# iicd

## Annual Report 2001

INTERNATIONAL INSTITUTE FOR
COMMUNICATION AND DEVELOPMENT

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# Chairman's Report

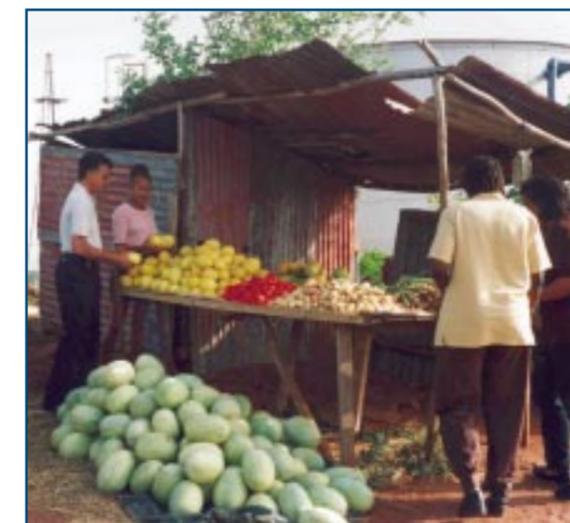MR. KOOS ANDRIESSEN – CHAIRMAN OF THE BOARD OF TRUSTEES

**In the western world we tend to think of a network in terms of something technical and large scale, such as a fibre optics or mobile telephone networks. In developing countries the network concept is not new of course – for centuries the family or tribe has fulfilled this function – but such networks are often only very small in scale. Less well known is that information and communication technologies (ICTs) can strengthen a network, however small, enabling it to come to grips with economic processes. During the IICD Board's mission to Jamaica in 2001, it was abundantly clear how the introduction of ICTs can enable a network to head in promising new directions.**

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

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

Working on a small scale but closely together with potential users, listening attentively to what they want and placing responsibility in their own hands are the key concepts of IICD's approach. The approach works; Foreign Affairs is providing funding for another five-year period, and other countries are also showing interest. The UK has joined us, and Switzerland has recently followed this example. Likewise, an increasing number of non-profit organisations and private companies are keen to enter into collaboration with us. In short, it is clear that IICD is headed in the right direction.

# Management Report

Mr. Jac Stienen – Managing Director

**At the end of 2001, Ms. Eveline Herfkens, the Netherlands Minister for Development Cooperation, approved IICD's new five-year strategy, 'Deepening Local Ownership through Partnerships'. The strategy follows the positive recommendations of an external evaluation in early 2001, and builds on the work of the past years. In this respect, 2001 was a memorable year in which the fruits of our work were acknowledged, paving the way for the Institute to continue in the years to come.**

## Strategy 2002–2007

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

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

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

## Thematic Networks

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

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

## Local knowledge sharing

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

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

## International partnerships

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

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

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

## Organisation

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

## Preview

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

# Bolivia – Partners launch local network: TiCBolivia

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

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

## ICT Roundtable Process and results

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

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

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

## Capacity Development

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

## Knowledge Sharing

CEBEM is coordinating IN activities in Bolivia, with the aim of building a knowledge sharing network among organisations working with ICTs. To develop an IN strategy, CEBEM participated in the IN workshop in June. In November, CEBEM organised an event to launch the network TiCBolivia, and to promote the Country Programme. The event was attended by more than 200 people and local media, demonstrating the high level of interest in ICTs for development. The Bolivian IN strategy for 2002, based on

## Country Programme approach

To realise its mission and goals, IICD uses a Country Programme approach. Country Programmes bring local organisations together in a Roundtable Process, within which they formulate and execute ICT-supported development policies and projects. The aim is to strengthen local institutional capacities to develop and manage the programmes, including the development of networks, policies, projects and capacities, and to share knowledge and lessons learned. Within each Country Programme, the local partners form a network that determines priorities, shares responsibilities and tasks, mobilises resources, and monitors and evaluates projects and results. Country Programmes are currently being implemented in Bolivia, Burkina Faso, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia.

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## Bolivia's indigenous peoples and their struggle for land
**By José Miguel**

Since the early 1990s Bolivia's indigenous peoples have been struggling to reclaim ownership of their original community lands (OCLs), which they consider vital for their survival and social development. In 1990, the Indígenas went on their first march 'for land, territory and dignity', demanding the legal transfer of ownership of 29 million hectares and the right to manage their own development. In 1996, a second march resulted in various agreements in which the government recognised their ownership of 16 million hectares, but of this only 2.3 million hectares have so far been transferred.

In its negotiations with the government, the Confederación de Pueblos Indígenas de Bolivia (CIDOB), recognised that communications needed to be improved. This led CIDOB to set up the project 'Conflicts and Negotiations on Indigenous Lands', with support from Hivos and IICD. The project aims to keep the indigenous groups informed about progress in the process of legalisation, and to lobby for their rights at national and international levels. CIDOB is therefore using both traditional and electronic means of communication to assist in this process. Project manager Eliana Rioja: *"Indigenous organisations, as the claimants of the OCLs, international development institutions, human rights and civil society organisations, and the national and international media all have an important role to play in this process. They can exert the necessary political and social pressure."*

In September 2001, the news of a land conflict near Santa Cruz, where livestock companies clashed with an Indigenous Assembly and kidnapped its leaders, spread quickly via the Internet. CIDOB regularly posts such news reports on its website, as one way to monitor and speed up the legalisation process. The website also offers a wide range of data, including maps showing the legal status of these lands. The website's database is updated by members of indigenous groups who have been trained for this purpose.

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a proposal by CEBEM, will focus on strengthening partnerships among public, private and non-profit organisations, via meetings, the media, newsletters and a discussion platform on the website, TiCBolivia.net.

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

## Monitoring and Evaluation

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

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

*"Civil society in Bolivia must actively proceed in the virtual network by creating their own websites. Without a doubt, the network will increase important contacts and resources needed for the daily work of NGOs, and it will help the coordination of efforts between different organisations. I believe that the network will help to increase the countervailing power role of the Bolivian civil society."*
**Mr. W. Wildeboer, Dutch Ambassador of Bolivia, during the Roundtable**

## Country Programme Bolivia

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • Sector Roundtable on livelihood opportunities (agriculture) and environment hosted by ABCOB and CEBEM (2000)<br>• 9 project ideas | | |
| **Policy and project formulation** | • 7 project proposals | National training partner: Enbolivia.com<br>• trainers Enbolivia.com trained by IICD<br>• ICT LifeLong Learning Skills workshop, 3 prototypes of ICT applications | |
| **Policy and project implementation** | • Education: Multimedia Systems for Ethnographic Materials – APCOB<br>• Education: Global Teenager Project – Fundacion Ayni<br>• Education: Training Centre ICT – Enbolivia.com<br>• Environment: Strengthening Network for Sustainable Development and Environment – CEBEM<br>• Good governance: Information System for Land Rights of Indigenous People – CIDOB<br>• Good governance: Internet-based Network of Local Radio Producers – Casa de la Mujer, CIPCA, ICO/CAPA, Radio Alternativa<br>• Livelihood: Information Centres for Ecological Products – AOPEB | • 1 workshop on database design (11 participants)<br>• 2 workshops on web design (16 participants) | IN partner: CEBEM<br>• launch event<br>• local website (TiCBolivia.net)<br>• strategy 2002<br><br>M&E partner: APCOB<br>• questionnaires<br>• focus group meeting |

# Burkina Faso – Training on website development for ministry staff

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

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

## ICT Roundtable Process and results

The National ICT Roundtable participants identified projects in three sectors: education, good governance and livelihood opportunities (agriculture and telecentres). In 2001, the government continued its ICT-supported decentralisation process, in which IICD played a diminishing role as DELGI developed its own capacities to execute the process.
In a tele-education project to link the Universities of Ouagadougou and Bobo Dioulasso, – the joint owners – the aim is to integrate management and educational processes, emphasising competence-based learning. In 2001, a broad-band connection between the universities and videocon-ferencing equipment were installed. The project was also

exploring various technical options and ways to translate them into viable solutions; the experiences and lessons learned will serve as inputs to a future sectoral Roundtable on education. The project 'Business Intelligence Trade Points', owned by FIAB, aims to address the socio-economic exclusion of small-scale farmers with an agri-business information facility that will benefit producers and traders. Members of FIAB participated in several capacity development activities. Additional project activities in 2001 included website building and general marketing activities.

IICD is also supporting a number of other projects that not directly resulted from a Roundtable, but emerged from local partners' initiatives. One is a training programme on website development for government ministries. Another project is 'Local Radio Development', in which IICD, Voix de Verger and SNV are supporting NGOs in the application of traditional and new communications media in rural areas. In 2001, the information needs of local partners in these areas were explored.
In anticipation of the establishment of French-speaking Learning Circles, one secondary school joined the Global Teenager Project.

## Burkinese ministries participate in training programme on websites
**By Sylvestre Some**

In 2001, the Délégation Général à l'Informatique (DELGI), in collaboration with IICD and CGEY, organised a training programme to enhance the ICT skills of communications directors in various government ministries in Burkina Faso.

Based on the recommendations of a seminar on institutional communication, spearheaded by the Prime Minister's Office, the programme consisted of a series of workshops on website design and maintenance. At the first workshop, held in Ouagadougou in July, the participants assessed the potential relevance of websites to their ministries, as well as their own motivation to maintain the content. The second workshop involved practical exercises in which the participants defined targets for their sites, created a draft structure, and learned about the responsibilities of a webmaster. The third workshop, scheduled for 2002, will be devoted to building prototypes, and the fourth to analysing and assessing the new sites, which by then will have undergone their first updates.

This training programme aims to equip the directors of communication with the skills necessary to use ICTs in their daily work. The creation of ministry websites is part of a larger government project to introduce an 'electronic administration' in Burkina Faso. By improving access to information, the government hopes to reduce operating costs and to increase the transparency of its communications with citizens – two important steps towards e-governance. It has therefore allocated around 120 million CFA francs for ICTs in its information and communication departments. This is a substantial commitment by the government of Burkina Faso, which sees ICTs as promising tools for improving the way in which it governs its people.



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



*Presentation at the FIAB workshop*



*DELGI workshop in Ouagadougou*

## Capacity Development

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

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

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

## Knowledge Sharing

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

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

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

## Country Programme Burkina Faso

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • National Roundtable hosted by DELGI (1997)<br>• 5 project ideas | | |
| **Policy and project formulation** | • 5 project proposals | National training partner(s): Yom-Pukri Association, ZCP, DELGI | |
| **Policy and project implementation** | • Education: Tele-education at Burkina's Universities – DELGI/Universities of Ouagadougou and Bobo Dioulasso<br>• Education: Global Teenager Project: 1 school<br>• Good governance: Training curriculum on website development – DELGI, Central Ministries<br>• Good governance: ICT-supported Decentralisation Process – DELGI<br>• Good governance: Information Boutiques – SNV, including: Local Radio Development – Voix de Verger<br>• Livelihood: Business Intelligence Trade Points – FIAB | • training basic computer skills and office applications<br>• Technical Update Seminar on websites (45 participants)<br>• workshop on target group analysis, information flow analysis and project formulation for websites (18 participants)<br>• workshop on e-business and basic web skills (34 participants) | IN partners: ZCP, Yom-Pukri association, Club @robase<br>• local website<br><br>M&E partners: to be identified |

# Ghana – Projects regain momentum after national elections

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

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

## ICT Roundtable Processes and results

The project 'E-commerce for Non-traditional Exports', one of several projects that resulted from the National Roundtable, aims to improve the competitiveness of small-scale producers of non-traditional export products. In 2001 the Ministry of Food and Agriculture launched a pilot project to offer information services at the district level – to promote products, to link producers and traders, and to provide market price information. A central website has been set up, with links to the pilot areas. Training has been provided for project staff and some of the 100 producers and traders who have subscribed to the services so far.

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

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

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

### Country Programme Ghana

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • National Roundtable hosted by ISOC (1998)<br>• Sector Roundtable on health hosted by ISOC and Ministry of Health (1999)<br>• 11 project ideas | | |
| **Policy and project formulation** | • 7 project proposals | National training partner: CICT<br>• trainers CICT trained by IICD | |
| **Policy and project implementation** | • Education: Centre for ICT – ISOC<br>• Education: Global Teenager project Ghana – Rescue Mission Ghana and ISOC<br>• Environment: Environmental Information Network – EPA<br>• Good governance: National Information Clearing House – Ministries of Communications and of Education<br>• Health: ICT Health Policy Programme - Ministry of Health<br>• Livelihood: E-commerce for Non-Traditional Exports – Ministry of Food and Agriculture | • Technical Update Seminar on dynamic web development | IN partner: to be identified<br>M&E partners: to be identified |

**Ghanaian farmers and traders use ICTs to improve their market positions**
By Edward Addo-Dankwa

Ghana's Ministry of Food and Agriculture is spearheading an e-business project that aims to improve the market positions of small-scale producers and traders of non-traditional exports such as yams. By providing online information on products and prices, the project aims to empower local producers and traders and improve their negotiating power.

The project involves the development of an information system that aims to become a web-based national marketplace for non-traditional products, and to provide better access to export markets. Madame Martha Kumah, 'Market Queen' of the Techiman market, sees its great potential: *"I am looking forward to the day when we have the system right here in the market, so that traders can easily compare prices of their commodities to those in other parts of the country."*

The project has already provided training for farmers and traders in the use of ICTs to support their work, and they now keep farm records in simple databases. Nana Owusu Gyare, a traditional chief: *"This system is very promising. Already we have seen some of the benefits because we have sold some yams to an exporter from Accra who saw our website."* Ahmed Suleman, voted third in the national 'Best Farmer' competition in 2000, is also excited: *"I used to go all over the country looking for people to come and buy my maize. Now with my products on the Internet, my travelling will be reduced dramatically."*

The project has benefited from the partnership between IICD and CGEY. In early 2001 they organised a workshop on e-business for local project owners to help them improve their projects. In addition, follow-up support has been available and is assisting the Ghanaian project in its intended expansion.



*Ghanaian farmers harvesting yams*



*Demonstration of a website to Mr. John Mahama, Minister of Communications*

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

Ghana has been a leading contributor to the Global Teenager Project since 1998, with 15 participating schools, due largely to the efforts of two project partners – Rescue Mission Ghana and ISOC. Rescue Mission Ghana coordinates the Learning Circles at the international level.

## Capacity Development

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

## Knowledge Sharing

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

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

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

*"During the IN workshop I liked the methodology for teasing out knowledge we had, which we were not even aware we had. The objectives from the IN strategy led to several discussions, but we needed more time to think and reflect."*
**Ms. Korantema Adi-Dako, Director KAD Communications Ltd**

# Jamaica – Embedding projects in partner organisations

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

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

### ICT Roundtable Processes and results

In September 2001 NCST and the PMDC organised a Roundtable on good governance in Portmore, a rapidly growing urban area. The participants identified a number of ideas for e-governance projects to encourage citizen participation and improve government services. Six projects are now being formulated for implementation in 2002. If successful, the Portmore experience may form the basis for similar activities nationwide. In the livelihood opportunities sector (agriculture and music), the 'Agri-Business Information System' (ABIS) project, owned by the Ministry of Agriculture, is developing a product and market information system for farmers and buyers that will be a key element in its national product information and marketing policy. In 2001, a pilot project to develop a database and an Intranet was completed, and will be extended over the next three years, with funding from the Jamaican government and the European Union (EU). Complementary to ABIS is the project 'Central and Satellite Agricultural Information Centres' (CSAIC), owned by a vegetable growers' association and a local newspaper. The members of the association will be able to use the information centres to obtain and exchange information to help them improve their production methods and marketing.

The e-business project 'Caribbeat', owned by Caribbeat Ltd, aims to promote young Jamaican musicians and the local

## Country Programme Jamaica

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • National Roundtable hosted by NCST (1998)<br>• Sector Roundtable on livelihood hosted by NCST and Ministry of Agriculture (1999)<br>• Sector Roundtable on good governance hosted by NCST and PMDC (2001)<br>• 23 project ideas | | |
| **Policy and project formulation** | • 15 project proposals | National training partners: JCSEF, InfoServ<br>• JCSEF trainers trained by IICD<br>• ICT LifeLong Learning Skills workshop, 4 prototypes of ICT applications | |
| **Policy and project implementation** | • Education: Instructional Technology Institute – JCSEF, HEART/NTA, JTBE<br>• Education: Global Teenager Project – JCSEF<br>• Livelihood: Agri-Business Information System – Ministry of Agriculture<br>• Livelihood: Central and Satellite Agriculture Information Centres – St. Elizabeth Vegetable Growers Association, Mandeville Weekly<br>• Livelihood: Caribbeat – Caribbeat Ltd.<br>• Livelihood: Caribbean Music Expo – Caribbeat and partners | • Technical Update Seminar on e-commerce (48 participants)<br>• Technical Update Seminar on database-driven websites (69 participants) | IN partner: NCST<br>• contribution to workshop e-government in Caribbean<br><br>M&E partner: NCST<br>• questionnaires<br>• 3 focus group meetings<br>• M&E report<br>• general report |

The Caribbeat project is making waves around the world as it uses advanced ICTs to market Caribbean music. At the click of a mouse one can now listen to a range of Caribbean music online. As well as sampling the best of Reggae, Salsa, Zouk, Merengue, Dancehall, Soca and Calypso, visitors can now also purchase CDs, get profiles on Caribbean musicians, make concert and studio bookings, get the facts on Caribbean music, and much more. Visiting the site www.caribbeatmusic.com is the best way to experience it…

Lloyd Stanbury, the Jamaican entertainment lawyer and entrepreneur who came up with this innovative concept, believes that the new approach offers great potential for the region: *"What this offers to the artistes is a way to get their profile on their business and their services out to the world in a far more economical way than the traditional approach."*

Caribbeat's biggest achievement to date has been the discovery of Abijah. This rising star won the Caribbean Music Expo (CME) Talent Search in 2000 and presented his winning song 'Revelation' at the official launch of Caribbeat in June 2001. Since that exposure, he has been acclaimed on major reggae shows such as Reggae Sumfest 2001 and Rebel Salute 2001 and 2002. Abijah, who is now rehearsing for the video of his next release 'No More War', gives credit to Caribbeat and CME: *"I got to meet people at the Caribbeat launch, and they kept calling me months after. I have people call me from the States, from England, who said they read about me on the Internet. When you're in music and your career is kinda moving, you sometimes get very busy and you need people to keep you in touch because you yourself won't know everything… I give thanks to Caribbeat because they have developed a system like that and they have featured me as one of the highlights."*

*Abija won the Caribbean Music Expo (CME) Talent Search in 2000*

music industry, and so to contribute to national development. After a successful first year, the project was able to expand with funding from the government, the EU and the Doen Foundation. The Caribbeat website has proven to be an effective promotional tool; offline sales increased, and sales of online products also started. Its online facilities were improved, including streaming radio, information on artistes and festivals, booking facilities and CD sales. IICD's partner Cap Gemini Ernst & Young (CGEY) provided strategic e-business advice. A second project in the music sector, 'Caribbean Music Expo', is also promoting Caribbean music. In 2001, the project developed a three-year business plan focusing on making better use of the Internet.

In the education sector, the project 'Instructional Technology Institute', an initiative of three educational institutes, is developing an ICT-based curriculum to enhance English, mathematics and ICT teaching skills, and is expected to generate valuable lessons on the uses of ICTs in education. An English language teaching module was developed and will be tested in 2002. Coordinated by JCSEF, Jamaica joined IICD's Global Teenager Project in early 2000. So far, 250 students from 7 schools have participated in the Learning Circles.

### Capacity Development

Since 1998, IICD has worked with JCSEF as national training partner. JCSEF participated in the Train-the-Trainer workshop in the Netherlands. In 2001, InfoServ was identified as a second training partner. In July, JCSEF held a Technical Update Seminar on e-business for 60 participants, assisted by CGEY. In November, JCSEF and InfoServ co-organised a second seminar on database-driven websites for 70 project partners. Following the Roundtable on good governance, a LifeLong Learning Skills workshop was held in December for the project partners.

### Knowledge Sharing

In 2001, IICD and NCST agreed to promote a local Information exchange and Networking (IN) platform for sharing local knowledge, raising awareness and networking. In November, NCST assigned a staff member to organise focus group meetings, document lessons learned, produce a local e-newsletter and set up a website. NCST and other local partners also contributed to a workshop organised by the Caribbean Centre for Development Administration to discuss e-government in the Caribbean.

NCST and the University of Maastricht began collaborating in a research project to examine the adoption of ICTs in developing countries, using as case studies the ABIS and CSAIC projects in Jamaica and a similar project in Tanzania.

### Monitoring and Evaluation

NCST, which is also IICD's Monitoring and Evaluation (M&E) partner, published a first M&E report on the impact of ICTs, based on responses to the questionnaires and focus group meetings. In a general report, Dr Arnoldo Ventura, adviser to the Prime Minister on science and technology, and member of IICD's International Advisory Board, highlighted some of the lessons learned in applying ICTs for development. Also in 2001, local consultants conducted a mid-term evaluation of the project 'Instructional Technology Institute', which will serve as a blueprint for future evaluations. The ABIS project team is currently finalising an internal evaluation of the pilot phase.

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

*"Without some workable form of e-governance – as well as e-commerce, e-democracy and e-government – communities will languish on the margins of progress, and the digital divide will simply widen, estranging the majority."*

**Dr Arnoldo Ventura, Office of the Prime Minister**

# Mali – Ambitious telecentres project is on track

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

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

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

## ICT Roundtable Process and results

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

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

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

## Capacity Development

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

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

## Knowledge Sharing

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

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

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

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

## Boosting Mali's development through ICTs
### By Filifing Diakité

Ousmane Ly is one of a number of young Malians who show great promise in applying ICTs for development. This 29-year old medical student has just finished his studies. Together with IICD, he is getting ready for a Roundtable Process on health in Mali.

Ly first came into contact with ICTs in 1986, when his school received a number of refurbished computers donated by a French development agency. After receiving his 'baccalauréat' he went to medical school, where his good relationship with the computer room supervisor enabled him to develop his knowledge of computers.

*"In 1996, Mali got connected to the Internet. So I joined the Mali branch of the Internet Society, and with a number of other students who were also interested in ICTs, we set up 'Club E-Net' at the university. Our club was strengthened through various training courses and it currently has several hundred members. In the meantime, I was thinking about how this could be used in the health sector. It was a conference on telemedicine that gave me a clear idea of how hospitals in Mali could be connected. I made this the subject of my thesis."*

During Bamako 2000, an international conference on ICTs for development, he made a presentation on the activities of the Club E-Net and his 'Keneya Blown' (health lobby) project for connecting hospitals. The Mayor of Bamako was impressed, and decided to offer him a traineeship in France. There, he came into contact with the Swiss Council of State and he secured financing of around 100 million CFA francs (€ 156,000) for the pilot phase of his project. His dream was at last becoming a reality...

In order to build on local experiences such as Ousmane Ly's, IICD will facilitate a sectoral ICT Roundtable on health in Mali in early 2002.


*Ousmane Ly (middle) with Club E-Net*


*The river Niger in Mali*


*Inhabitants of Segou Koro*

## Country Programme Mali

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • National ICT Roundtable hosted by Ministries of Home Affairs and Local Government, Communication and Culture (2000)<br>• 4 project ideas | | |
| **Policy and project formulation** | • 4 project proposals | National training partner: Afribone | |
| **Policy and project implementation** | • Livelihood: Policy Strategy for Telecentres – Municipal Authorities, Min. of Home Affairs, Min. of Communication, local entrepreneurs | • Technical Update Seminar on websites (25 participants) | IN partners: several local initiatives<br>M&E partners: to be identified |

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

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

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

### ICT Roundtable Processes and results

In Tanzania, lessons are being learned and local know-how is increasing, enabling the partners to formulate new ICT projects. It is recognised, however, that in order to reap the benefits of ICTs, Tanzania must first address a number of

challenges, such as strengthening the local human capacity, and establishing the necessary institutional and policy frameworks.

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

## Country Programme Tanzania

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • National Roundtable hosted by TCCIA (1998)<br>• Sector Roundtable on livelihood hosted by TCCIA (1999)<br>• Sector Roundtable on good governance hosted by Hivos partner ForDIA (1999)<br>• 14 project ideas | | |
| **Policy and project formulation** | • 8 project proposals | National training partners: Soft-Tech, Joyous Computers, Computer Centre of University of Dar es Salaam<br>• training partners trained by IICD<br>• ICT LifeLong Learning Skills workshop E-Networking project, 2 prototype ICT applications<br>• ICT LifeLong Learning Skills workshop for training partners, 4 prototype ICT applications<br>• ICT LifeLong Learning Skills workshop Distance learning project | |
| **Policy and project implementation** | • Education: Distance learning and Education Services – DLES<br>• Education: Global Teenager Project<br>• Education: Global Teenager support and Training Centre – Joyous Computers<br>• Good governance: E-networking – TATEDO<br>• Good governance: Kinondoni District Computerization – Costech<br>• Good governance / education / livelihood: policy support E-Think Tank<br>• Livelihood: Agricultural price and Business Information Services – CROMABU, Business Care<br>• Livelihood: Community Telecentres – CTC Ltd<br>• Livelihood: Trade Information System – TCCIA | • Technical Update Seminar on website development (22 participants)<br>• Technical Update Seminar on website management from technical perspective (26 participants) | IN partners: E-ThinkTank, DigIT Africa/IT Vision, Civil Service Dept, Issam<br><br>M&E partners: to be identified |

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**Tanzanian farmers benefit from agri-business information services**
**By Nicodemus Odhiambo**

An ambitious project was launched in Tanzania in 2001. It seeks to empower farmers and to strengthen rural economies through ICTs. This project is committed to help transform the country from an essentially agrarian to a more knowledge-based society.

The 'Agricultural price and Business Information Services' project aims to position itself as a reliable source of information for farmers and small and medium-scale enterprises in the rural areas. Hebron Mwakalinga, the project manager: *"Facilitated by e-business, the project hopes to link farmers, buyers and farm input suppliers. We do this by providing market information, leading all parties to mutual benefits in a win-win situation."*

With support from IICD, Business Information Services is contributing to Tanzania's national effort to reduce poverty, especially in the rural areas. According to Mwakalinga, the lack of ICTs is a barrier to development and an obstacle to the alleviation of the poverty that pervades much of rural Tanzania. These areas are normally characterised by inadequate communication networks, which are critical for stimulating business activities. The project also hopes to rally farmers to form a national product market, in a bid to curtail the activities of profiteering middlemen.

Business Information Services believes that by linking technology to development, farmers can be empowered and rural economies strengthened. *"Farmers are poor not because they don't produce, but because they are undoubtedly not paid the market value of their produce due to the lack of market information"*, says Mwakalinga. *"However, ICTs – telephones, computers, the Internet and e-business – have emerged as prominent and increasingly viable elements of development. They can help link farmers to better prices. Research in different regions has revealed that farmers are often exploited by middlemen. The project aims to change all this by enabling them to gain a bargaining edge when selling their produce."*

*Tanzanian villagers discuss their information needs*

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

In addition to the Roundtable projects, IICD is also supporting 'E-ThinkTank', an informal group of ICT users in the public and private sectors, to develop a national ICT policy. In October E-ThinkTank presented its first national policy plan, and the Ministry of Transport and Communication, has set up a national steering committee to implement it.

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

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

### Capacity Development

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

### Knowledge Sharing

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

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

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

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

**Mr. Mbuya, District Administrative Officer from the Kinondoni district**

# Uganda – New Roundtable Process on ICTs for rural development

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

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

### ICT Roundtable Processes and results

In 2001, a second sectoral ICT Roundtable on rural development was hosted by UCC, the regulatory authority for the telecom sector, which is mandated to provide nationwide access to the Internet. The resulting projects will focus on several sectors that will benefit the populations of four rural districts in a number of ways. The new project owners include government agencies, radio broadcasting companies, and agricultural and technical colleges. By the end of 2001, two project proposals were nearing completion – an information network for district administrations and an agricultural information service. The project owners are now in the process of identifying appropriate technologies. In a third project, 'ICTs in Technical Education', three colleges are developing and introducing an ICT curriculum to address the lack of ICT skills in upcountry Uganda. The curriculum draft is expected to receive government certification.

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

## Country Programme Uganda

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • Sector Roundtable on education hosted by MoES (2000)<br>• Sector Roundtable on rural development hosted by UCC (2001)<br>• 13 project ideas | | |
| **Policy and project formulation** | • 6 project proposals | National training partner(s): Kyambogo University, UCI, Rank Consult<br>• trainers Kyambogo University and Rank Consult trained by IICD<br>• 2 ICT LifeLong Learning Skills workshops, 5 prototypes of ICT applications | |
| **Policy and project implementation** | • Education: ICT in vocational Education – Principals Forum of Uganda Technical Colleges<br>• Education: ICT-based Education Content – Kyambogo University<br>• Education: ICT Basic Training – Kyambogo University<br>• Education: ICT Policy Management – MoES<br>• Education: Global Teenager Project – Schoolnet Uganda<br>• Good governance: Public Information Centres – Uganda Debt Network | • training workshop on ICT policy formulation (18 participants)<br>• Technical Update Seminar on website development (54 participants)<br>• Technical Update Seminar on advanced website development and maintenance (43 participants) | IN partners: several partners<br>• newsletter<br>• website<br>• long-term plan<br><br>M&E partner: identified, long-term agreement planned in 2002 |

Just a few years ago, with virtually no computers in Uganda's education sector, it was difficult to imagine that schoolteachers would soon be using ICTs to prepare and deliver their lessons. Based on IICD's pioneering work, initiated two years ago, the situation has changed dramatically. Together with the government of Uganda, IICD is facilitating two projects that will ensure that ICTs are incorporated into teacher training. These projects are coordinated by the Kyambogo University – formerly known as ITEK – in partnership with the Ministry of Education and Sports.

Professor Victor Ekong, manager of the project 'ICT-Based Educational Content', comments: *"Everywhere in the developing world, there is a need for educational materials. This project will address teachers and students – potential teachers themselves – who will then go out and pass on their skills. The project aims to produce ICT-based teaching resources for teachers and students at Kyambogo University, 10 national teachers' colleges (NTCs) and senior secondary schools. The teaching resources will be available in pamphlets, on a website, on CD-ROM and Intranet web servers."*

The second project, 'ICT Basic Training', aims to equip teacher and trainers with ICT skills they can transmit to their students. The project targets lecturers and students of the University, as well as tutors and students at the 10 NTCs and senior secondary school teachers. Project manager Mr. Steven Kasumba: *"The aim is to have teachers not only learning ICT skills, but also using ICTs to foster learning."*

The projects started only in November 2001, but are expected to greatly benefit Uganda's education sector when fully implemented. Mr. George Kinyera-Apuke, Chairman of Kyambogo University's ICT Committee: *"The projects will entrench ICTs in the country's education process and consequently will foster development."*


*Mr. George Kinyera-Apuke, Chairman of Kyambogo University's ICT Committee*


*Workshop at Kyambogo University*

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

### Capacity Development

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

As a follow-up to the Roundtable on rural development, two ICT Lifelong Learning Skills workshops were attended by 31 project partners. One of these workshops involved the design of a website for theatre groups addressing issues relevant to local communities. The site is expected to go 'live' in early 2002, enabling theatre groups throughout Uganda to download text, audio and images.

IICD organised a training workshop for the Ministries of Education of Uganda and Zambia to assist them in formulating sectoral ICT policies. Further, Rank Consult Ltd and Kyambogo University organised two Technical Update Seminars offering basic and advanced training in website development and maintenance.

### Knowledge Sharing

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

### Monitoring and Evaluation

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

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

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

**Daniel Kakinda, coordinator SchoolNET Uganda**

# Zambia – Reinforcing ICT policy development at the Ministry of Education

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

IICD started its activities in Zambia in 1998 with a National ICT Roundtable. A second Roundtable was held in 2000, this time focusing on the education sector. IICD's main local programme and project partner is the Ministry of Education. IICD is also working with local training partners Access Information Systems (AIS), the University of Zambia Computer Centre, CopperNET, Zamcom and Microlink.

### ICT Roundtable Processes and results

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

is yet to determine when the implementation of the projects will begin.

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

Another promising project is 'Information Dispatch', a fully independent web news agency that resulted from an ICT Lifelong Learning Skills workshop in 1999. After participating in the workshop, two local journalists identified a gap in the provision of local news, and so established their own

## Country Programme Zambia

| Results | ICT Roundtable Process | Capacity Development | Knowledge Sharing |
|---|---|---|---|
| **ICT Roundtable workshop** | • National Roundtable hosted by Zamnet (1998)<br>• Sector Roundtable on education hosted by Ministry of Education (2000)<br>• 12 project ideas | | |
| **Policy and project formulation** | • 5 project proposals | National training partner(s): University of Zambia Computer Centre, AIS, Microlink, Zamcom and CopperNET<br>• training partners UNZA, AIS and Coppernet trained by IICD | |
| **Policy and project implementation** | • Education: ICT Policy in Education – Min of Education<br>• Education: Global Teenager Project<br>• Education: Teacher Resource Centre – Min of Education<br>• Livelihood: Rural Community Telecentres – eLink<br>• Livelihood: Rural Information Services Development – Agricultural Consultancy Forum Secretariat<br>• Livelihood: Information Dispatch – Dispatch | • training workshop on ICT policy formulation (6 participants)<br>• Technical Update Seminar on website development (52 participants)<br>• Technical Update Seminar on computer maintenance and networking (32 participants) | IN partner: national network of partners 'E-Brain'<br>• newsletter<br>• strategy 2002<br><br>M&E partner: to be identified |

**Zambia is using ICTs to break out of its isolation**
**By Mildred Mpundu**

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

Among the projects is 'E-brain', a network that aims to encourage knowledge sharing and to formulate a common vision for ICT-supported development. Margree Chilwesa, E-brain coordinator: *"It became imperative for Zambia to start channelling national energies and synergies into these new innovations. Our aim is to foster the use of ICTs for purposes of national development."*

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

Microlink and Zamcom – two of IICD's national training partners – organise various workshops where Zambian project partners can develop and improve their technical skills. A project that originated from one of these workshops is 'Information Dispatch', which is now Zambia's major online news provider, and is instrumental in developing content for other projects. Palisa Muchimba, editor at Information Dispatch, comments that *"Readers have greatly benefited from the news service and there is even a forum where people can discuss issues. A printed version of our news service to inform those who do not yet have access to the Internet is part of our strategy."*



*The Zambian Agricultural and Commercial Show in Lusaka*

website. Information Dispatch has retained its editorial autonomy, and its website is now widely regarded as a reliable source of information.

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

### Capacity Development

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

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

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

### Knowledge Sharing

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

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

*"Institutional selfishness makes it difficult to access information, even executives do not have that freedom. We need websites to provide us with the basic information that takes too long to get, sometimes we never get that information."*

**Chipo Mhlanga, a development consultant in Zambia**

# ICT Roundtable Processes

## Focus on strengthening sectoral ICT policies and projects

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

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

### ICT Roundtable Processes

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

In 2001 a total of 17 new proposals for ICT policies and projects were developed, and several proposals for extending pilot projects. Currently, 47 projects are in implementation, 15 of which were started in 2001. In four countries IICD supported its partners in the formulation of sectoral ICT policies – education in Uganda and Zambia, health in Ghana, and telecentres in Mali – that will guide the design of programmes for the future. IICD will assist in implementing these programmes, in line with the sector-wide approaches (SWAps) that are being adopted by governments and international development agencies.
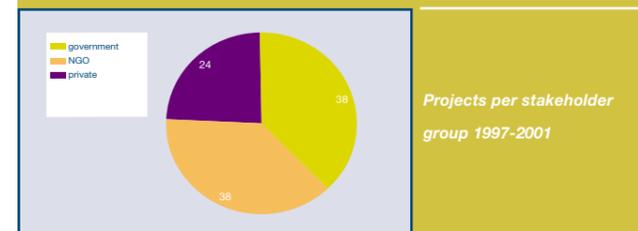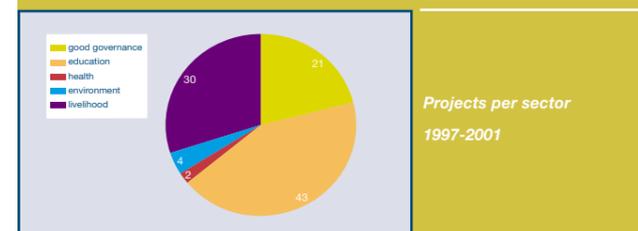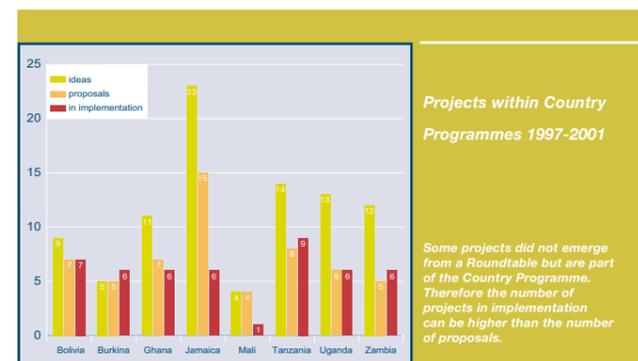
### Monitoring and Evaluation

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

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

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

**Mr. Steven Rwangyezi, Ugandan project partner**

**Projects within Country Programmes 1997-2001**

Some projects did not emerge from a Roundtable but are part of the Country Programme. Therefore the number of projects in implementation can be higher than the number of proposals.

**Projects per sector 1997-2001**

**Projects per stakeholder group 1997-2001**

# Capacity Development

## Empowerment through training

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

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

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

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

### Train-the-Trainer workshop

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

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

| Country | Events in 2001 | Training organisation(s) |
|---|---|---|
| Bolivia | • ICT LifeLong Learning skills workshop<br>• workshop on database design<br>• 2 workshops on web design | • RNTC, IICD<br>• Enbolivia.com, IICD<br>• Enbolivia.com, IICD |
| Burkina Faso | • training basic computer skills and office applications<br>• Technical Update Seminar on websites<br>• workshop on target group analysis, information flow analysis and project formulation for websites<br>• workshop on e-business and basic web skills | • DELGI<br>• DELGI, IICD<br>• CGEY, DELGI, IICD<br><br>• CGEY, Yom Pukri, IICD |
| Ghana | • Technical Update Seminar on dynamic web development | • CICT, IICD |
| Jamaica | • ICT LifeLong Learning skills workshop<br>• Technical Update Seminar on e-commerce<br>• Technical Update Seminar on database-driven websites | • InfoServ, JCSEF, IICD<br>• JCSEF, IICD<br>• InfoServ, JCSEF, IICD |
| Mali | • Technical Update Seminar on websites | • Afribone, IICD |
| Tanzania | • 3 ICT LifeLong Learning skills workshops<br>• Technical Update Seminar on website development<br>• Technical Update Seminar on website management from technical perspective | • Joyous Computers, Soft-Tech, IICD<br>• Soft-Tech, IICD<br>• Soft-Tech, IICD |
| Uganda | • 2 ICT LifeLong Learning skills workshops<br>• training workshop on ICT policy formulation<br>• Technical Update Seminar on website development<br>• Technical Update Seminar on advanced website development and maintenance | • Kyambogo University, Rank Consult, IICD<br>• ICT&E, IICD<br>• Kyambogo University, Rank Consult, IICD<br>• Kyambogo University, Rank Consult, IICD |
| Zambia | • training workshop on ICT policy formulation<br>• Technical Update Seminar on website development<br>• Technical Update Seminar on computer maintenance and networking | • IICD<br>• AIS, Coppernet, UNZA, IICD<br>• IICD |
| The Netherlands | • Train-the-Trainer workshop | • IICD |

# Knowledge Sharing
## Cooperative approach starts to pay dividends

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

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

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

### Local Information exchange and Networking

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

In these countries, IICD partners have come together to form networks to devise ways to maximise the development impact of ICTs. The aim is to share results, best practices, methodologies and lessons learned in the process of using ICTs for development. Once established, these networks will also seek to influence policy and development processes by communicating relevant results to local policy makers and their advisers. Alongside the network meetings, the local groups are developing their own local ICT websites, documented project results and experiences, and produced local newsletters. In addition to these local activities, several local partners have contributed to the 'global' knowledge sharing activities in which IICD is involved. For example,

partners from Ghana, Jamaica and Zambia made presentations at a workshop to launch the DGIS 'ICT Action Plan' process, and two partners from Jamaica and Uganda presented their stories at an ICT seminar organised by Hivos in June.

### iConnect

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

### Research and advice

Within the Country Programmes there is often a need to document the experiences and lessons learned in the use of ICTs. To address this need, IICD co-financed and sponsored research and advisory projects. In 2001, past results and reports were published both on paper and electronically, and alliances with various research partners were developed.

During 2001 about 15 advisory projects – mainly related to the assessment of project and business plans, technical infrastructure and ICT applications – were implemented and completed. In addition, about 10 research projects were implemented, completed or started. Collaborative links were established with Merit, the Netherlands Organisation for Applied Scientific Research (TNO) and the United Nations University/Intech. At the project level, IICD worked with the International Information Centre and Archives for the Women's Movement (IIAV), the Netherlands Development

Organisation (SNV), Noterik & Doonder, the University of Amsterdam, and City University in London on various research topics, including e-governance, e-business, e-learning, technical topics (XML, Linux and web development), the conditions for ICT adoption (Jamaica and Tanzania) and the impacts of ICTs (Bolivia and Ghana). Based on these projects, 7 research reports, 2 research briefs, and 11 advisory notes were published.

### Thematic Networks

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

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

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

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

stories at the INET 2001 Internet summit in Stockholm, generating a renewed invitation to INET 2002.

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

*"ICT is a double-edged sword. For those that can use it directly, the advantages are endless. For those who can't, the information they indirectly get through ICT enables them to make informed decisions. An informed person is an empowered person."*
**Mr. George Kinyera-Apuke, Chairman of the Kyambogo University's ICT Committee**

*E-business workshop in The Hague*



*Network launch event in Bolivia*

# Global Teenager Project
## Rapid network expansion

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

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

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

### Educational content: the Learning Circles

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

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

**GLOBAL TEENAGER PROJECT**

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

### Training coordinators and teachers

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

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

| Learning Circle | Participating countries | Themes |
|---|---|---|
| March 2001 | Ghana, Kenya, Latvia, Moldova, Netherlands, Nigeria, Romania, Slovenia, South Africa, Uganda, Zimbabwe | culture (2x), health, HIV/Aids, human rights (2x), leisure, my life, nature, sustainable development, trade |
| September 2001 | Bolivia, Ghana, Kenya, Latvia, Moldova, Netherlands, Nigeria, Romania, Slovenia, South-Africa, Surinam, Tanzania, Uganda, Zambia, Zimbabwe | culture (2x), health, HIV/Aids, human rights, my life (2x), nature, youth employment, leisure (2x), globalisation (2x) |

### Support for hardware, training and Internet access

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

### Long-term plans

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

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

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

**Student from Zimbabwe in a Learning Circle on globalisation**

*Global Teenager participants from the Koru Girls Highschool in Kenya*

*Students from Moldova receiving their Global Teenager certificate*

*Students from the Khalanyoni Highschool in Zimbabwe*

# Partiships

## Local partners profit from strategic partnerships

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

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

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

### DGIS

IICD continued its close relationship with the Netherlands Directorate-General for Development Cooperation (DGIS), its primary source of funding. Early in 2001, the government accepted the findings of an external evaluation. This formed the basis for IICD's new five-year strategic plan, 'Deepening

Local Ownership through Partnerships', approved in December. Also during 2001, IICD supported a consultation process within DGIS, which resulted in an 'ICT action plan' for Dutch development cooperation.

### SDC

At the end of 2001, IICD signed a three-year strategic partnership agreement with the Swiss Agency for Development and Cooperation (SDC), the third such partnership, alongside those with the Department for International Development (DFID, UK) in 2000, and with DGIS. The primary focus of the SDC-IICD partnership is enhancing learning about the practical applications of ICTs for development. The core objectives are to generate field experience in implementing locally owned projects, and to

increase awareness of their potential to reduce poverty, to link this experience to policy dialogue at country and international levels, and to contribute to the multilateral dialogue on ICTs for development by sharing this

experience. SDC will therefore join DGIS and DFID as part of the strategic 'Building Digital Opportunities' (BDO) alliance, which aims to improve coordination, complementarity and coherence among European development agencies.

### DFID

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

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

### InfoDev

IICD has a longer-standing partnership with infoDev in the ICT Stories project. During 2001, infoDev and IICD signed

a Memorandum of Understanding (MoU) to continue this collaboration for a further two years, thus formalising the existing relationship and strengthening the mutual commitment.

### Global Knowledge Partnership

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

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

### Bellanet

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

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

### Hivos

In 2001, the Hivos-IICD partnership was extended to include further efforts to share knowledge and experiences. The

collaboration in the Country Programme in Bolivia is in full swing, with seven projects now being implemented. IICD also contributed to an ICT seminar organised by Hivos in June.

### Clockwork

In response to requests from local partners in e-governance projects for technical advice, IICD sought a private sector partner with relevant expertise. In late 2001 IICD signed a

strategic partnership agreement with Clockwork Inc. Various activities are planned, in which Clockwork will support the activities of IICD's partners by facilitating knowledge sharing

workshops and providing advisory services, share lessons learned and new knowledge on e-governance, and respond to requests for technical advice from local partners. As a first joint activity, IICD and Clockwork made a presentation at the Caribbean regional workshop on e-governance.

### Cap Gemini Ernst & Young

In 2001, IICD continued its collaboration with Cap Gemini Ernst & Young (CGEY) following the signing of an agreement

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

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

*"This is a big step. Through this Memorandum of Understanding, IICD helps find solutions to technical problems. With IICD and Cap Gemini Ernst & Young in a permanent agreement, we can continually get access to expert technical advice."*

**Edward Addo Dankwa, Ghanaian Ministry of Food and Agriculture**

# Finances and Balance Sheet

## Auditors' report

### Introduction

We have audited the annual accounts for the year 2001 of Stichting International Institute for Communication and Development at The Hague. These annual accounts are the responsibility of the entity's management. Our responsibility is to express an opinion on these annual accounts based on our audit.

### Scope

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

### Opinion

In our opinion, the annual accounts give a true and fair view of the financial position of the entity as of 31st December 2001 and of the result for the year ended in accordance with accounting principles generally accepted in The Netherlands.

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

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

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

## Balance sheet - As at 31 December 2001*

| Assets | 31-12-01 NLG | 31-12-00 NLG |
|---|---|---|
| FIXED ASSETS | | |
| Tangible fixed assets | 374.675 | 225.060 |
| **TOTALS** | **374.675** | **225.060** |
| CURRENT ASSETS | | |
| Receivables & prepaid expenses | 3.452.659 | 2.541.239 |
| Cash & bank | 174.553 | 836.964 |
| **TOTALS** | **3.627.212** | **3.378.203** |
| **TOTAL ASSETS** | **4.001.887** | **3.603.263** |

| Liabilities | 31-12-01 NLG | 31-12-00 NLG |
|---|---|---|
| EQUALIZATION ACCOUNT | **374.675** | **225.060** |
| RESERVE | **37** | **37** |
| CURRENT LIABILITIES | | |
| Payables & accrued liabilities | 3.562.408 | 3.349.021 |
| Taxes & social security payments | 64.767 | 29.145 |
| **TOTALS** | **3.627.175** | **3.378.166** |
| **TOTAL LIABILITIES** | **4.001.887** | **3.603.263** |

## Statement of operating income and expenses for 2001*

| SUMMARY | ACTUAL 2001 NLG | ACTUAL 2000 NLG |
|---|---|---|
| INCOME | | |
| Ministry of Foreign Affairs: Activity number NL054401 | 8.338.437 | 6.514.843 |
| Ministry of Foreign Affairs: Activity number NL054402 | 119.648 | 50.488 |
| Own income | 1.767.063 | 591.641 |
| **TOTAL INCOME** | **10.225.148** | **7.156.972** |
| EXPENSES | | |
| *Ministry of foreign affairs:* | | |
| Personnel expenses | 2.257.451 | 1.639.235 |
| Operating expenses | 1.175.044 | 690.469 |
| Project expenses | 6.914.863 | 4.847.435 |
| Depreciation charges | – | – |
| Interest etc. | (122.210) | (20.167) |
| **TOTAL EXPENSES** | **10.225.148** | **7.156.972** |
| **BALANCE** | **–** | **–** |

# *Organisation*

**IICD is a small and flexible international network organisation, based in The Hague, the Netherlands. Based on IICD staff recommendations, the Board of Trustees and the Managing Director determine IICD's strategy and policy. Strategic lessons and best practices are the focus of our International Advisory Board, which advises IICD on strategic policy matters.**

## IICD staff

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

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

(* Staff members employed in early 2002)

## Board of Trustees

*Chairman:*
    Mr. Koos Andriessen
*Secretary / Treasurer:*
    Mr. Albert de Bie
*Members:*
    Mr. Mart van de Guchte
    Ms. Anneke Krijnen
    Mr. Dirk Kruijt
    Mr. Bernhard van Oranje
    Mr. Peter Vervest

## International Advisory Board

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

| | |
|---|---|
| Ms. Irene Albers | Mr. Steve Mworia** |
| Ms. Aida Opoku-Mensah | Mr. Luc Soete |
| Mr. Jaap van Till** | Mr. Arnoldo Ventura |
| Mr. Elisha Wasukira** | Mr. Eckart Wintzen** |
| Mr. Henk de Wolf | |

(**IAB members finishing their term in early 2002)

## New IAB members

Mr. Subbiah Arunachalam
Ms. Cynthia Hewitt de Alcántara
Ms. Anne-Rachel Inné
Mr. Mike Jensen
Mr. Gerd Junne