of ICTs in the agricultural sector. As an integral element of the workshop, the participants were required to develop prototype ICT applications, including information systems, such as databases and websites. One prototype entailed the design of a database-driven website to facilitate access to agricultural product information. During the workshop, participants made remarkable progress in the development of this prototype, particularly those from Mandeville, ABIS and the Rural Agricultural Development Authority (RADA). The training workshop was evaluated as highly satisfactory by all participants. Later, in November 2000, JCSEF organised a technical update seminar on the possibilities of the Linux operating system for project partners. The 38 participants considered the seminar most useful, and indicated their intention to install, on a trial basis, open source code software within their own offices and to introduce it to other members of their teams.

Under the coordination of JCSEF, Jamaica joined IICD's Global Teenager Project in early 2000. Since then, about 250 students from seven schools have

**Technological Innovations in Jamaican Agriculture**

By Sonia Gatchair, Jamaica

"We want to see the day when a farmer can sit in his house and access whatever information he needs." says Mr. Roger Clarke, Minister of Agriculture of Jamaica. The ministry is actively involved in the Agricultural Business Information Systems (ABIS) project, which resulted from the Sector Roundtable workshop on Agriculture in Jamaica.

Although blessed by an abundance of natural resources, Jamaica continues to struggle to achieve greater self-sufficiency in food production. The Rural Agricultural Development Authority (RADA) sees the ABIS project as a way to address this. ABIS is a computer based information system in which data on crops, players in the sector, agricultural production and marketing will be collected and distributed. Both large and small farmers will gain significantly from ABIS. The implementation of ABIS is being done in three phases. In the first phase, a pilot was undertaken in the St. Catherine area to determine priority needs of stakeholders, develop core services and procedures and evaluate the usefulness of the information.



Mr. Roger Clarke, Minister of Agriculture of Jamaica

**Support for ABIS**

It is not surprising that ABIS has received strong support from the Ministry of Agriculture. The Minister of Agriculture, Mr. Roger Clarke, said he was excited to be associated with the venture as the farming community stood to benefit from the new developments in information technology. Tangible manifestation of the support has resulted in the commitment of funds from the Ministry's own budget to support the implementation of the project. The Ministry has also put forward ABIS as a part of a larger project to revitalise the agricultural sector in Jamaica.

Jamaican farmers eagerly anticipate the island-wide implementation of ABIS, in particular the components that would help them to access good markets for their produce. Mr. Garrick Redwood, a farmer from the St. Catherine area, said, "the project will help me to grow crops that I can get good market for." Another farmer, Mr. Palmer also indicated that the project would help him "to know where my crop is abundant and where it is needed, so I can take it where I can get sale for it."

Mr. Douglas Nelson, ICT Manager of RADA, lauded the IICD and its local counterpart, the NCST for their role in getting the project off the ground, in particular the assistance given to develop the initial business plan and to implement the pilot project. The partnership between RADA, NCST and IICD had been very beneficial, he said. ABIS is a shining example of Jamaica's efforts to modernise its agricultural sector and it demonstrates the significant contribution that the effective application of information and communications technologies can make to sustainable economic development.



The launch event of the Jamaica Country Programme

"I am going to train my whole institute with the courseware programme"

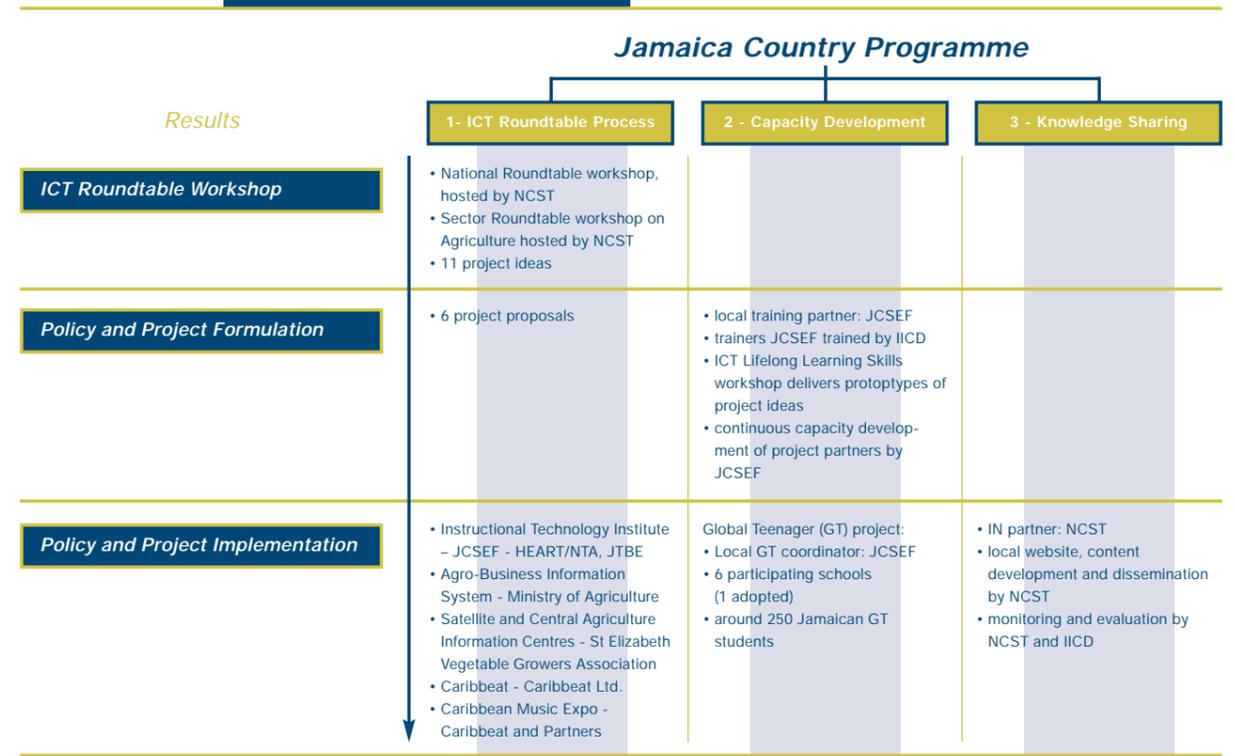
Participant at the 'ICT Lifelong Learning Skills' workshop in Jamaica

participated in the international learning programme in Jamaica. One of these schools is also supported by IICD's Adopt-a-School plan.

**Knowledge Sharing**

NCST, now both IICD's local IN- and M&E-partner, introduced the monitoring and evaluation instrument in 2000. The instrument provides information that can be used to assess the development impact of the programmes and projects, to record the lessons learned, as well as to provide updates on the Country Programme. This information will be disseminated via NCST's website (<http://www.ncst.gov.jm/>), as well as through the national media.

NCST and its project partners also launched the Jamaica Country Programme at an event, attended by representatives of the Jamaican government, including three ministers, the private sector and NGOs. The partners and other relevant stakeholders presented examples of the practical applications of ICTs to support the development of key socio-economic sectors in Jamaica.



**ICT Roundtable Processes**

The government of Mali has adopted an ambitious policy of establishing telecentres as a means of eradicating poverty, with an emphasis on improving local democracy, good governance and livelihood opportunities. In late 1999 IICD was invited to launch a Country Programme in Mali that incorporated the priorities of the Mali government, beginning with a capacity development programme.

In February 2000, the President of Mali used the occasion of Bamako 2000, a pan-African conference on ICTs for development, to set the national target of establishing a telecentre in each of 703 newly created municipalities within two years (see story). The President requested IICD to assist in the development of these telecentres, which would be used by local citizens, municipal council members and other officials. The high-level government commitment to the Roundtable Process in Mali has ensured local ownership from the outset. The telecentre project is perceived as a high-priority public investment programme. However, donor involvement has become overwhelming, so that local ownership has not always been easy to maintain. In 2000, a steering committee was formed to develop a strategy for establishing the telecentres, in which IICD played an advisory role. IICD facilitated the dialogue among stakeholders at an ICT Roundtable workshop in July 2000. The purpose of the workshop was to articulate the demand for telecentres from a population among whom the rate of literacy in the official language is only 20%. The participants included representatives of the private sector, NGOs and the key Ministries of Health and of Education. Several donors closely observed the dialogue. The Mali National Decentralisation Authority (MDRI) prepared the Roundtable and was instrumental in developing a background report for the participants. The Roundtable was hosted by the 'Ministère de l'Aménagement du Territoire et des Collectivités Locales' (Ministry of Home Affairs and Local Government), the 'Ministère de la Communication' and the 'Ministère de la Culture'.

The Roundtable resulted in the formulation of an agreed telecentre concept and its key strategy components. In July 2000, a follow-up to the

**Mali President sees potential of ICT to support decentralisation and local governance**

By Abdoulaye Sidibe, Mali

President Alpha Oumar Konare of Mali argues that weaknesses in addressing "problems related to food, education, health care, environment and poverty are mostly due to the lack of information on the nature and the state of the given sectors, to the lack of coordination between partners, to the exogenous character of projects and programmes often imposed on populations and finally to the non involvement of these same populations in the management of their own destinies." He suggests that "ICTs are an efficient remedy to such imperfections" and further that they can be used to improve local governance and to get connected to the global economy.



The president of Mali, Mr. Alpha Oumar Konare

According to Mr. Konare, local governance is a high priority in Mali with the government engaged in a "vast project to reorganise and modernise its national administration." Within this, decentralisation is a major element to achieve local good governance, and the 703 municipalities are expected to take a leadership role. Given the vastness of the Malian territory, the inadequate road infrastructure, and the isolation of certain municipalities, ICTs constitute important elements for the good management and the opening up of municipalities. "ICTs will lead us to an administration that is closer to local municipalities and to citizens. We are convinced that our population will quickly learn the opportunities given by these new technologies. This is the reason why we have at heart that all municipalities in Mali must be connected."

In 2000 therefore, the Mali government asked IICD to facilitate an ICT Roundtable Process in support of its policy to introduce telecentres in each of Mali's 703 municipalities.

According to the President, "we requested IICD to assist us because of the quality of its contributions to the Bamako 2000 international meeting on the Internet." Since then, IICD has pursued its engagement by participating actively in the organisation of the workshop on the implementation strategy of the community telecentres. In the words of the President, "this is a project of the highest importance for us and we wish to see it realised very soon."

Roundtable was provided by a small group of local consultants, under the guidance of the steering committee. A strategy of relying on small private entrepreneurs to operate the telecentres was adopted. In November, two areas were selected to host pilot

rural telecentres, and long-term business plans are now being developed. The telecentres will offer a number of benefits for rural communities, allowing them to link up with migrants living in the capital Bamako, and providing better and cheaper communications with the large numbers of emigrants living overseas. They will also offer new opportunities for women and young people to participate in the development Process and, indirectly, in decision making, and will enable communication among councillors, citizens and their administrative officials, thus improving transparency and strengthening local democracy. The value of the national strategy lies in the fact that it will avoid duplication of efforts, allow for the standardisation of software and support services, for locally adapted management mechanisms, financing arrangements and concerted training efforts, while providing an enabling platform for decision making.

**Capacity Development**

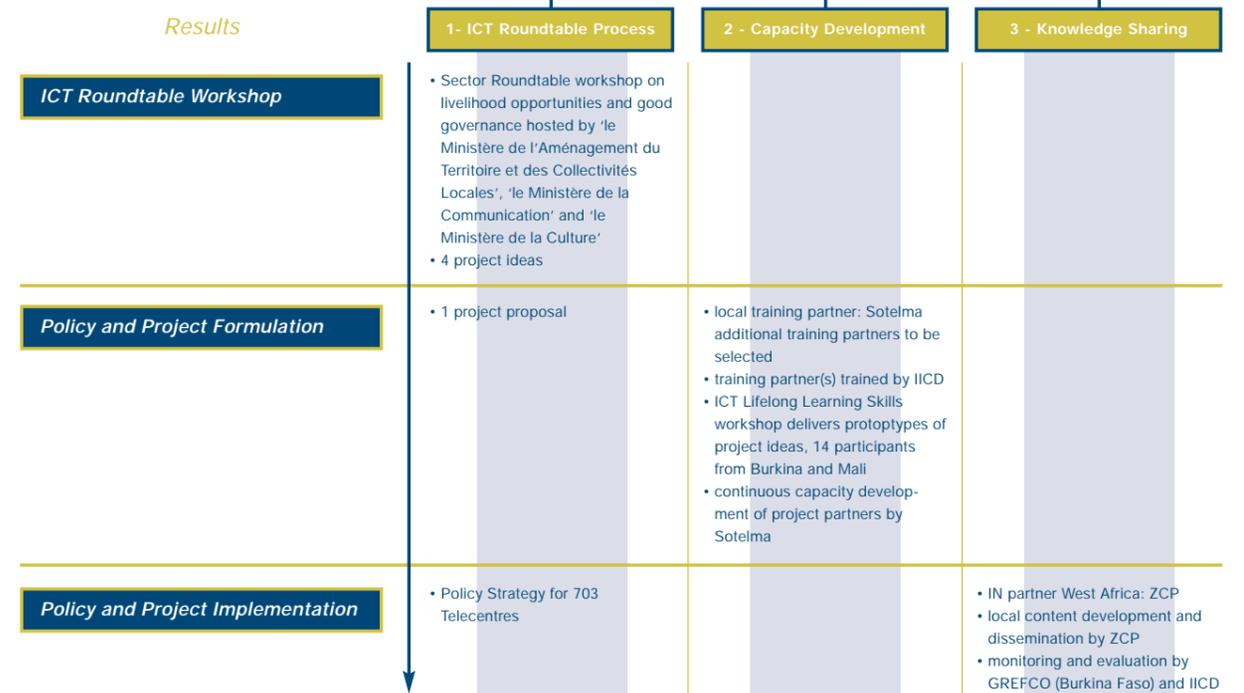
The Mali Capacity Development programme has been implemented in cooperation with Sotelma, the

country's main telecommunications operator, which is also IICD's local training partner. The programme is linked to the one in Burkina Faso in order to maximise opportunities for learning and synergy within the region. The programme has been instrumental in developing the necessary technical skills and institutional capacity of IICD's local partners, as well as raising awareness of the potential of ICTs for achieving development goals. In October 2000, 14 participants attended a train-the-trainer workshop, at which they explored ways to ensure the production of locally relevant content. The workshop focused on the development of training modules to be used within the telecentres project. The participants were encouraged to exchange information and experiences, leading to greater cooperation, via an electronic meeting place.

**Knowledge Sharing**

The establishment in 2000 of a joint Information Point for West Africa, physically located in Burkina Faso, reflects the strong links between the Mali and Burkina Faso Country Programmes. IICD's regional

**Mali Country Programme**



IN-partner is Zongos Consulting and Productions (ZCP: <http://www.zcp.bf/>), which will be responsible for local content and website development as part of IICD's deconcentration strategy.

During the year, GREFCO in Burkina Faso took on the M&E role in cooperation with IICD. Results will be used to identify further opportunities for knowledge sharing among project partners both within Mali and elsewhere.

**Tanzania**

**ICT Roundtable Processes**

The Tanzania Country Programme is based on the results of a national and two Sectoral ICT Roundtable workshops, hosted by the Tanzanian Chamber of Commerce, Industry and Agriculture (TCCIA) in 1998 and 1999. The first Sectoral Roundtable examined ways to improve livelihood opportunities, and the second (co-organised with local Hivos' partner

ForDIA) emphasised the good governance focus of NGOs working in Tanzania, as well as in Kenya and Uganda. In 2000, six projects, focusing on the education sector, as well as on livelihood opportunities and good governance, were in the implementation phase.

An e-networking project that resulted from the second Sectoral Roundtable is currently being implemented by the Tanzania Traditional Energy and Environment Organization (TATEDO) supported by IICD's three training partners, Community Telecentres (CTC) in Mwanza, and Joyous Computers and Soft-Tech in Dar Es Salaam. The project aims to improve networking, lobbying and knowledge sharing on environmental issues among NGOs, and has led to the establishment of the Sustainable Energy and Environment Network, SEE-NET (<http://www.see-net.co.tz/>). The project encompasses a tailor-made mix of training, organisational learning, content development and website management.



Opening of the Community Telecentres in Mwanza, Tanzania

"The challenge of African leaders is to realise the great potential of ICTs in order to fight poverty and create opportunities for the people."

Mr. Joaquim Chissano, president of Mozambique

**Capacity Development**

Tanzania has some well equipped training institutes, including the Computer Centre of the University of Dar Es Salaam, and companies such as Joyous Computers and Soft-Tech. IICD's Capacity Development aims to broaden the outreach of training activities in Tanzania to include both urban and rural areas. In addition, it assists in tailoring training services to the needs of civil society. In this way, Capacity Development supports the training needs of IICD's local project partners. During 2000, IICD's local training partners, Community Telecentres, Joyous Computers and Soft-Tech, were invited to attend additional courses in The Netherlands to enhance their training curricula and methodologies. The local training workshops, which attracted a total of 23 IICD project partners, were judged a success by both trainers and participants (see story).

**Knowledge Sharing**

IICD's local Information Networking (IN) partner in Tanzania, Issam International, agreed to collect the lessons learned from the Country Programme. A website that will facilitate knowledge sharing is presently under construction and is expected to be fully operational in May 2001.

A monitoring and evaluation partner for the Country Programme in Tanzania will be identified in 2001.

**Uganda**

**ICT Roundtable Processes**

An ICT Roundtable Process on education was initiated in Uganda in July 2000. Preparations then began for a second Roundtable Process, this time at the national level. The Public Information Centre project, resulting from the IICD-Hivos Roundtable for NGOs in Tanzania in 1999, is now being implemented. The project owner is the Uganda Debt Network (UDN), a mainly donor-financed watchdog that offers services to a wide range of civil society organisations nationwide. The Public Information Centre project will enable UDN to improve and expand its services and to tailor them to the needs of its members and clients around the country using local languages.

The ICT Roundtable on education delivered a coherent set of six ICT programme and project ideas. One of

**Tanzania Country Programme**

Results	1- ICT Roundtable Process	2 - Capacity Development	3 - Knowledge Sharing
<b>ICT Roundtable Workshop</b>	<ul style="list-style-type: none"> <li>National Roundtable workshop, hosted by TCCIA</li> <li>Sector Roundtables on livelihood opportunities hosted by TCCIA</li> <li>Sector Roundtable workshop Good governance hosted by Hivos partner ForDIA</li> <li>11 project Ideas</li> </ul>		
<b>Policy and Project Formulation</b>	<ul style="list-style-type: none"> <li>7 project proposals</li> </ul>	<ul style="list-style-type: none"> <li>local training partners: CTC, Joyous Computers and Soft-Tech</li> <li>Trainers trained by IICD</li> <li>ICT Lifelong Learning Skills workshop delivers prototypes of project ideas, 23 participants</li> <li>Continuous capacity development of project partners by local training partners</li> </ul>	
<b>Policy and Project Implementation</b>	<ul style="list-style-type: none"> <li>District Computerization - COSTECH</li> <li>Lake Zone Information Services - Group of Local organisations</li> <li>Distance learning and Education Services - DLES</li> <li>Community Telecentres - CTC Ltd</li> <li>E-networking - TATEDO</li> <li>Website development - TCCIA</li> </ul>		<ul style="list-style-type: none"> <li>Local IN partner for content development and web-based dissemination: Issam International</li> <li>M&amp;E partner to be identified</li> <li>monitoring and evaluation by local M&amp;E partner and IICD</li> </ul>



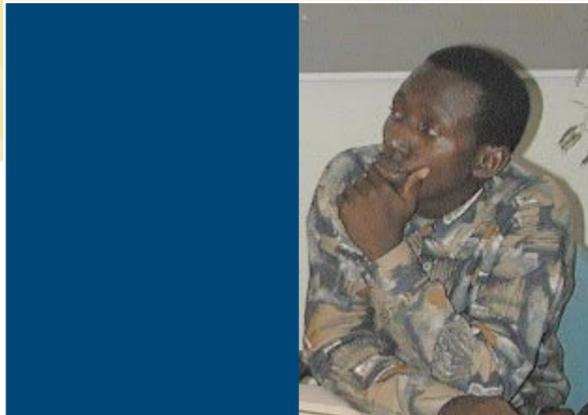
Explanation at the opening of the Community Telecentres in Mwanza, Tanzania

## Spreading the use of ICTs in Tanzanian NGOs

By Ben Geerlings, IICD

In November 1999, IICD and Hivos jointly sponsored an ICT Roundtable workshop on ICTs for NGOs. Held in Tanzania, people from around twenty Tanzanian and Ugandan NGOs participated in the brainstorming event. Subsequently, six project ideas were worked out into project proposals, three of which are being implemented. As part of the follow up provided to project partners, an ICT training course was organised for Roundtable participants in September 2000.

The trainers included Jacob Malihoja and Alex Mkeleli. Jacob Malihoja, Managing Director of Joyous Computer training: "The theme was e-networking. Participants came from six regions of Tanzania. They were very ambitious and willing to learn." Alex Mkeleli, Assistant Manager at Community Tele-Centres (CTC) in Mwanza, added: "You can divide the participants in three groups: those who have computers and Internet connection, those who have outdated computers, but no Internet connection, and those who did not have computers at their office." He added that the last group will receive follow up training in the first half of 2001.



Mr. Jacob Malihoja

### ICT in Mwanza

The results of the Roundtable workshop and especially the setting up of the Community Tele-Centres project in Mwanza have had a significant effect on local access to the Internet. Alex Mkeleli explains that "we established Community Tele-Centres (CTC) in Mwanza in March 2000. There were two Internet cafés in Mwanza. Surfing on the Internet was expensive: 6000 Tanzania shilling per hour. After the establishment of CTC this costs fell to 1000 TSH per hour. CTC organises Internet courses and local staff training and also provides web hosting. Before CTC was established, investment in ICT was poor. Now ICT in Mwanza is coming up. Presently there are four Internet cafés with high speed connections."

### Are ICTs important for Tanzania?

According to Jacob Malihoja "ICTs are important. Although only some people will use them, the benefits will spring to other people. The interesting challenge is now to see in which way we can use ICTs so even people in villages can benefit from them." Alex Mkeleli adds that "Tanzania is now a member of a global village. Applications like telemedicine and distance education cannot be avoided. The biggest investment is in learning. In this sense the train-the-trainer courses are very good." Jacob Malihoja sees some changes for the good, but notes that "each party must play its part - government, private enterprise, NGOs and the end-users. Maybe the cost of not using ICTs is higher than the cost of using them."

these involved the development of an ICT policy for education, the implementation of which has started within the Ministry of Education and Sports (MoES). MoES has begun to link the emerging ICT policy to its annual planning for the education sector. The Institute of Teacher Education Kyambogo (ITEK), a polytechnic providing training for primary and secondary school teachers, is an active participant in the ongoing Roundtable Process, and plans to run two ICT-based projects that have emerged from it. One of these will ensure that teachers undergoing diploma training have the requisite ICT skills. The other project encompasses the use of ICTs to produce teaching materials, which are currently in short supply throughout the education system. The ICT facilities of both ITEK projects are linked to foster synergy.

### Capacity Development

In 2000, IICD's Capacity Development programme in Uganda included a training workshop tailored to the needs of all 15 participants from the project partners, based on productive learning methods. The participants worked on prototype ICT applications and research with immediate relevance to the ICT Roundtable projects currently under development. IICD's local training partner is a private company, Rank Consult Ltd. To enhance the training curriculum and methodology, the Rank Consult trainers attended additional courses in The Netherlands in 2000. An 'ICT Lifelong learning Skills' workshop, co-organised with Rank Consult in October/November 2000, was highly appreciated by the participants. One of the prototypes developed during the workshop entailed the design and development of a database that would allow data processing, including the generation of data for reports by UDN and its clients. The project partners were able to exchange information by means of an extensively used virtual meeting place. In anticipation of the increased demand for such training, steps were taken in 2000 to expand the number of local ICT training partner organisations to three. For example, ITEK received training to become a local training partner in 2001.

Uganda joined the Global Teenager Project in 2000, under the coordination of SchoolNET Uganda. Six schools, involving around 110 students, have since participated in the project, which focuses on the use of ICTs in secondary education. Three schools have



Participants at the 'ICT Lifelong Learning Skills' workshop in Uganda

"Our complete staff should get a training like this one"

Participant at the 'ICT Lifelong Learning Skills' workshop in Uganda

been connected to the Global Teenager Network through support from the Adopt-a-School plan.

### Knowledge Sharing

A local Information Networking (IN) partner in Uganda still needs to be identified. Project implementation began only in late 2000, so that monitoring and evaluation will begin in 2001.

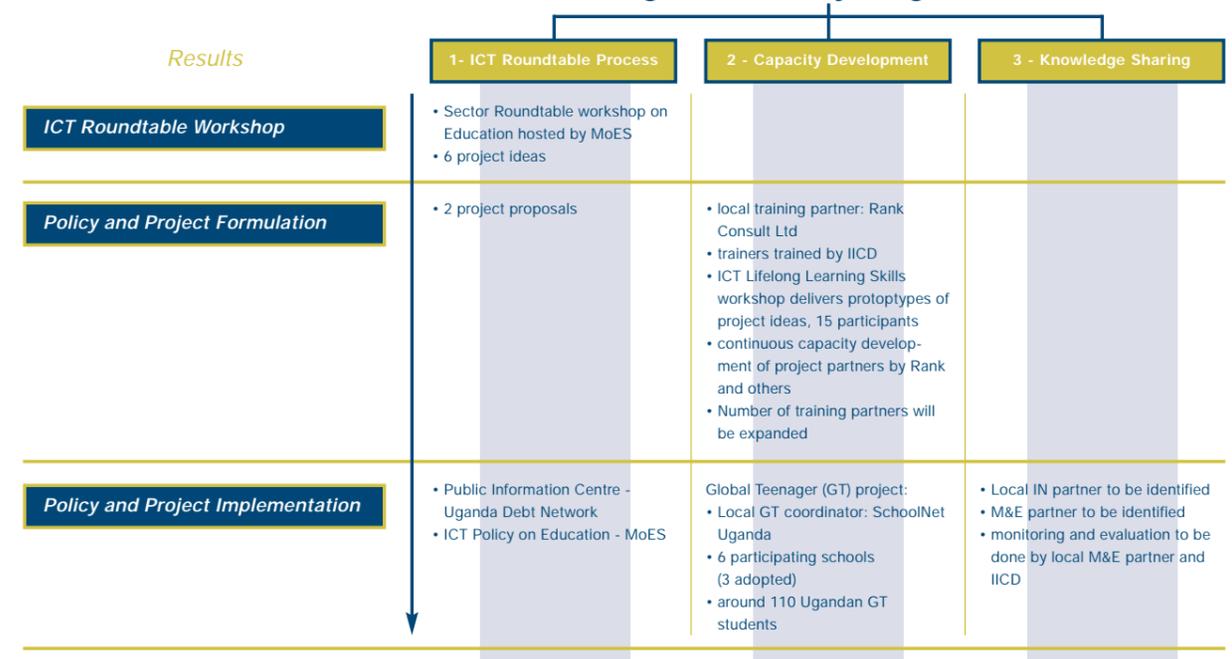
### Zambia

### ICT Roundtable Processes

In 2000, IICD launched two ICT Roundtable Processes in Zambia. The first, a National ICT Roundtable, was hosted by Zamnet Ltd in late 1998, and the second, a Sectoral Roundtable focusing on education, was hosted by the Ministry of Education in May 2000.

The National ICT Roundtable yielded a few similar projects in the areas of web-based information services and telecentres. Synergy has been ensured through two linked projects on improving livelihood opportunities: a telecentre franchise and a content development programme. First, the Rural Community Telecentre project has been organised as a commercial franchising company, called eLINK Zambia Ltd, which

## Uganda Country Programme



## Access with Content: Supporting Rural Communities in Zambia

By Pallsa Muchimba, Zambia

Participants in a 1998 ICT Roundtable workshop in Zambia highlighted the communication and information problems faced by Zambia's estimated 150,000 commercial farmers. The call was for ICTs to be used to improve the access by rural communities to information, and to improve the relevance of the information itself.

Since then, work has started on two rural information service projects. The first, managed by eLink Limited, will set up a network of rural telecentres. The second, managed by the Agriculture Consultative Forum (ACF), will develop an information system that provides content to local farmers. The two projects are being developed in parallel in an effort to ensure that local access and local content are developed hand in hand.

eLink aims to establish telecentres across Zambia and to foster information and trade services in rural population centers. According to eLink manager Chilufya Chisashi "eLink is the first private company that specifically aims to utilise today's technology solutions to meet the information and communication needs in rural Zambia." The company has already found two potential partners in Mazabuka and Choma to operate the telecentres in their respective areas.



Mrs. Chilufya Chisashi, eLink manager

On the content side, ACF is working with ten organisations that wish to provide rural information services to the rural community telecentres. ACF co-ordinator, Dr Anthony Mwanaumo explains that "according to our business plan, five organisations will begin to work on the project in the first phase and the other five will be brought in later. The telecentres are to be used as channels for the dissemination of information in rural communities. Content developed by the organisations will include market prices and opportunities, as well as inputs or commodities needed. The participating organisations will get technical assistance to help them design and fully implement their information services. To this effect, ACF has engaged a support manager."

ACF and eLink have also begun to invest in e-commerce possibilities, creating ordering services that can be of practical use to their eLink telecentre customers. The idea is already catching on and, in an ACF workshop in November 2000, participants concluded that next to providing information for farmers, the scope could also be broadened to include health care and education. Other suggestions were to provide data to traders, civic leaders and students. Mrs. Chisashi concluded: "Existing telecommunication infrastructure in Zambia often does not reach rural areas with sufficient quality of service. The telecentres' infrastructure should be in place by the end of April 2001."

will enable independent entrepreneurs in rural areas to set up telecentres. The technology partner of eLINK is CopperNET Solutions, a Zambian Internet service provider (ISP). The Royal Netherlands Embassy in Lusaka provided most of the start-up grant for the project. Second, the Rural Information Services Development project will generate information and ordering services tailored to the needs of the rural population. The Project has stimulated 20 organisations to develop plans for web-based information services and will be able to support the establishment of ten of them (see story).

The Zambian Ministry of Education mandated the education Roundtable to support its ongoing investment programme in basic education. This resulted in a set of five coherent programme and project proposals, one of which involved the formulation of a policy for ICTs in education. Next to two other projects, this programme is already being implemented and allows government managers to cross-link ICT projects, while at the same time ensuring that the projects provide a meaningful and cost-effective contribution to the government's education mission. One result of the Ministry of Education's emerging ICT policy is that all five Roundtable projects have been included in the 2001 national budget, thereby securing the bulk of the required funding. The overall education investment programme has two main goals: to improve access to education for students through the provision of more schools and learning materials, and to enhance the quality of education through better teacher training. Accordingly, the Sectoral ICT Roundtable projects focus on the provision of teacher training programmes and on improving managerial efficiency.

### Capacity Development

IICD's Capacity Development in Zambia continued to provide training for local partners in support of their development projects. In July 2000, 15 project partners attended an 'ICT Lifelong Learning Skills' workshop, co-organised with CopperNET Solutions (formerly known as the New Millennium Corporation, NMC). The primary beneficiaries were IICD's partners in the Rural Community Telecentre project and the staff of the Zambian Ministry of Education. In their evaluation of the workshop the participants expressed great satisfaction. The design



Participants at the 'ICT Lifelong Learning Skills' workshop in Zambia



and implementation of a database that would allow easy processing of personnel data were initiated during the workshop, and the database is expected to be completed in 2001. IICD provided additional capacity development assistance for CopperNET Solutions in 2000. In anticipation of increased demand for training, especially from the public education sector, IICD extended the number of local ICT training partners to include the University of Zambia and Access Information Systems (AIS).

### Knowledge Sharing

In 2000, the first local IICD website was launched to provide information on Country Programme activities in Zambia. The website (<http://www.dispatch.co.zm/iicd/>) is hosted by Information Dispatch, IICD's local IN-partner, which is a web-news agency whose origins can be traced back to IICD's Capacity Development workshop in late 1999. The development of local websites is part of IICD's deconcentration strategy.

The implementation of the first projects in the Zambia Country Programmes began only in late 2000, so that monitoring and evaluation activities are still being developed.

## Zambia Country Programme

Results	1 - ICT Roundtable Process	2 - Capacity Development	3 - Knowledge Sharing
ICT Roundtable Workshop	<ul style="list-style-type: none"> <li>National Roundtable workshop hosted by Zamnet Ltd</li> <li>Sector Roundtable workshop on Education hosted by the Ministry of Education</li> <li>10 project ideas</li> </ul>		
Policy and Project Formulation	<ul style="list-style-type: none"> <li>5 project proposals</li> </ul>	<ul style="list-style-type: none"> <li>local training partners: CopperNET Solutions, University of Zambia and AIS</li> <li>training partners trained by IICD</li> <li>ICT Lifelong Learning Skills workshop delivers prototypes of project ideas, 15 participants</li> <li>Continuous training of project staff by local training partners</li> </ul>	
Policy and Project Implementation	<ul style="list-style-type: none"> <li>Rural Community Telecentres - eLINK</li> <li>Rural Information Services Development - Agricultural Consultative Forum Secretariat</li> <li>ICT Policy in Education - Ministry of Education</li> </ul>		<ul style="list-style-type: none"> <li>IN partner: Information Dispatch</li> <li>local content development and dissemination by Information Dispatch</li> <li>M&amp;E partner to be identified</li> <li>monitoring and evaluation by local M&amp;E partner and IICD</li> </ul>

# Capacity Development

IICD's Capacity Development programme aims to enhance ICT-related skills and institutional capacities of local partners. In this respect, it supports the capacity of local training organisations to conduct autonomous Capacity Development operations. Capacity Development now forms an integral element of the Country Programmes. To further these efforts, in June 2000 IICD organised a 'train-the-trainer' programme in The Hague for local training partners to provide additional training skills. In all of these programmes, productive learning methods are used to enable project partners to develop the ICT skills they need to design and maintain their development projects. A total of 250 participants, representing 11 local training institutes and 30 project partner organisations, received such training in 2000. In addition, exchanges of knowledge and experiences among all project partners were encouraged through technical update seminars and virtual discussion groups.

## ➤ ICT Lifelong Learning Skills

ICT Lifelong Learning Skills workshops have been designed to cater for individuals with a wide range of skills and interests. In 2000, the workshops were more firmly integrated into the second and third phases of the ICT Roundtable Process – project formulation and implementation. Focusing on how ICTs can be applied to solve development problems, the workshops combine locally implemented and web-based training courses consisting of more than 80 interactive training programmes. Through productive learning methods, the participants are able to enhance their technical skills through group projects, in which they build prototype ICT applications as defined in the Roundtable Process. These group projects therefore lead to tangible products – the development of real prototypes. The dual benefits of being able to learn ICT skills while developing ICT prototypes are highly appreciated by project partners. Networking among project partners, to stimulate exchanges of knowledge and experiences, is also strongly encouraged. In their evaluation of the workshops held in 2000, more than 90% of the participants felt that the workshops had achieved their objectives, and they indicated their willingness to train their colleagues using the same methodology and course materials (see story).

## ➤ Train-the-Trainer

In order to further enable its local training partners to conduct their own Capacity Development operations, in June 2000 IICD organised a Train-the-Trainer Programme at its premises in The Hague. The programme was judged a success by both the trainers and the 15 participants. The participants developed templates for the organisational set-up and content development for the 'ICT Lifelong Learning Skills' workshops and technical update seminars. As a follow-

up to the Programme, participants were encouraged to organise their own technical update seminars, with financial and other support from IICD. In November 2000, such seminars were successfully organised in Ghana and Jamaica.

One of the aims of the Train-the-trainer Programme in The Hague was 'to stimulate information and knowledge exchange among IICD's partners, leading to greater cooperation'. For this purpose, a virtual meeting place was also set up, where the participants were able to exchange information, training materials and experiences. As a complement to this meeting place, an ICT Training Resource Directory, containing useful links to and reviews of ICT training resources, was provided on IICD's website.

As a follow-up to the Train-the-Trainer Programme, the participants were encouraged to take responsibility for organising their own local 'ICT Lifelong Learning Skills' workshops, including content development, providing the four-week period of 'tele-mentoring', certification in the use of courseware programmes, as well as for making the related logistical arrangements. For further information on IICD's Capacity Development Programme, see the Country Programmes section of this report (pp. 10 – 25), or visit IICD's website (<http://www.iicd.org/cdp/>).



The Train-the-Trainer Programme at IICD's premises

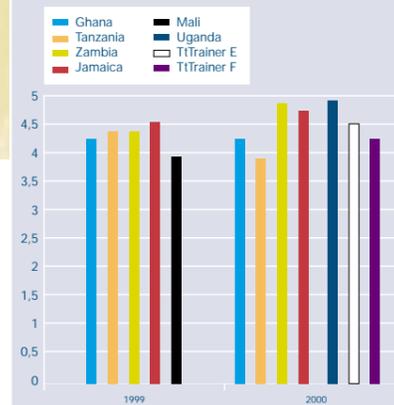


Figure 3: Rating of the overall CDP courses in 1999 and 2000

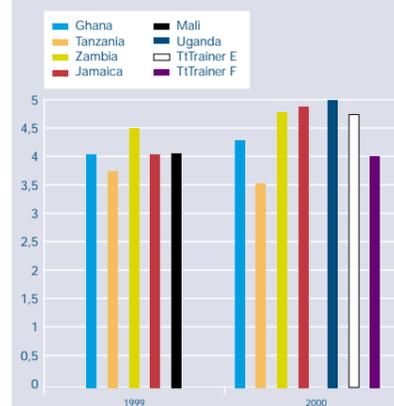


Figure 4: 'How valuable were the group projects?' Rating according to the participants in 1999 and 2000

## Training workshop demystifies web design

By Charlotte Kawesa, Uganda

In October 2000, IICD organised an 'ICT Lifelong Learning Skills' workshop in Kampala, Uganda, in conjunction with RANK Consult, a local IT consultancy firm. A total of fifteen IICD project partners participated in the workshop. For the participants, the workshop was an eye-opener. The ultimate outcome for the Uganda Debt Network (UDN) was a Public Information Center (PIC). UDN is a lobby and advocacy body, whose concern is with debt relief for Uganda. UDN is a network of about 90 members, including 50 organisations but, according to Ms Christine Nantongo, the organisation's Communication Manager and one of the participants at the workshop, ICT use among network members is still limited. UDN hopes the PIC will bridge the technological gap among network members. The project will provide training, among others, to network members so they can become users of ICTs. The training workshop took away the technology fright among participants from UDN. "To think that we could design a website was far beyond our dreams," Ms Nantongo says. "We realised that there is nothing really above our capabilities."



Mrs. Christine Nantongo, Communications Manager, Uganda Debt Network

The Institute of Teacher Education Kyambogo (ITEK) in Kampala is another IICD partner that participated in the workshop. ITEK is responsible for training teachers at various levels of education. Participants from ITEK gained vast experience in ICT from the workshop, including web design, presentation skills and Internet skills. Mr. Steven Kasumba, head of the Business Studies Department, says that participants are passing on the skills acquired from the workshop to students, who in turn will transfer them to their students in the field. "Even those who will not become teachers will find such skills indispensable at their places of work," Mr. Kasumba says.

His colleague, Professor Victor Ekong, a Computer Specialist and lecturer in the Department of Mathematics at ITEK, also says that the workshop was particularly useful for developing participants' skills in web design. "The major area in which we all needed skills was web design. We were able to design a prototype to be used for our projects at ITEK," Prof. Ekong says.

# Knowledge Sharing

Country	Programme	Training organisation(s)	Participating organisations
Ghana	ICT Lifelong Learning Skills	Centre for ICT (CICT) IICD	Ministry of Health Ministry of Communications
Ghana	Technical Update Seminar	Centre for ICT (CICT) IICD (financial support and coaching)	Rescue Mission CICT MOFA Internet Society E.P.A Ministry of Education Ministry of Communication Ministry of Health
Jamaica	ICT Lifelong Learning Skills	Jamaica Computer Society / Education Foundation (JCSEF) IICD	Mandeville Weekly ABIS RADA Caribbean Entertainment NCST
Jamaica	Technical Update Seminar	Jamaica Computer Society / Education Foundation (JCSEF) IICD (financial support and coaching)	ITI Mandeville Weekly ABIS RADA Caribbean Entertainment NCST Social Development Commission JCSEF Moneague Community College
Mali, Burkina Faso	Train-the-Trainer programme	Sotelma IICD	Université Polytechnique de Bobo, Zongos Consulting & Productions Centre National de Traitement de l'Information Délegation Générale à l'Informatique (DELGI) Ecole Nationale d'Ingenieurs Afima DATATECH FMPOS REIMICOM
Tanzania	ICT Lifelong Learning Skills	Community Telecentres, Joyous Computers and Soft-Tech IICD	Ruvu Fuel Wood Project Envirocare TATEDO Ultimate Energy SOIT CISP
The Netherlands	Train-the-Trainer programme	IICD	New Millennium Corporation - Zambia Jamaica Computer Society Education Foundation - Jamaica University of the West Indies - Jamaica HEART - Jamaica Computing Center University of Dar es Salaam - Tanzania Soft Tech - Tanzania Joyous Computer training - Tanzania Centre for Information & Communication Technology - Ghana Rescue Mission Ghana - Ghana Management Training & Advisory Centre - Uganda Rank Consult (U) Ltd - Uganda SchoolNet - South Africa
Uganda	ICT Lifelong Learning Skills	Rank Consult IICD	SchoolNet Uganda Ministry of Education & Sports Uganda Debt Network Institute of Teacher Education Kyambogo (ITEK)
Zambia	ICT Lifelong Learning Skills	CopperNET Solutions IICD	Ministry of Education Agricultural Commodity Exchange Zambia National Farmers Union

Table 11: Overview of IICD Capacity Development Programme in 2000

IICD's Knowledge Sharing Programme was established late in the year as a focus for the institute's information, learning, and exchange activities. It operates at three levels. Inside IICD, it leads knowledge sharing efforts, developing tools, mechanisms and procedures for this task. In IICD's focal countries, support is provided to local partners, assisting them to find answers to ICT-related questions. The wider goal is to build local capacities to share knowledge and disseminate information on ICTs for development. At the global level, IICD participates in various information exchange initiatives that will help inform policymaking and raise awareness on the potential applications of ICTs in development. This global outreach is part of the institute's strategy to support activities in the many countries where it has no in-depth Country Programme. The guiding principle for this global effort is joint action with partners in which IICD's main added value is its networks of experts and country partners, most of whom are actually implementing ICTs in a very practical way.

## ➤ Corporate Website

In 2000, IICD's website was completely redesigned and restructured to make it more transparent and user-friendly. The revamped website keeps visitors posted on all new developments within IICD's and its partners' activities. It is the main channel to provide access to IICD's information and knowledge services, including those developed in partnerships with other agencies. Hits to the website increased steadily, reaching 257,000 in October 2000. While most visitors have Dutch, British, or American addresses, Malaysia and South Africa were again among the 15 most frequent visitors to the site in 2000, and Zambia was repeatedly in the top 20 monthly lists. Through the development of stronger local websites in the Institute's focal countries, IICD strives, amongst others, to attract more visitors from developing countries.

## ➤ Country Partnerships

In line with IICD's deconcentration strategy, IICD is working with local institutions to help them become more effective providers of local ICT-related information and advisory services – IICD's Information and Networking (IN) partners. In 2000, IICD supported the setting-up of five national ICT information points. Four were online by the end of 2000:

- ▶ Ghana: <http://www.isoc.org.gh/>
- ▶ Jamaica: <http://www.jm.net/ncst/ict.htm>
- ▶ Burkina Faso and Mali: <http://www.zcp.bf/>
- ▶ Zambia: <http://www.dispatch.co.zm/iicd/>

## ➤ Advisory Service

In 2000, IICD's Advisory Service (formerly known as the Service Desk) provided project assistance and tailor-made advice at the request of various people.

Priority is given to requests from IICD's focal countries or from associates of IICD's funding agencies who have negotiated such support. In 2000, instead of giving 'one-off' answers to specific technical questions, the emphasis was shifted towards the provision of something more like a tailored consultation in which IICD brokers a relationship (and a defined product) between the requesting party and a participant from its expert network. The resulting advice was more relevant and emerged from the exploration of technical solutions within specific organisational contexts. In the past year, IICD supported 15 advisory projects in the following themes:

- ▶ video conferencing;
- ▶ website development;
- ▶ information systems;
- ▶ formulation of business plans;
- ▶ formulation of project proposals;
- ▶ telecentres;
- ▶ electronic communication; and
- ▶ distance education.

As well as supporting these requests for advice, the institute also gave some support to assist development organisations set up or enhance their communication systems. An example of this was the assistance provided to the Netherlands Centre for Indigenous Peoples (NCIV). This organisation facilitates a network – IDnetwork – connecting more than 250 indigenous peoples' organisations. IICD assisted them to develop an email and web-based information and communication platform consisting of a public space (<http://www.idnetwork.nl/>) for general information sharing, and a closed section for discussions among members of the network.

NCIV aims to use this platform to stimulate dialogue between indigenous organisations around the world and to facilitate joint action. IICD also supported the provision of technical training for indigenous peoples to maintain the platform. In November 2000, NCIV held a live conference – ‘Tam tam in cyberspace: Old cultures and new media’ – to complement the platform, and addressed issues such as the status of indigenous peoples, the media and ICTs. Representatives of indigenous peoples from Bolivia, India, Mexico and the Philippines attended the live conference, and others from Kenya, Mauritania and Sweden participated via the website (<http://www.iicd.org/indigenous/>).

While the NCIV project proved to be fairly successful, from 2001 onwards, the intention is to increasingly focus on support of Country Programmes and initiatives that are more directed towards research and lessons learning.

### ➤ ICT Stories

IICD's ICT Stories project, a joint initiative of IICD and infoDev, has become an important tool for disseminating information on best practices and lessons learned. The project aims to capture the learning process that accompanies the introduction and implementation of ICTs in development projects, in the form of exemplary stories.

To encourage people to submit their stories, an ICT Stories competition was launched in 1999 and repeated in 2000. An international jury selected the best stories. In March 2000, the four winners of the 1999 competition presented their stories at the second Global Knowledge Conference (GK-II) in Malaysia. For the 2000 competition, about 100 stories were submitted and four winners presented their stories at the annual infoDev Symposium in Cairo.

By making these stories available through a searchable database, now containing around 170 stories, the ICT Stories project has the potential to become a valuable information service to ICT practitioners around the world. Through the stories, IICD's project partners, and others, can learn of the successes and mistakes of others, and offer their own advice and recommendations. The stories collected so far deal with a wide range of issues and opportunities, and describe

### Abstracts from ICT Stories

"...Come to Netscape, and this is the most interesting of all, because here you can share your work with the people around the world. Using search engines appropriately has also made it possible for me to access information on the Internet with considerable ease. I also have learnt how to email and that is very interesting. There are so many possibilities I have learnt and am yet to learn, so I guess that's what computer is all about, possibilities." –

Mark Kamau, student –Nairobites-

"The core strategy of AVL-I is the involvement of individuals and organizations that are committed to achieving the goals and aspirations, which were set by stakeholders in form of resolutions, made last year. [...] Too often, good ideas die because they are hijacked by people who see opportunities rather than responsibilities in getting involved. This has led to many wonderful projects becoming stillbirth in Africa."

-The African Virtual Library Initiative-

"By ordering 'tortas' through the Tortas Peru Web ([www.tortasperu.com.pe](http://www.tortasperu.com.pe)), Pedro in San Francisco or Maria in New Zealand can send a home-made cake to their moms in Cusco, Lima, Arequipa, Trujillo, Ica, Jullaca and Puno. [...] What have we learned? [...] That our model of e-business is easy and rather inexpensive to implement. It can be replicated in other countries, with other products, and others need only imagination, willingness to work and a desire to embrace the computer's technology and/or the Internet."

-Tortas Peru-

"Evidenced from Africare's work over the past four years with the Digital Village project, there clearly exists tremendous potential available from, and great need for, Information and Communications Technology in the developing world. While the potential benefits of ICT and Internet connectivity might lead some to rapidly deploy expensive resources to developing communities, Africare's experience in the establishment of sustainable community technology centers suggests that careful attention paid to the management and planning capacity of local stakeholders will more readily ensure that resources made available now continue to exist far into the future."

-Digital Village-

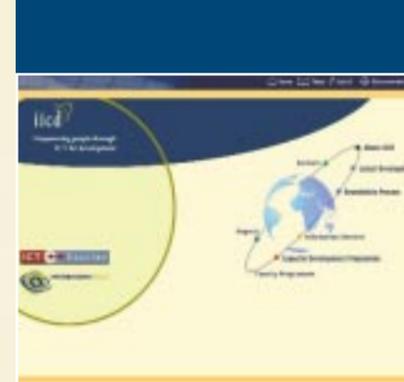
"The Family Membership in the virtual community enables the parents to become involved, updated and to be participants in their hearing-impaired child's world. Today, the parents' level of responsiveness is very weak, due to problems of distance from the Shema center. In addition some of the parents are hearing-impaired themselves and this, in actuality, is an opportunity for them to interact amongst themselves as an adult community, while having the option of receiving services through the use of the Internet and be equal participants in the virtual activity."

-Anat's Story- Finalist

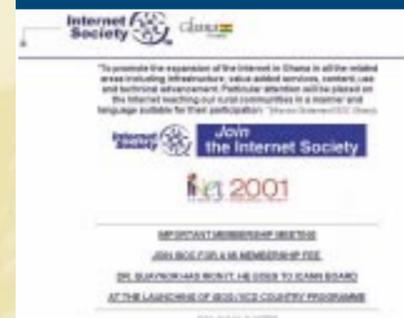
projects that vary enormously in terms of their scale, objectives and target groups.

### ICT Stories: Learning by Doing

In an effort to begin to capitalise on the knowledge base already collected, a team of researchers was invited to analyse the stories submitted in 2000. The aim was to re-visit some stories, update and validate the content, edit them to make them more easily accessible and of practical relevance to peer groups, and determine what lessons can be drawn across the stories. The main inputs came from the story owners, who rewrote their original stories, following a series of background questions related to the use of ICTs in their initiatives. The results of this research will be



IICD's website: <http://www.iicd.org/>



The national ICT information point of Ghana:  
<http://www.isoc.org.gh/>

### Winning ICT Stories

1999:

- ▶ Children and the Internet: An education experiment in India;
- ▶ The lessons Quipunet learned on the Internet;
- ▶ The virtual souk: E-commerce for unprivileged artisans;
- ▶ The use of ICT in South African township schools.

2000:

- ▶ NairoBits: African youth online;
- ▶ The African virtual library initiative: The strategy for information management for sub-Saharan Africa;
- ▶ Computers and cakes give confidence and cash to Peruvian housewives;
- ▶ The digital village: Towards a sustainable community technology centre.

made available under the title 'Learning by doing' in early 2001.

### ➤ Research

To stimulate new knowledge on ICTs within a development context and to learn from its own and its partners' experiences, IICD supports a small number of research projects each year. As with other knowledge sharing activities, priority is given to the concerns and issues raised by our country partners. However, interesting or especially relevant work in other countries is considered if it can directly benefit our partners or IICD itself.

The general aims of the research programme are to gain insight into the development impact of ICTs in the South, to identify the ways in which certain technological developments can be successfully applied by developing countries, to contribute to improved learning by IICD and its partners, and to strengthen local research capacity.

As much as possible, we push for the research, which IICD supports, to involve local researchers. The participation of researchers in developing countries will help to ensure the relevance of the research and thus the direct applicability of the results in a local context, while ensuring the local ownership that is so essential to ensure the sustainability of such projects.

In 2000, IICD supported four research projects:

- ▶ A participatory approach to the development of locally relevant content for websites in Africa;
- ▶ The use of XML within a development context;
- ▶ Monitoring and evaluation of ICT projects in developing countries;
- ▶ Analysis of the ICT Stories database on the use of ICTs in development projects (Learning by Doing).

# Global Teenager Project

IICD's Global Teenager Project focuses on the uses of ICTs in secondary education, using new learning methodologies as means of fostering cross-cultural understanding. The Project addresses three key aspects of ICTs in development projects: access, content and capacity development. In 2000, the Global Teenager Project was extended to 13 countries, and a further eight countries are in the process of becoming participants. In total, some 2000 students at 75 schools are now active participants in this international learning programme. Under IICD's Adopt-a-School plan, eight schools were adopted in 1999, and 11 more in 2000. In late June 2000, four country coordinators attended a four-week training programme in The Netherlands as part of the Johan Kooij Fellowship.

Global Teenager (<http://www.iicd.org/globalteenager/>) is creating a locally coordinated network of students from both developing and developed countries around the world. Global Teenager's international partners, such as I\*EARN, Shell and ThinkQuest Nederland, provide additional substantive inputs. The Project enables students and teachers to learn how to use modern technologies as educational tools, and form a new link in the worldwide knowledge network. Global Teenager represents a first effort to bridge the gap between the world's information rich and information poor.

"TODAY'S LEARNERS ARE TOMORROW'S LEADERS"

The Global Teenager Project aims to assist schools around the world to integrate ICTs into their curricula, and at the same time to create a multicultural learning environment. In 2000, IICD and its local coordinators facilitated 10 successful ten-week Learning Circles – four in March and six in September. Learning Circles represent a way of grouping students and teachers into international



## GLOBAL TEENAGER PROJECT

teams, and supporting each group in a circle to discuss global themes. A Learning Circle is a highly interactive, reciprocal learning environment in which the students are assigned a common task – to produce a joint paper summarising the discussions within the Circle. During each Learning Circle, students can participate in various online chat sessions. In 2000, up to eight countries were simultaneously on-line in such sessions.

### Monitoring and evaluation in practice: The Global Teenager Project in Ghana

Together with its local partners in Ghana, in 2000 IICD developed a monitoring and evaluation (M&E) instrument that will be used to gain insight into the effectiveness of IICD's Country Programmes by identifying valuable lessons learned, and to ensure accountability. The results will help IICD and its local partners to improve performance, foster synergy and enhance overall efficiency (for additional information on the M&E instrument, see box in the ICT Roundtable Process section of this report, page 8).

The Global Teenager Project in Ghana is coordinated by Rescue Mission Ghana and the Internet Society of Ghana. In the two years since the launch of the project in 1998, 12 secondary schools participated in the Project.

The M&E exercise indicated the following:

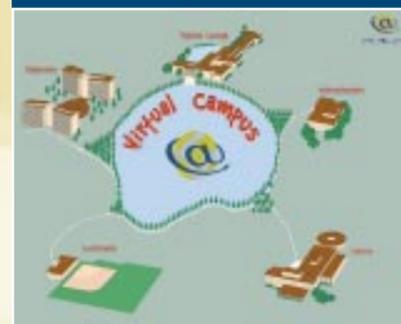
- ▶ The Global Teenager partners assessed the Project as satisfactory, in that it addresses the needs of secondary schools in Ghana and is based on strong ownership of the coordinating organisations and the participating schools.
- ▶ The Project's objectives – to establish an international network, two-way communications and exchange of knowledge – have largely been met, as is evident from the high level of user satisfaction.
- ▶ The partners believed that the Project had positive impacts of development, in terms of the increased awareness, empowerment of students and in acting as a catalyst. In terms of its economic impacts, the students felt that the project had served to improve their productivity and labour market prospects. These positive assessments of the impacts of the Project were above expectations.

The M&E exercise yielded a series of recommendations for improving the Global Teenager Project. To address some of the recurring technical problems that arise in the schools, the participants advised that a basic technical assistance manual be produced. They also recommended that the Project coordinators and teachers undergo additional training, both to enhance the organisation of the Learning Circles and to improve their teaching skills in general.

Another important aspect of the Global Teenager Project is that it facilitates spin-offs in the form of ICT-supported educational projects that any Project stakeholder can develop and implement, such as independent discussion groups or activity groups. In 2000, for example, Shell Netherlands requested Global Teenager to support one of their educational programmes on renewable energy. This successful initiative will be continued in 2001. Also in 2000, ThinkQuest and Global Teenager formed a partnership in a new project, ThinkQuest for Groups.



Mrs. Kooij during her Ghana visit



The Virtual Campus website:  
<http://www.iicd.org/virtualcampus/>



Students from Bolivia participating in the Global Teenager Project



Students from The Netherlands participating in the Global Teenager Project

A web-based competition on educational web design, especially developed for the Global Teenager Project, will be launched in early 2001.

A 'virtual campus' has been set up to provide up-to-date information on developments in the Project. It also offers course curricula, networking opportunities, and a wide range of other activities for the participating schools and students (<http://www.iicd.org/virtualcampus/>).

### ➤ Adopt-a-School Plan

Through its Adopt-a-School Plan, IICD is assisting secondary schools in developing countries by providing computer equipment, training and content. Through this plan, students at the adopted schools can participate in the Global Teenager Project, and thereby increase their ICT awareness and develop their computer skills. As in 1999, IICD was successful in attracting further support for the Adopt-a-School Plan through events such as the annual Broos van Erp Award ceremony at Media Plaza – an IICD partner – in The Netherlands.

In 2000, 19 schools were beneficiaries of the Adopt-a-School Plan: three in Bolivia, two in Ghana, one in Jamaica, three in Romania, five in South Africa, three in Uganda, and two in Zimbabwe. Some schools were fully adopted, while others received additional financial support to upgrade their computer systems or to receive extra training. Because of the continued interest in supporting this plan, another seven schools in Burkina Faso, Ghana, Jordan, Surinam and Tanzania are now in the process of adoption.

The companies and organisations that supported the Adopt-a-School plan in 2000 were as follows (in alphabetical order): BIBIT, D-Age, Evident, Foster Parents Plan, Gopher Publishers, ING Bank, KPN, Lucent Technologies, Media Plaza, Noaber Foundation, PriceWaterhouseCoopers, RealMapping, the Royal Netherlands Embassy in Jamaica, Service Apotheek, Stichting 'de Kivitjes' and WorldVision.

### ➤ Johan Kooij Fellowship

Media Plaza and IICD established a fellowship in memory of the late Mr Johan Kooij, former Chairman of the Board of KPN – The Netherlands, who firmly believed in the power of education and ICTs to bring

# Partnerships

people closer together. The Johan Kooij Fellowship enables local ICT training coordinators to participate in support and exchange programmes in the Netherlands, thereby strengthening mutual relationships. In June 2000, the coordinators of the Global Teenager Projects in four countries attended a four-week training programme as part of the Fellowship. These 'fellows' attended a number of sessions of IICD's train-the trainer programme, including those on web design led by Media Plaza, on wireless access by Lucent Technologies, and the potential of distance learning by KPN. These companies are also supporting the Fellowship. The programme also included visits to Global Teenager schools in The Netherlands, as well as various social activities. In September 2000 the late Mr. Kooij's wife, Mrs. Libert Kooij – the Fellowship's Goodwill Ambassador – visited the Global Teenager Project in Ghana.

## Learning Circles' Quotes

"Hello friends,  
We are the members of the Learning Circle from Madina Islamic school. Our school is found in a town called Madina in Greater Accra Region, the capital city of Ghana, the west coast of Africa. Madina Islamic School is a beautiful school. It has nice building with beautiful classes. The classes are from nursery, Kindergarten, Primary and Junior Secondary School with ages ranging from 17 downwards. Our school also has a very big library and a computer library. It gratifying here to note that our School is one of the fortunate schools that were adopted by IICD in collaboration with rescue Mission Ghana and thus we were provided with computers.

The costume of our school is very simple and neat. The male wear cream shirt and dark brown short. The females wear cream shirt and dark brown skirt and cover their head with a neat white veil. Our seniors participated in the previous learning circle and now it has come to our turn to also participate and thus we promise to fully co-operate to make the Learning Circle an enjoyable one."  
Madina Islamic School – Ghana, adopted by PriceWaterhouseCoopers

"Hi circle partners,  
Questions:  
1. Is there a problem of Child's labour in your country i.e. Children under the age of 15 employed as workers if yes how does your country handle it. If no at which ages are people regarded as economically active in your country?"  
Micha-Kgasi High School - South Africa

AgIt is sad to know, but we do have a problem of child labour. In specific areas i.e. tea, tobacco, cotton growers are the main culprits of child labour. The biggest problem we have is that very few people do realise it. Since our country exports a lot of goods, workers are needed to work on the big fields which grow the crops. This has been found to account for more than 80% of all underage workers in the country. According to a survey carried out in 1999, it shows that more than 84% of underage workers were employed in the commercial agriculture sector. Usually, the children work in order to get money, which they can use for school fees. To many people in our country, this is quite a reasonable deal but what is not acknowledged is the fact that many of these children are still too young to work on these fields.

Our government is trying to reduce the number of underage workers but this may take a lot of time. The constitution of our country clearly states that no child under the age of 18 is to be used as labour but the problem is that not many people even know that there is such a law. Our government is trying to bring forth awareness about this issue but so far their attempts have been futile.

Most of the girls in the rural areas leave home in search of employment in the towns and are employed as domestic workers. In spite of the many schools being built, children under the age of 15 are still used as a source of labour and underpaid.

Generally child labour is still a problem in our country and we hope that in the near future the government will come up with better and fruitful solutions.  
Mutare Girls High School – Zimbabwe

"As the saying goes like, 'we meet to part and part to meet', we the High Glen students would like to thank you all for the active participation. To tell the truth and shame the devil we learned a lot from you all. We seemed to be there with you physically and I think the perception we have now for other countries is now different. Let us as youth unite to fight this deadly diseases, we are the future leaders. The only hope for the world lies in us. We love you all. [...] Let's keep in touch, hoping to meet you again in our future learning cycles. Your Pals."  
High Glen school - Zimbabwe

In order to fulfil the needs of its local partners as effectively as possible, IICD is actively pursuing strategic partnership agreements with various public, private and non-profit organisations. In 2000 the enabling partnership with Hivos in Tanzania was extended to include an ICT Roundtable Process in Bolivia. Cap Gemini, Ernst & Young became IICD's strategic sector twinning partner on e-commerce. The enabling agreement between IICD and the Department for International Development (DFID) in the UK, to be signed in 2001, will involve support for demand-led projects, ICT resource networks and a range of knowledge-sharing activities. As a member of the Executive Committee of the Global Knowledge Partnership (GKP), IICD was instrumental in the organisation of the second Global Knowledge Conference (GK-II), which was held in Malaysia in March 2000. In addition, IICD assisted DFID and GKP with their involvement in the G-8 summit in Japan and the Digital Opportunities Task Force (DOT) that emerged from it.

In order to fulfil its mission, IICD regards partnerships as vitally important. IICD's partnerships fall into two main categories: 'local partnerships' and 'enabling partnerships'. The difference between the two is easy to explain. Without the local partners – the people and organisations with whom IICD works on the ground – there would be no demand for its services and activities. In turn, the knowledge and the resources of the enabling partners allow IICD to meet the needs of the local partners most effectively.

## Local partnerships

Local partnerships are IICD's working relationships, spanning the Country Programmes and other core activities. These partnerships are in fact the Institute's priority, since they are of key importance in ensuring local ownership and thus the sustainability of programme and project activities. IICD works with many local partners, some at the Country Programme level and others at the project level.

- ▶ **Programme partners** are the local organisations that work with IICD in carrying out the wide range of Country Programme activities. These include local training institutes, Information Networking (IN) partners, monitoring and evaluation (M&E) partners and the host organisations.
- ▶ **Project partners** are the owners/operators of individual projects, and are wholly responsible for the formulation and implementation of projects (for more information on IICD's local partners, see the Country Programmes section of this report: pp. 10 – 25). With regard to its local partners, IICD serves as catalyst, facilitator, and independent broker in knowledge and resources.

## Enabling partnerships

Within the broader group of IICD's enabling partnerships there are also two categories: those based on programmes and on activities. These partnerships are geared to enabling IICD to fulfil its mission as effectively as possible by strengthening the quality of its work with its local partners. These partnerships offer the additional knowledge, human and financial resources needed by IICD and its local partners. In establishing such partnerships, IICD sets the preconditions that they are mutually beneficial, and that all parties involved are committed to fulfilling the partnership agreement. Partnerships that cut across core programmes are often formalised in strategic agreements or memoranda of understanding (MoUs) between IICD and the enabling partner organisation. IICD establishes strategic enabling partnerships with companies and organisations in the private, public or the non-profit sectors.

## Private sector

Since almost all innovations in the field of ICTs are attributable to private sector companies, their contribution to ICTs for development is essential in order to ensure that the highest quality tools can be applied at the lowest possible cost. The private sector's extensive knowledge of ICTs is their comparative advantage.

IICD's partnership with Cap Gemini, Ernst & Young is an example of a strategic enabling partnership, in which the focus is sector twinning in e-commerce. In 2000, various local project partners indicated to IICD that they needed to broaden their knowledge of e-commerce, which they could then apply to improve their individual agricultural and livelihood opportunities projects. In response, IICD began

Country	Local Education Partner	Number of Schools
Bolivia	Foundation Ayni Bolivia	6
Ghana	Rescue Mission Ghana and ISOC	12
Jamaica	JCSEF	7
Kenya	PassNet Consultants	3
Latvia	ICT&E	3
The Netherlands	ICT&E	6
Nigeria	FNNR	6
Romania	Amoba	3
Slovenia	ICT&E	3
South Africa	SchoolNet SA	8
Sweden	IICD	2
Uganda	SchoolNet Uganda	6
Zimbabwe	World ZimbabweMutare Technical College	7

Table 12: Overview of the Global Teenager Project in 2000



pursuing a partnership with a private sector company with proven e-business skills. It did not take long for IICD to find that partner in Cap Gemini, Ernst & Young (CGEY). In August 2000, IICD and CGEY's Public Sector Division signed a memorandum of understanding detailing this new strategic alliance. A jointly organised e-commerce workshop for IICD's local partners will be held in early 2001, and will mark the launch of this twinning approach. Following this capacity development workshop, CGEY, together with IICD's Advisory Service, will be available to provide specialised e-commerce knowledge and assistance to the project partners during implementation.

**Public sector**

In the developing world there are regions within countries, and even entire countries, that have not yet attracted the attention of the private sector. Many such countries are socio-economically disadvantaged due to a combination of adverse political, social, economic and/or environmental factors. These under-developed and under-represented areas and their populations are the primary interest of development organisations operating in the public sector. Such organisations are in a strong position to work with national governments in developing macro-economic policies that will help to establish firm enabling frameworks and to attract investments that will benefit the poor. It is precisely the public sector's financial and knowledge investments in socio-economic development that represents its greatest added value. IICD works with many public sector development organisations within and outside Europe, including the Netherlands DG International Development Cooperation (DGIS), the World Bank, the European Union and the UK Department for International Development (DFID).



IICD and DFID began a dialogue in early 2000. IICD assisted DFID with its 'ICTs for development' strategy, as input into the G-8 summit in Japan in July 2000. This early effort laid the groundwork for additional

discussions, culminating in a strategic enabling agreement (to be signed in 2001) with respect to DFID's Bridging the Digital Divide (BDD) initiative. The BDD programme includes a package of cross-sectoral initiatives that will address the key barriers to and opportunities for ICTs in achieving development goals.

IICD has been selected by DFID as one of the implementing agencies for the BDD programme, together with the Commonwealth Telecoms Organisation (CTO), OneWorld International, World Association of Community Radio Broadcasters (AMARC), and Panos. IICD's role will be threefold: to facilitate demand-led projects, to serve as an ICT resource centre, and to advise and assist DFID in the overall management of the BDD programme.

An important aspect of the DFID-IICD collaboration has been DFID's decision to collaborate with DGIS in The Netherlands – IICD's founder and principal financier – in a donor-coordinated effort to support IICD's work. With the additional core resources that will be made available by DFID, IICD will be in a stronger position to provide technical assistance to its partners in the South and elsewhere, and thus to fulfil its overall mission. The agreement between the two governments also reflects and puts into practice the current thinking on effective approaches to development cooperation. Developments in the BDD programme will be reported in I-Connect, a quarterly ICT newsletter to be launched by IICD in April 2001, which initially will be available via the IICD website and those of the BDD partner agencies.

**Non-profit sector**

Non-profit organisations, usually non-governmental organisations (NGOs), form another group of stakeholders with which IICD is pursuing strategic partnerships. NGOs are characterised by their often-extensive networks of grassroots organisations in developing countries. IICD works in many key development sectors in which NGOs are also very active. Since NGOs and their networks tend to serve poorer communities, they are viable partner intermediaries through which IICD can reach the poorer sections of society. In addition, many NGOs are interested in the use of ICTs as tools for streamlining and improving their outreach, and so



Signing of the Memorandum of Understanding between Hivos and IICD

"Information and Communications Technology (IT) is one of the most potent forces in shaping the twenty-first century. Its revolutionary impact affects the way people live, learn and work and the way government interacts with civil society. IT is fast becoming a vital engine of growth for the world economy. It is also enabling many enterprising individuals, firms and communities, in all parts of the globe, to address economic and social challenges with greater efficiency and imagination. Enormous opportunities are there to be seized and shared by us all."

The Okinawa Charter, Digital Opportunity Taskforce (DOT.force) of the G8



Mr. Addo Dankwa and Mr. Sani Abdulai from Ghana at the GK II Conference in Malaysia

regard IICD, with its focus on ICTs for development, as an appropriate strategic partner.



IICD has established enabling partnerships with several NGOs, including with Hivos, the Humanistic Institute for Development Cooperation, which supports civil society organisations in many developing countries. In 1999, Hivos approached IICD to request assistance in implementing its new strategy to promote ICTs for development, which aims to support the missions of the 800 members of the Hivos network. IICD and Hivos signed an agreement in November 2000, forming a strategic enabling partnership in which the two organisations will undertake a joint programme of activities. The programme supports NGOs in the Hivos network through the IICD Country Programme approach. To date, joint Country Programmes have been implemented in Bolivia and Tanzania (see story).

**Activity-based partnerships**

Alongside its strategic enabling partnerships, IICD has established partnerships with a wide range of organisations on an activity basis. For example, the Global Knowledge Partnership (GKP: <http://www.globalknowledge.org/>) remains an important platform through which IICD exchanges knowledge and information, and networks in support of partnership opportunities. GKP brings together more than 80 multilateral, public, private sector and non-governmental organisations in common efforts to build knowledge for development through greater access to ICTs.



As a member of GKP's Executive Committee, IICD was instrumental in the organisation of the second Global Knowledge Conference (GK-II), 'Building knowledge societies: Access, empowerment and governance', held in Malaysia in March 2000. During 2000, a range of developing country organisations joined the partnership. With 30 developing country members, GKP has become a true global partnership. In late 2000, GKP was mandated to organise a consultative

process on behalf of the Digital Opportunities Task Force (DOT) that resulted from the G-8 Summit in Japan.

Examples of IICD's other enabling activity partners include the following:

- ▶ **infoDev** (<http://www.worldbank.org/infodev/>), IICD's partner in the ICT Stories project;
- ▶ **Media Plaza** (<http://www.mediaplaza.nl/>), a valuable partner in attracting private sector resources in support of the Global Teenager Project;
- ▶ **OneWorld Europe** (<http://www.oneworld.net/>) and **ECDPM** (<http://www.ecdpm.org/>), a think-tank and partners in the areas of XML, Linux and web-technology; and
- ▶ **Origin** (<http://www.origin.nl/>) and **Millson BV** (<http://www.millson.com/>), members of IICD's Expert Network.

### Bolivian NGOs to gain from ICT Roundtable workshop

By Rafael Puente Calvo, Bolivia

From 7 to 11 November 2000, nearly twenty NGOs participated in a Roundtable workshop in Santa Cruz de la Sierra in Bolivia. The objective was to share their experiences about the use of modern information and communication technologies (ICTs) for the development their own institutional work. The meeting was organised by Hivos and IICD, both from The Netherlands, with the co-operation of the Centro Boliviano de Estudios Multidisciplinarios (CEBEM) from La Paz and Ayuda para el Campesino Indigena del Oriente Boliviano (APCOB) from Santa Cruz.

The Roundtable workshop took four days of intense work, disregarding and even postponing institutional tasks. The work was enriching and an opportunity to meet and share experiences. Most of the participants have been using the media for years to extend their work in the area of sustainable development, particularly the radio, the Internet and virtual networks of communication. But the exploitation is just beginning and there is still a lot to be done. As a result of the workshop, a training workshop was organised in January 2001 to follow up the work based on the previous diagnosis.



Participants at the Hivos-IICD Roundtable workshop in Bolivia

The Roundtable workshop analysed the difficulties over which one may stumble in the Bolivian context: most of the population has no access to telephone or computer services and user charges are very high due to the monopolistic character of telecommunications. This calls for a really sustainable development, including all the necessary aspects: social, economic, cultural and gender dimensions.

There is a lot to be done. Of the 922 web pages belonging to the country, only 69 correspond to NGOs and other not-for-profit institutions of civil society. Most of the electronic communication is in the hands of political or commercial interests. Civil society must find its way in this area. For that, harder work is needed and more institutional representation in the Roundtable workshops. Finally, it is important to generate more South-South exchanges, as healthy and necessary as the North-South exchange.

# Finances

Auditors' report

## ➤ Introduction

We have audited the annual accounts for the year 2000 of Stichting International Institute for Communication and Development at The Hague. These annual accounts are the responsibility of the entity's management. Our responsibility is to express an opinion on these annual accounts based on our audit.

## ➤ Scope

We conducted our audit in accordance with auditing standards generally accepted in The Netherlands. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the annual accounts are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the annual accounts. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall annual accounts presentation. We believe that our audit provides a reasonable basis for our opinion.

## ➤ Opinion

In our opinion, the annual accounts give a true and fair view of the financial position of the entity as of 31st December 2000 and of the result for the year ended in accordance with accounting principles generally accepted in The Netherlands.

On behalf of the Netherlands Minister of Foreign Affairs we express that the annual accounts give a true and fair view regarding activity numbers NL054401 and NL054402 and that the expenditures related to these activities are legitimate.

Rotterdam, April 13th, 2001

Borrie & Co, Auditors

# Balance sheet

As at December 31, 2000

## Assets

	31 - 12 - 00 NLG	31 - 12 - 99 NLG
<b>FIXED ASSETS</b>		
Tangible fixed assets	225.060	406.774
<b>TOTALS</b>	<b>225.060</b>	<b>406.774</b>
<b>CURRENT ASSETS</b>		
Receivables & prepaid expenses	2.541.239	1.372.323
Cash & bank	836.964	1.227.399
<b>TOTALS</b>	<b>3.378.203</b>	<b>2.599.722</b>
<b>TOTAL ASSETS</b>	<b>3.603.263</b>	<b>3.006.496</b>

## Liabilities

	31 - 12 - 00 NLG	31 - 12 - 99 NLG
EQUALIZATION ACCOUNT	225.060	406.774
RESERVE	37	37
<b>CURRENT LIABILITIES</b>		
Payables & accrued liabilities	3.349.021	2.525.827
Taxes & social security payments	29.145	73.858
<b>TOTALS</b>	<b>3.378.166</b>	<b>2.599.685</b>
<b>TOTAL LIABILITIES</b>	<b>3.603.263</b>	<b>3.006.496</b>

For the complete annual accounts 2000, including accounting principles and detailed statements, please contact IICD.

## Statement of operating income and expenses

FOR 2000

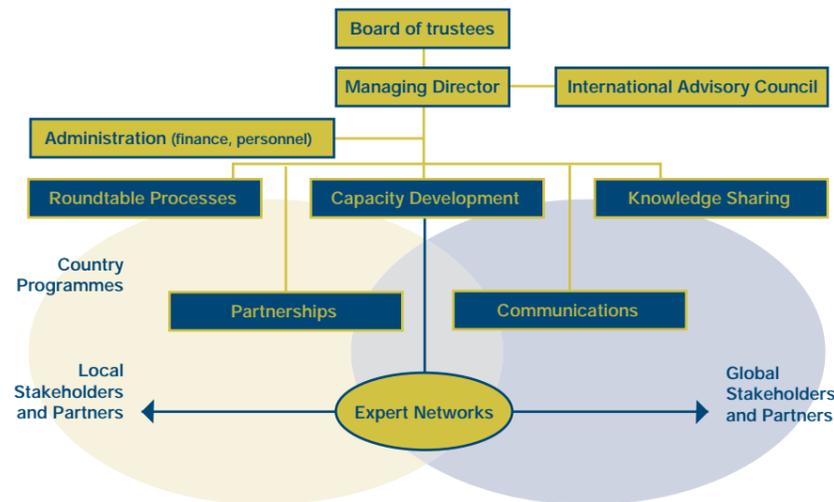
SUMMARY	ACTUAL 2000 NLG	ACTUAL 1999 NLG
<b>INCOME</b>		
Ministry of Foreign Affairs: Activity number NL054401	6.514.843	4.496.278
Ministry of Foreign Affairs: Activity number NL054402	50.488	16.710
Own income	591.641	165.584
<b>TOTAL INCOME</b>	<b>7.156.972</b>	<b>4.678.572</b>
<b>EXPENSES</b>		
<i>MINISTRY OF FOREIGN AFFAIRS:</i>		
Personnel expenses	1.639.235	1.538.476
Operating expenses	690.469	650.569
Project expenses	4.847.435	2.498.911
Depreciation charges	-	-
Interest income & charges	(20.167)	(9.384)
<b>TOTAL EXPENSES</b>	<b>7.156.972</b>	<b>4.678.572</b>
<b>BALANCE</b>	<b>0</b>	<b>0</b>

# Organisation

**IICD chooses to be a lean and flexible network organisation. At the end of 2000, IICD employed 15 staff members. In early 2001, 4 additional staff are expected to join. In response to a fast changing environment, IICD adjusted its internal organisation. The terminology of this report reflects these changes.**

The members of the International Advisory Council convened at IICD's premises in The Hague in March 2000, and provided valuable inputs for the development of the Institute's strategic policy. During the year, Mr. Bernhard van Oranje accepted an invitation to join IICD's Board of Trustees.

The IICD organisation



## Board of Trustees

### Chairman:

Dr. J.E. Andriessen

### Secretary/Treasurer:

A. de Bie RA

### Members:

M.W. van de Guchte

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Drs. B.L.E. van Oranje

Prof. Dr. P.H.M. Vervest

## International Advisory Council

- Mrs. I. Albers, HDTP, Netherlands Ministry of Transport, Public Works and Water Management – The Netherlands
- Mr. E. Gimei Wasukira, Director Rank Consult Uganda Ltd. – Uganda
- Mr. S. Mworira, Telecom Solutions, Tanzania
- Mrs. A. Opuku-Mensah, Ford Foundation, Nigeria
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- Dr. A. Ventura, National Commission on Science and Technology, Jamaica
- Mr. E. Wintzen, Ex'tent, the Netherlands
- Dr. H.C. de Wolf, Open University, The Netherlands

## IICD staff, January, 2000

Managing Director	Jac Stienen
Manager, Knowledge Sharing	Peter Ballantyne
Finance Manager	Ben Freeze
Project Manager	Lisette Gast
Project Manager, Communications	Ben Geerlings
Manager, Partnerships	Ingrid Hagen
Manager, Capacity Development	Arjan de Jager
Programme Manager	Stijn van der Krogt
Programme Manager	Nic Moens
Secretary	Sharita Nandpersad
ICT Manager	Millicent Odongo
Manager, Communications	Loeki Schaeffers
Communications Officer	Judith Veldhuizen
Manager, Research and Advisory Services	Tjalling Vonk
Programme Manager	Marcel Werner

# List of Acronyms

<b>ABIS</b>	Agri-Business Information System – Jamaica
<b>AIS</b>	Access Information Systems – Zambia
<b>AMARC</b>	World Association of Community Radio Broadcasters – United Kingdom
<b>APCOB</b>	Apoyo para el Campesino-Indígena del Oriente Boliviano – Bolivia
<b>BDD</b>	'Bridging the Digital Divide' - a DFID programme – United Kingdom
<b>CEBEM</b>	Centro Boliviano de Estudios Multidisciplinarios - Bolivia
<b>CENATRIN</b>	Centre National de Traitement de l'Information - Burkina Faso
<b>CGEY</b>	Cap Gemini, Ernst & Young – The Netherlands
<b>CICT</b>	Centre for ICT – Ghana
<b>CTC</b>	Community Telecentres – Tanzania
<b>CTO</b>	Commonwealth Telecoms Organisation – United Kingdom
<b>DELGI</b>	Délégation Général à l'Informatique – Burkina Faso
<b>DFID</b>	Department for International Development – United Kingdom
<b>DGIS</b>	Netherlands Directorate General International Development Cooperation
<b>DOT</b>	Digital Opportunities Task Force
<b>ECDPM</b>	European Centre for Development Policy Management – The Netherlands
<b>EIN</b>	Environmental Information Network – Ghana
<b>EPA</b>	Environmental Protection Agency – Ghana
<b>FIAB</b>	Federation of Agro-Industrial Enterprises of Burkina Faso
<b>GBN</b>	Global Business Network
<b>GKP</b>	Global Knowledge Partnership
<b>GREFCO</b>	Groupe de Recherche de Formation et de Conceils – Burkina Faso
<b>Hivos</b>	Humanistic Institute for Development Cooperation – The Netherlands
<b>ICTs</b>	information and communication technologies
<b>IICD</b>	International Institute for Communication and Development – The Netherlands
<b>IN partner</b>	Information Networking partner
<b>infoDev</b>	Information Development Program of the World Bank – United States
<b>ISOC</b>	Internet Society of Ghana
<b>ISP</b>	Internet service provider
<b>ITEK</b>	Institute of Teacher Education Kyambogo – Uganda
<b>JCSEF</b>	Jamaica Computer Society/Education Foundation
<b>M&amp;E</b>	monitoring and evaluation
<b>MDRI</b>	Mali National Decentralisation Authority – Mali
<b>MoES</b>	Ministry of Education and Sports – Uganda
<b>NCIV</b>	Netherlands Centre for Indigenous Peoples
<b>NCST</b>	National Commission on Science and Technology – Jamaica
<b>NGO</b>	non-governmental organisation
<b>NMC</b>	New Millennium Corporation (now known as CopperNET Solutions) – Zambia
<b>RADA</b>	Rural Agricultural Development Authority – Jamaica
<b>SEE-NET</b>	Sustainable Energy and Environment Network – Tanzania
<b>TATEDO</b>	Tanzania Traditional Energy and Environment Organization
<b>TCCIA</b>	Tanzanian Chamber of Commerce, Industry and Agriculture
<b>UDN</b>	Uganda Debt Network
<b>XML</b>	extended mark-up language
<b>ZCP</b>	Zongos Consulting and Productions – Burkina Faso

# IICD profile

**The International Institute for Communication and Development (IICD) assists developing countries to harness the potential of information and communication technologies (ICTs) for realising sustainable development. The driving force behind IICD activities is that local 'change agents' themselves identify and develop proposals for realistic ICT applications - local ownership forms the essential basis for sustainable socio-economic development.**

Acting as a catalyst, IICD's three-pronged strategy is mainly delivered through a series of integrated Country Programmes. First, IICD facilitates ICT Roundtable Processes in selected developing countries where local stakeholders identify and formulate ICT-supported policies and projects based on local needs. Second, working with training partners in each country, Capacity Development activities are organised to develop the skills and other capacities identified by the local partners. Third, IICD draws on its global network to provide information and advice to its local partners, also fostering local information exchange networks on the use of ICTs for development. The best practices and lessons learned in each Country Programme are documented and disseminated internationally through a Knowledge Sharing programme. In support of these activities, IICD invests in the development of concrete partnerships with public, private and non profit organisations, thus mobilising knowledge and resources needed by IICD and its local partners. Country Programmes are currently being implemented in Bolivia, Burkina Faso, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia.

## ➤ ICT Roundtable Processes

In each of its focal countries, IICD facilitates National and Sectoral ICT Roundtables in which national stakeholders - public, private and non-profit - participate in a process of scenario building. These result in ICT policies for specific sectors as well as concrete project proposals. The projects focus on ICT applications that will stimulate development in sectors such as education, health care, good governance, and the environment, as well as on improving livelihood opportunities, through e-commerce (<http://www.iicd.org/projects/>).

## ➤ Capacity Development

IICD aims to contribute to the empowerment of organisations in developing countries by building institutional capacities and by enhancing technical skills. It provides locally implemented as well as web-based training courses using productive learning

methodologies targeted at partners in IICD's Country Programmes (<http://www.iicd.org/cdp/>).

"TODAY'S LEARNERS ARE TOMORROW'S LEADERS"



## GLOBAL TEENAGER PROJECT

The Capacity Development Programme is home for the Global Teenager Project that focuses on the use of ICTs in secondary education. The project uses interactive learning methodologies in order to foster cross-cultural understanding. It aims to assist schools in developing and developed countries to integrate ICT-based learning into their curricula, while at the same time creating an international learning environment (<http://www.iicd.org/globalteenager/>).

## ➤ Knowledge Sharing

IICD supports its country partners by providing information services, advice, access to expert networks, and the results of applied research work. In each country, it also supports the development of local information exchange networks on ICT applications in development, as a tool for national capacity development. At the international level, IICD acts as a global knowledge broker. It generates and collects lessons, ideas, and best practices and shares them with interested parties, especially those in other developing countries and in the development community. In all cases, a partnership approach is adopted in which IICD joins and supports other initiatives that seek to promote the effective exchange of knowledge and learning on the use of ICTs for development (<http://www.iicd.org/>).

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### IICD is an independent not-for-profit foundation

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