ANNUAL REPORT 2005

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INTERNATIONAL INSTITUTE FOR
COMMUNICATION AND DEVELOPMENT

Introducing IICD

The International Institute for Communication and Development (IICD) assists developing countries using the potentials of Information and Communication Technologies (ICTs) within livelihoods, education, health, environment and governance to improve sustainable development. IICD realises its mission through Country Programmes and Thematic Networks. Country Programmes bring local organisations together and help them to formulate and execute ICT-supported development policies and projects within a specific sector. Throughout the programme local partners are supported with capacity building, knowledge sharing and monitoring and evaluation. This approach strengthens local institutional capacities to enable them to manage their own ICT for development programmes. Country Programmes are currently being implemented in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia.

Thematic Networks link country and international partners working in similar areas, connecting local knowledge on ICT for development with global knowledge, and promoting South-South and South-North exchanges. Thematic Networks focus on sectors like education, health, governance, environment, livelihood opportunities - especially agriculture - and overarching issues such as connectivity and evaluation.

At the local, national and international levels, IICD works with a wide variety of partners in the public, non-profit and private sectors. Such collaborative partnerships not only add value to IICD's work, but they also often provide direct benefits to the local partners, and enable us to learn and share knowledge more widely.

IICD is an independent non-profit foundation established in 1996 by the Netherlands Ministry of Foreign Affairs. Its core funders include the Directorate General for International Cooperation (DGIS), the United Kingdom for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC). Other important partners are Hivos, Cordaid and PSO.

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DDC DIRECTION DU DÉVELOPPEMENT ET DE LA COOPÉRATION
DDC DIREZIONE DELLO SVILUPPO E DELLA COOPERAZIONE
SDC SWISS AGENCY FOR DEVELOPMENT AND COOPERATION
COSUDE AGENCIA SUIZA PARA EL DESARROLLO Y LA COOPERACIÓN

PSO capacity building in developing countries

iicd

ANNUAL REPORT 2005

RISA

WISHES YOU A SAFE
JOURNEY
RURAL INFORMATION SERVICES ASSOCIATION

INNOVATIVE ICT4D

INFO CENTER
◆ INTERNET... Connecting Nakirubi to the globe
◆ COMPUTER TRAINING for all
◆ FARMING INFO
◆ EDUCATION INFO

HEALTH INFO(HIV-AIDS-MALARIA etc.)

MARKET INFO

INNOVATIVE INFO 4 D

ETC &

EDEN COTTAGE FARM FRESH
REFRESHMENTS

INFO 4 RURAL D & FIGHT POVERTY

Students of Milambo secondary school in rural Tabora never realised how much a website could help them with their studies. In 2003, the Educational Website project, known as TanEdu (www.tanedu.org), was launched. This knowledge sharing initiative successfully cuts through traditional channels of educational communication to enable students, teachers and parents to access accurate and reliable educational information and services. Students across Tanzania can have easy access to their exam results, view upcoming local school events, and obtain career guidance. They can even place their personal ambitions online, and in turn inspire others. The facts speak for themselves: a record-breaking two million hits were recorded in one month alone in 2005!

E-DUCATION IN TANZANIA

A group of young students access the TanEdu website, Tanzania

Local farmers of the AGRECOL project at work, Bolivia

SUMMARY

Ms Hella Voûte-Droste – Chairperson of the Board of Trustees

Dear stakeholders,

It is amazing to see how Information and Communication Technologies (ICTs) can stimulate development. One of the projects within IICD that impressed me most last year was the Health Management Information System project in Uganda which is helping hundreds of Ugandan hospitals and health units manage their information more effectively. Thanks to the project, medical records officers are now digitising hospital medical records, doctors and nurses can download medical training modules from the project's website, and hospital managers are able to look up facts and figures with a mere click of a mouse instead of having to wade through mountains of paper. A total of 27 hospitals, 11 nursing training schools and 230 smaller health units take part in the project, which represents 35 percent of Uganda's national health system. It is a perfect example of how ICTs can add value to sustainable development.

As a former Member of Parliament and spokesperson for the benefits of ICTs, I have always been aware of the potential of ICTs. However, it was not until my recent involvement with development activities that I realised that ICTs were also a valuable tool for sustainable development. Being a member of the IICD Board of Trustees, and lately chairperson of that same board, has taught me how valuable ICTs can be for the development of the South. They can be used in a variety of ways to create new economic opportunities, improve education and human development, enhance health care, and to promote integration and social participation. By choosing to follow this path, IICD is also contributing to the Millennium Development Goals, particularly those aimed at eradicating extreme hunger and poverty, achieving universal primary education, combating HIV/AIDS, malaria and other diseases, and establishing global partnerships for development.

The value of IICD's work has been outlined in a formal evaluation by the Directorate-General for International Cooperation (DGIS) in the Netherlands; IICD's main financial partner. When assessing the impact of IICD's work on poverty alleviation and sustainable development, DGIS drew on the evaluation data collected by IICD and its local partners, proving to us that the quality of our work is well appreciated and accountable externally.

However, we also realise that we must continually improve ourselves in order to harness the full potential of ICTs. Harvesting the expertise we have accumulated over the past eight years and reinvesting it in our day-to-day work is part of this process. We also plan to initiate new activities with our partners from the private, public and non-profit sectors. This will help to bring us closer to realising our core activity: sustainable development of the South through finance, knowledge and innovation.

Partners enable us to keep up the good work. Private sector partners, non-profit sector partners, and public sector partners such as DGIS, the United Kingdom Department for International Development and the Swiss Agency for Development Cooperation, all provide valuable support to IICD in the form of funding, technical assistance, expertise, and advice on developing new strategies for implementing ICT for development.

This annual report is intended for all those who have contributed to IICD's work: it allows us to show you what has been achieved through your support.

In 2005, the Board of Trustees met four times and participated in several IICD activities. In many respects, 2005 was a year of transition: we moved from being a project-focussed organisation to becoming more programme-oriented. These programmes will help us to influence ICT policy-making at both the sector and national level and thus stimulate sustainable development. We also defined a new strategy for 2006-2010 with a clear vision of our social responsibility and transparency. As a result of this new policy, IICD obtained funding for this five-year period. Last but not least, we initiated a process to redefine IICD's position and develop a communication strategy to make our activities more widely known, particularly among our stakeholders, and support us in our goal to develop more public-private partnerships.

The Board is confident that these transitions have helped prepare IICD for the future and move it closer towards becoming an expertise organisation. We would therefore like to compliment all our staff for their input and encourage them to continue with the inspiring work carried out in 2005.
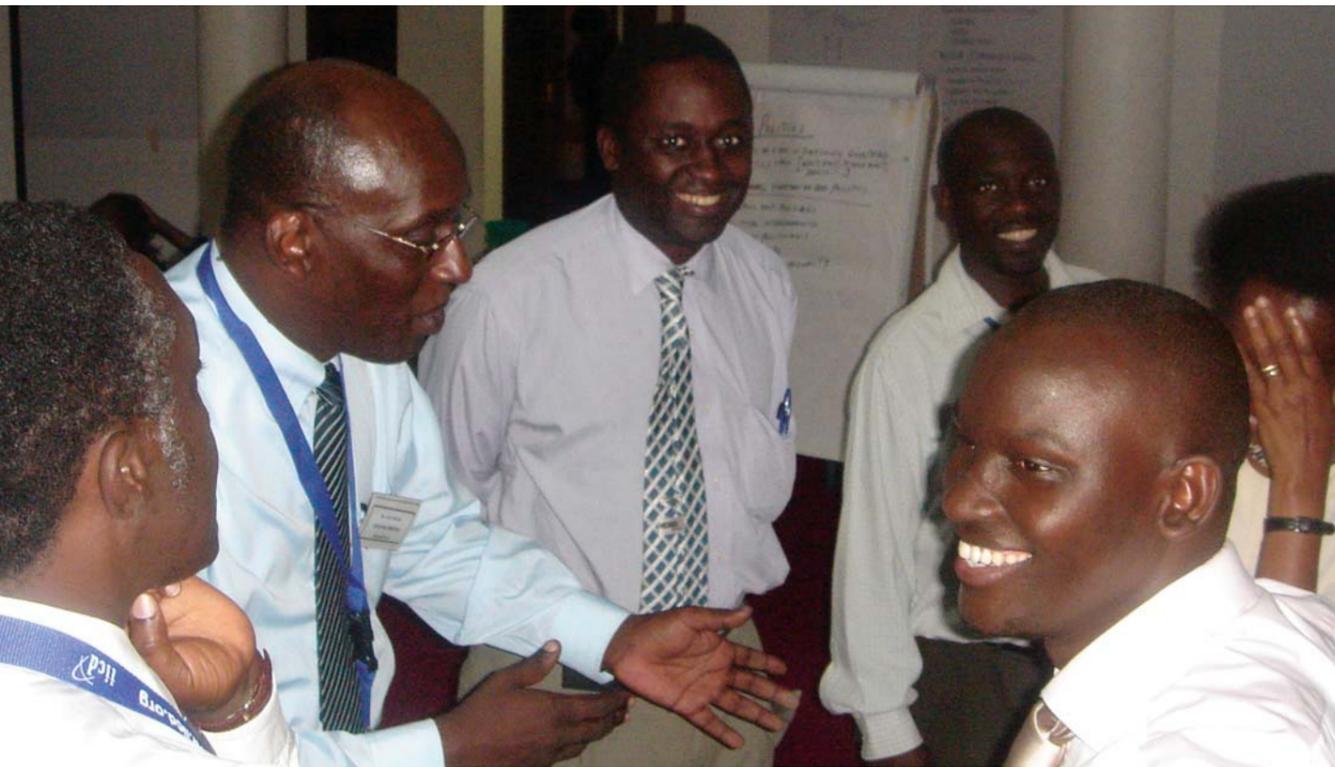
Active participation in the national ICT policy process, Uganda

Management Report
Translating experience into sector-wide impact

In 2005, the final year of the current strategic framework, there was a marked transition in IICD's programme from a project-based approach to a focus on sector-wide programmes. What began as disparate pilot projects are now becoming embedded within their institutions, with the partners banding together to share knowledge and advise their governments on ICT and sector policies.

In a nutshell, IICD's mission is to achieve 'ICT-enabled' development. What this means is that, by working with all segments of society, from governments to farmers and small enterprises, IICD helps countries to integrate information and communication technologies into their development and poverty alleviation strategies to improve healthcare, education, governance, the environment and to give local communities, especially farmers who constitute the economic backbone of most developing countries, greater power in the marketplace. It is the local people in each country who have achieved the results described in this report – IICD's committed partners in the Caribbean, Latin America and Africa. IICD's role is to facilitate, advise, and bring resources to the process.

In 2005, Country Programmes and Thematic Networks, the two pillars of the IICD strategy, were brought into play to fulfil the year's defining objectives: embedding ICT in sector-wide practice,

and harvesting the results of IICD's experience by increasing awareness in the international community about the importance of ICTs in the development agenda.

Embedding
IICD has been very successful in helping to embed ICTs within national policies by brokering relationships between policy-makers and its partners in the field, who in many countries are brought together under the banner of national knowledge sharing networks. IICD's partners are engaged in no less than eleven sector policy processes in five countries, sharing their first-hand knowledge of what works with national and regional governments. Their involvement ensures that sector policies and strategies take into account the significant role that ICTs can play in helping countries achieve their development objectives, including national Poverty Reduction Strategies and the international targets outlined in the Millennium Development Goals (MDGs).

In addition to participating in sector policy development in Bolivia, Ghana, Tanzania, Uganda and Zambia, IICD's partners are also providing input to national ICT policies. Their voices ensure that the needs of rural populations and the poor are represented in national ICT and telecommunications plans.

Integrating or embedding ICT in national policies and strategies is one avenue to sustainable ICT-enabled development. In addition to this, IICD seeks to embed ICT in other ways too. Embedding projects within their host institutions, or having successful pilot projects adopted and scaled up by government agencies such as the ministries of education, is a key goal of each project. So far, this form of embedding has enabled 27 percent of projects to continue independently after IICD funding ended.

Harvesting
The second major objective of 2005 was to harvest and share the results of IICD's eight years of experience supporting ICT for development. The final phase of the World Summit on the Information Society, held in Tunis in November of this year, provided an outstanding opportunity to showcase and share IICD's collected experience with the international community. An important milestone in IICD's harvesting strategy was the launch of the first of a series of Impact Studies that examine the achievements and development impact of IICD's programme of support. These studies look at both the successes and the failures, and confirm findings such as the importance of involving target groups directly in the design of programmes and listening to their feedback at regular intervals throughout the project cycle. The first country study in this series reviews progress in Bolivia from 2000–2004. It was widely disseminated to Information and Communication Technologies for Development (ICT4D) policy-makers and local donor representatives both in Bolivia and internationally. Another publication launched during the World Summit was *iConnect Collected*; a collection of articles on the impact and use of ICTs for development, written by journalists from six African countries. Throughout the year, IICD strengthened its position in the Netherlands as a trail-blazer on ICT4D issues through public debates such as Fill-the-Gap, which it co-presented with the Dutch development organisations Hivos and OneWorld Netherlands.

Direct and indirect end-users
IICD estimates that its programmes are currently reaching over 200,000 end-users directly and 2,500,000 end-users indirectly. 'Direct end-users' are people who are actively using the information services provided through IICD-supported projects. For example, they may be using the Internet or

computers in one of the 250 information centres affiliated with IICD projects, at the many schools, hospitals and government offices, or they may receive the relevant information through other means. Indirect users are communities listening to radio programmes or visitors of websites set up by our partner organisations.

End-user profiles vary from sector to sector. In the education sector, they include teachers, students and school officials, whereas in the livelihoods sector, small-scale farmers predominate. The health sector projects mainly target healthcare providers, while end-users in the governance sector include civil servants and the citizens who benefit directly from better government services.

While education programmes reach equal numbers of girls and boys, there is a noticeable gender imbalance in the other sectors: between 64 and 77 percent of end-users are men. This is partly a reflection of the cultural context – for example, projects such as DistrictNet in Tanzania work with local government officials, most of whom are men – but it is an area that requires pro-active attention over the coming years. For this reason, IICD has made gender equality one of the guiding principles that will define its work programme in the years to come.

At the moment, the majority of our end-users are located in rural areas as most of our projects are in the livelihoods sector. In other sectors end-users are more or less equally divided over rural and urban areas. As most people with a below average income live in rural areas this will also require our attention in the coming years.

Measuring satisfaction and impact
Statistical results such as those shown in the charts on the next page below are derived from questionnaires filled out by a representative sample of end-users from across all IICD-supported projects. The questions IICD puts to end-users are related to awareness, empowerment, economic impact and sector-specific impact.

The following conclusions can be drawn for 2005:
• On the whole, the results over the last three years show that development is an ongoing process. It starts off with end-users gradually becoming more aware of the potential of ICT applications. Then, as they become more familiar with the tools, they feel that information and communication technology empowers them to connect, speak, act, and take better decisions. In the long term, they are better prepared and skilled to develop initiatives that will help them to improve their own situation or sector.

- In the second or third year of a project, end-users also indicate experiencing increasing levels of economic impact. These are often linked to having more efficient access to market information or a better position in the labour market. The overall performance of the sectors also improves, which is important to ensure that ICTs will have a lasting sector impact.
- Most of our projects are in the livelihoods sector, followed by education, governance and health. No results on impact are available for the environment sector.
- End-users in the governance sector (see figure 1) experience the greatest impact with considerably high levels of increased awareness and empowerment. As most projects in this sector have been operational for three years or more, the results are in line with the planned objective of governance projects focusing on empowerment. Empowerment in governance indicates a positive impact in the sector with regard to decision-making, transparency and more efficient communication (MDG 8). This is an important achievement as it helps narrow the gap between citizens and government.
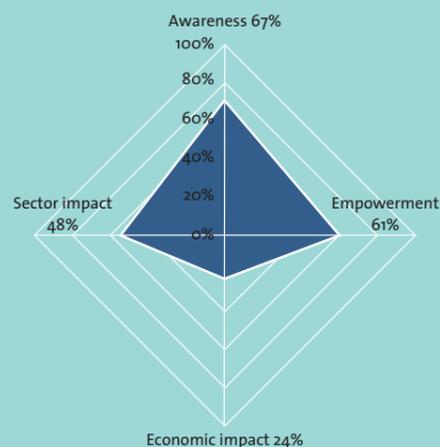
- Education programmes (see figure 4) come second with regard to end-user awareness; more than half of the teachers and students indicated that they felt empowered and experienced a better sector impact in terms of the quality of learning and teaching. For example, the quality of educational materials, along with access to them, has improved in some projects. New learning methods also improved the quality of education.
- In livelihoods (see figure 3), ICTs have given farmers better access to markets, improved their negotiation powers, and have enabled them produce crops more efficiently which in turn is helping them overcome poverty (MDG 1). However, there is a strong variation between successful projects and projects that are less successful. Projects that perform less successfully are particularly affected by the low quality of rural Internet access. Hence, economic impact levels are lower than expected. Many projects in this sector start with an extended capacity development programme, which explains the high rate of empowerment. The goal for the coming years is that end-users
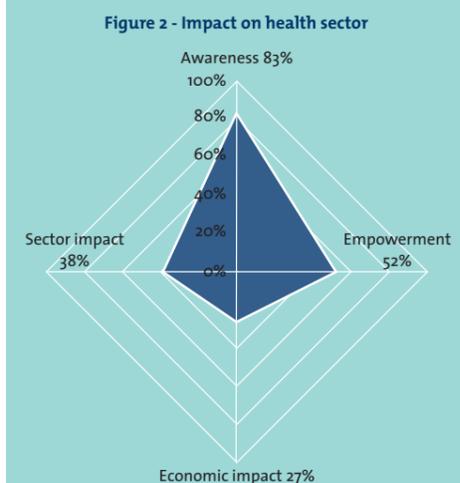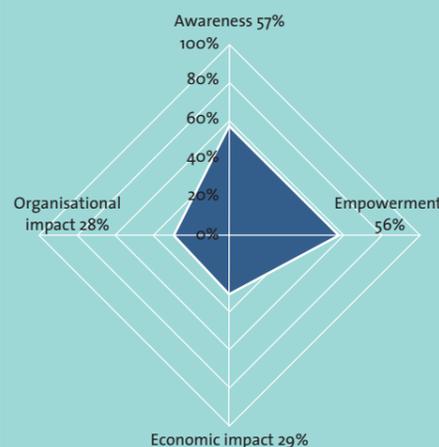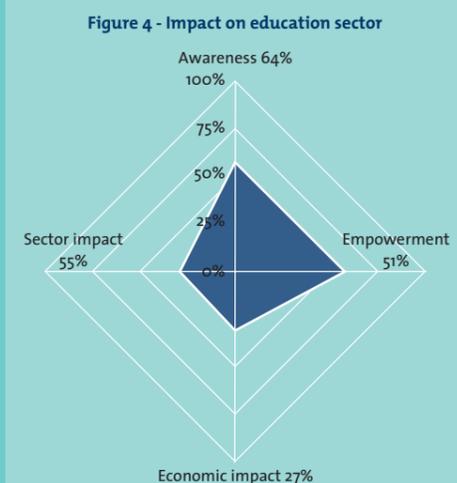
will benefit from the higher level of skills and achieve a higher positive economic impact.
- The health programmes (see figure 2) primarily register an awareness and initial empowerment impact. Lower figures here can be related to their recent start. Critical analysis in 2006 will provide a better indication of the actual impact of ICTs in this sector. There is already some proof that ICTs can overcome problems related to a lack of specific medical knowledge; an issue that affects rural hospitals in particular. Exchanging knowledge and information improves the quality of healthcare (MDGs 5 and 6).

Satisfaction and impact:
The project partner perspective
One distinctive feature of IICD's approach is that its staff work side by side with local partners. The collaboration is particularly intense when the projects are being formulated. While IICD acts as a facilitator and brings advice to the table, it always ensures that the implementing partner is the true owner of the project. Otherwise embedding will never take place.

IICD partners greatly appreciate this support. As in previous years, they reported a strong sense of ownership and satisfaction with the assistance IICD provides during the project formulation process (see fig. 5). There was a considerable increase in partner satisfaction with the direct assistance provided by IICD staff to the projects (see fig. 6), which was also rated slightly higher than the quality of advice provided by local consultants (sponsored assistance). As in other years, partners were less satisfied with the support provided to the project by the organisation itself. This indicates an ongoing need to reinforce internal marketing and the institutionalisation of projects by the organisations themselves.
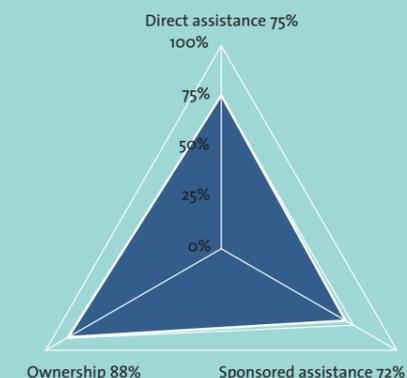
Towards a new strategic approach: Leveraging
IICD will turn a page in its history next year, the first year of the new Strategic Framework 2006-2010. The Dutch government recognised IICD's unique contribution to the country's programme of international cooperation when it approved the new framework and renewed its funding to IICD for the next five years. This expression of confidence by IICD's main sponsor is based on the concrete results IICD has achieved, as demonstrated in a comprehensive evaluation carried out at the request of the Directorate-General for International Cooperation (DGIS) of the Netherlands.

The new strategy is a reflection of the growing maturity of the Country Programmes, many of which have now achieved a critical mass of projects in multiple sectors. In addition to the strategic aims of embedding and harvesting, leveraging will be added in 2006. Leveraging is all about translating the knowledge and experience of all the Country Programmes into a body of expertise from which other donors and countries benefit. Leveraging requires that IICD transform itself into an 'expertise-based' organisation so that it can function effectively as an advocate and adviser at the international level.

Deepening expertise was one of the key recommendations made by DGIS in its evaluation. Another important recommendation entailed seeking out more public-private partnerships and diversifying its external funding. IICD began this process in 2005 by drawing up a corporate social responsibility strategy and engaging in widespread consultation with partners in the South to find out how such partnerships could help them achieve their goals.

On behalf of the Management Team
Mr Jac Stienen, Managing Director

Figure 1 - Impact on governance sector

Figure 3 - Impact on livelihoods sector

Figure 2 - Impact on health sector

Figure 4 - Impact on education sector

Figure 5 - Satisfaction during project formulation

Figure 6 - Satisfaction during project implementation
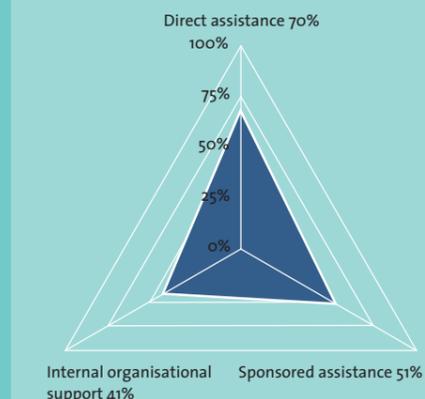
MANAGEMENT REPORT

'Home is where the heart is' rings particularly true for the people of Guarayos village, who are among the many indigenous peoples in Bolivia who have been campaigning to reclaim their land rights. CIDOB, a national organisation that represents the interests of all indigenous people in Bolivia, has pioneered a project which uses a database and website to help communities keep track of their land rights claims. At the same time, CIDOB tirelessly lobbies for indigenous land rights at both the national and the international level. So far, almost 2,000 rural indigenous leaders and young future leaders have been trained and are now empowering rural communities to stand up for their rights.

JUSTICE AND EQUALITY

The President of CIDOB, President of the TICBolivia network, Saúl Chávez and the Bolivian President Juan Evo Morales Ayma, Bolivia
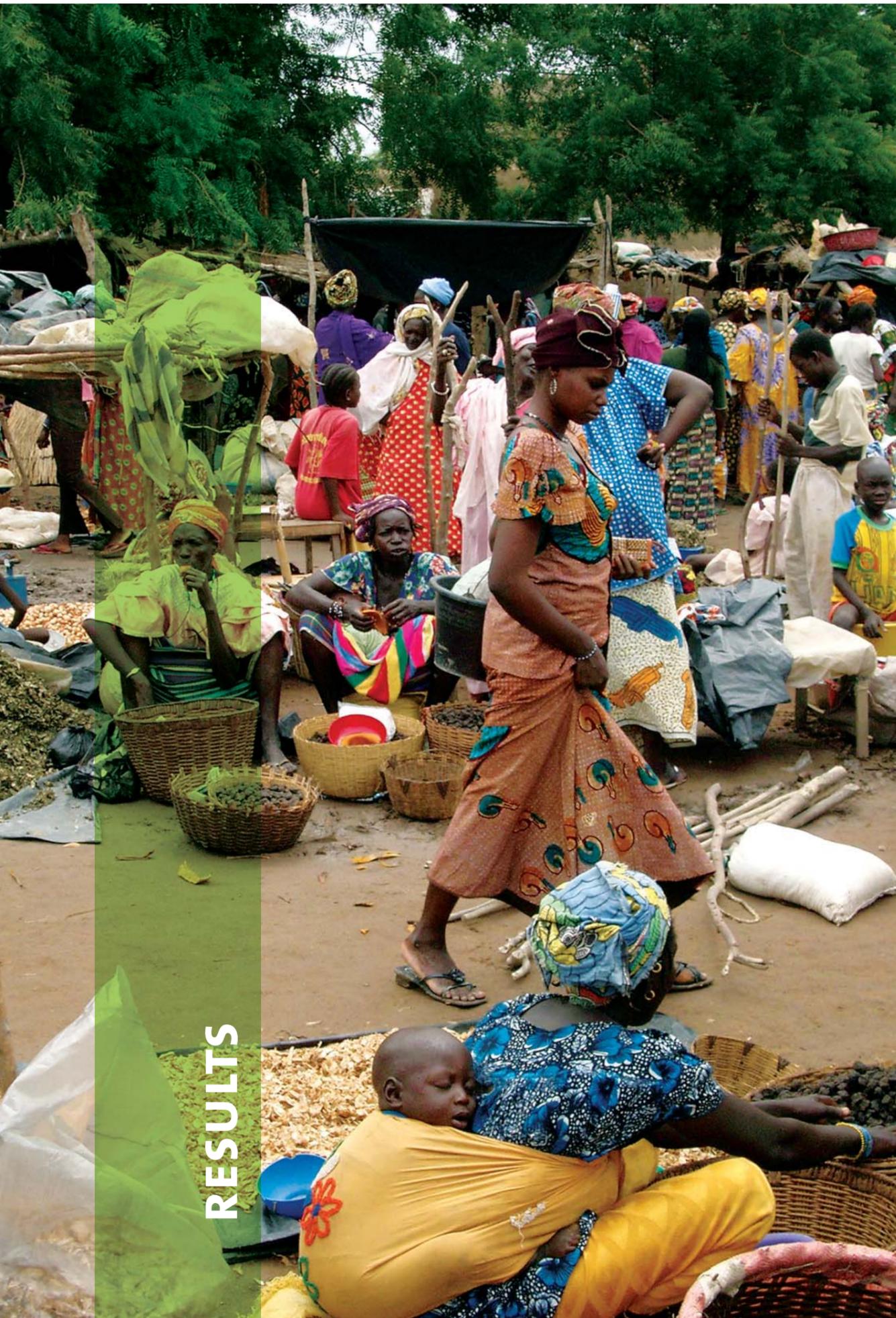
Djenne market, Mali

Strategic outputs
A successful formula for ICT-enabled development

The year 2005 was a remarkably productive one for IICD, with twenty new projects starting up and a significant increase in participation in ICT policy formulation in almost every country. As IICD's programme matures, a critical mass of data begins to emerge; data that can be immensely useful to policy-makers. The year was marked by the second phase of the World Summit on the Information Society which gave IICD the opportunity to share these lessons with partners from around the world.

Through its Country Programmes, IICD is helping local partners in nine countries to implement projects and develop ICT policies within key development sectors. Meanwhile, Thematic Networks work across borders to help people learn from each other and to disseminate best practices at the international level. Both of these pillars of IICD's strategy were brought into play to fulfil the major objectives that defined 2005: *embedding ICT in sector-wide practice and increasing awareness among the international community about the importance of placing ICTs on the development agenda.*

Figure 7 - Projects per sector*

7%
2%
27%
12%
52%

- Education
- Environment
- Health
- Governance
- Livelihoods
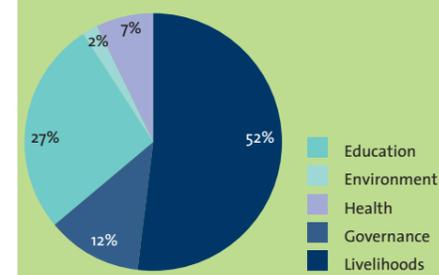
* Numbers are based on projects in implementation and independent continuation

Figure 8 - Project owners*

19%
23%
58%

- Government
- Grass-roots organisations / NGOs
- Private sector
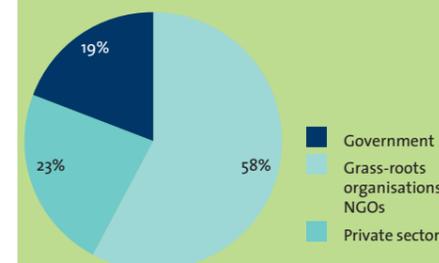
* Numbers are based on projects in implementation and independent continuation

Country Programmes

Each Country Programme brings together key stakeholders from a priority sector and helps them to formulate and execute ICT-supported development projects and policies. Throughout the programme, these local organisations are supported with capacity building, knowledge sharing and monitoring and evaluation activities.

Towards Shared Dialogue...

On the road to achieving sustainable, locally-owned ICT for development programmes and policies, each Country Programme will progress through four phases. In the *initiation* phase, a Roundtable Workshop is held in a priority sector, leading to project formulation and the establishment of a capacity development programme, a knowledge sharing network, and an independent evaluation process. In the *expansion* phase, Roundtable Workshops in new sectors help the programme reach critical mass. During the *consolidation* phase, no new projects are added. The emphasis is on embedding successful activities and harvesting lessons learned. The final phase is *shared dialogue*. In this phase, project funding comes to an end but IICD continues to support the national information network which carries out advocacy, advisory, and networking activities independently.

IICD's Country Programmes are in the following phases: expansion phase: Burkina Faso, Ecuador, Ghana, Mali and Zambia; consolidation phase: Bolivia, Tanzania (except for the health sector which is still expanding), and Uganda; shared dialogue phase: Jamaica.

... and independent continuation

Just as Country Programmes have a life cycle that includes several distinct phases, individual projects supported by IICD also pass through phases. IICD collaborates closely with partner organisations during the project *formulation* phase, in order to ensure that the plans are realistic, sustainable, and based on real needs. The *implementation* phase can last up to five years. During this phase, the projects are actively delivering services to their target groups. The implementing teams receive the full support of IICD's capacity development programme (more than 5,000 people participated in over 120 seminars and training courses, which contributed significantly to the long-term impact of IICD's support) and, ideally, they will be active members of the national information network. The projects are periodically assessed by IICD's local evaluation partner. The approaches are constantly being

refined. Experience in Zambia and Ecuador in 2005 has shown how the introduction of focus groups as an evaluation methodology has enabled IICD and its training partners to tailor courses and seminars more accurately to the changing needs of implementing partners in each country. When activities *continue independently* after IICD funding comes to an end, it usually signifies that they were embedded in the core programme of their host institutions, or that they have been enfolded into a larger sector programme by the government or another agency.

Figure 10 - Projects per country*

Bo	Ma
BF	Tz
Ec	Ug
Gh	Zm
Jm	

* Numbers are based on projects in implementation and independent continuation

Figure 9 - Projects in 2005 in each country

- Projects in implementation
- Projects in formulation
- Independent continuation
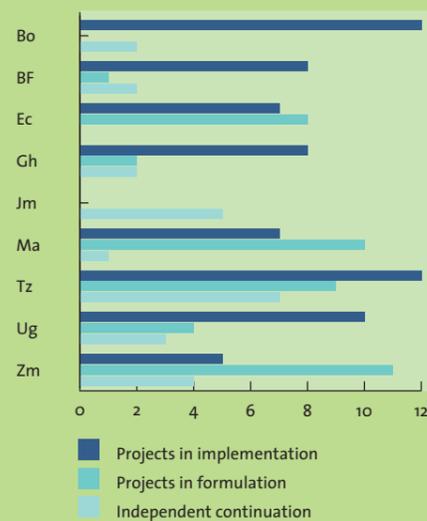
Achieving critical mass within sectors

IICD's sector-based approach is a reflection of its conviction that the best way to achieve long-term impact on national development through ICTs is to embed the technologies within the country's existing sector-wide poverty reduction and development strategies. This approach is reflected in IICD's long-term embedding strategy as well as its yearly targets.

A mature Country Programme has five or six active projects in a minimum of two sectors. Twenty new projects started in 2005, and many more are being formulated. In some countries, progress in getting new projects up and running was hindered by factors such as political instability, poor connectivity, and staff turnover in both the partner organisations and at IICD.

As the number of projects in implementation grew from 78 in 2004 to 95 in 2005, most of IICD's nine focus countries have come close to building up a critical mass of projects. This process is expected to be finalised in 2006. Out of the 95 projects, 26 have been able to continue independently from IICD on the basis of their own revenues or with the support of other funding agencies (see figure 9).

The IICD project portfolio is developed in cooperation with our local and enabling partners. While it is active in five sectors, there is a clear emphasis on the livelihoods sector (see figure 10), in which the majority of projects involve the use of ICT applications in agriculture. Livelihoods projects often provide farmers with information related to production and market prices, and link farmers in rural areas with each other and with key national and international markets. Education is the second most active sector with 25 projects. The programme emphasises ICT in the teaching and learning processes and school administration, with a dual focus on secondary education and teacher training. While there are fewer governance projects in IICD's overall programme, the projects are generally of a much larger scale and operate at the district, provincial and national levels. The scope of IICD's programme in the health sector is rapidly growing as a result of collaboration with Cordaid. Two environment projects began in 2005, filling an important gap in IICD's programme.

Sixty percent of IICD's partners, up from 45 percent last year, are grass-roots organisations and NGOs working directly with the poor at the community level (see figure 8). This increase is a reflection of the importance of poverty alleviation in the implementation of IICD's programme. Nevertheless, one of the great strengths of IICD is its commitment to working with partners from all segments of society. Private sector partners are usually small enterprises such as farming cooperatives and small ICT training centres. Most of IICD's government partners are national sector ministries such as ministries of agriculture.

Participation in ICT policy processes

The target established for 2005 was to embed ICT as a tool in at least four ICT policy processes. At the end of the year, IICD was either convening or participating in no fewer than eleven policy processes in five countries (see figure 11). These include education in Bolivia, Tanzania and Zambia; health in Ghana, Tanzania and Uganda; and livelihoods in Bolivia, Ghana and Uganda.

In addition, IICD and its partners were advising the national ICT policy processes of Bolivia and Uganda. During these processes, IICD participated directly as a facilitator of the policy formulation processes or advised on the actual content of the policy. In some cases, support was provided via the partners of the knowledge sharing network. In all processes, IICD and its partners have advocated a participatory and multi-stakeholder approach with active participation from civil society, the private sector, and national and provincial governments. Furthermore, IICD and its partners have drawn from their local experiences and knowledge of ICT.

Figure 11 – Number of ICT policy processes in 2005

National ICT Policy or strategy	ICT in Education	ICT in Health	ICT in Livelihoods
Bolivia	Bolivia	Ghana	Bolivia
Uganda	Tanzania	Tanzania	Ghana
	Zambia	Uganda	Uganda

Thematic Networks

In the IICD strategic approach, Thematic Networks exist to harvest and disseminate the evidence and lessons learned from the fertile ground of Country Programmes. The building blocks of a Thematic Network are analytical studies, cross-country learning events, and online communities of practice that focus on a specific theme. Themes may be linked to development sectors or to cross-cutting areas such as gender and capacity development.

Raising awareness

One of the major goals for 2005 was to create awareness about ICT4D among national policy-makers and the international donor community. The second phase of the World Summit on the Information Society was a superb opportunity to accomplish this, as all eyes were focused on Tunis where the critical ICT4D issues of the twenty-first century were being discussed on the world stage. Among the public events that IICD organised to focus public attention on ICT4D, Fill-the-Gap was a high profile panel discussion directed at the Dutch public and policy-makers. During the World Summit itself, IICD participated in the ICT4all exhibition together with other members of the Building Communication Opportunities (BCO) Alliance.

Research

On the research side, the first country study in the new Impact Series was published in 2005. The study captures results and lessons learned from the Bolivia Country Programme. Forthcoming booklets in the series will explore the impact of IICD's support in the education and livelihoods sectors, as well as the Tanzania Country Programme. To this was added *iConnect Collected;*

a compilation of ICT4D case studies written by local journalists in six African countries.

Learning Reports

In 2005, also in support of harvesting and learning, in 2005 IICD's M&E team began producing *Learning Reports* which analyse the results of evaluation activities for specific sectors and countries. These short, readable summaries are published on the IICD website. The reports are a good example of what harvesting is all about. *Learning Reports* published in 2005 covered the following topics: health sector, Mali; capacity development, Burkina Faso and Zambia; complete Country Programme 2004, Uganda and Zambia.

Global Teenager Project continues to thrive

Besides Country Programmes, IICD also supports special projects on ICT4D. One of them is the Global Teenager Project, a very successful education initiative in which young people around the world use the Internet for intercultural exchange and project-based learning. In 2004, IICD transferred ownership of the Global Teenager Project to the South African NGO, SchoolNet Africa, and the project continues to thrive. Twice a year, over 6,000 students from 250 schools in 30 countries participate in structured online discussions facilitated by their teachers and outside experts. In 2005, IICD collaborated with SchoolNet Africa to launch a special discussion on the theme of 'global citizenship'. In addition, the Ghana chapter of the Global Teenager Project was featured on *Earth Report*, a programme of the Television Trust for the Environment, and was broadcast worldwide on BBC television.

STRATEGIC OUTPUTS

A farming family is experimenting with a camera, Bolivia.

BOLIVIA
A nation empowered

With the winds of change sweeping through the country, the emphasis of the Bolivia Country Programme on empowering the indigenous and rural population through ICT is even more relevant than ever.

The year 2005 was an historic one for Bolivia: it began with widespread protests and ended with the election of indigenous president, Evo Morales, by the widest margin of any leader since the restoration of civilian rule in 1982. This demonstrates what the country's indigenous and rural population can accomplish when they have a voice and the tools to express their will. The change of climate comes as no surprise to IICD; for four years, the dynamic local organisations in the IICD Country Programme, known as TiCBolivia, have been using ICT to improve the political rights and livelihoods of hundreds of thousands of people around the country.

Today, TiCBolivia is a mature programme consisting of fifteen projects in the governance, education, and agricultural livelihoods sectors. As the Country Programme approaches the shared dialogue phase, the focus of 2005 was to build sufficient local capacity and team spirit among the partner organisations to secure the sustainable continuation of projects, capacity development and knowledge exchange.

This year, the twenty partner organisations formed a network called Red TiCBolivia to share knowledge and exchange experiences. The network has also started to play an active role in formulating the country's national ICT policy. The Organisation of Indigenous People in Eastern Bolivia, CIDOB, has taken on the presidency of the network.

Delivering impact and sustainability

Since 2000, the programme has reached an estimated 500,000 people, mainly indigenous people, farmers, students and teachers in rural areas, using a combination of electronic and print media and radio. Of these, over 50,000 make use of the Internet through ninety access points around the country. In addition, the programme has directly trained 4,500 people to use ICTs.

Data provided by project end-users in Bolivia indicate that 95 percent are satisfied with the technical support, training and quality of information provided through the projects. They are less happy with the quality and cost of

connectivity, indicating that more needs to be done to find affordable connectivity solutions, especially in the rural areas.

Seventy-five percent of the civil servants participating in the ICT policy and strategy project at the Ministry of Agriculture reported that they have directly benefited from the project. This was the first time IICD evaluated an ICT policy project.

TiCBolivia partners have embraced ICT which is apparent from the way they are using technology across the institution in addition to the specific project context. ICT is firmly embedded in their operations and is increasingly included in activities funded by other donors such as Cordaid, HIVOS, and the Danish, Swiss, Spanish and UK governments. This is an important step towards achieving sustainability in the use of ICTs by partner organisations and their end-users. Another development which will help the programme achieve sustainability was the input the Country Programme gave to Bolivia's National ICT Strategy. Local partners are thus well-positioned to participate in the implementation of the strategy.

These and other achievements and lessons from the Bolivian programme can be found in a study carried out by IICD entitled *The TiCBolivia Country Programme: the impact of IICD support for poverty reduction and development using ICTs, 2000-2004.* The study demonstrated that ICTs can and do contribute towards achieving the Millennium Development Goals and concluded with the following recommendations for donors and policy-makers based on the Bolivia experience:
- involve end-users directly in the formulation, implementation and management of ICT projects;
- strengthen both the technical and institutional capacities of partner organisations and adequately train end-users;
- the lack of sustainable and affordable connectivity options requires a continuous search for innovative connectivity solutions;
- partners need assistance to actively share and promote their experiences and lessons learned;
- to gain political and financial support from the government it is necessary to participate directly in sector and national ICT policy processes.

For more information on Bolivia, please visit: www.iicd.org/countries/bolivia or www.ticbolivia.net

From being photographed to taking photos

Three awards for the inaugural Yeomans Award for Local Content were handed out in February 2005. One of the winners, the Fundación AGRECOL Andes, Bolivia, is part of the TiCBolivia programme. AGRECOL is supported by IICD and the Swiss Agency for Development and Cooperation.

This project works with Quechua-speaking farmers in rural areas of Bolivia who use digital cameras, laptop computers and multimedia projectors to document and exchange their local knowledge, particularly about organic agriculture and resource management. The process is managed by the farmers themselves, using ICT tools that favour oral and visual modes of communication. CD-ROMs and an Internet-based database are also used to share the experiences more widely, and the project has formed strategic alliances in the Andean region for the same purpose.

"We learned how to use a camera and computer to document our experiences in fruit cultivation. We can improve our production by knowing where we have failed and what we have achieved."
(Response to an evaluation questionnaire by an end-user of the AGRECOL project.)

Figure 12 - Projects in implementation and continuing independently

- 8%
- 21%
- 50%
- 21%

- Education
- Environment
- Governance
- Livelihoods
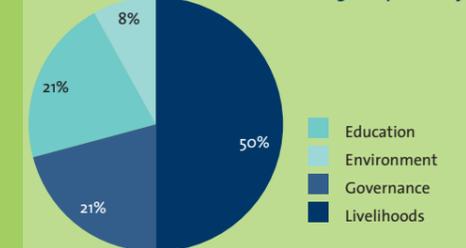
ICT-training session in Bokin village, Burkina Faso

BURKINA FASO
Reaching out to the rural poor

The peaceful but economically stressed West African nation of Burkina Faso has an adult literacy rate of only 26 percent – so it makes sense that the five new projects that began in 2005 rely mainly on non-print media such as radio, television, and multimedia to reach their target groups.

The Burkina Faso Country Programme is in the final year of the expansion phase, and the number of projects almost doubled in 2005. Five livelihoods projects, two education projects, and a governance project are now up and running. In addition, two training partners are in place and the knowledge sharing network, Burkina-NTIC, continues to be very active. In 2006, a new programme will start in secondary education which will round off the Country Programme's activities in that sector.

New rural projects
Five new projects in the livelihoods sector in Burkina Faso are using diverse media to reach rural communities around the country. Women are setting up Internet access and community radio in the Zabré region; TV Koodo is broadcasting regional commodity prices nationwide; a third project aims to improve information channels for farmers in the rural area of Sissili; the NGO Sahel Solidarité is learning to use new technologies to disseminate information on water hygiene in

the district of Bokin; and the women's shea nut producers' association, Song Taaba, is setting up shea butter promotion telecentres in the villages of Boussé and Saponé to help improve organic shea nut production.

Using multimedia in locally-appropriate health communication
One of the new projects is enabling local project staff from Sahel Solidarité to use ICTs in rural health communication. During its pilot phase, the project targets ten villages in the Bokin area, with a total population of 20,000. Sahel Solidarité's office in Bokin has been equipped with an Internet connection, four solar-powered computers, five digital cameras and memory sticks, and portable projection equipment which they will use for multimedia presentations in the surrounding villages. Since July, extension workers in Bokin have trained one hundred local teachers, students, women and municipal staff in basic computer use. At the end of 2005, Sahel Solidarité staff officially – and proudly – presented their first PowerPoint

presentation on water and sanitation. They used digital images of local people and situations to demonstrate unsafe water use practices. Extension workers have reported that their campaigns are now much more effective, since people recognise places and even their neighbours in the materials.

City meets country in the Burkina NTIC network
While organisations like Sahel Solidarité are immersed in rural realities, one of the goals of the national knowledge sharing network, Burkina-NTIC, is to diversify its membership beyond the current small but dynamic group of city-based academics and journalists. NGOs working in the rural development and agriculture sector were welcomed into the network during an ICT workshop organised at the offices of the network coordinator. All of the organisations were keen to learn more about ICTs and to share their knowledge about the realities of rural life with the more technically inclined members.

"Before we started using digital images in our presentations, people were falling asleep during extension meetings," said Ms Barry Korotimi, Head of Evaluation of the farmers' federation FEPASSI. The discussion centred on the potential of multimedia tools for communicating more effectively with farmers in the field. "Without being able to show him, it's difficult to convince a farmer that his neighbour in the next village has achieved a higher crop yield. Using a digital camera, we can now demonstrate the different rates of growth on our test fields. We plan to use these images to stimulate group discussions when next we meet with our producer groups."

Defining training needs
Project partners from across the Burkina Faso Country Programme took part in an evaluation meeting in Ouagadougou in February 2005 to discuss the effectiveness of the technical training provided by IICD and its training partners in the country. It became clear through the discussion that the partners themselves need to define their training needs more clearly and that they must be more involved in the design of the programme along with IICD staff and the local training partners. This lesson may also apply to the project IICD is undertaking with the Ministry of Telecommunications and Information Technologies. The project successfully launched twenty ministerial websites in 2004. However, making sure the ministries have the capacity in-house to update the content of the websites quickly and effectively remains a challenge. IICD therefore plans to intensify the development of ICT skills across the Country Programme in 2006.

Fighting e-mail fraudsters
The Burkina-NTIC network and IICD convened a stimulating day of discussions in Bobo Dioulasso on the topic of Internet and computer security. There was a lively debate on the threat of e-mail scam letters such as the notorious 'Advance Fee Fraud', a form of theft whereby someone claiming to be the relative of a dead ruler, for example, offers to share a large sum of money with the recipient in return for a series of smaller 'fees'. The 'lads', as the scammers are sometimes referred to, often act from public terminals such as Internet cafés in Nigeria and other countries, including Burkina itself. A sinister variant on the traditional scheme attempts to lure people into advancing money with the false promise of an educational scholarship; an opportunity many youngsters in Burkina Faso would jump at. The participants agreed that the number one strategy to prevent people from falling prey to the 'lads' is widespread awareness-raising in Internet cafés and schools.

Figure 13 - Projects in implementation and continuing independently

- 30%
- 10%
- 60%

Education
Governance
Livelihoods
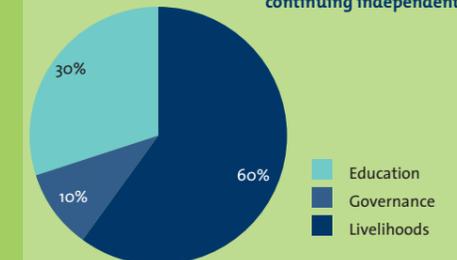
For more information on Burkina Faso, please visit: www.iicd.org/countries/burkina_faso or www.burkina-ntic.org

RESULTS BURKINA FASO

Fishing among the mangroves, Ecuador

ECUADOR
Communicating for change

The Ecuador Country Programme is producing early results, due to the energy, commitment, and clear sense of focus of its local partners. With an Evaluation partner identified in 2005, all the components of the programme are now in place: projects, a capacity development programme, a knowledge sharing network, and an evaluation process.

Since the Country Programme began in 2003, Ecuador has proven to have the right enabling environment to expand and produce results in a relatively short period of time. With eight projects already in place in the livelihoods sector, the programme has started the process of expanding into a new sector: governance.

A Roundtable Workshop on *Strengthening Local Governance and the Participation of Civil Society* in April 2005 generated nine project ideas for the governance sector, three of which have already resulted in concrete project proposals that will be implemented in the first quarter of 2006. The Roundtable took place during the non-violent public protests which resulted in President Lucio Gutiérrez stepping down. Although this was a hectic period for participants and for the country, the circumstances were also inspiring because of the pressing need felt by everyone for improved leadership and citizen participation.

Growing together in sustainable agriculture
During 2005 seven livelihoods projects in the agriculture sector got into full swing. Databases and websites were developed and information was systematically gathered. Results and lessons learned during the process of developing the projects were also shared with peers in the Country Programme. This led to several inspiring partnerships. Rather than competing with each other, the projects are building upon their complementary objectives. As a result, formal and informal knowledge sharing and brainstorming sessions took place between different project partners throughout the year on a variety of issues such as database design, the impact of free trade, community tourism, and systematising experiences. This synthesis has resulted in improved products and services for end-users.

Knowledge sharing network changes hands
The knowledge sharing network in Ecuador was launched in 2004 under the name

Infodesarrollo.ec. The network went through a major change during the first half of 2005 when responsibility for coordinating and hosting it was transferred to UNESCO's regional office in Latin America in Quito.

The Internet Society (ISOC) nominated Infodesarrollo.ec as the country's best website and ICT initiative in 2005. It was a clear sign of the network's position as a collective voice for organisations engaged with information issues in the country when the national telecommunications regulator, CONATEL, invited the network to provide input into the policy process relating to Ecuador's law on transparency and access to public information. The network's inputs were reflected in the final version which was approved by the *Comisión de Conectividad*.

Capacity development in full swing
The first year of capacity development activities in Ecuador ended with excellent results. The majority of participants reported that they were satisfied with the organisation and content of the courses and seminars and indicated that they had achieved their own personal learning objectives. These results were confirmed during focus group discussions with participants.

Ecuador's experience demonstrates how good institutional relationships between partners in a Country Programme can accelerate learning. As a result, feedback and suggestions gathered via the evaluation process are immediately translated into more targeted and effective training by the Ecuadorian training partners.

Rural connectivity through 'tactical shortwave'
Rural areas with no telephone infrastructure have very few options when it comes to Internet connectivity. One is Wifi, but this has a range of well under 100 km. Another is satellite, but this is very expensive. IICD and local partner Maquita Cushunchic Comercializamos como Hermanos (MCCH) in rural Ecuador are working with a company called Oftelsat on a pilot to set up a digital Internet connection for voice and basic data transfer using shortwave radio for MCCH's Using ICT for Planning and Exporting Cacao project. This 'tactical shortwave' radio system is capable of delivering Internet connectivity over distances of 500 km. After investing in hardware, the operational costs are about 60 US dollars a year, which are basically only the costs for the license to use the frequency. Oftelsat is seeking partners to further develop the system on an Open Source platform.

For more information on Ecuador, please visit: www.iicd.org/countries/ecuador or www.infodesarrollo.ec

Where land and sea intertwine
Mangroves are extraordinary trees that grow with their roots in the sea along tropical coastlines around the world. The natural environment that springs up in mangrove forests is one of the most productive ecological systems in the world, but Ecuador's mangroves are being cleared at an alarming rate to make way for the export-driven commercial shrimp industry. The Muisne region of Ecuador alone has lost nearly 90 percent of its mangroves to the shrimp industry.

The National Coordinating Corporation to Defend the Mangrove Ecosystem is completing the pilot phase of a project co-funded by IICD, Hivos and the Swiss Agency for Development and Cooperation, to use ICTs in support of sustainable livelihoods in two wildlife reserves of the northern province of Esmeraldas. In Muisne, the project uses ICTs to support eco-tourism as an alternative livelihood for the ancestral users of the mangrove ecosystem, while in Limones, the objective is to restock the shellfish and blue crab population.

These different objectives led to differences between the reserves. In Muisne, the introduction of multimedia and ICT tools like websites sparked people's energy and enthusiasm, whereas in Limones, the technologies were used in a more scientific context, and the efficiency gains were such that they have been rapidly integrated into the day-to-day work of the organisation.

"I made slide presentations about the importance of the mangrove and videos about natural resources and reforestation. I helped the people gain knowledge about our rights and resources."
(Promoter of a cacao producers' organisation.)

Figure 14 - Projects in implementation and continuing independently

100%

■ Livelihoods
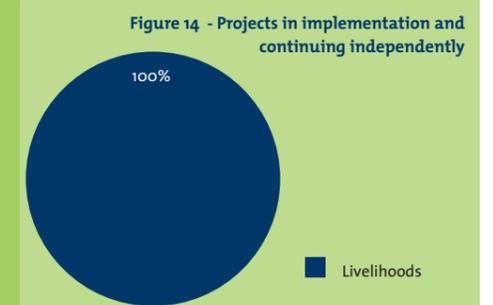
GINKS meeting, Ghana

GHANA
Learning by doing

While the Ghana Country Programme is still adding projects to its portfolio, a network of committed partners across the country is delivering results from the grass roots to the national policy level – and learning valuable lessons along the way.

With nine projects in the education, livelihoods, governance and environment sectors, the Ghana Country Programme is highly diverse. Two policy processes which began late 2004 are expected to contribute to the embedding strategies for the health and agriculture projects that will soon be implemented. Some activities will be consolidated in 2006. However, the Ghana Country Programme is expected to continue expanding until the end of 2006.

Connecting farmers with markets
Two projects started in 2005 which seek to improve rural livelihoods by bringing vital information directly to farmers. In Ghana, women and men often raise different crops; yams, cassava and cowpeas, for example, are generally cultivated by women. The Women and Development project will provide information to women farmers on how to commercially produce, process and add value to these three crops. The Eastern Corridor Agro-Market Information Centre (ECAMIC) project aims to protect the livelihoods of over 2,000

farming families by establishing a facility that will provide market prices and other information to twenty-four community-based farmers' cooperatives in the Eastern Corridor region.

Rural projects such as ECAMIC and the Market Access Promotion Network (MAPRONET) are faced with steep connectivity costs which they must account for in their planning. Internet connectivity in rural Ghana costs about 40 percent more than in the city, which for grass-roots organisations constitutes a major and ongoing financial burden that they can ill afford. Their target groups have virtually no disposable income, so when subsidies end, the projects have little chance of surviving if they attempt to operate on a cost-recovery basis. IICD and its partners are exploring solutions by experimenting with newly emerging technical options such as wireless broadband networks, (known as 'mesh'), by helping local organisations negotiate better rates with their service providers, and by bringing private sector innovators to the table to discuss how they can play a role in

helping to bring affordable Internet connectivity to rural Ghana.

Peer exchange and learning
Ghana's Ministry of Communications shared what it has learned about ICT policy-making with senior officials from Uganda and Jamaica and a representative of the Ghana knowledge sharing network, GINKS. This 'peer exchange' took place with IICD support and demonstrated the value of cross-country knowledge sharing. "The most important benefit was to 'get under the covers' and understand the logistics and approach taken with the extensive stakeholder consultations that were done in Ghana," said Michael Duquesnay, Chief Executive Officer of Jamaica's Central Information Technology Office. The peer exchange also addressed the complexities of running national and sector-based ICT policy processes simultaneously, and the need to ensure coherence and complementarities between them.
Another fruitful exchange took place when Shafiu Shaibu of SEND, the Social Enterprise Development Foundation of Tamale, (the organisation that is implementing the ECAMIC project), travelled to India to participate in the fourth 'South – South Exchange Travelling Workshop' hosted by the M.S. Swaminathan Foundation in Chennai, India. Participants in this unique travelling workshop paid visits to Virtual Knowledge Centres set up by this Foundation in rural villages around Chennai and Pondicherry. "Looking closely at the Virtual Knowledge Centre projects," wrote Shaibu, "it is clear that project impacts have been systematically documented and shared with all relevant partners at appropriate forums. The most important thing to note here is: do it small, do it properly, and prove results."

From practice to policy
The experience of IICD's local partners clearly demonstrates the need for information, communication and technology issues to be embedded in national and sector development and poverty reduction policies, taking the Millennium Development Goals into account. Embedding ICT at the policy level is well underway in Ghana, where IICD and its local partners have strong links with the Ghanaian government's National ICT Policy and Plan Development Committee which was set up by the Ministry of Communications in 2002. The Ghana Country Programme is also providing guidance and support to two ministries – the Ministry of Health and the Ministry of Food and Agriculture – to help them in their efforts to develop ICT policies for their respective sectors.

For more information on Ghana, please visit:
www.iicd.org/countries/ghana or www.ginks.org

Understanding knowledge sharing networks
As the Country Programme begins to consolidate, the national knowledge sharing network, GINKS, is starting to play an increasingly central role. In 2005, IICD and its partners in Ghana carried out an evaluation of the network. Based on the results, GINKS will explore which organisational model it wishes to follow: that of an informal 'community of practice', where the main function of the network will be to act as a knowledge sharing forum between individuals, or a more formal 'association' model, whereby institutions all over Ghana will join GINKS in order to benefit from joint representation in policy-making and other services. At a more immediate level, the review highlighted the need to clarify IICD's role within GINKS, since it is both a member and a sponsor of the network, and to ensure that there is no conflict between these roles.

Figure 15 - Projects in implementation and continuing independently

- 10%
- 20%
- 10%
- 60%

- Education
- Environment
- Governance
- Livelihoods
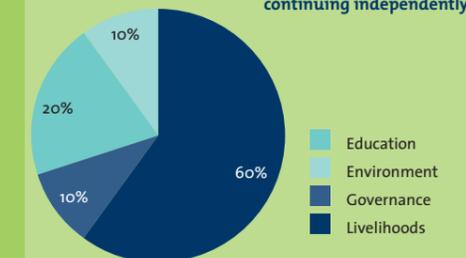
RESULTS GHANA

Telecentre, Jamaica

JAMAICA
Advancing the ICT4D agenda

The focus of the Jamaica Country Programme is the national knowledge sharing network called ICT4D Jamaica. The network has matured into a nationally recognised organisation which is bringing the business community into dialogue with policy-makers and development partners. In this way, ICT4D Jamaica is helping the country as a whole meet the challenges of the global information society.

Embedding ICT4D Jamaica
Active since 1998, the Jamaica Country Programme entered the final phase of IICD support in 2004: the shared dialogue phase. During this phase, the knowledge sharing network, ICT4D Jamaica, becomes the main focus of IICD support rather than projects in the field. In 2005, the aim was to start the long-term process of empowering ICT4D Jamaica to develop a vibrant network that will get political and financial support from key institutions and actors. A major challenge is to put the network on a solid institutional and financial footing. Meanwhile, ICT4D Jamaica is in the process of developing the strategic partnerships necessary to embed its activities in wider institutional, sector and national initiatives.

Planning for sustainability
A group composed of members of the ICT4D Jamaica Board, IICD staff and selected resource persons has started to map out how the network will ensure its institutional, political and financial

sustainability in the years to come. The group is considering the issue of sustainability from three perspectives: institutional, political and financial.

Institutional sustainability will depend on the final governance structure of the network, membership criteria and means of participation. ICT4D Jamaica is exploring various network models to support the overall network objectives and members' needs in the future.

Political sustainability concerns the ability of the network to build ownership and strategic alliances that will contribute to the legitimacy of the network in the field of ICT4D; without political legitimacy the network will lack the support base to influence policy processes effectively.

Financial sustainability can be achieved through membership fees and charging for services or by seeking grants from donor agencies and private sponsors, or a combination of both. Diverse

funding sources will require more complex organisational, reporting and accountability structures.

Strategic partnerships
Through strategic partnerships, ICT4D Jamaica is helping to raise awareness and advance the ICT4D agenda in the country. The network's coordinating agency is HEART Trust/NTA; a statutory institute of the Ministry of Education dedicated to the development of human resources and employment opportunities in Jamaica. HEART hosts the network secretariat and this year provided additional support for several events and case studies. The regional workshop on digitising cultural heritage in the Caribbean, held in July this year, was co-organised with UNESCO and the Institute for Connectivity in the Americas. Cable & Wireless supplied free broadband Internet access, and the On the Frontier consultancy group provided free survey software.

The Jamaica Collaborative for Universal Technology Education initiative of ICT4D Jamaica and the HEART Trust/NTA has gained considerable momentum. It was introduced in Parliament by the Minister of State for Education, Dr Donald Rhodd. The initiative – which aims to initiate a universal technology education programme – is based on a public-private partnership with the Ministry of Commerce, Science and Technology, the Ministry of Education, Youth and Culture, the Jamaica Employers' Federation, the Inter-American Development Bank, the Private Sector Organization of Jamaica, Digicel, Cable & Wireless, and the National Commercial Bank Foundation, to name but a few. The prime minister of Jamaica will launch the public-private partnership in 2006.

Digitising Caribbean culture
The five-day regional workshop on the digitisation of cultural heritage in the Caribbean was held in Kingston in July 2005. The workshop, which attracted some 40 participants from across the region, comprised both theoretical and hands-on sessions, case study presentations, and on-site visits. The sessions covered a broad range of issues, including the digitisation of Caribbean culture, an introduction to UNESCO's International Campaign for the Preservation of Digital Heritage and the Regional Digital Library project; the creation and sustainable management of digital libraries; intellectual property law and digital rights issues; as well as technical sessions on digitising images, text, audio and audio-visual material, and photographs.

For more information on Jamaica, please visit: www.iicd.org/countries/jamaica and www.ict4djamaica.org

Jamaica-Ghana policy exchange
IICD facilitated a peer exchange whereby the head of Jamaica's Central Information Technology Office (CITO), Michael Duquesnay, joined a senior Ugandan official in a visit to Ghana to see how the country has run a multi-stakeholder process to develop a National ICT policy. Ghana is putting in place an ICT-enabled development policy to aid the country's progression towards a knowledge-based economy and society.

Realising that other countries can learn from Ghana's experience, the Ministry of Communications in Ghana hosted senior officials from Jamaica and Uganda, including Mr Duquesnay, who is in charge of updating Jamaica's National Five Year ICT Strategy. The exchange generated interesting lessons on what makes a successful ICT policy process:
1. The process must be championed at the highest level, ideally by the head of state and cabinet ministers of the country;
2. There is a need for champions at both the national level and within sectors such as health and education;
3. The legitimacy of the consultation process is as important as the outcome in building awareness and consensus around the new policy direction.

High-level exchanges such as this will help Jamaica develop a national ICT strategy that has broad-based support and that responds to the country's development priorities. Looking to the future, ICT4D Jamaica and IICD have begun planning an ICT policy participation training workshop for the network's Board and other interested partners for the first half of 2006. CITO has expressed an interest in being a partner in these activities.

Figure 16 - Projects in implementation and continuing independently

20%

80%

Education
Livelihoods
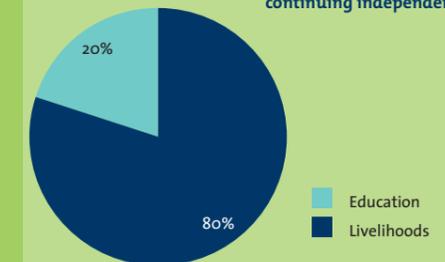
Opening of Soleil d'Afrique centre, Mali

MALI
Overcoming isolation with ICTs

With two new projects launched in 2005 and ten more in the pipeline, the Mali Country Programme is making great strides forward. Furthermore, high-profile advocacy efforts by the knowledge sharing network, ToguNet, have helped to bring Mali's high connectivity costs to the nation's attention.

The Mali Country Programme expanded significantly in 2005, with three livelihoods projects and three health projects in implementation and many more being formulated. Discussions are underway regarding embedding the health projects in the national healthcare system. In 2006, the programme will be in its final year of expansion.

Innovative connectivity solutions
The town of Bancoumana, 60 kilometres from the capital Bamako, has no telephone and only one main road that is impassable during the rainy season. This is where the agricultural federation, FABEMA, has its headquarters, from which it serves the needs of farmers throughout the Mandé region. In April, the federation initiated the Rural Knowledge Sharing Network project, using a combination of telephone-Internet technology and an audio-based radio communication system (RAC) to set up a pilot network that will enable year-round communication between Bancoumana, four nearby villages, and the capital Bamako.

Artists online
Mali's rich artistic tradition includes a unique visual arts culture; also new in 2005, the Soleil Artnet project has, with IICD support, established a work and training centre in Bamako for artists and photographers – a place where they can learn to use digital media to expand their creative horizons, link up with the international artistic community, and promote their work through the Internet.

Agriculture projects in the pipeline
Ten new project ideas emerged from a Roundtable Workshop on ICTs in Agriculture in September. Some of the proposals are for market price information systems, while others seek to improve the commercialisation of exports such as karité. Karité (shea nut) butter is a West African product used in many cosmetics, and for which there is growing international demand. It is expected that most of these project proposals will be implemented in the first half of 2006.

Lobbying for lower connectivity costs
Mali is a country twice the size of France. Affordable and reliable country-wide telephone and Internet coverage would greatly reduce the isolation of Mali's rural population. But at present, costs are high and the quality of service is low. The national knowledge sharing network, ToguNet, was very effective this year in lobbying the authorities and raising public awareness about the need to improve the telecommunication situation in the interest of the nation's development. A committee summarised the most pressing issues and compiled a list of recommendations, which were subsequently communicated to the government during a press conference. This was followed by a debate on national television about the state of connectivity in Mali. The main points raised by ToguNet were taken up by the Agence des Technologies de l'Information et de la Communication (AGETIC), and will be included in policy recommendations.

Focus groups uncover challenges
A notoriously hot and arid climate, immense distances, the high cost of electricity and connectivity, and soaring illiteracy (88% among adult women) are among the persistent challenges to using ICTs for development in Mali. Further challenges to the Country Programme include not enough women taking part in the training courses and difficulties in making the telecentres financially viable. IICD's M&E partner organised two focus group discussions in 2005, which provided an opportunity for partners from different projects to review the evaluation results together and discuss strategies and solutions. Telecentre managers had more opportunities to learn from each other during three well-attended Technical Update Seminars on the topics of connectivity, Internet security and telecentre management in 2005. More training for telecentre managers is planned for 2006.

First steps towards embedding health projects
At the end of March, preliminary discussions were held among hospital directors, other health stakeholders, and IICD project partners from the health sector. The objective was to identify a workable strategy for embedding IICD-supported projects in hospitals and at the Ministry of Health. The meeting resulted in the formation of a working group, which started to develop proposals for concrete activities and steps that should support the embedding process. One of the ideas is to produce a documentary film on the IKON teleradiology project.

For more information on Mali, please visit:
www.iicd.org/countries/mali and
www.mali-ntic.com

Telecentre stakeholders band together

Mali is a country where even the commercial cybercafés in the capital are often struggling to avoid bankruptcy. Achieving financial sustainability is therefore an even greater challenge for the rural telecentres. IICD, USAID, Geekcorps, the Swiss Agency for Development and Cooperation, Unesco, KfW (a German microfinance bank) and Helen Keller International are the main international NGOs and donors involved in supporting development-oriented telecentres in Mali, many of which are in rural areas. All of them, including the three rural centres supported by IICD, struggle with the same problems, namely the high cost and poor quality of Internet connectivity. Consequently, these international organisations and the telecentre managers they support have now joined forces to pool their knowledge and articulate a common policy position on connectivity and licensing issues. Since they began speaking with one voice, more attention is being paid at the national level to issues that affect the effectiveness of telecentres. AGETIC has been asked to coordinate the network. "Coherence among all these telecentre initiatives is essential," said the Minister of Communications and New Technologies, M. Gaoussou Drabo, in a meeting with IICD representatives in November.

Figure 17 - Projects in implementation and continuing independently

- 50% Livelihoods
- 38% Health
- 12% Education
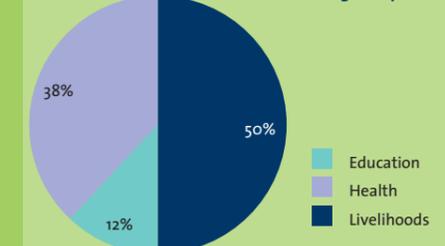
RESULTS MALI

Cromabu centre in Magu, Tanzania

TANZANIA
Health sector expansion

While many of the IICD-supported projects in Tanzania are reaching the embedding phase of the project cycle, a new start was made in 2005 in the health sector. A Roundtable Workshop held early in the year in collaboration with Cordaid generated a large number of project ideas.

The decision to enter the health sector was taken in collaboration with Cordaid; an international development organisation based in the Netherlands and a major partner of IICD in the Tanzania Country Programme. The Roundtable Workshop was organised by the Ministry of Health, the Christian Social Services Commission and the Tanzania Commission for Science and Technology, and supported by IICD and Cordaid. The workshop generated a number of project ideas on themes such as health management, telemedicine, ICTs for community empowerment in the field of health (including HIV/AIDS), and using ICTs for the continuous professional development of health practitioners. Two of the 16 project ideas began implementation in 2005; several more will follow suit in the coming year.

Also in the health sector, one-day seminars on e-health were held in Dar es Salaam, Mwanza and Arusha. These were organised by the University of Dar es Salaam Computing Centre (UCC) and the knowledge sharing network, SWOPNet.

Each seminar attracted approximately 35 professionals including practising doctors, representatives of health technology company and lecturers in medicine. At the event in Dar es Salaam, organised by UCC, the Principal Medical Officer at the Ministry of Health, Dr Faustian Njau, opened the day with the statement that ICTs have been singled out as a major driving force for the realisation of Tanzania's development roadmap, Vision 2025, and that this includes the country's goals for the health sector.

Replicating the 'Kinondoni Approach'
Senior officials from 14 municipalities and districts across the country gathered to discuss how they could replicate the successful e-governance project supported by IICD in the Kinondoni district of Dar es Salaam. For several years, Kinondoni Municipal Council has been using ICTs to improve municipal governance and communication with its residents. Tax revenues have increased thanks to better information management, but one of the most valued services for citizens is a computerised

land register, which has improved the efficiency and transparency of land transactions in the city. Participants in the replication workshop came up with a five-point action plan backed by the President's Office. To keep the momentum going, IICD will support the development of a manual documenting the Kinondoni system, and will also support regular knowledge sharing events among the interested municipalities.

Education projects consolidate
Efforts to embed IICD's seven projects in the education sector need to take into account the centralised nature of the education system in Tanzania. Decisions on the national curriculum and new approaches to education are made at the highest level by the Ministry of Education. The projects IICD supports in the education sector collaborate, share resources and find synergies as they seek out avenues toward sustainability and influencing the national education policy process. The projects are demonstrating the many ways in which ICTs can play a role in streamlining and expanding the capacity of Tanzania's overstretched education system. One example is the Networking Teacher Training Colleges project which aims to provide all 44 of Tanzania's Teacher Training Colleges with computers and an Internet connection. This will enable them to communicate quickly and effectively with each other and download state-of-the-art teaching materials from the Internet. The project will have a positive, trickle-down effect on the entire sector as the overall level of education begins to improve in the Teacher Training Colleges.

Presidential visit
Tanzania's former president, William Benjamin Mkapa, visited the Cromabu Crop Marketing Information project, and was pleasantly surprised to find so many ICT activities going on in a remote rural area like Magu. The Cromabu project consists of an Internet café to furnish the local community with market price information, and community development through information and training. A review of the project in 2005 revealed many positive impacts on the social and economic development of the local area. Farmers who consult the crop price index published by Cromabu have greater bargaining power when dealing with middlemen. The project is now establishing a mesh network for Internet connectivity, which is considered a technical breakthrough for this part of Africa.

For more information on Tanzania, please visit: www.iicd.org/countries/tanzania or www.swopnet.org

Regional networking
Activities undertaken by the Tanzania information network SWOPNet are not restricted to Dar es Salaam but also embrace the Mwanza region near Lake Victoria. The Mwanza chapter of the network has developed a strong and independent presence. This year they organised a seminar on ICT for Development that attracted more than 150 participants. SWOPNet Mwanza concludes every public event by drafting a declaration for change – a set of recommendations which is then communicated to the appropriate decision-makers. SWOPNet Mwanza and Cromabu also participated actively in the Tuwasiliane programme of the Open Knowledge Network, which uses very small grants to stimulate the production and dissemination of information locally. One of the grants was used by Cromabu to organise a training course on market pricing and to purchase three bicycles, which the young people use to collect and disseminate market price information throughout the region. "When I saw the price lists, I was astonished! I grabbed the opportunity and took my Choroko to the market at once!" said Lazaro Busumba, a farmer from Salong'we village. "Out of my profit I have purchased a plot of land and some iron sheets."

Figure 18 - Projects in implementation and continuing independently
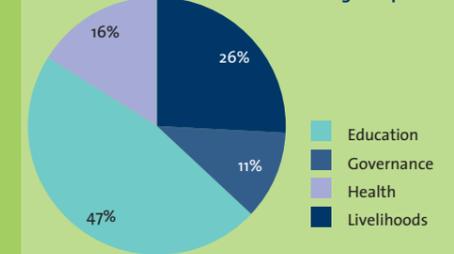
- 26% Livelihoods
- 11%
- 47% Education
- 16% Health

Legend:
- Education
- Governance
- Health
- Livelihoods

UGANDA
From projects to policies

While several successful projects are demonstrating how ICTs can add value to different sectors, embedding projects at the policy level is also well underway in Uganda. IICD and its partners are engaged in formulating a national ICT policy as well as ICT policies for the health sector and the tourism, trade and industry sector. The policies will provide a roadmap for Uganda to integrate ICT into its overall poverty eradication strategy.

In 2005, the Uganda Country Programme was harvesting lessons learned and providing policy leadership as it moved towards the shared dialogue phase at the end of 2006. This mature programme with 17 projects in four sectors - livelihoods, education, health and governance - is enhanced by a very dynamic national knowledge sharing network, I-Network Uganda, which has gained a national and international reputation as a leading voice on ICT policy issues in Uganda.

Although several ICT sector policy processes are currently underway in Uganda, the country's Poverty Eradication Action Plan does not reflect ICTs as national priority. To address this, the National Planning Authority, which is responsible for identifying cross-ministerial policy niches and acting upon them, asked I-Network Uganda, with the support of IICD, to assist in organising and facilitating a stakeholder consultation that looks to align the goals of Uganda's national ICT policy with the Poverty Eradication Action Plan.

The process, which has President Museveni's support, has already resulted in a workshop and the start of an implementation plan. On the agenda for the future are the creation of a Ministry for ICTs and the appointment of an ICT Commissioner in every Ministry to further strengthen the sector.

ICTs are being used within the Ministry of Trade, Tourism and Industry to streamline operations and promote the country's industry, attractions, exports and commercial opportunities, but a lack of guidelines and coordination is preventing the sector from reaping all the benefits that ICTs can offer. The Ministry's leadership can ensure that the knowledge and resources needed to implement ICT effectively are shared across the diverse services it administers. In 2005, the Ministry, with support from IICD, began a participatory process aimed at addressing these policy issues. A stakeholders' workshop in December resulted in a sector ICT policy in line with the Poverty

Eradication Action Plan and the Millennium Development Goals. In mid-2005, the Ministry of Health invited IICD to prepare a participatory process with the goal of fine-tuning its existing ICT policy and putting an implementation plan in place. A five-member taskforce was formed, including two members from outside the Ministry. The policy process will continue in 2006.

Streamlining local government
Speeding along dusty roads on the back of a scooter; until recently, this was the standard method of transferring official documents from one local government district office to another in Uganda. The DistrictNet project has changed all that. Since it began, hundreds of local government staff have been trained to use the Internet and other modern ICTs in their daily work. The project, which completed its pilot phase in 2005, is being carried out in four district local government offices and lower local government offices spread over 21 sub-counties and between the different Directorates within the District Local Government. Not only has communication improved, but because the stream of documents, reports and files is now digitised, regularly updated and easily accessible, government transparency has increased tremendously. The project has also elevated the self-sufficiency and autonomy of the local government offices concerned, and it will be applied to other local government offices in the rest of Uganda in the near future, in line with the national government's decentralisation policy.

ICT for commodity exchange
DistrictNet's focus on embedding ICT within a sector is also the main goal of a new project launched in 2005 which aims to use ICT to help farmers' associations and co-operatives market their commodities more effectively and introduce them to potential new buyers. The Uganda Commodity Exchange acts as a broker between commodity producers and buyers. IICD is supporting the organisation with its efforts to develop an online market price system that will be integrated with its storage and transport network. By June 2005, centres were up and running in two pilot locations - Bushenyi and Kayunga - where farmers can store their commodities and also find the right buyer and the right price through the information service provided on site.

For more information on Uganda, please visit: www.iicd.org/countries/uganda or www.i-network.or.ug

Open Source reality check
Sound research is an essential requirement for policy-making, and an emerging policy issue related to ICT4D is Open Source Software, a free alternative to commercial software. In Uganda, IICD supports the East African Centre for Open Source Software; the first specialised Open Source training centre focusing on the East African region. In this project, it has teamed up with Dutch software company, Ordina, which provides the centre with training and training materials.

Victor Van Reijswoud and Emmanuel Mulo, two researchers affiliated with the centre and Uganda Martyrs University, have produced a fascinating case study which documents Uganda Martyrs' experience of migrating its entire computer infrastructure to Open Source. The case study reveals some issues that need to be addressed if the benefits of Open Source are to be realised:
- requests for information on international bulletin boards went unanswered because members considered the questions 'too basic';
- There is a real lack of usable documentation and training material for many Open Source Software applications;
- The proliferation of cheap pirated versions of Microsoft software in developing countries creates an environment in which those who wish to use Open Source alternatives are swimming upstream;
- Promoters of Free Open Source Software in the international community are not practising what they preach: they should also be fully implementing Open Source so that they can better understand the issues that arise.

Figure 19 - Projects in implementation and continuing independently

- 38%
- 23%
- 31%
- 8%

Education
Governance
Health
Livelihoods
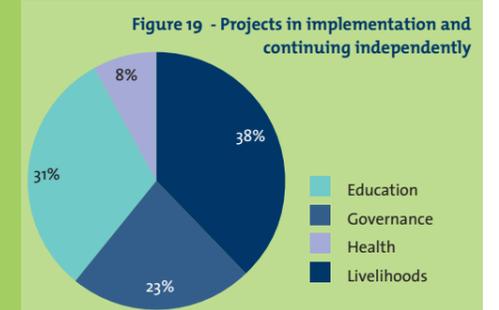
Kalomo Bwacha Women's ICT Group (SIF), Zambia

ZAMBIA
Moving up-country

Active since 2000, the Zambia Country Programme has grown up around the capital. In 2005, there were concerted efforts to reach out to the rest of the country. The programme is still expanding, which means that IICD is helping local partners to increase the number of projects from the current six to a critical mass of thirteen projects in the livelihoods, education and health sectors by the end of 2006.

A good example of the Country Programme's move to expand outside the capital is a livelihoods project launched this year in the Northern Province by the Zambia Agricultural Research Institute. The institute is streamlining communication and information sharing among its network of research stations around the country and with agricultural extension services and small-scale farmers in remote areas. The project will improve ICT infrastructure and capacity, and also develop the institute's ability to communicate effectively with non-scientists. A key pilot area for the project is Misamfu Research Station in Kasama Province in the north of Zambia.

Other up-country activities included awareness-raising seminars on ICT in the Northern Province and Copperbelt, and the work of the Copperbelt chapter of the national knowledge sharing network, e-Brain Forum. Coldreed Training, IICD's training partner in Zambia, also provided on-site training for recipients of small grants outside

Lusaka, such as the Kalomo Bwacha Women's ICT Club in Kalomo in southern Zambia.

Coldreed Training finds a niche
Working with IICD's local partners – educators, grass-roots NGOs, women's associations, youth groups and researchers – has given Coldreed Training a unique understanding of the ICT training needs of the development community in Zambia. Coldreed Training has developed a reputation, not only among IICD partners but also among other development organisations, as a training provider that understands the needs of the development and non-profit sector. The company has been able to tailor effective training programmes to the realities of the training audience while assuring recent and specialist knowledge and skills input. Coldreed Training is working hard to support the growth and use of Open Source Software in Zambia and will soon be offering professional Linux qualifications to system administrators.

Supporting local journalists to document Zambian ICT4D initiatives
In Zambia as in many other countries, the social dimension of ICTs and the role they play in developing key sectors such as agriculture and health is not well understood by the public. This is partly due to the fact that the media usually consign stories dealing with technology to the business or science pages; journalists seldom write in a non-technical way about the human impact of ICTs. However, a group of journalists in Zambia are determined to change this picture and have formed the Media and ICTs Network for Development. IICD is helping the journalists to write stories that showcase the human and development impact of ICTs in Zambia. The stories explore how new technologies can empower women and young people, connect farmers with markets, help combat HIV/AIDS, and improve the quality of education. They have appeared in newspapers and magazines, on radio and TV, and on local and international news websites. The public's positive response has prompted some papers to ask for follow-up stories – the editor of one daily newspaper has even offered a journalist a regular 'ICT for Development' column.

Capacity development pays off
The capacity development component of the Country Programme was the subject of analysis by IICD's evaluation partner in Zambia, Travaillant vers une Economie Libérale Ltd. Questionnaires revealed that 95 percent of participants were satisfied with the course content, but there is still work to be done to ensure that the individuals who receive training go on to share their knowledge within their own organisations. This is a critical issue in Zambia, where 'brain drain' is a major obstacle to development. Several months after the training course, half of the participants who were surveyed reported that their earnings had increased due to their greater knowledge of ICTs – a very positive trend indeed.

These encouraging results were discussed by partners during an evaluation meeting in Lusaka in July, and written up in a report which is published on the IICD website. These meetings have made a very positive contribution to the learning process among project partners in Zambia. In addition to reflecting on capacity development, the partners also talked about project implementation, and specifically about innovation and financial sustainability.

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

Small Initiatives: Learning by doing
In 2004, the Small Initiative Fund was launched in Zambia to give grass-roots organisations in poor communities a chance to understand and work with ICTs. The first phase of funding ended in 2005 and the partners, together with IICD, reviewed their experiences and lessons learned. Since the day-to-day reality of these organisations is neither academic nor theoretical, an *Appreciative Inquiry* approach was used to help bring out their stories. *Appreciative Inquiry* is an organisational development methodology that asks "What is working well around here?" rather than focusing on problems.

Most of the projects supported by the Fund used ICTs to generate income for community groups and deliver social services through an ICT access centre. Their initial aim was to develop online content as well. However, given the timeframe of the projects and the capacity of the organisations concerned, this proved too ambitious. In 2005, a second group of projects was developed. These will be implemented in 2006. Content development will receive more attention in these projects. Furthermore, organisations that receive a small grant through the Fund may also develop larger-scale project ideas for funding consideration by IICD.

Figure 20 - Projects in implementation and continuing independently

- 56% Livelihoods
- 33% Education
- 11% Governance

Education
Governance
Livelihoods
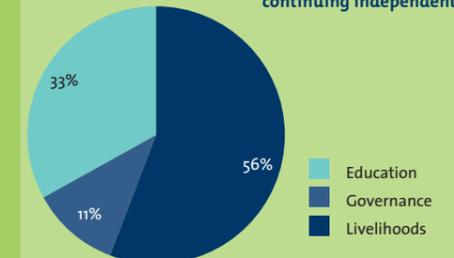
RESULTS ZAMBIA

Harvesting lessons learned during a focus group meeting, Zambia

Thematic Networks
Harvesting and sharing ICT4D knowledge

'Learning together' is at the heart of Thematic Networks; a diverse set of activities ranging from online discussions and research to public debates. The purpose of Thematic Networks is to capture lessons learned from the field and translate them into better ICT4D practices both within IICD's Country Programmes and internationally.

Themes for specific lessons learned correspond to development sectors such as education and health, or to cross-cutting areas such as policy formulation, capacity development, and evaluation. For each theme, IICD forges knowledge partnerships with international experts. In 2005, there was a special emphasis on livelihoods.

Cross-country learning events
Thematic Networks bring together partners active in the same field in different parts of the world in order to learn from each other's experiences. In April 2005 in Kampala, IICD held a cross-country learning event on *Assessing the Impact of ICTs in Livelihoods*. The event brought together twelve IICD partners from eight countries who are working in IICD-supported activities in the livelihoods sector.

'I had the idea of doing a hands-on training in computer literacy for the various groups we work with. In talking to Martin from Bolivia, I realised this was exactly what they had been doing in their CEBROPOL project with much success, and

this gave me much encouragement that I was on the right track.'
(Winfred Kudjodji, ALTRANET, Ghana)

Impact Studies series
One major component of Thematic Networks is the Impact Studies series; a collection of booklets that analyse the achievements and development impact of IICD's work. The objective is to identify conditions under which successful experiences can be replicated and scaled up. The first 'country study' in the series was published in 2005 and featured the Bolivia Country Programme. Forthcoming booklets will explore the impact of IICD's support in the education and livelihoods sectors, as well as the Tanzania Country Programme.

Online knowledge sharing platforms
Dgroups, an online space for collaboration among development partners, and *iConnect*, an online knowledge sharing platform, are essential resources that support the development of all

the Thematic Networks. Dgroups is an email and web discussion platform used by hundreds of IICD partners around the world. In 2005, Dgroups experienced a large growth spurt and gained approximately 500 groups, bringing it to a total of more than 1,400 groups. This year, IICD played an active role in planning an Open Source version of Dgroups and enhanced monitoring tools and multilingual functionalities. The *iConnect Series* was also launched in 2005; three times a year, journalists from six African countries write feature articles on the impact of ICTs for development and their different applications. The articles are widely disseminated online and appear in print in the i4d magazine. They are also featured in *iConnect Africa;* a newsletter and website produced by the UN Economic Commission for Africa. The complete collection of *iConnect* stories from 2005 was published in a booklet entitled *iConnect Collected*. By the end of 2005, *iConnect* had over 2,000 subscribers.

Public events
The second phase of the World Summit on the Information Society, held in Tunis in November, was the focal point of a series of public events for raising awareness and stimulating public debate about the importance of information and communication in development. During the World Summit itself, IICD participated in the ICT4all exhibition together with other members of the Building Communication Opportunities (BCO) Alliance. In June, IICD supported the international Incommunicado event organised by the Institute of Network Cultures in Amsterdam. For the third year in a row, Hivos, OneWorld Netherlands, and IICD co-presented Fill-the-Gap; a high profile panel discussion on communication rights, e-governance and democracy. IICD also participated in a workshop on evaluation with members of PSO; a Dutch umbrella organisation specialising in capacity building for civil society organisations in developing countries, and a workshop on e-collaboration with PSO and ICCO; an association of Dutch civil society organisations.

Priority themes for 2006
The Bolivia impact study clearly demonstrates how critical training is to the success of ICT4D activities. In 2006, the Thematic Network on Capacity Development will launch a community of African ICT trainers to work together on issues such as the development of locally relevant training materials. Other priority themes for 2006 will be 'policy processes' and 'rural access'.

For more information on Thematic Networks, please visit: www.iicd.org/thematics

Gender and media awards
IICD joined CTA, Hivos, and Canada's IDRC in administering the second round of GenARDIS; a small grants fund for work on gender, ICTs and agricultural and rural development. Ten winners were selected from over 300 applicants. A workshop will be held in 2006 to evaluate the results of the winning projects. The winners are:
1. Mabela Khabele, Lesotho. Creating and using a dedicated cellular phone network to add information, value and dignity to the work of women in Lesotho's agricultural sector.
2. Gabriela Demergasso and Bettina Koelle, South Africa. Participatory GIS in the Rooibos tea lands of Northern Cape Province.
3. David Dolly, Trinidad and Tobago. Testing mobile phones among a select group of female and male farmers in Trinidad and Tobago.
4. Eric Ilboudou, Burkina Faso. Strengthening the ICT capacity of thirty peasant women.
5. James Onyango, Kenya. Engendering equality: A health and agricultural community-based information and communication system.
6. Anil Naidoo, South Africa. Mobile learning for change.
7. Brigitte Kasongo Mawazo, Democratic Republic of Congo. Training women of the rural Uvira region to use ICT for gender advocacy.
8. Ofa Guttenbeil, Tonga. Production of a video to be used as a training methodology in gender and CEDAW advocacy.
9. Collins K. Osei, Ghana. Promoting the cultivation of healthy vegetables by farmers: A gender approach to using ICTs.
10. Guy Raoul Gbaguidi. Benin. An ICT-based agricultural information system for ten women's associations in the Commune of Dassa-Zoumé.

IICD also sponsored two AISI Media Awards for excellence in media coverage of the information society in Africa. The prizes were awarded to Adewole Ojo of Nigeria for his report *Konyin: Saving local languages from extinction,* which describes the use of a computer keyboard that uses local scripts, and to Kitaw Yayehyirad from Ethiopia for the Amharic language website and email service; www.CyberEthiopia.com.

RESULTS THEMATIC NETWORKS

Partnerships
Public and private partnerships are central to IICD's strategy

In addition to deepening its relationships with bilateral organisations and NGOs active in its focal countries, IICD is engaging with private companies that can help meet the needs and demands of its partners.

IICD maintains strong relationships with its three core donors: the governments of the Netherlands, Switzerland and the United Kingdom. This year the Dutch government recognised IICD's unique contribution to the country's programme of international cooperation when it renewed its funding to IICD for the next five years. The renewal of Dutch funding to IICD is based on the concrete results IICD has achieved, as demonstrated in a comprehensive evaluation carried out by two consultants for the Dutch Ministry of Foreign Affairs. The Swiss Agency for Development and Cooperation (SDC) and the United Kingdom Department for International Development (DFID) also agreed to renew funding to IICD at the same level for 2006.
IICD continued its long-standing strategic cooperation agreements with two respected Dutch NGOs, Hivos and Cordaid. Under the agreements, Hivos provides financing to the Country Programmes in Bolivia, Ecuador and Zambia, while Cordaid is helping to finance activities in the health sector in Tanzania, Uganda and Zambia, and market access (agriculture) activities in Bolivia and Ghana.

Private sector 'win–win'
The private sector plays an essential role in bringing telecommunications services to developing countries, and the companies involved have a real stake in the improvement of governance, alleviation of poverty, and advancement of the education systems in the countries in which they invest. In addition, many companies welcome the opportunity to test cutting-edge technology in difficult terrain. In this way, not only do they fulfil their corporate social responsibility, but the solutions they develop can prove to be invaluable commercially in the long run.
IICD is actively seeking private sector partners that can bring innovation into its current programme and improve the quality and reach of its work. To this end, in 2005 IICD carried out an assessment of local demand for technology, services and expertise, as well as a scan of companies that could meet these demands. This has led to initial contacts with about a dozen firms, ranging from African telecom providers to Dutch consulting companies. The challenge now is to find a 'win–win' partnership framework on which to

build public-private partnership agreements with several companies based on corporate social responsibility principles. To assist in this process, in December, IICD joined MVO Nederland; a 200-member network of public and private organisations committed to corporate social responsibility in the Netherlands. MVO members share the vision that the best way for businesses to increase their contribution to the well-being of society is through dialogue and partnerships with civil society. Through the network, IICD will share its expertise with the network on topics such as how the IT and telecom sector can contribute to sustainable development and support these companies in their corporate social responsibility ambitions. This also strengthens IICD in its own role in social responsibility.

Sharing knowledge with ICT4D partners
The second phase of the UN World Summit on the Information Society (WSIS), held in Tunis in December, was an outstanding opportunity to share knowledge with other partners in ICT4D around the world. IICD was invited as one of three experts to give IICD's perspective on the mobile revolution in Africa to a parliamentary member of the Dutch delegation to the World Summit. IICD coordinated its presence at the summit with other members of the Building Communication Opportunities (BCO) Alliance; a partnership of NGOs and bilateral agencies working to "investigate, mobilise and support ICT4D opportunities that impact poverty". The partners, including the Association for Progressive Communication, Bellanet, OneWorld International, Hivos and Panos, exhibited together at the ICT4D Platform at the summit. Also in connection with WSIS, at the request of the Swiss Agency for Development and Cooperation, IICD organised a preparatory workshop on ICT4D in Latin America and the Caribbean in La Paz, Bolivia, and contributed a chapter to a study produced by the Swiss Agency for Development and Cooperation and Panos London on the enabling role of ICT in fighting poverty, especially in national Poverty Reduction Strategies.

Raising awareness in the Netherlands
There were many opportunities in 2005 for IICD to deepen its relationships with development partners in the Netherlands. Knowledge sharing events were held with *Partos; the umbrella association for Dutch civil society organisations* working in the *international development sector*, and with Panorama Haaglanden; an initiative of the chamber of commerce to bring the private sector and NGOs closer together.

For more information on Partnerships, please visit: www.iicd.org <http://www.iicd.org/> /partners

Private companies making a difference
Ordina is a well-known company in the Netherlands specialising in ICT and management consulting services. In May 2005, Ordina teamed up with IICD and the East African Centre for Open Source Software in Uganda and launched the East Africa Open Source Software project. The goal of the project is to encourage the widespread use of Free Open Source Software in East Africa by pooling the skills, knowledge and resources of all three partners. Together, they are providing training in Open Source systems and tools to the region's next generation of computer engineers.

A good example of corporate social responsibility was set by the Dutch telecommunications firm KPN in 2005 when it agreed to donate 10,000 used computers to SchoolNet Africa, an African not-for-profit organisation that promotes ICT in education in Africa. IICD and SchoolNet Africa have been working together on the Global Teenager Project for several years.

A television show featuring a puppet goat is rocking the agricultural sector in Burkina Faso. The agricultural institute IABER is disseminating livestock and commodity prices nationwide using a television programme and a website. The host of the TV show is 'Chevrina', a puppet goat with a surprisingly challenging interview style. The show features experts and analyses and broadcasts price information that promotes a better and more transparent agricultural market. The Farmers' relationship with the middlemen is now more equitable thanks to their knowledge of the real value of their products in regional markets throughout the country. Agricultural information disseminated through this form of media is particularly effective due to the high proportion of Burkinabes having access to television.

PRICELESS PUPPETS

Chevrina being interviewed, Burkina Faso

Organisation
Institutional strengthening

In anticipation of the new strategic framework, 2006-2010, with its emphasis on 'harvesting' and 'leveraging' the experience of the last eight years, IICD is investing in its human resources, making adjustments to its internal structure, and strengthening its reporting and accountability mechanisms.

As IICD's programme expands and matures, the institution and its staff must also adapt. When it started in 1997, the Institute was a small and informal organisation with a very light administration. Learning was done on the fly and knowledge sharing was easy when the staff could all fit into one small room. In 2005, with 69 active projects in nine countries, the situation is very different. A new internal structure is needed to ensure that all the components of the strategy are being implemented simultaneously. Knowledge sharing needs to be systematised as the staff expands and employees enter and leave the organisation in the course of their careers. Increasingly complex financial flows and accountability requirements demand a more responsive and performing financial information system. The emphasis in the new strategy on harvesting lessons and providing expertise means that IICD needs to invest in its human resource base and fill some existing gaps. IICD responded to all of these challenges in 2005 while putting in place team-building and management processes that help staff to cope with change and continue to learn and grow in their jobs.

Internal restructuring
A new team, International Programmes, was created by combining the former Communications, Knowledge Sharing, Thematic Networking and Partnerships units into one integrated team working on knowledge sharing

Number of staff, age and gender in 2005

Age in years

Age	Male	Female
25-29	0	3
30-34	1	9
35-39	2	3
40-44	2	2
45-49	2	1
50-54	3	0
55-59	2	1
60-64	1	0

- Male - Total 13
- Female - Total 19
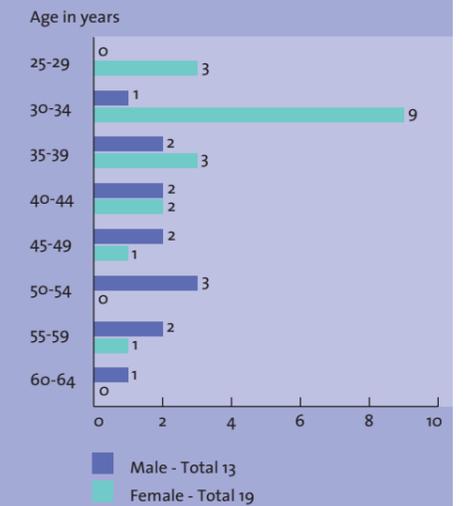
and dissemination at the international, cross-country level. At the same time, the coordinators of country-based knowledge sharing networks (formerly members of the Knowledge Sharing team) were integrated with the Country Programmes team. Five new staff positions were created in support of Human Resource Management, Country Programmes, and Communications. IICD enters 2006 with a full staff complement of 32 fulltime and part-time employees, 19 of which are women and 13, men. All positions are based in The Hague.

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        Board of Trustees        International
                                 Advisory Board
        Managing Director

        Management Team

  Country        International      Finance and
  Programmes     Programmes         Central Services
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IICD's Management Team consists of the following:
Mr Jac Stienen – Managing Director and Chairman of the Management Team
Mr Stijn van der Krogt – Team Leader Country Programmes
Mr Deem Vermeulen – Team Leader International Programmes
Mr Alan Gilmore – Team Leader Finance and Central Services
Ms Riet Nigten – Human Resource Manager

Local girl sends an SMS to check on her family, Ghana

ORGANISATION
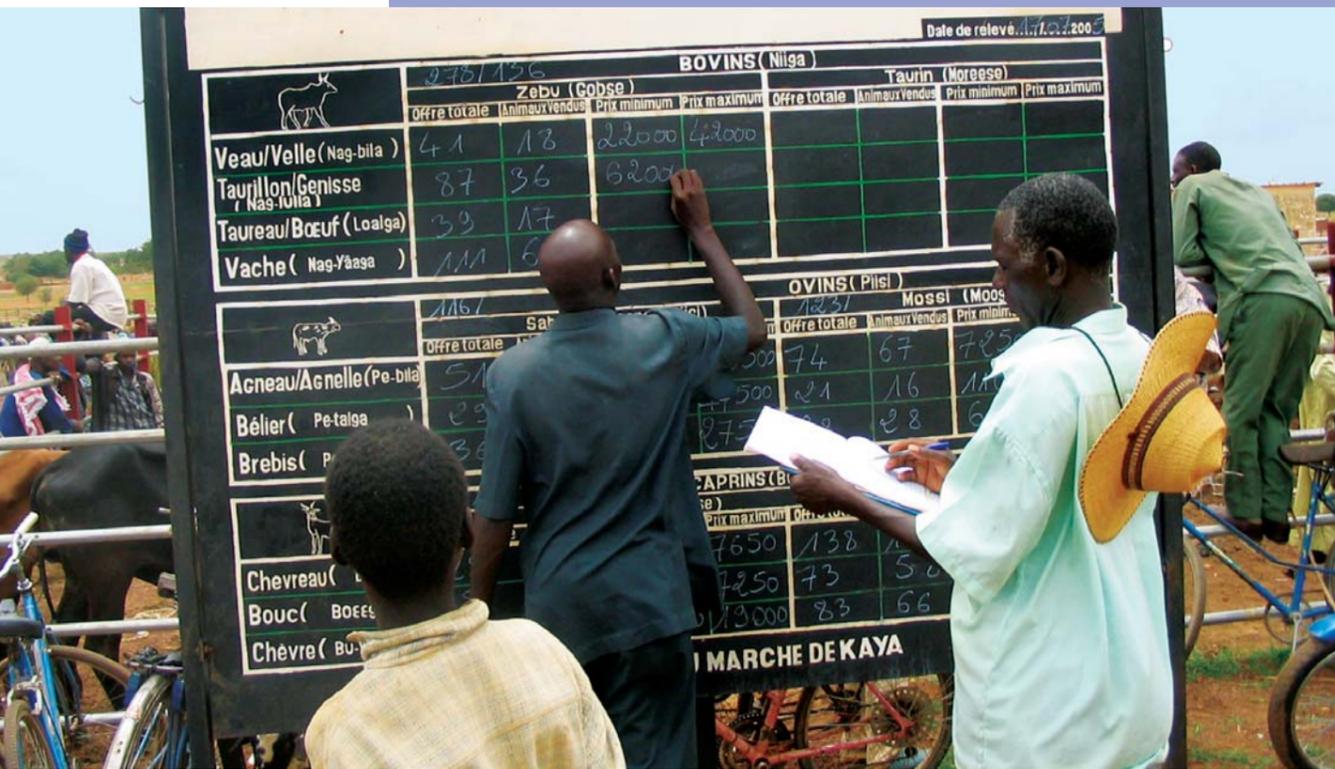
Cattle market in Kaya, Burkina Faso

Processes and quality

IICD is actively formalising and streamlining its internal financial and management procedures. It has started the process of obtaining Quality Certification, which will establish IICD's status as a highly accountable professional organisation. Partos, a Dutch umbrella organisation for NGOs, is providing guidance to IICD in the certification process.

In the past year, IICD carried out improvements to its Financial Information System which now enables IICD staff to monitor spending more closely and produce timely and up-to-date reports on all projects. IICD staff members also keep track of their own time, so that an accurate picture of the management cost of every project and programme is now available. IICD's Board of Trustees and donors receive a detailed update on IICD's cash flow status and progress relative to targets at regular intervals throughout the year. IICD will continue to streamline processes in 2006 by carrying out a review of internal databases and other information systems with a view to harmonising and improving the efficiency of the flow of information both inside the organisation and with its stakeholders.

Human resource management

To meet the demands of its growing staff, a Human Resource Manager was hired at the end of the year. As a new member of the Management Team, her most pressing task is to finalise and coordinate the implementation of a new Human Resource Strategy, including a training policy and standard grading system tied to salaries and benefits. A new personnel manual was completed in July and distributed to all staff members. The manual outlines the general terms of employment as well as other policies and procedures.

Cultural change process

An external facilitator was brought in to help strengthen the IICD work culture in 2005. Throughout the year there were individual and group activities in which staff members reflected on their approach to their job and how this contributes to an overall team dynamic. In addition to discussions and interviews, staff filled out a scorecard on their attitudes and perceptions about working at IICD (the overall score for the organisation was 4.85 out of 7). The survey will be repeated to monitor how the work atmosphere is developing over time.

Developing expertise

Performance-related salary increases are awarded in recognition of staff commitment and achievements over the year. Three levels of performance-related salary increases were awarded to employees in 2005. Twelve staff members received a basic increase for performance that met expectations; eight received a larger increase for exceeding expectations; and two received the top level increase for outstanding work during the year. Five people received an additional financial bonus for taking on additional work in response to the many vacant positions in 2005. The large staff turnover in 2005 of 20 percent indicates that IICD must invest in developing a shared institutional memory and provide more non-monetary incentives to retain experienced staff. For those staff members who need challenges beyond IICD, the organisation will seek opportunities to support them.

New skills will be called into play as IICD addresses the challenges outlined in the 2006-2010 Strategic Framework, with its emphasis on harvesting knowledge and partnership building. Because of the growth of the organisation, and to fully integrate the new staff members as quickly as possible, there will be a focus on developing people's ability to share knowledge effectively. Internal seminars give staff an opportunity to hone their presentation skills and share their knowledge with colleagues. Lunch breaks at IICD regularly feature seminars by staff and visiting experts on subjects ranging from cutting-edge solutions for rural Internet access to project financial management.

A healthy workplace

Absenteeism fell to 5.59 percent in 2005 compared to 6.24 in 2004. In both years there were some cases of long-term illness; however these were not work-related.

The Netherlands has strict rules and regulations with respect to health and safety in the workplace, and IICD is happy to conform to these rules. Ergonomic furniture is provided to staff who require it, and several employees are trained to provide emergency assistance and first aid should the need arise.

In 2006, a policy on working conditions and illness prevention will be approved and implemented. The staff development policy, grading system, and description of job profiles will be completed and the personnel manual will be updated to reflect changes in the regulations.

Internal seminars in 2005

- Gender – staff
- Requests for Proposals and Service Level Agreements – CapGemini, Atos Origin
- Website Usability – CapGemini
- Website Statistics – CapGemini
- Monitoring & Evaluation – staff
- Open Standards and Open Source Software – staff, Mark Bressers (former programme manager of OSOSS)
- Internet Security Threats – Stan Kalenda (TrustAlert), Aleksander Boros (T-Lab), John Sinteur (consultant)
- New Media: Past, Future and Present - Michel Mol (Publieke Omroep - public broadcaster)
- ICT Policy in the Netherlands – staff, Michel Bouten – ICTU (ICT in the Dutch public sector), Steven Luitjens (consultant)
- Communities of Practice – staff
- Voice Over IP – staff, Richard Lander (LocustWorld), Jonathan Roper (consultant)

INSTITUTIONAL STRENGTHENING

Dr Touré from Bamako, Mali's capital city, is one of a growing number of Malian doctors who find practising medicine easier with ICTs. Medical staff working in Mali's rural areas often lack the resources to diagnose and treat patients swiftly and cheaply. The IKON project addresses both needs. The main hospital in Bamako is connected via the Internet to three regional hospitals. Internet and scanners enable doctors to send patients' x-rays to Bamako where trained radiologists and specialised doctors can make a quick diagnosis and suggest the best course of treatment. Instead of their knowledge and expertise remaining in the city, it is now being applied in remote places.

DOCTORS ON CALL!

Sending an x-ray, Mali

GOVERNANCE AND FINANCE

Partner from Medine, Mali

Governance
Commitment to transparancy

As an independent non-profit foundation funded by three European bilateral development agencies, IICD is directly accountable to these governments as well as to its partners in the South.

Managing Director

Mr Jac Stienen has led IICD's international secretariat, which is based in The Hague, since 2000. For much of this year, Jac Stienen was also Acting Head of the International Partnerships team while the recruitment process for Team Leader was underway. He continues to act as the main point of contact for donors, the Board of Trustees and the International Advisory Board. Outside IICD, Jac Stienen is a member of several national and international associations, including: the Partnership for ICTs in Africa - a partnership of donor and civil society organisations involved in ICT4D in Africa; the Building Communication Opportunities (BCO) Alliance - an international donor and civil society learning partnership; Partos - an association for managers of public and private development organisations; Panorama Haaglanden - an association of civil society organisations in and around The Hague; and the Dutch Association for International Affairs.

Board of Trustees

IICD is governed by a seven-member Board of Trustees, all senior representatives of the Dutch private, public and non-profit sectors. This constitutionally independent Board is responsible for giving its formal approval to strategic and organisational decisions taken at IICD. In quarterly meetings with the Managing Director and, if required, other staff members, the Board approves all major strategic and organisational decisions taken by the Institute, including the budget and year plan, and reviews its financial results. The Board members receive an expense allowance for these services.

Trustees are appointed by the Board. The Minister for Development Cooperation in the Netherlands is informed in writing of the appointment of a new Trustee within two weeks of the decision being taken. If the Minister does not raise any formal objections to the appointment in writing within four weeks, the appointment of the new Trustee is final. Should the Minister have any objections, these will be conveyed to the Board in writing. Trustees are appointed for a maximum period of three years and can be re-appointed for another three-year period. Trustees step down according to a time-table drafted by the Board. A Trustee who resigns can only be re-appointed for a period of three years. A decision to discharge a

member can only be taken at an assembly of the Board during which all remaining members are present or represented by fellow Board members.

Ms Hella Voûte-Droste (Chairperson),
Mr Johan Piet (Secretary/Treasurer),
Ms Grace Boldewijn (new, early 2006),
Mr Mart van der Guchte (left in 2005),
Mr Henny Helmich,
Mr Paul 't Hoen,
Mr Gerd Junne,
Mr Bernhard van Oranje.

International Advisory Board

Complementing the Dutch perspective of the Board of Trustees, IICD's International Advisory Board consists of international senior ICT4D specialists. The IAB plays a strong role in IICD's strategic lessons and best practices, giving regular advice to the Managing Director on proposed directions and reviewing existing approaches. IAB members also play an 'ambassadorial' role for IICD in the international ICT4D arena.

Mr Rob van den Dool (Chairperson, the Netherlands),
Mr Koos Andriessen (the Netherlands),
Mr. Subbiah Arunachalam (India),
Ms Anne-Rachel Inné (Niger),
Mr Mike Jensen (South Africa),
Mr Kerry McNamara (USA),
Mr Eduardo Monge (Costa Rica),
Mr Johnson Nkuuhe (Uganda),
Ms Aida Opoku-Mensah (Ethiopia),
Mr Jan Pronk (the Netherlands).

Auditors' report

Introduction
We have audited the annual accounts for the year 2005 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 2005 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 2758 DCO 0013764 and 2758 DCO 0039764 and that the expenditures related to these activities are legitimate, and that all obligations are met in accordance with the agreement.

Rotterdam, May 10th, 2006

Borrie & Co, Auditors

* For the complete annual accounts 2005, including accounting principles and detailed statements, please contact IICD.

Balance sheet

Balance sheet as at 31 december 2005*

Euro	31.12.2005	31.12.2004
ASSETS		
Fixed assets		
Tangible fixed assets	133,741	165,804
Totals	**133,741**	165,804
Current assets		
Receivables & prepaid expenses	1,058,746	433,582
Cash & bank	977,346	1,829,665
Totals	**2,036,092**	**2,263,247**
Total assets	**2,169,833**	**2,429,051**
LIABILITIES		
Equalization account	65,487	87,051
Reserve	17	17
Long term liabilities	68,250	78,750
Current liabilities		
Payables & accrued liabilities	2,001,244	2,234,393
Taxes & social security payments	34,835	28,840
Totals	**2,036,079**	**2,263,233**
Total liabilities	**2,169,833**	**2,429,051**

Statement of operating income and expenses for 2005*

Euro	Actual 2005	Actual 2004
SUMMARY		
Income		
Ministry of Foreign Affairs:		
• Activity number 2758 DCO 0013764	4,478,267	4,157,818
• Activity number 2758 DCO 0039764	66,459	0
Other donor income	2,671,874	1,787,095
Total income	**7,216,600**	**5,944,913**
Expenses		
Ministry of Foreign Affairs:		
• Personnel expenses	1,545,658	1,630,694
• Office	520,987	482,915
• Management & Board	75,765	102,365
• Depreciation charges	10,500	10,500
• Expenses Allocated to Projects	(1,604,694)	(1,184,092)
	548,216	**1.042,382**
• Interest etc.	(38,802)	(41,847)
• Project expenses		
– Country Programmes	2,621,316	2,135,045
– Thematic Networks	579,004	770,554
– Seed Funds	2,741,290	1,580,637
– Corporate services	699,117	458,142
	6,640,727	4,944,378
• Evaluation expenses	66,459	
Total expenses	**7,216,600**	**5,944,913**
BALANCE	–	–

* For the complete annual accounts 2005, including accounting principles and detailed statements, please contact IICD.

Most young people in Chawama District, near the Zambian capital of Lusaka, are unemployed and disadvantaged. One small-scale project is tackling this issue and has evolved into a showcase youth project in Zambia. The Chawama Youth Project has empowered over 300 young people to gain practical skills in areas such as carpentry, tailoring, car mechanics and welding. Now the project is offering affordable Internet access, information and office services at its Skills Training Centre. Costs are recovered through minimal fees and by selling printed products. The young people using the centre can now expand their computer and communication skills through online access. The project has been such a success that it will expand its service in order to reach more young people in the region.

YOUNG AND EMPOWERED!

Partners

This section lists IICD's project partners in 2005. Web links are included wherever possible.

Bolivia
- *knowledge sharing network:* TiCBolivia – www.ticbolivia.net
- ACLO – www.aclo.org.bo
- AGRECOL Andes – www.agrecolandes.org
- AOPEB – www.aopeb.org
- APCOB – www.apcob.org.bo
- Casa de la Mujer
- CEBEM – www.cebem.com
- CEPAC – www.cepacbolivia.org
- CEPROBOL – www.ceprobol.gov.bo
- CIDOB – www.cidob-bo.org
- CIOEC – www.cioecbolivia.org
- CIPCA – www.cipca.org.bo
- EnBolivia.com – www.enbolivia.com
- Fundación Ayni – www.ayni.nl
- ICO – www.ico-bo.org
- MACA – www.maca.gov.bo/agrobolivia/index.asp
- Ministry of Education

Burkina Faso
- *knowledge sharing network:* Burkina-NTIC – www.burkina-ntic.org
- ASY – www.songtaaba.net
- DELGI – www.delgi.gov.bf
- FEPPASI
- FIAB – www.fiab.bf
- IABER – www.iaber.bf
- SaSo
- Pagla yiri Yam Pukri– www.yam-pukri.org
- ZCP – www.zcp.bf

Ecuador
- *knowledge sharing network:* Infodesarollo – www.infodesarrollo.ec
- Acción Ecológica – www.accionecologica.org
- CAMARI – www.camari.org
- CEA – www.cedenma.org/CEA.htm
- C-CONDEM – www.ccondem.org.ec
- FEPP – www.fepp.org.ec
- FEPTCE – www.uct.edu.ec/feptce
- FURARE – www.furare.com
- MCCH – www.fundmcch.com.ec
- RAFE - www.codeso.com/Rafe01.html
- RFR – www.rfr.org.ec
- SEDAL

Ghana
- *knowledge sharing network:* GINKS – www.ginks.org
- EPA – www.epa.gov.gh
- CSIR-INSTI – www.csir.org.gh/insti.html
- DDO Jaskian
- ELIF business solutions
- GAINS – www.csir.org.gh/gains.html
- iConnectGhana – www.iconnectghana.org
- ISOC – www.isoc.org/
- MaProNet
- MoFA - www.ghana.gov.gh
- Ministry of Health – www.moh-ghana.org
- MIPA - www.ghana.gov.gh
- Republic of Ghana web portal – www.ghana.gov.gh
- Rescue Mission Ghana – www.rescuemission.org.gh
- SEND – www.sendfoundation.org/
- Technoserve – www.technoserve.org/
- WADEP

Jamaica
- *knowledge sharing network:* ICT4D Jamaica – www.ict4djamaica.org
- Caribbeat – www.caribbeat.com.jm
- CME – www.cme.com.jm
- JAMPRO – www.investjamaica.com
- JCSEF – www.jcsef.org
- NCST – www.ncst.gov.jm
- RADA – www.radajamaica.com.jm
- St. Elizabeth

Mali
- *knowledge sharing network:* Mali-NTIC/Togunet – www.mali-ntic.com
- AAAG
- CNOP
- CTM
- Fabema/Keneya Blown – www.keneya.net
- IDC – www.icd.com
- REIMICOM
- SchoolNet Africa – www.schoolnetafrica.net

- Société REOnet – www.reoafrique.com
- Soleil d'Afrique – www.soleildafrique.org
- SOMIM

Tanzania
- *knowledge sharing network:* SWOPnet – www.swopnet.or.tz
- *knowledge sharing network:* Mwanza Community – www.mwanzacommunity.org
- ADEM – www.tanedu.org/adem.asp
- AICT
- Atanas Cosmas
- BCS – www.businesscareservices.com
- Bright Educational Trust
- CMO
- COSTECH – www.costech.or.tz
- CROMABU – www.cromabul.com
- CSSC – www.cssc.or.tz
- CTC
- DiLES – www.distancelearning-tz.org
- ELCT – www.elct.org
- IDS – www.udsm.ac.tz/ucb/instiofdevelop.html
- Joyous Computer
- KAEMP
- Ministry of Education
- Ministry of Health
- SchoolNet Africa – www.schoolnetafrica.net
- TanEdu – www.tanedu.org
- TaTEDO – www.tatedo.org
- TCCIA – www.tccia.co.tz
- TCLSS-TF
- UCC, University of Dar es Salaam – www.ucc.co.tz

Uganda
- *knowledge sharing network:* I-Network Uganda – www.i-network.or.ug
- EACOSS – www.eacoss.org
- Kyambogo University – www.kyambogo.ac.ug
- Ministry of Health – www.health.go.ug
- Ministry of Local Government – www.molg.go.ug
- MTTI – www.mtti.go.ug
- Ndere Troupe – www.ndere.com/arrin.about.php
- SchoolNet Africa – www.schoolnetafrica.net
- UCE – www.uce.co.ug
- UCMB – www.ucmb.co.ug
- Uganda Debt Network – www.udn.or.ug
- UICT – www.ucc.co.ug/uci/about.html
- UIRI – www.uiri.org

Zambia
- *knowledge sharing network:* eBrain Forum – www.ebrain.org.zm
- Coldreed Communications – www.coldreed.com
- Coppernet Solutions – www.coppernet.zm
- ELIF business solutions
- Information Dispatch – www.dispatch.co.zm
- Ministry of Education – www.education.gov.zm
- OneWorld Africa – africa.oneworld.net
- ZARD – www.zard.org.zm
- ZARI

Other links
- AISI – www.uneca.org/aisi
- AITEC – www.aitecafrica.com
- AMARC – www.amarc.org
- AMREF – www.amref.org
- APC – www.apc.org
- Atos Origin – www.nl.atosorigin.com
- Balancing Act Africa – www.balancingact-africa.com
- BCO – www.iicd.org/partnerships
- Bellanet – www.bellanet.org
- Bridges.org – www.bridges.org
- CIDA – www.acdi-cida.gc.ca
- Capgemini – www.capgemini.com
- Capacity.org – www.capacity.org
- COL – www.col.org
- Cordaid – www.cordaid.nl
- CTA – www.cta.int
- CTO – www.cto.int
- DFID – www.dfid.gov.uk
- DGIS – www.minbuza.nl
- Dgroups – www.dgroups.org
- DMFA – www.um.dk/en
- ECDPM – www.ecdpm.org
- Editosia – www.editosia.org
- FAO – www.fao.org
- GKP – www.globalknowledge.org

- Hivos – www.hivos.nl
- iConnect Online – www.iconnect-online.org
- I4d – www.-i4donline.net
- infoDev – www.infodev.org
- IDRC – www.idrc.ca
- INASP – www.inasp.info
- ItrainOnline – www.itrainonline.org
- KIT/Royal Tropical Institute – www.kit.nl
- LEAP Impact – www.bellanet.org/leap/impact
- Macromedia Training Tools – www.trainingtools.com
- NEPAD – www.nepad.org
- OKN – www.openknowledge.net
- OneWorld Africa – africa.oneworld.net
- OneWorld International – www.oneworld.net
- OneWorld Nederland – www.oneworld.nl
- Ordina – www.ordina.nl
- Panos – www.panos.org.uk
- Partos – www.partos.nl
- PICTA – www.uneca.org/aisi/picta
- PSO – www.pso.nl
- RITSEC – www.ritsec.org.eg
- SchoolNet Africa – www.schoolnetafrica.net
- SchoolsOnline – www.schoolsonline.org
- SDC – www.deza.admin.ch
- SNV – www.snvworld.org
- Stichting DOEN – www.doen.nl
- UNAIDS – www.unaids.org
- UNECA – www.uneca.org
- UNESCO – www.unesco.org
- UNDP – www.undp.org
- World Bank – www.worldbank.org
- WSIS – www.itu.int/wsis
- PICTA – www.uneca.org/aisi/picta
- PSO – www.pso.nl
- SDC – www.deza.admin.ch
- SNV – www.snvworld.org
- UNECA – www.uneca.org
- UNESCO – www.unesco.org
- UNDP – www.undp.org

IICD partners
- AMARC – www.amarc.org
- AMREF – www.amref.org
- APC – www.apc.org
- Atos Origin – www.nl.atosorigin.com
- BCO – www.iicd.org/partnerships
- Bellanet – www.bellanet.org
- CIDA – www.acdi-cida.gc.ca
- Capgemini – www.capgemini.com
- Capacity.org – www.capacity.org
- COL – www.col.org
- Cordaid – www.cordaid.nl
- CTA – www.cta.int
- DFID – www.dfid.gov.uk
- DGIS – www.minbuza.nl
- Dgroups – www.dgroups.org
- EACOSS – www.eacoss.org
- ECDPM – www.ecdpm.org
- FAO – www.fao.org
- GKP – www.globalknowledge.org
- Hivos – www.hivos.nl
- iConnect Online – www.iconnect-online.org
- I4d – www.-i4donline.net
- IDRC – www.idrc.ca
- ItrainOnline – www.itrainonline.org
- Johan Kooij Fellowship - www.kpn.com/kpn/show/id=824749
- KIT/Royal Tropical Institute – www.kit.nl
- LEAP Impact – www.bellanet.org/leap/impact
- Macromedia Training Tools – www.trainingtools.com
- OneSite Europe database - www.1site-europe.net/onesite
- OneWorld International – www.oneworld.net
- OneWorld Nederland – www.oneworld.nl
- Ordina – www.ordina.nl
- Panos – www.panos.org.uk
- Partos – www.partos.nl
- PICTA – www.uneca.org/aisi/picta
- PSO – www.pso.nl
- SDC – www.deza.admin.ch
- SNV – www.snvworld.org
- UNECA – www.uneca.org
- UNESCO – www.unesco.org
- UNDP – www.undp.org

Children of Dankassa, Mali

ANNEXES

Project overview

This section lists all of IICD's projects and partners in 2005.

Sector	Project	Owner
BOLIVIA		
Education	Multimedia Systems for Ethnographic Materials	Apoyo Para el Campesino Indígena del Oriente Boliviano (APCOB)
	Chaski II/Global Teenager Project, Oruro	Fundación Ayni
	CAPTIC Training Centre *	EnBolivia.com
Environment	Strengthening the Network for Sustainable Development and Environment ****	Centro Boliviano de Estudios Multidisciplinarios (CEBEM)
Governance	Information on Conflicts and Negotiations in Communitarian Original Indigenous Lands	Confederación de Pueblos Indígenas de Bolivia (CIDOB)
	Ondas Libres – Network of Local Radio Producers	Casa de la Mujer, ICO, Centro de Investigación y Promoción del Campesinado (CIPCA)
	Information System on Public Investment for Small Producers in Agriculture	Comité de Organizaciones Económicas Campesinas (CIOEC)
Livelihoods	Marketing Information System, Chuquisaca	Fundación Acción Cultural Loyola (ACLO)
	ICT for the Exchange of Farmer Experiences in Ecological Agriculture	Fundación AGRECOL Andes, Fundación Acción Cultural Loyola (ACLO)
	Technical-commercial Information Centres for the Agro-ecological Sector	Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
	ICT for Agriculture in the Chiquitano Region	Apoyo Para el Campesino Indígena del Oriente Boliviano (APCOB)
	Information System for Innovation and Competitiveness of Small Farmers	Centro de Promoción Agropecuarios Campesino (CEPAC)
	Commercial Information and Advisory System for Agricultural Producers	Centro de Promoción de Bolivia (CEPROBOL)
	Agricultural Information and Monitoring Systems in the Valleys of Santa Cruz	Instituto de Capacitación del Oriente (ICO)
BURKINA FASO		
Education	ICTs for education ****	Zongos Consulting and Productions (ZCP)
	Training Centre*	Zongos Consulting and Productions (ZCP)
	Global Teenager Project	Zongos Consulting and Productions (ZCP)
Governance	Ministerial Website Development	Délégation Général à l'Informatique (DELGI)
Livelihoods	Business Intelligence Trade Points ****	Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina (FIAB)
	Rural women's information network in Zabré in Burkina Faso **	Pagla yiri Yam Pukri
	Improve Internal Communications in the Shea Butter Sector (MIPROKA) **	Association Song-Taaba Yalgré (ASY)
	Information Centres for Water Hygiene **	Sahel Solidarité (SaSo)
	Market price information system using web and national television in Burkina **	l'Institut Africain de Economie Rurale (IABER)
	Improvement of Agriculture-related Information Channels to Farmers in the Rural Area of Sissili **	Fédération Provinciale des Producteurs Agricoles de la Sissili (FEPPASI)
ECUADOR		
Livelihoods	Informing NGOs and agricultural associations on sustainable topics, such as ALCA and genetically modified products	Acción Ecológica
	Conserving Mangroves with ICTs and Community Production	Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar (C-CONDEM)
	Using ICT for planning and exporting cacao	Maquita Cushunchic Comercializamos como Hermanos (MCCH)
	Market information system on local level - matching offer and demand **	CAMARI, El Fondo Ecuatoriano Populorum Progressio (FEPP)
	Strengthening the management of plagues and diseases with sustainable production **	Coordinadora ecuatoriana de agroecología (CEA), Red Agroforestal Ecuatoriana (RAFE), Fundacion Rescate del Bosque Tropical (FURARE)
	Promotion, Dissemination and Marketing of Community Tourism in Ecuador (TICTACTO) **	Federación Pluricultural del Turismo Comunitario Ecuatoriana (FEPTCE)
	Risk central for the informal micro-credit sector (SERVIR) **	SEDAL, Acción Rural / La Red Financiera Rural (RFR)
GHANA		
Education	Centre ICT Training ****	Internet Society of Ghana (ISOC)
	Global Teenager Ghana	Rescue Mission Ghana
Environment	African Environmental Information Network (AEIN) ****	Environmental Protection Agency (EPA)
Governance	Ghana Dot Gov	Ministry of Information and Presidential Affairs (MIPA)
Livelihoods	Ghana Agricultural Information Network (GAINS)	CSIR-INSTI (GAINS)
	E-Commerce for Non-traditional Exports (NTE)	Ministry of Food and Agriculture (MoFA)
	Market Access Promotion Network (MaProNet)	Market Access Promotion Network
	Eastern Corridor Agro-Market Project (ECAMIC)	Social Enterprise Development Foundation of West Africa (SEND)
	Women and Development Project **	WADEP/DDO Jaskian
	Market Access Support for Agricultural Partners ***	Technoserve
JAMAICA[1]		
Education	Global Teenager Project *	Jamaica Computer Society Education Foundation (JCSEF)
Livelihoods	Agricultural Business Information System (ABIS) *	Rural Agricultural Development Authority (RADA)
	Central and Satellite Agricultural Information Centres (CSAIC)	St Elizabeth and Manchester Vegetable Growers' Association
	Caribbean Music Expo	CME Conventions
	Caribbeat *	Caribbeat Entertainment Ltd

Sector	Project	Owner
MALI		
Education	Global Teenager Project ****	ScoolNet Africa
Health	Keneya Blow'n	Réseau Informatique Malien d'Information et de Communication Médicale (REIMICOM)
	Téléradiologie au Mali (IKON)	La Société d'Imagerie du Mali (SOMIM)
	Cyberpharma	Le Conseil de l'Ordre de Pharmaciens de Mali (CNOP)
Livelihoods	Chaine de Télécentres	Chaine de Télécentres du Mali (CTM)
	Salle de Formation de REONET	ICT Development Center (IDC)
	Soleil Artnet **	Soleil d'Afrique
	Rural information system project **	Association d'Aide et d'Appui aux Groupements (AAAG), Federation des Assocations de Base du Mandes (Fabema)
TANZANIA		
Education	Distance Learning and Education Services	Distance Learning and Education Services (DiLES)
	Global Teenager Tanzania ****	SchoolNetAfrica
	Educational Website	Tanzania Education and Information Services (TanEdu)
	Pro-computer Training and Maintenance	Tanzania Computer Literacy for Secondary Schools Trust Fund (TCLSS-TF)
	ICT Connect-TED *	Teacher Training Colleges , Agency for the Development of Education Management (ADEM)
	Teenager Training and Service Centre	Joyous Computer Training
	Wanafunsi Student Website	Atanas Cosmas
	Open source software for education **	National Association for Open Source Software
	Bright Education Trust Fund	Bright Education Trust
Governance	E-Networking ****	Tanzania Traditional Energy Development and Environment Organisation (TaTEDO)
	Kinondoni District Computerisation ****	Christian Social Services Commission and the Tanzania Commission for Service and Technology (COSTECH)
Health	District Health Management Information Systems (D-HMIS) **	African Inland Church in Tanzania (AICT), Evangelical Lutheran Church in Tanzania (ELCT), Roman Catholic Church (RCC), CMO
	Health Facility Management **	Evangelical Lutheran Church in Tanzania (ELCT)
	Afya Tanzania Web Portal Services **	Christian Social Services Commission (CSSC)
Livelihoods	Trade Information System ****	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
	Community Telecentres ****	Community TeleCentres (CTC)
	Rural Community Access – Kibengwe	Kagera Agricultural and Environmental Management Programme (KAEMP) , University of Dar es Salaam Computing Centre (UCC), Community TeleCentres (CTC)
	Agricultural Business Information Services (BIS) – Business Information Component *	Business Care Services (BCS)
	Agricultural Price and Business Information Services (ABIS)	Crop Marketing Bureau (CROMABU)
UGANDA		
Education	ICTs in Vocational Education	Uganda Institute of Information and Communications Technology (UICT)
	ICT-based Education Content (PIBEC)	Kyambogo University
	ICT Basic Training *	Kyambogo University
	Global Teenager Project ****	SchoolNet Africa
Governance	Public Information Centres ****	Uganda Debt Network
	DistrictNet	Ministry of Local Government
	Information Flow Management and Networking	Ministry of Tourism, Trade and Industry (MTTI)
Health	Health Management Information System (HMIS)	Uganda Catholic Medical Bureau (UCMB)
Livelihoods	Agricultural Research and Rural Information Network (ARRIN)	Ndere Troupe
	ICT Maintenance for Rural Uganda **	Uganda Institute of Information and Communications Technology (UICT)
	Rural Information System to support a commodity exchange	Uganda Commodity Exchange (UCE)
	Improve Competence for Rural Small and medium Scale enterprises using ICTs	Uganda Industrial Research Institute (UIRI)
	East African Centre for Open Source Software	East African Centre for Open Source Software (EACOSS)
ZAMBIA		
Education	Global Teenager Project ****	One World Africa
	Coldreed Training	Coldreed Communications Ltd.
	Education Network gathering (ESNET) **	One World Africa
Governance	Information Dispatch ****	Information Dispatch
Livelihoods	E-Link ****	Coppernet Solutions
	Women's Information for Development Network (WIDNET)	Zambia Association for Research and Development (ZARD)
	Small Initiative Fund (SIF) *	ELIF business solutions
	Small Initiative Fund 2 (SIF2) **	Coldreed Communications Ltd.
	ICT & Agricultural Research **	The Zambia Agricultural Research Institute (ZARI)

*   Continuing independently of IICD as of 2005

**   Began implementation in 2005

***   Ended in 2005

****   Continuing independently of IICD

1 As the Jamaica country programme is in the Shared Dialogue phase, all projects are continuing independently of IICD or the lessons learned have been integrated, in whole or in part, in new initiatives.

Acronyms

AAAG	Association d'Aide et d'Appui aux Groupements
ABIS	Agricultural Business Information System
ACLO	Fundación Acción Cultural Loyola
ADEM	Agency for the Development of Education Management
AEIN	African Environmental Information Network
AGETIC	Agence des Technologies de l'Information et de la Communication
AICT	African Inland Church in Tanzania
AISI	African Information Society Initiative
AMARC	World Association of Community Radio Broadcasters
AMREF	African Medical and Research Foundation
AOPEB	Asociación de Organizaciones de Productores Ecológicos de Bolivia
APC	Association for Progressive Communication
APCOB	Apoyo Para el Campesino Indígena del Oriente Boliviano
ARRIN	Agricultural Research and Rural Information Network
ASY	Association Song-Taaba Yalgré
BCO	Building Communication Opportunities
BCS	Business Care Services
C-CONDEM	Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar
CEA	Coordinadora ecuatoriana de agroecología
CEBEM	Centro Boliviano de Estudios Multidisciplinarios
CEPAC	Centro de Promoción Agropecuarios Campesino
CEPROBOL	Centro de Promoción de Bolivia
CIDA	Canadian International Development Agency
CIDOB	Conféderation de Pueblos Indigenas de Bolivia
CIOEC	Comité de Organizaciones Económicas Campesinas
CIPCA	Casa de la Mujer, ICO, Centro de Investigación y Promoción del Campesinado
CITO	Central Information Technology Office
CNOP	Le Conseil de l'Ordre de Pharmaciens de Mali
COL	Commonwealth of Learning
CONATEL	telecommunications regulator
Cordaid	Catholic Organisation for Relief and Development Aid - Netherlands
COSTECH	Christian Social Services Commission and the Tanzania Commission for Service and Technology
CROMABU	Crop Marketing Bureau
CSIR-INSTI	Institute for Scientific and Technological Information
CSAIC	Central and Satellite Agricultural Information Centres
CSSC	Christian Social Services Commission
CTC	Community TeleCentres
CTM	Chaine de Télécentres du Mali
DiLES	Distance Learning and Education Services
DELGI	Délégation Général à l'Informatique
DFID	United Kingdom Department for International Development
DGIS	Directorate-General for International Cooperation
D-HMIS	District Health Management Information Systems
ECAMIC	Eastern Corridor Agro-Market Information Centre
ECE	Uganda Commodity Exchange
EACOSS	East African Centre for Open Source Software
ECDPM	European Centre for Development Policy Management
ELCT	Evangelical Lutheran Church in Tanzania
EPA	Environmental Protection Agency
Fabema	Federation des Assocations de Base du Mandes
FAO	United Nations Food and Agriculture Organization
FIAB	Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina
FOSS	Free Open Source Software
FEPTCE	Federación Pluricultural del Turismo Comunitario Ecuatoriana
FEPP	El Fondo Ecuatoriano Populorum Progressio
FEPPASI	Fédération Provinciale des Producteurs Agricoles de la Sissili
FURARE	Fundacion Rescate del Bosque Tropical
GAINS	Ghana Agricultural Information Network
GenARDIS	Gender and Agriculture / Rural Development in the Information Society
GINKS	Ghana Information Network for Knowledge Sharing
GKP	Global Knowledge Partnership
HEART	HEART Trust / National Training Agency
KAEMP	Kagera Agricultural and Environmental Management Programme
Trust/NTA	Human Employment and Resource Training Agency / National Training Agency
HMIS	Health Management Information System
HIV/AIDS	Human immunodeficiency virus / acquired immunodeficiency syndrome
Hivos	Humanistic Institute for Development Cooperation
I4d	Information for Development Online
ICT4D	ICT for development
ICO	Instituto de Capacitación del Oriente
ICT	Information and Communication Technology
IDRC	International Development Research Centre
IICD	International Institute for Communication and Development
IABER	Institute Africain de Bio-Economie Rurale
IAB	International Advisory Board
ICCO	Interchurch organisation for development co-operation
IDC	ICT Development Center
ISOC	Internet Society of Ghana
IRDC	International Development Research Centre
ISOC	Internet Society
JCSEF	Jamaica Computer Society Education Foundation
J-CUTE	Jamaica Collaborative for Universal Technology Education
KIT	Koninklijk Instituut voor de Tropen
KfW	development bank for micro-financing
LEAP	Learning and Evaluation Action Program
JAMPRO	Jamaica Promotions Corporation
MCCH	Maquita Cushunchic Comercializamos como Hermanos
MACA	Ministerio de Asuntos Campesinos y Agropecuarios
MAPRONET	Market Access Promotion Network
MIPA	Ministry of Information and Presidential Affairs
MoFA	Ministry of Food and Agriculture
MTTI	Ministry of Trade, Tourism and Industry
MVO	Maatschappelijk Verantwoord Ondernemen (corporate social responsability)
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
NCST	National Commission on Science and Technology
NGO	non-governmental organisation
NTE	E-Commerce for Non-traditional Exports
OPR	Output-to-Purpose Review
PEAP	Poverty Eradication Action Plan
PICTA	Partnership for ICTs in Africa
PSO	Association for Personnel Service Overseas
PRSP	Poverty Reduction Strategy Paper
RAC	audio-based radio communication system
RADA	Rural Agricultural Development Authority
RAFE	Red Agroforestal Ecuatoriana
RCC	Roman Catholic Church
REMICOM	Réseau Informatique Malien d'Information et de Communication Médicale
RFR	Acción Rural / La Red Financiera Rural
SaSo	Sahel Solidarité
SDC	Swiss Agency for Development Cooperation
SIF	Small Intiative Fund
SOMIM	La Société d'Imagerie du Mali
SEND	Social Enterprise Development Foundation of West Africa
SWOPNet	Sharing with Other People Network
TanEdu	Tanzania Education and Information Services
TaTEDO	Tanzania Traditional Energy Development and Environment Organisation
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TCLSS-TF	Tanzania Computer Literacy for Secondary Schools Trust Fund
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nations Development Programme
UCC	University of Dar es Salaam Computing Centre
UCE	Uganda Commodity Exchange
UCMB	Uganda Catholic Medical Bureau
UICT	Uganda Institute of Information and Communications Technology
UIRI	Uganda Industrial Research Institute
WADEP	Women and Development project
WIDNET	Women's Information for Development Network
Wifi	wireless fidelity
WSIS	World Summit on the Information Society
ZARD	Zambia Association for Research and Development
ZARI	The Zambia Agricultural Research Institute
ZCP	Zongos Consulting and Productions