



Annual Report 2006





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Introducing IICD

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

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

IICD was established by the Netherlands Ministry of Foreign Affairs in 1996. Our core funders include the Dutch Directorate-General for Development Cooperation (DGIS), the UK Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC). We also work closely together with the Dutch not-for-profit organisations Cordaid, Hivos and PSO.

For more information, please visit www.iicd.org.



Enterprising Kachabe!

Small-scale entrepreneurs are keen to integrate ICT into their local businesses in Zambia. IICD has assisted Kachabe Enterprise as part of a collective group consisting of 4 small-scale projects. Kachabe Enterprise is run from a small shop in Lusaka City Market. Its Director, Cosmas Mpiluka, employs around 15 members of staff.

Aside from Kachabe Enterprise's normal business of accounting, marketing and product-design they regularly train staff and members of the local community in basic computer skills for a small fee.

Their entrepreneurial spirit has stimulated business growth of up to 25% per quarter through the use of ICT and has driven them to continue developing fresh ideas for new business opportunities.





Ms Hella Voûte-Droste Chairperson of the Board of Trustees

Dear stakeholders,

Working in the field of ICT and development means that you sometimes have a lot of explaining to do about the importance of ICT for developing countries. 'Surely it cannot be as important as education or small loans to farmers and entrepreneurs', is what people tell you. Or: 'How can computers help people to feed their children?' Valid questions perhaps, but it shows how little is known about the impact that ICT can have on poverty alleviation and sustainable development.

I always compare the lack of access and skills in relation to ICT with not being able to read or write; people who have not mastered these skills will lose out immensely on others who have and will always struggle in life. Having access to Information and Communication Technology is not so much about having the technology itself, but about being able to communicate with others, having access to information, and sharing it with others. Communication is vital for life.

In November 2006, IICD celebrated its tenth anniversary. During these ten years we have, together with our partners, shown how ICT can best be applied in different sectors. In education, it turned out that ICT is useful for keeping the curriculum up to date, for disseminating study materials and for training more students to use the computer as a way of enhancing their career prospects. Farmers and small entrepreneurs, on the other hand, seem to benefit most from ICT when they use it to obtain market price information as this helps them to negotiate better prices for their products. Setting up their own websites to expand their market is also popular among farmers. Within the health sector, ICT is being used to help rural hospitals diagnose patients more quickly and to decide on treatments with the help of online consultations with medical experts in larger hospitals. Indigenous people, meanwhile, found that they could articulate their demands more effectively as a result of using ICT as it provides them with better access to government information and enables them to participate more effectively in policymaking. These are just a handful of examples illustrating the impact that ICT for development has had during the past ten years.

In most of the nine countries in which IICD is active, IICD-supported projects are currently being consolidated and institutionalised within the organisations of our project partners. There is also sufficient capacity to support people with training and to follow up on technical developments. The National ICT for Development Networks have evolved into self-supporting platforms that raise public awareness about the far-reaching benefits of ICT for development, stimulate the exchange of information and knowledge, and lobby and influence policymaking. In addition, our partner organisations

have incorporated monitoring and evaluation activities into their work. From supporting projects and policies IICD has slowly moved towards stimulating the large-scale replication of successful projects and up-scaling ICT for development (ICT4D) activities. ICT as a tool for poverty alleviation and sustainable development is finally being embraced by developing countries and showing signs of having an impact.

We are greatly indebted to our partners as they enable us to keep up the good work. Public sector partners (DGIS, DFID and SDC), private sector partners (Inter Access, Manobi, Cap Gemini, Ordina and KPN) and non-profit sector partners (Hivos, Cordaid and PSO) 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.

'Communication is vital for life'

The Board of Trustees is following the achievements of IICD with great interest. In 2006, the Board met four times and participated in different activities. Special attention was given to the leveraging strategy of IICD, the development of a new, strong brand identity followed by a new visual identity and slogan which has to support the increase of IICD's visibility among its stakeholders and the future transformation of the Institute into an expertise organisation. In May, an inspiring meeting took place with several members of the International Advisory Board (IAB) during their annual visit to IICD to discuss various strategic issues. This was followed up by an invitation to the chairperson of the IAB to attend the quarterly meetings of the Board of Trustees to stimulate further knowledge sharing and the exchange of ideas.

The Board is confident that what was built up in the past ten years will come to fruition in the years ahead. We would therefore like to compliment all our staff for their input and encourage them to continue with the inspiring work that was carried out in 2006.



Local boy from Hombori shows off his new toy, Mali



Local women's group with Ms. Naomi Maselle, Head of the GROMABU project, Tanzania

Management Summary

In 2006, IICD celebrated its tenth anniversary. During the past ten years Information and Communication Technology (ICT) has assumed an increasingly important role in the international development efforts to which IICD contributed.

In 2006, IICD continued working on its mission to assist people in developing countries to create practical and sustainable solutions that connect people and enable them to benefit from ICT to improve their livelihoods and quality of life, thereby contributing to the Millennium Development Goals. Together with partners from the public, private and non-profit sector, IICD puts knowledge, innovation and finance to work within the following five sectors: education, environment, governance, health and livelihoods in agriculture.

The year was marked with the launch of IICD's new strategic framework for 2006-2010 which focuses on leveraging; the next step of maturity for its Country Programmes. Leveraging is all about the expansion of partners' programmes on a national scale in order to increase the impact of ICT-enabled development so that more people will be able to benefit from it. It is about using the knowledge and experiences accumulated over the years to further support our partners and new development initiatives. In order to leverage, IICD has to

transform itself into an 'expertise-based' organisation to function effectively as a strategic partner and adviser.

Work in the countries

In terms of the planned objectives and deliverables for 2006 as they relate to the strategic framework 2002-2007 and the new strategic framework 2006-2010, the targets have mostly been met where work at the country level is concerned.

In 2006, IICD supported ICT-enabled development programmes in nine countries. The focus varied from country to country, depending on the maturity of the Country Programme in question. In countries with more recent Country Programmes – Burkina Faso, Mali and Ecuador – sufficient new projects were implemented to reach a critical mass of projects that could demonstrate the benefits of ICT on a specific sector and inspire others to follow suit and develop new ICT projects and activities. Alongside these new projects, support was also offered with regard to building up local

'More than ten years of experience with people, ICT and development'

training capacity, monitoring and evaluation, and facilitating National ICT for Development Networks to provide partners and other ICT practitioners with a platform for knowledge sharing, awareness raising and advocacy.

In Ghana and Zambia, countries where the Country Programmes are more consolidated, the focus was on institutionalising ICT projects within the partner organisations as a way of ensuring their long-term sustainability. As a result, a large number of projects have found either institutional or external sources to support their operations. In addition, the National ICT for Development Networks were also assisted in their efforts to become independent, self-governing organisations in their own right. They were also given guidance and advice with regard to their advocacy and policy-influencing activities.

Finally, in the most mature Country Programmes in Bolivia, Jamaica, Tanzania and Uganda, partners took on full ownership of the programme activities. Major challenges were found in the expansion of Country Programmes at sector and national level. More time and considerable discussions with both government ministries and the development partners will be needed to integrate ICT in sector programmes. Still, a start was made in this direction in the countries mentioned above. The Country Programmes in Bolivia, Tanzania and Uganda have therefore moved into the 'Shared Dialogue' phase, just like Jamaica, meaning that the local partners had taken full ownership of the programme by the end of 2006, gradually relinquishing the support they received from IICD.

Achieving sustainability

By the end of the year, most of IICD's nine focal countries had come close to building up a critical mass of projects which is important to illustrate the impact of applying ICT in a sector. The total number of projects in implementation and independent continuation grew from 95 in 2005 to 119 in 2006.* Only Mali and Ecuador have a number of projects (formulated at the end of 2006) that still have to be implemented in 2007. The process of getting new projects up and running was sometimes hindered by factors such as political instability and poor connectivity. High staff turnover within the partner organisations and IICD were also

* In 2006 IICD implemented a Management Information System which refines project phases, thus project figures differ from previous years.



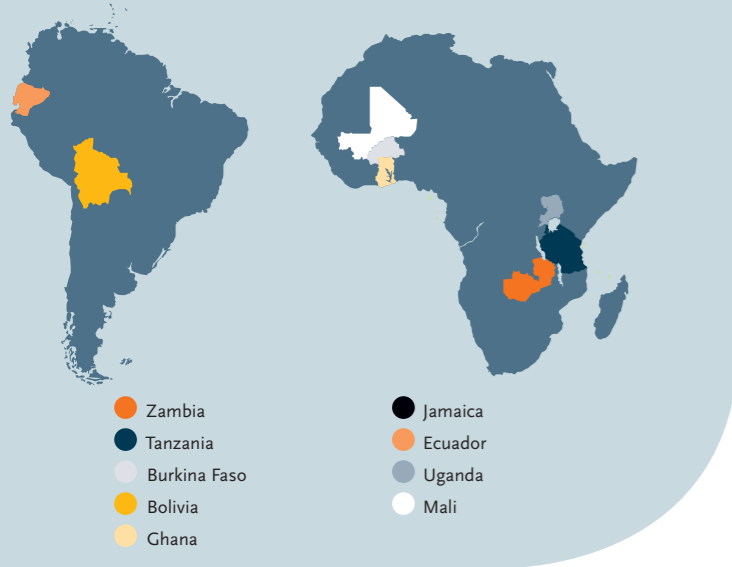
Using a mobile in a market in Leo, Burkina Faso

inhibiting factors. Most of the projects are in the livelihoods sector, followed by education, governance and health. There is very little activity in the environment sector, with only 2 projects in Ghana and Bolivia. Uganda, Tanzania and Zambia are the largest country programmes with around 30 projects in three sectors or more sectors- education, governance, health and livelihoods. A lot of effort was put into embedding projects at the organisational level and making them sustainable. As a result, out of the total number of projects, 44 are now continuing independently, financed through their own revenues or with the support of other funding agencies. Only 14 projects were unable to continue and were stopped altogether.

'Country Programmes reach 2,500,000 beneficiaries'

The sustainability of the Country Programmes is further strengthened through capacity building, knowledge sharing, and monitoring and evaluation activities. Capacity development contributes greatly to the process of embedding projects and programmes, and helps to ensure their long-term sustainability. Knowledge sharing through the National ICT for Development Networks ensures that valuable lessons learned are shared for the benefit of IICD, its partners, and the wider ICT for Development community. This includes empowering local organisations to become involved in the policymaking process. Finally, once monitoring and evaluation activities have been initiated in a country, the feedback they generate provides valuable information for both ongoing projects and for formulating and implementing new projects.

Although capacity development activities differ from country to country, 2006 witnessed two major developments in this area: connectivity and web 2.0. All countries have spent time on finding and experimenting with alternative solutions for connectivity. This includes wireless connections and transmitting data through telephone lines. However, it was in Bolivia that a thorough analysis of alternative solutions for connectivity was first made. Capacity development also strengthened partner institutions' capacities to develop relevant and sustainable information services. With regard to



‘The majority of end-users live in rural areas’

knowledge sharing activities and policy participation, IICD provided the National ICT for Development Networks with workshops and training on online facilitation, to enable quick and efficient information exchange and to help them develop the appropriate skills for policy participation. In 2006, the first cross-country evaluation was carried out among network members in the various countries indicating high levels of participation. The key lesson learned from this evaluation was that having a clear purpose, for knowledge sharing, awareness raising, and policy participation activities, is vital for ICT for Development issues. In some cases, member organisations aligned their mission with that of the network, and this has been crucial in the process of increasing network participation. Building a strong core group of committed members, nurturing the core group to develop trust and confidence, and encouraging the network to open up to other stakeholders and be receptive to new ideas turned out to be important contributory factors for an effective ICT for Development Network.

As far as policy participation is concerned, the networks have become a key reference point and consultative platform for governments in most of the focal countries. As a result of this, the networks and IICD jointly advise governments on ICT policy formulation and implementation. Participation in national ICT policy processes is ongoing in Bolivia, Burkina Faso, Ghana, Uganda and Zambia. In Bolivia, Burkina Faso, Tanzania and Zambia, advice is provided to the ICT policy for the education sector. With regard to the livelihoods sector, the Ministry of Trade, Tourism and Industry in Uganda and the Ministry of Agriculture in Bolivia and Ghana have started to implement an ICT policy and strategy. Last but not least, the Ministries of Health are supported in Ghana, Mali, Tanzania and Uganda.

With regard to monitoring and evaluation activities, IICD and its local monitoring and evaluation partners continued to support partners throughout 2006 and helped them to learn from their experiences through IICD’s innovative auto-evaluation approach. The approach is based on an online questionnaire system which allows project partners and beneficiaries to evaluate levels of satisfaction and the development impact of various activities carried out under the Country Programme. By the end of the year, the monitoring and evaluation database contained no fewer than 13,000

surveys. The approach is complemented by regular feedback meetings with project partners and beneficiaries during which evaluation results and actions to enhance the Country Programmes are discussed.

Working with the poor

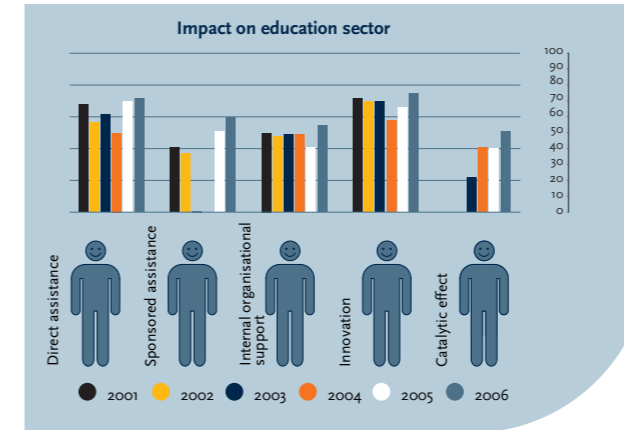
One of the great strengths of IICD is its commitment to working with partners from all segments of society. In 2006, grass roots organisations and NGOs working directly with the poor at the community level accounted for 51% of IICD’s partners. The increased attention given to reaching people in rural areas, low income groups and women is reflected in the end-user profile. The majority (70%) of end-users live in rural areas. IICD’s Country Programmes are currently reaching over 250,000 end-users and an estimated 2,500,000 beneficiaries. Achieving a gender balance remains a priority; in 2006, only 38% of end-users were female.

‘ICT is strengthening the learning and teaching process’

Impact and lessons learned

In 2006, various projects were surveyed with the help of IICD’s auto-evaluation tool. The prime goal of such evaluations is to allow local partners to learn and grow from the experiences with the projects they implemented and to take ownership of the outcomes of their activities. This contributes to the sustainability of the Country Programmes. The auto-evaluation tool includes online questionnaires that register the satisfaction and perceived impact of partner organisations and their users. Satisfaction relates to the quality of information services and training provided to users. Impact considers indicators for awareness, empowerment and economic impact on users. Another set of indicators relates to the sector-specific contribution of projects, such as services in the health sector and the quality of teaching materials.

IICD projects within the education sector emphasise ICT in the teaching and learning processes. This can range from preparing teaching materials and enhancing the school



‘Participants were positive about their participation in the education programmes’

administration system to improving the ability of both teachers and students to use ICT in the classroom. In 2006, 16 projects in 5 countries were surveyed and analysed. Respondents included teachers and students within primary and secondary education. Continuing the trend seen in previous years, satisfaction with the technical support and capacity development provided through the projects was high. The vast majority of participating teachers and students felt that the project goals were being achieved. The majority of participants were positive about their participation in the education programmes. This included increased awareness of the potential for ICT in education, and individual and institutional empowerment. Increasingly, respondents are indicating that ICT is directly strengthening the learning and teaching process in the classroom.

IICD’s ICT-enabled governance initiatives in Bolivia, Burkina Faso, Ghana, Tanzania, Uganda and Zambia include helping local communities to voice their needs, learn about public services and pressurize policymakers into being more responsive. IICD also facilitates political efficiency, using ICT to improve data and work-flows. By enhancing information flows between and within local communities and districts, IICD supports and improves decentralisation processes. In 2006, 9 projects in Ghana, Bolivia, Tanzania and Uganda were surveyed and analysed. Participants of these projects indicated that they were highly satisfied. They reported that their feelings of awareness and empowerment were also enhanced through the ICT in governance projects. A more varied result is found regarding the direct contribution to governance objectives such as transparency and the improved quality of government information. Here, partners find that the complicated structure and political environment requires stronger project implementation support to get the expected impact.

All of the projects being carried out by IICD’s partners in the health sector address basic health care problems in rural regions, where people are beyond the reach of urban-based specialised staff. The scope of IICD’s programme in the health sector is rapidly growing as a result of collaboration with Cordaid. In 2006, only 5 projects in Mali, Uganda and Tanzania were surveyed and analysed. Each of these projects addressed different needs such as patient, hospital and health management information systems, long distance diagnoses

and long distance learning for health workers. Results from 2005 and 2006 indicated that whilst levels of satisfaction, awareness and empowerment remained high in 2006, the level of impact had slowed down. Furthermore, the increase in the sector-specific impact of ICT on the quality of information is very encouraging. The majority of IICD’s livelihoods projects involve the use of ICT applications in agriculture. The projects often provide farmers with information related to production and market prices. ICT is also being used to link farmers in rural areas with each other and with key national and international markets. For the 34 projects surveyed in 2006, it is notable that all impact indicators have improved, after a dip in 2005. However, economic impact, which is the most relevant indicator in this sector, is still below 50%. This can be explained in part by the high expectations of the farming community, as well as the difficulty in deriving instant economic benefits from ICT in the short term.

Thematic Knowledge sharing

In addition to the work being carried out in the countries, IICD continued to gather lessons learned and to exchange this knowledge on ICT-enabled development in the countries with other partners interested in ICT for development. In 2006, IICD focussed on thematic subgroups on Health, Livelihoods (mainly agriculture), Rural Access and ICT4D Policies, and continued activities in capacity development.

Various publications were launched, among them a thematic Impact Study entitled ‘ICTs for agricultural livelihoods’. The iConnect Series of locally written articles addressing themes such as the use of ICT in Health, Capacity Development and Rural Access, published twenty stories in three languages for the iconnect-online.org website. These were also published in the print journal i4d and on the iConnect Africa website. The news published on both iConnect-online.org and iicd.org is covered by the monthly iConnect eBulletin and reaches out to 2,400 people involved in ICT and development.

To build further on capacity development, a first ‘itrainers’ cross-country learning event was organised to reinforce IICD’s peer-to-peer learning approach which led to the creation of an international community of i-trainers who now regularly share ideas and practices.

‘Capacity development contributes greatly to ensure long-term sustainability of projects’

Partnerships

Partnerships enable IICD to share knowledge through thematic networks, to acquire innovative expertise to improve the Country Programmes, and to find the necessary funds to realise activities. In 2006, IICD focussed on all three types of partnership, but with a strong emphasis on entering into new public-private partnerships. By the end of the year, the strategic alliances with the Dutch NGOs Cordaid, HIVOS and PSO came to an end. All of them have expressed an interest in continuing their partnerships with IICD.

IICD signed a new partnership agreement with Warchild Netherlands. In the international field of development, IICD expanded its alliances with the Swiss Development Corporation (SDC) and renewed contacts with Infodev. New partnerships were also signed with GeSCI, APC and the Communication Initiative. IICD’s public-private partnerships to procure expertise have also been successful. A new partnership agreement with Inter Access and Manobi, a Senegalese ICT company, was signed for numerous interventions in different countries.

Organisational developments

By the end of 2006, IICD had thirty-three employees (19 female and 14 male), 28.84 in FTE (Full Time Employment). The staff turnover was just under ten per cent and the absenteeism rates dropped to 2.78%, both of which are significant improvements on the figures for 2005. To support the implementation of the new strategic framework a new Human Resources strategy that was initiated in 2005 was implemented in 2006. In addition to this, the first steps were taken towards achieving a quality standard (ISO) and a new visual identity was developed to help increase IICD’s visibility.

Financial situation

The total income available for the year under review came to an amount of EUR 7,253,610. The larger part of this income was provided by the Dutch Directorate-General for Development Cooperation (DGIS). In agreement with DGIS the end date for the subsidy for the period Jan 1, 2002 through December 31, 2006 was changed to November 1, 2006 and all funds available under that subsidy were expended before that date.

A new subsidy period has started which will run through December 31, 2010. The total income in 2006 provided by other donors such as the UK Department for International

Development (DFID), the Swiss Agency for Development and Cooperation (SDC) and Dutch not-for-profit organisations Cordaid, Hivos and PSO, amounted to 27%.

Forecast for 2007

In the countries where IICD is active a critical mass of projects and a strong support basis will be present in terms of capacity development, monitoring and evaluation and a nationally recognised ICT for development network. This will allow IICD and its partners to continue working on the sustainability and leveraging of programmes, despite the challenges that they are facing. This means that the focus will shift from embedding projects at the institutional level within partner institutions, to knowledge sharing, harvesting lessons learned, policy participation and leveraging. Policy participation and leveraging in particular will require a joint effort by both IICD and its partners and active learning from experiences in the different countries. In these countries, IICD and its partners will work together to share their experiences.

In addition, partners will also be able to call upon IICD as a strategic partner and adviser to explore leveraging opportunities.

With regard to thematic knowledge sharing, IICD will continue its efforts to harvest the lessons learned from its nine Country Programmes, with a special focus on Rural Access, Health, Livelihoods, ICT4D Policies and eGovernance. At the same time it will remain alert to development potential in other areas.

As the strategic alliances with Hivos, PSO and Cordaid came to an end in 2006, IICD will aim at renewing these strategic alliances and signing a new strategic alliance with one of the other NGOs active in the Dutch development sector.

Furthermore, possibilities for acquiring financial support from private companies will be explored and European and American NGOs and development organisations will also be approached for financial support.

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

Reference:
This Management Summary is also available in French and Spanish.



Working in the CAMARI product shop, Quito, Ecuador

SENDing information collectively

Rural farmers in Ghana have great difficulty accessing the right information regarding what to produce and where, when, and how to market it. Although marketing is a national problem, the situation of small-scale food crop farmers in the eastern corridor is one of the most serious. A market information facility has therefore been developed with IICD assistance.

The Social Enterprise Foundation of West Africa (SEND) supports local farmers by promoting the cultivation of soy beans in the northeast of Ghana through the ECAMIC project.

Cooperative farmer groups were formed to help improve the livelihoods of more than 2,000 farming families in the Eastern Corridor of Northern Ghana. The members of the cooperatives are producing soybean, maize, and other food crops on an individual basis but they market their annual produce through a cooperative arrangement. By selling cooperatively, individual farmers have become reliable suppliers of products and have profited from an enlarged market and up-to-date information on market prices. According to one estimate, the net income of the farmers taking part in this cooperative arrangement has increased by 20%.





Farmers in the CAMARI-FEPP cooperation sell their products collectively, Ecuador

Work in the countries

Country Programmes serve to help local partners implement and develop their own ICT-enabled development projects and policies within key development sectors. IICD is currently implementing nine Country Programmes, in Bolivia, Burkina Faso, Ecuador, Ghana, Jamaica, Mali, Tanzania, Uganda and Zambia, which focus on the following sectors: education, environment, governance, health and (agricultural) livelihoods.

The goal of Country Programmes is to empower participating organisations and stakeholders to make effective use of ICT on their own terms. In two or more of the key development sectors IICD brings together stakeholders and helps them to formulate and execute ICT-enabled development projects and policies. Throughout the programme, IICD provides support through capacity building, knowledge sharing, and monitoring and evaluation activities. Capacity development contributes greatly to the process of embedding projects and programmes, and helps to ensure their long-term sustainability. Knowledge sharing, through the National ICT for Development Networks, plays a role in ensuring that lessons learned are widely shared for the benefit of both IICD's partners and the wider ICT for Development community. This includes helping to empower local organisations to become involved in the policymaking process. Finally, once monitoring and evaluation

activities are initiated within a country, the feedback they generate provides valuable information for both existing and future projects. This approach strengthens local institutional capacities, enabling them to manage their own ICT for Development (ICT4D) programmes. To achieve locally owned ICT for Development programmes and policies, IICD takes a systematic approach whereby each Country Programme passes through four pre-defined phases. The initiation phase consists of setting up projects and establishing a capacity development programme, a knowledge sharing network and an independent monitoring and evaluation process. A Roundtable workshop usually acts as the starting point for a Country Programme, during which participants are encouraged to formulate project ideas for one priority sector. In the expansion phase, this process is repeated, and additional Roundtable workshops help to formulate projects for other

'Many projects have been successful and are now continuing independently'

priority sectors. With sufficient projects in implementation, a Country Programme advances to the consolidation phase where the emphasis is no longer on creating new projects but on embedding existing projects in institutions and sectors and harvesting the lessons learned. The final phase – shared dialogue – marks the end of IICD project funding. IICD does, however, continue to provide support for the National ICT for Development Network, whose role is to independently carry out advocacy, advisory, and networking activities, and to influence policy processes.

2006 – a new focus

The year 2006 marked the end of IICD's previous five-year Strategic Framework, and the beginning of the new Strategic Framework for 2006-2010. The goal in 2006 was to ensure that all Country Programmes were firmly embedded by the end of the year. Jamaica is already in the shared dialogue phase and, during 2006, Tanzania, Uganda and Bolivia were preparing to move into this independent phase. Replication, up-scaling and deepening ICT projects are important aspects of embedding Country Programmes, so in 2006 IICD focussed on:

- Aligning the ICT projects within the wider organisation and integrating ICT as a cross-cutting theme in the overall support programmes of the project partner.
 - Increasing the size, importance or focus of an ICT project, for example by integrating it within a larger programme in collaboration with other organisations in the sector. With donor funding, the original projects may also be replicated, up-scaled or deepened.
- In preparation for the leveraging of existing Country Programmes, efforts were also made to integrate sector-based ICT projects in government-led Sector Wide Approaches (SWAs). In some cases, this opens up additional sources of (governmental) funding.

Projects

A mature Country Programme works in at least two development sectors, each with five or six active projects. The projects help local partners to understand, and successfully apply, ICT in their own setting. Projects also inspire other organisations to follow suit and develop their own ICT projects and activities, multiplying the positive

Working on alternative connectivity solutions

In November 2006, IICD was invited to share its experiences with setting up telecentres and to present the new Community of Networks model with various Latin American and Caribbean public, private and grass roots organisations at the 'Connecting the Future: Strategies to Reduce Telecommunications Access Gaps' conference co-organised by the World Bank in Lima, Peru. The Community of Networks model is based on shared connectivity. A group of local actors joined forces to make connectivity more affordable and therefore make access to information through the Internet feasible. The model is based on experiences accumulated in Bolivia during the process of searching for an alternative for the 'telecentre', which was until that time the most suitable solution for connectivity.

The study paper produced by IICD on a new connectivity model highlights a number of crucial issues that can only be taken care of by the regulators. Attending the conference was therefore a great opportunity for IICD as various regulators were present as well as the general public. In the closing statements of the conference several points raised by IICD were included in the final draft; one of the most important ones being that access to Universal Access funds needs to be simpler and allow for much smaller investment amounts. Secondly, the regulators must be much more proactive in monitoring and regulating the service offerings of Internet Service Providers (ISPs) in terms of Quality of Service (QoS) and the cost of broadband access.



effects of the original project. Each Country Programme has a project portfolio, developed in cooperation with IICD's local and enabling partners.

results

The focus in 2006 was to continue embedding existing projects in Country Programmes. Strategically, this supported IICD's goal of ensuring that the Country Programmes were firmly embedded by the end of the year. IICD has seen that, with continued funding, project partners gained increased ownership and more interest at the decision-making level. With larger groups of projects, partners have been strengthening their ownership and increasing their involvement

in the management of rural information centres and other information sources. More intensive technical support and capacity development has been focussed at the user level. Four new projects started in 2006, and a further 30 were being formulated. In some countries, progress in getting new projects up and running was hindered by factors such as political instability and poor connectivity. High staff turnover within the partner organisations and at the IICD Secretariat in The Hague were also inhibiting factors.

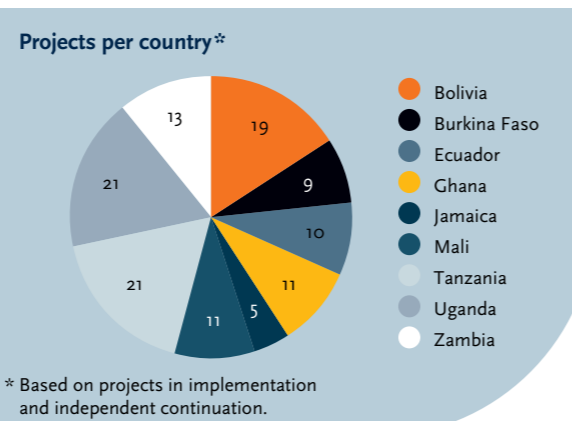
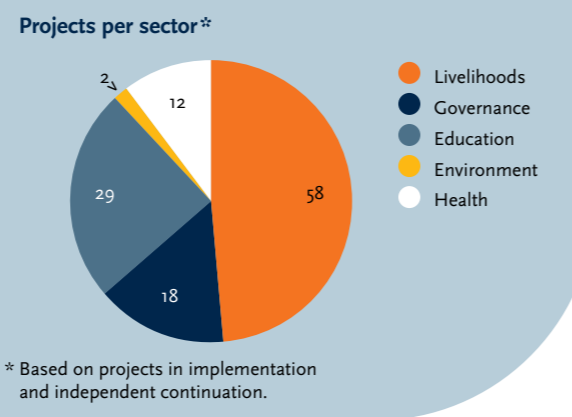
As the number of projects in implementation and independent continuation grew from 95 in 2005 to 119 in 2006, most of IICD's nine focal countries have come close to building up a critical mass of projects. The process of producing sufficient projects to illustrate the impact of applying ICT in a sector was almost finalised in 2006. Only Mali and Ecuador have a number of projects that were formulated at the end of 2006 which still have to be implemented in 2007. While relatively few projects were launched in 2006, the number of projects continuing independently increased. Since 1998, 44 (36%) of the total number of IICD-supported projects have been continuing independently, sustained by their own revenues or with the support of other funding agencies. In 2007, IICD expects the number of independently executed projects to increase substantially.

Clearly, many projects have been successful and are now continuing independently. However, some projects were unable to continue and were terminated. Interestingly, since 1998, no more than 14 (11%) of IICD-supported projects were discontinued altogether.

Projects pass through three distinct phases, starting with formulation. Implementation follows, and the ultimate goal is independent continuation. The most desirable outcome for a project is replication, up-scaling, or deepening of the original project. During project formulation, IICD collaborates closely with partner organisations to ensure that the project plans drawn up by first-time project partners are realistic, sustainable and based on real needs. In this phase local ownership starts to take place.

In the implementation phase, projects are actively delivering services to their target groups. This phase can last up to five years, during which time the implementing teams receive the full support of IICD's capacity development programme. Ideally, the implementation teams also become active members of the National ICT for Development Network.

A periodic assessment by IICD's local evaluation partner is an integral part of the implementation phase of a project. When project activities continue independently after IICD funding stops, it usually signifies that they were embedded in the core programme of their host institutions, or have been adopted by a larger sector programme belonging to the government or another agency.



Education

There are 125 million children worldwide who still do not receive any formal education. Providing better access to education in developing countries and improving the quality of the education currently on offer is therefore imperative.

ICT can help in two ways: by helping teachers and pupils tap into the wealth of information resources available through the Internet, and by providing teachers with basic IT training to ensure that they have the appropriate skills to access, use and create new educational resources.

Teachers and students participating in IICD-supported projects have indicated that the use of e-mail and the Internet, even more than telephone services, has directly enhanced the quality of education in rural areas.

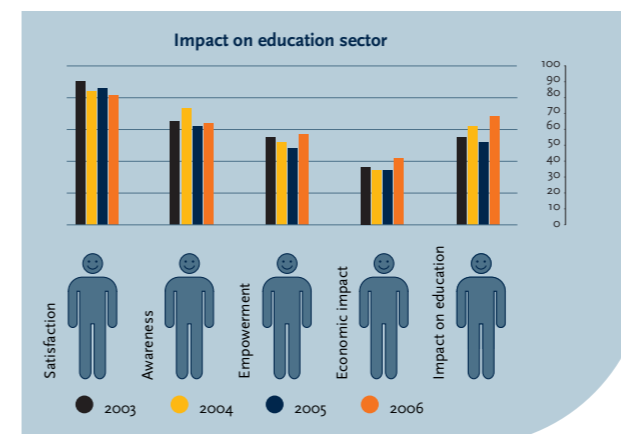
The Internet not only provides better access to teaching materials but also enhances cultural awareness by allowing communication with peers in other parts of the country and around the world. The IT industry is expanding globally and if today's learners can grasp the long-term opportunities that this expansion affords them they will be better placed to design and implement their own sustainable education solutions in future. IICD projects within the education sector emphasise ICT in the teaching and learning processes. This includes teaching materials, school administration, and the ability of teachers and students to use ICT in the classroom.

The focus is on primary and secondary school teachers, and secondary school children. Introducing ICT into the classroom has many benefits. If children are aware of, and can use, ICT learning materials and resources it enhances their future education and professional opportunities. Within IICD, education is the second most active sector with 29 projects.

impact and lessons learned

In 2006, out of the total number of projects in the education sector 16 projects in 5 different countries were surveyed and analysed. Respondents included teachers and students within primary and secondary education.

Continuing the trend seen in previous years, satisfaction with the technical support and capacity development provided through the projects was high. The vast majority of



participating teachers and students felt that the project goals were being achieved. The majority of participants were positive about their participation in the education programmes. This had led to an increased awareness of the potential for ICT in education, and individual and institutional empowerment. The respondents increasingly indicated that ICT is directly strengthening the learning and teaching process in the classroom.

Educational resource exchange between teachers

The TICE project in Burkina Faso targets twelve secondary schools (five in the capital and seven at the provincial level) and empowers them to a level where they will be able to better integrate ICT in their education cycle. This is achieved by raising awareness, by providing capacity development and technical assistance to the teachers, and through content development. Once in full implementation, the project should provide lessons and experiences to be fed into the development of the national education policy.

After receiving ICT training, the teachers created their own website, www.tice-burkina.bf, through which they share educational resources found online. The website also hosts the personal web pages of each teacher, where information on their courses and personal interests can be found.

In June 2006, the website (www.tice-burkina.bf) won second prize in the national competition for the best websites during National Internet Week in Burkina Faso.

Two teachers participating in the TICE project have become moderators of a Dgroup. Within this active online discussion group which now has 135 members, most of whom are teachers, educational resources and opinions on various themes are exchanged. Topics that generated lively discussions were the use of SMS and language, virtual laboratories, fraud in the classroom through mobile phones, and managing ICT labs in schools.

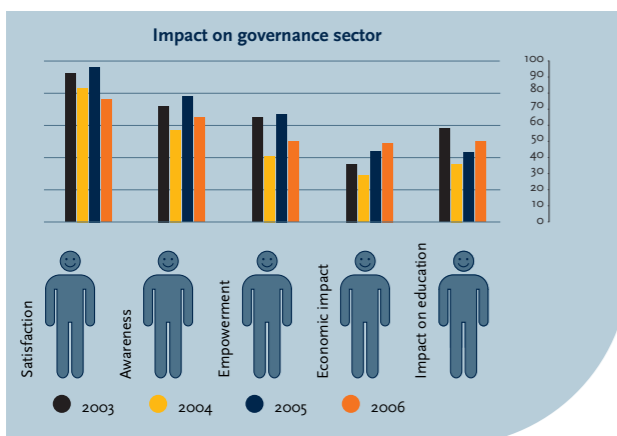
The Dgroup and website facilitate the sharing of experiences with a larger community of teachers. The exchange not only improves their teaching, it also boosts their morale as they now have improved access to teaching materials which makes teaching a lot more fun.

Uganda's Ministry of Tourism, Trade and Industry chooses ICT

Following the success of the first Ministry of Tourism, Trade and Industry (MTTI) Roundtable workshop in Jinja in 2002, senior management at MTTI embarked upon developing an ICT policy statement for their three sectors well as a coherent sector implementation plan for the Ministry and its affiliated institutions. The goal of this project was to initiate the development of an ICT policy and an implementation strategy for the Tourism, Trade and Industry sectors in Uganda. The project sought the active participation of policymakers by organising ICT awareness raising sessions and capacity development programmes for top-level policymakers at the MTTI and its affiliated organisations.

This ICT policy and implementation strategy process focussed on "Developing a coherent sector ICT program for the Tourism, Trade and Industry sector in Uganda". The policy was officially launched on 22 September 2006 by the new Minister of ICT, Dr Ham Mulira. This launch marks the successful completion of a common vision for the use of ICT in a coherent way. It is a strong signal that ICT plays a crucial role in all areas within MTTI.

The policy guarantees that ICT is at the forefront of policy decisions within the MTTI. It ensures the development of organisational ICT strategies based on a strong capacity development plan. Guidelines and standards will be deployed in the sector, along with a central website and registration database for tourist information. The launch in 2006 was a huge success, yet the real work of implementation follows.



Governance

Good governance is about ensuring that the most vulnerable people in society have a voice in the decision-making processes, and that the views of minorities are taken into account. Its main attributes are participation, transparency, responsiveness, effectiveness, efficiency and accountability.

Transparent processes and effective interactions between local and national governments, and involvement from the private sector and civil society are crucial. IICD's ICT-enabled governance initiatives in Bolivia, Burkina Faso, Ghana, Tanzania, Uganda and Zambia include helping local communities to voice their needs, learn about public services, and pressure policymakers to be responsive.

IICD also facilitates political efficiency, using ICT to improve data and work-flows. By enhancing information flows between – and within – local communities and districts, IICD supports and improves decentralisation processes.

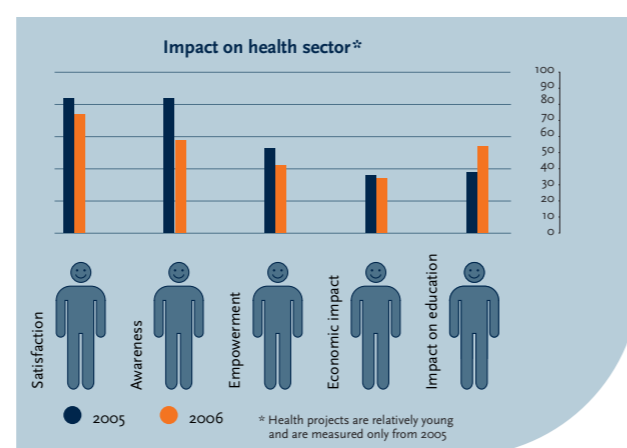
IICD's governance programme differs from other programmes in two ways. Firstly, there are comparatively few governance projects in IICD's overall programme. Secondly, governance projects are generally of a much larger scale than in other sectors, operating at the district, provincial and national levels.

Impact and lessons learned

In 2006, IICD supported 18 projects in governance in Bolivia, Ecuador, Ghana, Tanzania and Uganda. Of these projects, nine were surveyed and analysed.

People taking part in these projects indicated that they were highly satisfied. They reported that their levels of awareness and empowerment were also enhanced as a result of their involvement in the ICT projects in the governance sector.

A more varied result is found for the direct contribution to governance objectives such as transparency and improved quality of government information. Here, partners find that the complicated structure and political environment requires stronger project implementation support to get the expected impact.



Health

Health is at the heart of the Millennium Development Goals, in recognition of the fact that healthcare is central to global poverty reduction. ICT-enabled development can make a world of difference in the health sector. Health management systems can help tackle the problems of poor quality data, inefficient use of information, and duplicated efforts among parallel health institutions. At the same time, continuous medical education can be provided to rural health workers through the imaginative use of multimedia.

All of IICD's projects in the health sector address basic healthcare problems in rural regions where people are beyond the reach of healthcare experts in the capital. The scope of IICD's programme in the health sector is growing rapidly as a result of its collaboration with Cordaid.

Impact and lessons learned

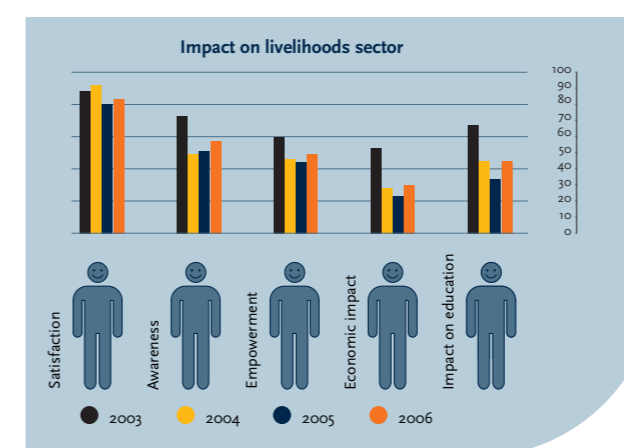
Patient, hospital and health management information systems, long distance diagnoses and distance education for health staff are all addressed in IICD's health-based projects. Although the total number of projects in health is growing – there were 12 projects in Ghana, Mali, Tanzania and Uganda in 2006 – the evidence base in the health sector is still small with 5 projects being surveyed in Mali, Uganda and Tanzania. However, this provides a baseline for learning about the role of ICT in health in different areas.

Results from 2005 and 2006 indicated that whilst levels of satisfaction, awareness and empowerment remained high in 2006, the level of expected increase of the indicators itself had not been realised. Furthermore, the increase in the sector specific impact of ICT on the quality of information is very encouraging.

Livelihoods and the environment

According to a UN Rural Poverty Report, 75% of the world's poor live in remote rural areas and make their living through agriculture. Fighting poverty among agricultural workers is therefore one of the main goals of development organisations.

ICT can give farmers access to information concerning market opportunities, prices and better production methods. It also

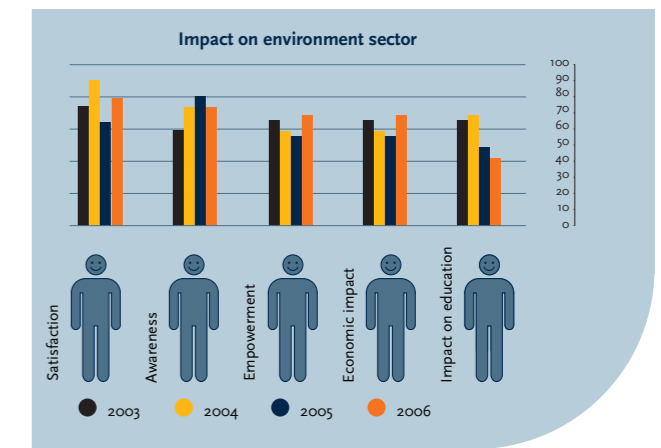


E-health

ICT can make a world of difference in the health sector, particularly in countries where there are few qualified physicians and health expenditure is generally low, like in Mali.

In Mali, the IKON telemedicine project connects doctors in three regional hospitals with trained radiologists and specialised doctors located in the main hospital of Bamako, who can help them to make better diagnoses and suggest the best course of treatment. X-rays are scanned and sent by Internet to Bamako. After a difficult start-up period when the project faced connectivity problems, the project came into full swing in 2006. The first evaluation concluded that the project had really been helpful for doctors. In just one year, the three hospitals in Sikasso, Mopti and Timbuktu had sent a total of 338 x-rays to Bamako for a second opinion, 22 of which were urgent. In most cases, the response came on time and the quality of scans and connectivity was good. Although the project was not very well known to medical staff and patients due to a lack of promotion, half of them considered the x-ray service to be beneficial although the costs of sending x-rays were thought to be too high.

enables them to promote their produce to a wider public via the web. In IICD's experience, farmers using telephony and Internet services usually experience direct benefits. The majority of IICD's livelihood projects involve the use of ICT applications in agriculture. The projects often provide farmers with information related to production and market prices. ICT is also being used to link farmers in rural areas with each other and with key national and international markets. IICD also supports projects in the environment sector, ranging from projects that use ICT to develop sustainable production systems that improve the dissemination of information on best practices and technology for small-scale farmers, to projects that ensure that villagers have adequate information





'It is essential to guarantee continued capacity building'

Avoid critical debts

In Ecuador the risk associated with working in the rural sector is high because agricultural activities depend entirely on nature and on having a limited understanding of credit as a means to facilitate the development of production activities.

It is therefore important for existing local financial services to be available for the people. The lack of an information system on debtors is one of the fundamental causes that weaken and cripple rural financial services. Another element is that financial organisations without social regulations lead to an over-indebted rural population, who are in danger of losing what few possessions they have mortgaged, or bankrupting their productive activities entirely.

For these reasons, three organisations involved in providing or supporting micro-finance, namely; the SEDAL Foundation, Rural Action Cooperative and Rural Financial Network, joined up with CreditReport (a software provider for the financial sector) and set up a project called SERVIR. The aim of the project was to help improve the effectiveness of financial services by setting up a credit information system that would reduce over-indebtedness among people from indigenous and rural communities.

At the end of 2006 SERVIR generated more loans by attracting more beneficiaries while at the same time significantly reducing the number of 'bad loans'. The planned construction of a clients' database proved impossible due to government regulations. Instead, a central database maintained by the credit purveyor CreditReport received data from regional credit supplying organisations and fed it into the CreditReport central database.

on the hygienic use of water. IICD's two environment projects focus on sustainable development, and are strongly related to development issues. Producing enough food on the existing cultivable land requires sustainable management practices, which in turn benefit greatly from investment in and access to ICT. With a growing interest in agro-ecological projects within the agriculture sector, IICD will be looking at ways to integrate this into future projects.

impact and lessons learned

In the livelihoods sector, a detailed evaluation of 35 projects in agricultural livelihoods in 9 countries was published in 2006. The study illustrates some interesting lessons learned on the role of ICT in this sector and a valuable lesson about overcoming the problem of rural access to ICT.

Lack of access combined with the low quality and high cost of telephony and Internet connectivity remain key limitations to the effective and sustainable implementation of ICT for development. The study showed that a variety of ICT solutions have to be used to overcome problems such as how to reach both rural towns and the dispersed rural population. ICT solutions that combine traditional and modern approaches are proving most successful.

Where there are no time constraints, CD-Roms are being used to provide off-line information exchanges. In isolated communities requiring only sporadic two-way communication, traditional voice radio solutions have proved to be both cost effective and reliable. With regard to Internet access, dial-up services work well for basic email exchanges, whilst ADSL works best in larger urban centres. A promising option is the shared satellite connectivity model that uses wireless technology and is shared among several community organisations.

The results from 2006 indicate that before the content of a project is defined the needs of the end-users should be identified and addressed first. This will guarantee local buy-in to the project and will ensure that the information generated by the project will be actively used. Another lesson learned is that it is essential to guarantee continued capacity building of a larger group of users, even after the initial pilot phase has ended.

When the impact of the different types of information provided by ICT projects in livelihoods was examined, price information programmes were found to have the most direct impact on farmers. Conversely, projects providing information on production technology are having a lower direct impact. Different end-users gain different benefits from the livelihoods projects, and those focussing on agricultural research had a high impact on researchers and extension officers than on supporting the farming community.

By the end of 2006, IICD was supporting a total of 57 livelihoods projects of which 34 were surveyed in that same year. For 2006, it is notable that all impact indicators have improved, after a dip in 2005. However, economic impact – the most relevant indicator in this sector – is still below 50%. This can be explained in part by the high expectations of the farmer community as well as difficulties in achieving direct economic gains from ICT in the short term.

The small group of 5 ICT projects in the environment sector has presented a mixed picture of satisfaction and impact over the years. Although users have experienced high levels of satisfaction, awareness and empowerment as a result of taking part in the project, it has still proved difficult to translate the potential of ICT into direct improvements in the quality of the environment.

forecast and challenges for projects in 2007

Having achieved a critical mass of projects in most countries, and given the large number of existing commitments to ongoing projects, only one Roundtable workshop is planned for 2007. This will result in fewer new projects in 2007 when the focus will be on integrating ongoing projects, both at the level of the IICD's wider mission, and within the programmes of our partner organisations. This process of refocussing on integration is already going on in the Country Programmes that are in the consolidation phase. For the Country Programmes in the expansion phase it is still a work in progress.

Furthermore, integration or alignment of projects into the government-supported development programmes at national level will be pursued. This is particularly relevant in countries where central government has been unable to implement larger scale ICT for development initiatives quickly enough. In these cases, partners can seek to increase links with local governments, helping them to better integrate and sustain ICT. Examples of existing work in this area include the Center for Information and Communication Technology (CICT) in Ghana, Bolivia's 'Co-funding local government of education programme', and Tanzania's 'Assessment of replication possibilities of Kinondoni governance programme'.

Policymaking

Programmes must be sustained once the seed funding period has ended. Demonstration projects alone will not be sufficient to change the development landscape in a sustainable manner. It has become clear that policy changes need to take place at the national level to optimise the potential of ICT for

Tanzania: ICT policy for education was born

IICD and the Tanzanian Ministry of Education and Vocational Training took an important step towards integrating ICT in the education sector.

On 22 October 2006, more than fifty stakeholders, including IICD and its partners, were invited to discuss the first draft of an ICT policy for education. In this draft, the Ministry recognizes the input of IICD and its project partners in conceptualising and implementing activities relating to the introduction of ICT in education in Tanzania. The stakeholder workshop was opened by the Ministry's Permanent Secretary, Dr Hamisi Dahenga. He stated that the Ministry is taking the lead in ICT in education and is committed to partnering with a wide variety of stakeholders. He also underlined that since the problem of access to education is being dealt with and enrolment is increasing, it is time to also start improving the quality of education, in which ICT can play a mayor role. Different aspects of the policy, such as those dealing with infrastructure, curriculum, capacity building, planning and management were discussed in working groups. The high level of valuable input provided by the stakeholders, many of whom represented IICD-enabled projects, clearly demonstrated their commitment to the policy and its implementation.

In his closing speech, the Chair of the workshop and Assistant Director to the Ministry, Dr. Charles Philemon, expressed thanks to SIDA and IICD and its partners who have been supporting ICT in education in Tanzania with several projects and assisting the Ministry in the preparation of the policy. The 1998 Roundtable workshop organised by IICD is considered to be the starting point of the discussion on ICT in education.

The stakeholder group will again be consulted during the next steps towards the finalisation of the policy.

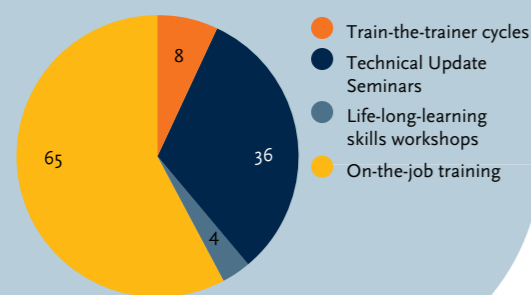
development. Implementing sector level ICT policies and implementation strategies is one of the ways governments can achieve this. In each Country Programme the National ICT for Development Network, which consists of local partners, is the vehicle for addressing policy issues. The networks try to attract the attention of policymakers and convince them of the positive impact of demonstration projects. Alongside this, IICD Country Programmes managers also build on processes to

iTrainers community of trainers

Supporting ICT-trainers in enhancing their training skills through the sharing of knowledge and experiences has always been significant to IICD's approach. It has not only strengthened the trainers themselves, but has also informed IICD and the other partners that together form Itrain-online (which is a community of training institutes that provides online training material for developing countries) of the opportunities to further enhance such sharing and knowledge networking amongst trainers. As the trainers became more experienced over time in implementing ICT4D training programmes, IICD felt that, rather than a train-the-trainer approach, more value could be found in facilitating the exchange of the trainers' own practice-based expertise through supporting an (online) community or network.

In 2006, the first face-to-face workshop of the community of trainers of Anglo-African countries came into being. This workshop focussed on the sharing of participants' own valuable experiences and on transforming their collective experience into the benchmark for a newly developing field of practical expertise. This type of peer gathering of ICT4D training practitioners is what had been missing. In the words of one participant: "You (IICD) changed attitudes, you made trainers into life-long learners, we got tools/skills to work differently; you created the desire to keep learning and using these methods which we learned. Your (IICD) thing is to focus and facilitate, enable!" IICD will continue to support the community of trainers and will collaborate with other Itrainonline partners to establish a similar community for Francophone-African ICT4D trainers.

Number of training sessions*



* Total number of people trained: 4,000

stimulate the integration of ICT into policies. They try to catalyze a more participative and informative dialogue among local bilateral agency policymakers on ICT for development. This approach requires time and a considerable number of discussions with both government ministries and the development partners.

results

In 2006, IICD supported a range of activities aimed at increasing policy awareness, developing national ICT for development plans and lobbying in areas such as reducing tax barriers to ICT products.

In Burkina Faso the TICE project was the vehicle for convincing the government that integrating ICT into schools is a good idea. Recommendations from a Roundtable workshop on this subject have now been integrated in a policy paper on ICT integration in secondary schools. Burkina Faso is also making great progress in the governance sector, and an agreement was reached between the Ministry of ICT and IICD to support ICT policies for the education sector.

In Bolivia active lobbying is in full swing as project partners, network members, and other stakeholders take on their roles in the policy participation process. Using the practical experience they gained during the process of implementing IICD-supported projects, they are well placed to provide input on the effective implementation of ICT for development. In 2006, the Global E-schools Initiative worked with the Ministry of Education to explore ways to implement the ICT strategy for education. In 2006, the network also took an active role in formulating the national ICT strategy.

Ghana presents a unique opportunity for IICD, thanks in part to the commitment of the Minister for Communication to develop a 'National ICT for Accelerated Development Policy and Plan'. Currently, the ministry is establishing Community Information Centres in all electoral constituencies. These 230 centres will provide further opportunities for IICD to share knowledge and expertise in order to ensure that the skills and capacities necessary to operate and maintain the centres in a sustainable manner are developed. The centres will have a positive impact on businesses through service provision, community development through health, local government, the environment, and agriculture. They also provide opportunities for ICT training.

Although the Country Programme in Mali is still in the expansion phase and policy-influencing processes will probably not begin until the end of 2007, thanks to the success of the IKON project IICD was invited by the Ministry of Health to help it formulate an ICT policy for the health sector.

In Tanzania the success of IICD's support was confirmed by the fact that IICD and its partners recently took part in the official presentation of the ICT policy and implementation strategy for education.

In Uganda policy processes have resulted in widespread exposure for ICT for Development issues and IICD. The Ministry for Tourism, Trade and Industry developed a sector

policy and implementation plan for ICT. Part of this will include ICT training centres and a Trade and Tourism website portal. IICD continues to provide assistance to the ministry, but the ministry is also becoming more independent and finding its own resources. Large-scale awareness raising activities took place in the health sector but yielded no concrete results, partly due to a number of coinciding interventions from development partners. Although acceptance of, and thinking about, ICT improved, fine tuning is required before this process can move forward. On a more positive note, the I-Network policy group was officially launched, resulting in improved visibility.

In Zambia positive feedback was also received on our assistance in the formulation processes of the ICT policy for education. Not all IICD focal countries are at the stage of influencing policy processes. Having run for only three years, the Ecuador Country Programme is not yet mature enough to take this step. However, at the other end of the spectrum, integrating activities in the wider institutional, sector and national frameworks is the current goal in Jamaica. This will eventually lead to improved national knowledge sharing and a policy advocacy role for the local networks.

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

forecast and challenges for 2007

IICD has found that policy processes are essential to the longer-term integration of ICT at the national level. At the same time, it is clear that these processes are highly political and time-consuming. They can take a long time to gain formal approval, with lead times of between 6 months and 3 years. Even after approval, the actual implementation of the ICT policy is not guaranteed and requires additional efforts. IICD realises that policy formulation and implementation cannot be forced. They require strong ownership, from decision-makers and technical staff, and from the different stakeholder groups.

In 2007, IICD and its partners will be more involved in the formulation and implementation of ICT policies and programmes at the sector level. This will enhance the chances of producing long-term sustainable projects. In these processes IICD will continue its support in most countries, working with various sectors in: Bolivia (agriculture), Zambia (Education), Tanzania (Health), and Uganda (Tourism and Trade, Health).

Capacity Development

Ensuring that ICT-enabled solutions are sustainable is crucial for success, from projects through to national ICT strategies. This includes economic sustainability (Can the expenditure be maintained over time?), social sustainability (Does everyone have equal access?) and institutional sustainability (Are

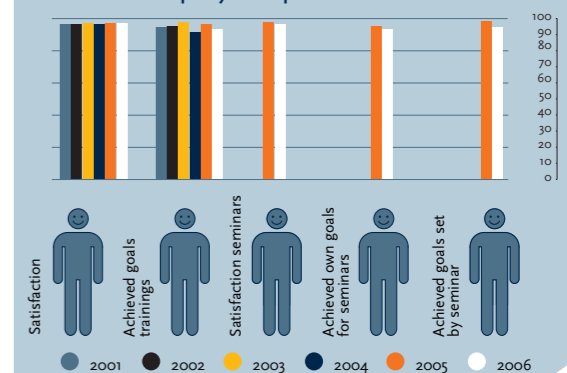
Multimedia skills for awareness raising in Burkina Faso

Capacity development is one of the core principles of IICD. It enables project partners to manage projects efficiently and effectively. However, it is not only the technology itself that is important, but being able to produce useful content to raise awareness on specific development topics.

In Burkina Faso, all project partners received basic training in the use of media in order to make their own information products. As they became more aware of what they could do with various media they felt the need to acquire more advanced skills to be able to produce information products like videos that could reach out more effectively to people participating in development programmes, like for example teachers. Therefore in 2006, IICD set up a special training course that focussed on the more advanced uses of multimedia.

The first training course focussing on the use of multimedia to develop content for education attracted 26 participants. People who attended the training course were very positive about what they learned. One of the participants commented that the training course played a significant role in the success of the project. The first example of how those that followed the training course used their more advanced skills effectively was the production of a film about using ICT within e-learning in the education sector. A DVD was produced and disseminated among local schools and was used in a 2006 South-South exchange.

Capacity development activities



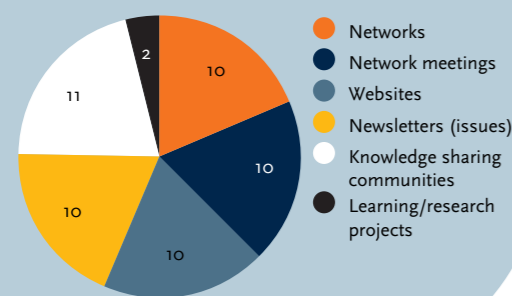
GINKS

GINKS is a network of individuals and organisations involved in ICT4D in Ghana. It has a wide range of members, from interested students to experienced ICT consultants from the private sector. It is quite a challenge for GINKS to meet the diverging needs and interests of its members. The network has steadily grown since its inception in 2002 to 400 members subscribed to its online discussion forum. The network maintains a website (www.ginks.org), produces a newsletter, undertakes research, facilitates online exchange and organises various forums, meetings and workshops.

In 2006, training was organised for online facilitators. After the training, an e-discussion was organised on 'Ghana and the March towards an Information and Knowledge Economy'. The discussion had three presenters and attracted seventy-five messages from twenty-five people, whilst boasting a magnificent 300 subscribers. The quality of the discussion was therefore very high.

During 2006, fifty-nine members gave their feedback to the network by filling in a questionnaire about its services. The feedback showed that the network has made satisfactory progress in meeting the information and social needs of its members: so much so that 75% stated that they would be willing to pay for the services provided by GINKS, especially the information on ICT4D. The new thematic subgroups were highly appreciated, and the members recommended this as the way forward to increase cohesion and a sense of belonging. Three of these subgroups are the technical group, the ICT4D project group, and the ICT for women's group. In 2007, GINKS plans to add an ICT for youth group.

Number of networks, meetings/events, newsletters, websites



structures and processes in place to ensure continuation of the ICT components over time?). IICD's primary focus is on the latter; increasing access through accessibility projects, and building institutional capacity through training activities.

Through its Train-the-Trainer approach, IICD has enabled its partners to teach other project partners how to enhance organisational capacities and individual skills. IICD's institutional support and the continuous execution of ICT for Development (ICT4D) training have combined to help training partners become experienced practitioners.

On the individual level, particularly within projects, sustainable ICT requires that sufficient human capital is available. This can relate to appropriate individual technical skills, but also to organisational or management skills such as ICT project management.

People around the world – and not just in IICD's focal countries – are learning to apply ICT effectively. Can a trainer in Ghana and another in Zambia share ideas and help each other even while on opposite sides of the African continent? To foster such peer-to-peer learning processes, IICD supports a community of ICT4D trainers. Both online and in face-to-face workshops, members of this community exchange their knowledge and experience, thus building the capacity of their peers.

results

In 2006, capacity development and technical support contributed greatly to the process of embedding projects and programmes. It has also contributed to finding effective and efficient technical and cost solutions with partners. Capacity development has strengthened partner institutions' capacities to develop relevant and sustainable information services.

Although the capacity development programme differs from country to country, 2006 saw two major developments: connectivity and web 2.0. All countries have spent time on finding and experimenting with alternative solutions for connectivity. This includes wireless connections and transmitting data through telephone lines. However, it was in Bolivia that a thorough analysis of alternative solutions for connectivity was first made.

This led to a study in Tanzania, and a comparison with the situation in Ecuador. These in turn resulted in the development of a shared connectivity model, which can be replicated in both Latin America and Africa. The results indicate a need to shift from using telecentres, to setting up community-based networks to solve connectivity problems.

With increased attention being paid to connectivity, partners received more support in identifying and implementing connectivity solutions. These and other ICT solutions are helping them to produce more sustainable ICT applications, particularly supporting rural outreach points.

Equally important for partner organisations is the ability to manage ICT projects. Therefore, project management and the

integration of ICT into partners' overall activities was an important aspect of capacity development in 2006. IICD responded to the increased interest in web 2.0 tools (new communication tools for networking, knowledge sharing and collaboration) by organising several in-house workshops on the use of web 2.0. The year 2007 will be used to see how web 2.0 can be used in the different countries and on awareness raising in the countries themselves.

The number of on-the-job training courses and the overall number of trained people (4,000) as part of IICD's Capacity Development programme increased considerably.

impact and lessons learned

Capacity development activities have increasingly moved away from collective training courses and seminars towards addressing more specific needs. On-site consultancies and advice is becoming more prevalent, and more appreciated.

Countries in the expansion phase saw an increase in the number of participants at awareness raising seminars. In contrast, countries currently consolidating their Country Programmes (Bolivia, Uganda and Tanzania) saw a significant decrease.

Evaluating the impact of capacity development activities, it is notable that criticisms of awareness raising seminars were higher in countries with increased participants. Ghana was an exception to this rule, but the trend still raises questions. It is possible the seminars were not up to standard, but the low results may also indicate a positive effect – better understanding and growing confidence amongst the stakeholders.

Another notable discrepancy is the difference in numbers of participants who expressed that their personal goals were not met (6.8%), and those who reported that the seminar objectives had not been met (only 2.6%). This could reflect the fact that IICD seminars are not generally focussed on the individual use of technology, but rather on the organisation or sector. If this is the case, the coming years should see an improvement in individual satisfaction, as the focus of IICD's capacity development activities changes.

forecast and challenges for 2007

Embedding is strongly supported by Capacity Development. With the right technical assistance, partners can find more effective and efficient connectivity and software solutions, increasing the sustainability of projects. With fewer Roundtables planned for 2007, the emphasis will be on improving the capacities of partners in Country Programmes that are still in the expansion and consolidation phase.

Capacity development will continue to be delivered to partners. In 2007 the focus will gradually shift away from coaching local training partners and resource groups. During the year, capacity development will move towards providing advice on end-user training, and on how to create efficient and effective technical solutions for connectivity.

Ongoing projects will continue to be enhanced through advice from international experts from the private sector, through IICD's Public Private Partnerships. Cap Gemini, Ernst & Young, InterAccess and Manobi will be the key resource partners here in 2007.

Internationally, capacity development will contribute to strengthening IICD's thematic and sector approaches. This will include developing Communities of Practice for training partners, and the distribution of training materials to southern partners via the thematic networks iTrainOnline and Capacity.org. Other changes for 2007 include the introduction of a fee for workshop participants. This reflects the fact that training and seminars were found to be much more effective if participants were asked for a small fee.

In Zambia, capacity development will be geared towards supporting the needs of the health sector, whilst in Ghana the focus will be on alternative connectivity solutions. In Mali both the health sector and connectivity must be addressed, along with the use of Personal Digital Assistants (PDAs).

Capacity development in Burkina Faso will focus on the advanced use of multimedia tools, in order to consolidate project partner experiences. Here too, supporting connectivity solutions will be a focus.

Local information exchange, lobbying and advocacy

In every country where IICD is active it strengthens local partners by facilitating National ICT for Development (ICT4D) Networks at national and regional levels. These networks bring people together to exchange knowledge and experiences, and to document and disseminate lessons learned.

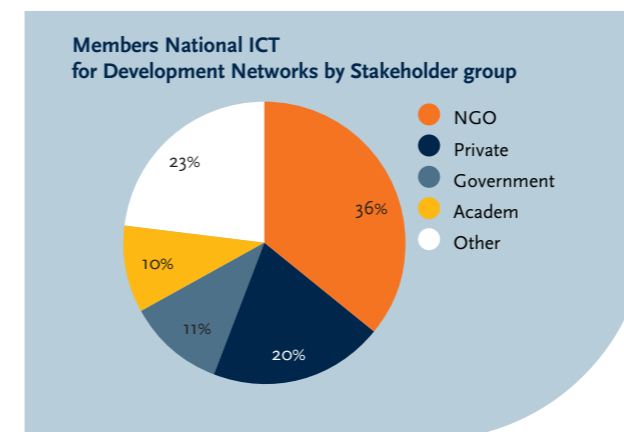
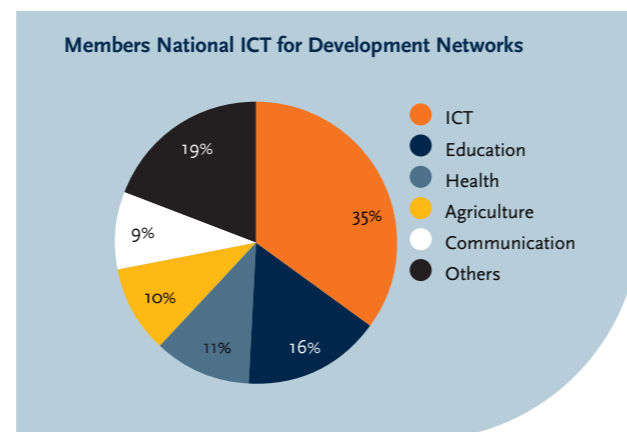
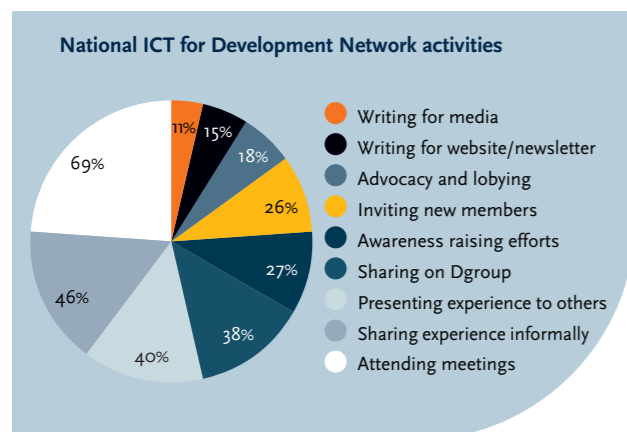
The networks also aim to set a wider ICT-enabled development agenda through tools such as workshops, seminars, meetings and newsletters. In addition, every network has its own website to raise awareness and promote knowledge sharing about ICT for development. Finally, in regions across participating countries, organised activities enable people to share experiences, thereby strengthening the local National ICT for Development Networks.

results

In the area of information networking, the outputs surpassed planned deliverables. Most national networks have become institutions in their own right. This is the first step towards self-governance and provides the necessary structure to search for complementary local financing. These two factors will help the future sustainability of the networks' knowledge sharing and policy participation processes.

policy participation

The National ICT for Development Networks strengthen IICD's knowledge base by focussing their attention on documenting experiences. This has resulted in a rapid increase in the popularity of the networks as an ICT4D reference point



for governments. In at least 6 countries, the networks are gaining a prominent position as representative consultative platforms for governments developing ICT policies. The result is more partners and networks gaining a participatory role in ICT policy formulation, in turn supporting the process of embedding both projects and ICT in general.

facilitation of online knowledge sharing

IICD's partner National ICT for Development Networks have in the past expressed their willingness to utilise modern ICT to facilitate increased local networking amongst ICT for Development stakeholders. To achieve this, training was provided to promote more effective sharing of experiences, from online facilitation to advocacy and lobbying.

In the nine countries where IICD is active, each partner Network selected five major priorities for development. Online facilitation, to enable quick and efficient information exchange, and developing skills for policy participation, were the most urgent priorities identified. IICD responded to these priorities through capacity building workshops and training.

The first workshop for the five Anglophone focal countries was held in Ghana in 2004 and aimed to build the capacity to help others to work, learn, advocate, and communicate together. Successful follow-up workshops were held in 2006, organised by the National ICT for Development Networks.

In Ghana, this led to the establishment of the Women and ICT Dgroup, and the growth of the existing GINKS Dgroup, which really took off at a higher level following the training.

workshops

In 2006, an E-facilitation workshop in Mali brought representatives from the National ICT for Development Networks from both Mali and Burkina Faso together to share their experiences. By the end of the workshop they had been trained to facilitate, moderate and administer Dgroups.

As a direct result Mali's existing femmes-tic Dgroup was successfully revived. The tic-educ-bf Dgroup increased its dynamism, and a gender Dgroup (tic-genre-bf) was created in Burkina Faso. All three Dgroups are still active, and gaining in popularity.

In Bolivia, a capacity building workshop was held to develop participants capacity to effectively participate in ICT for Development policy processes. Directors, prospective members and strategic partners of the TICBolivia network participated. The workshop received positive evaluations from the Bolivian network and The Association for Progressive Communications (APC), and participants felt it had strengthened capacities and relationships within the network, and provided heightened awareness on future joint-actions by members. This workshop was later replicated in Jamaica.

knowledge products

With support from IICD, the ability of National ICT4D Network partners to create knowledge products improved greatly in 2006. An impressive range of outputs included publications (including one on connectivity) in Uganda and Tanzania, and booklets on peer exchanges and best practices in Zambia and Bolivia. Ecuador saw ICT public policy diagnostics being put in place, whilst in Burkina Faso radio programmes on ICT awareness were broadcast.

Two video documentaries were produced in Mali. The first, on the tele-radiology project IKON, was distributed and broadcast on national TV earlier in the year.

The second focussed on telecentres in Mali and was finalised in December 2006. At its preview at the Forum des Leaders de Télécentres in Porto Novo (Benin), it was very well received. Positive feedback from project and strategic partners indicates that both documentaries helped to increase both project visibility and impact.

lessons learned on the differences in participation

A first cross-country evaluation among network members in the various countries indicates high levels of participation. Multi-stakeholder groups are represented, varying from sector to sector. Generally, there is stronger participation from NGOs and the private sector. In most countries, the networks are regularly consulted as an information source, with 40% experiencing this on a daily basis, reflecting the active participation of members in sharing knowledge and information.

Participants also interact with the network in different ways and at different levels of frequency. Participation within the range of network activities reveals that 75% of respondents participate monthly or more often, 17% participate weekly, and 21% make daily use of one or more of the network's activities. Some trends are seen in all countries, such as participation in the informal sharing of experiences through Dgroups. There are, however, a number of differences.

In some countries, member participation is limited to passive activities, such as attending meetings. In other countries, such as Ghana and Tanzania, there is a marked difference in the number of men and the number of women participating, seen across a range of activities. Women report higher participation than men (67% and 55%, respectively).

key lessons learned

It is evident that having a clear purpose for knowledge sharing, awareness raising, and policy participation activities, is central for ICT for Development issues. In some cases, member organisations have aligned their mission with that of the network, and this has been crucial in the process of increasing network participation.

Several factors influence a network's chances of being effective and successful. Building a strong core group of committed members during the early stages of setting up a network is an important factor for an effective ICT for Development network. Nurturing the core group to develop trust and confidence is another key issue, as is encouraging the network to open up to other stakeholders and ideas. All this is paramount for the success of a network.

forecast and challenges for 2007

Information networking supports the process of embedding projects in programmes and policies. It also contributes to harvesting lessons learned on the ground, and sharing the experiences and knowledge gained. Through their participation in the establishment of an enabling environment for ICT for Development initiatives, the networks facilitate the embedding process at the national level. Generally, the networks achieve this by consolidating their role as a representative platform for ICT for Development policies and strategies in the country.

Universal technology education

Through the ICT4D Jamaica network in Jamaica, and in close collaboration with the International Education Collaborative Foundation (IECF) and HEART/Trust, IICD is spearheading the development of universal technology education in Jamaica. In February 2006, (former) Prime Minister P.J. Patterson launched an ambitious public-private partnership (PPP) called JCUTE (Jamaica Collaborative for Universal Technology Education). JCUTE's vision is for "A Jamaican education system that provides graduates with 21st century skills sets who individually and collectively positively impact Jamaica's participation in the new Global Economy." This is being achieved through a collaborative of local and international partners that will drive and sustain technology-based initiatives in schools.

In 2006, JCUTE passed a number of milestones, aided by technical and financial support provided by IICD. These include the launch of the PPP, the promotion of the PPP through the establishment of the JCUTE website (www.jcute.org.jm), the publication of a newsletter entitled Staying Connected as well as a series of stakeholder meetings. To further support knowledge sharing, work on the systematization of the partnership commenced and baseline data on stakeholders in Shortwood Teachers' College were collected. In addition, JCUTE's Strategic Plan was developed. Some forty organisations from the public, private and not-for-profit sectors actively support this initiative. Among them, the Ministry of Education and Youth, the Ministry of Information, Technology, Energy and Commerce, Cable and Wireless Jamaica Limited, Digicel, the Jamaica Hotel and Tourist Association, and United Way Jamaica.

Practical demonstration of the partnership has been reflected through in-kind and financial contributions of approximately US\$80,000 from local partners, aside from international support by IICD and IECF.

This is already happening in at least 6 of IICD's focal countries. In 2007, the networks will continue their facilitation role in harvesting information, knowledge and experiences among the projects, programmes and partners. This benefits IICD partners and other development organisations with an interest in ICT for Development activities. IICD support will be primarily for activities in sectors where IICD and its partners are active and have gained on-the-ground experience.



MCHH cacao project, Ecuador

‘One of the guiding principles is local ownership’

Activities in 2007 will build on the first steps taken in 2006 towards documenting experiences. The intensity will increase, with more attention being focussed on the project and network level. This will include publishing summaries of country monitoring and evaluation reports on the IICD website.

Thematically, 2007 will see the networks involved in active discussions around three priority ICT issues: connectivity, open source, and gender issues. They will support the preparation of impact studies and policy briefs. A member of the Country Programme will contribute to the analysis of evaluation data, information and lessons learned for each study.

National ICT for Development Network websites

www.ticbolivia.net (Bolivia)

www.burkina-ntic.org (Burkina Faso)

www.infodesarrollo.org (Ecuador)

www.ginks.org (Ghana)

www.ict4djamaica.org (Jamaica)

www.mali-ntic.com (Mali)

www.swopnet.or.yz (Tanzania)

www.mwanzacomunity.org (Tanzania)

www.i-network.org.ug (Uganda)

www.ebrain.org.zm (Zambia)

Monitoring and evaluation

One of the guiding principles of IICD's work is local ownership, which means that local partners are ultimately responsible for the results of their supported activities. This is also the idea behind the auto-evaluation tool that IICD developed 6 years ago. This tool allows local partners to learn and grow from their experiences, and to take ownership of the outcomes of their activities. Since its implementation, IICD and its local partners have been continuously improving this system.

The auto-evaluation tool includes online questionnaires that register the satisfaction and perceived impact of partner organisations and their users. Satisfaction is measured in terms of the quality of information services provided, the support offered by IICD, and the training given to users. Impact considers indicators relating to awareness, empowerment and the economic impact on users.

Another set of indicators concerns the sector-specific contribution of projects, such as the quality of health services and the quality of teaching materials. Increasingly, monitoring and evaluation contributes to the sustainability of the Country Programmes, providing highly valuable input for learning. This direct feedback from project partners and user groups is leading to improved, and sustainable, projects.

Monitoring & evaluation in 2006

Total number of questionnaires collected: 4,800

Number of types of questionnaires: 14

Focus group meetings: 27

Learning reports: 30

results

Through its innovative monitoring and evaluation approach, most IICD partners and users are using this auto-evaluation tool. This assists in learning from experiences and improves the effectiveness, efficiency and impact of ICT programmes. With the addition of results from 2006, the IICD database now contains more than 13,000 questionnaires which provides a good impression of the key problems encountered by users and the levels of impact of the various ICT programmes.

Although real measurement of the sustainable impact of ICT may require a longer period, initial trends and lessons are already evident.

The outcomes of the end-user surveys are discussed by all project owners within a sector in a country during a focus group meeting. Issues around impact, awareness and satisfaction are addressed in a non-critical environment, where learning is the focus. Participants have the chance to share their positive and negative experiences with other project partners.

Lessons learned can help to improve projects in the future. In 2006, 27 focus group meetings took place, including national focus group meetings with project partners and focus group meetings at project level with beneficiaries. The focus group meetings provided input for 30 learning reports, containing an analysis of the results and overview of the most important discussions within the focus group meetings.

In July, ten M&E partners from eight countries gathered at the IICD Secretariat in The Hague for an M&E partners meeting. Workshops provided partners with the opportunity to analyse their facilitation and data analysis skills. Subsequent discussions gave them the chance to explore the future of the M&E system and examine its sustainability. The workshop resulted in some M&E partners remaining in contact with each other to continue sharing their experiences and discuss the different challenges faced in each country.

During the course of 2006, several activities were undertaken to improve the current questionnaires. Most progress was made in improving questions relating to impact.

Activities included online discussions, with enthusiastic participation from M&E partners in all focal countries. The results from this were elaborated during the M&E partners meeting in July.

The final outcome included five end-user questionnaires that responded more effectively to the needs of local partners. These questionnaires are also better adapted to the actual projects in the countries. The changes will be implemented early in 2007. In 2006, progress was also made with the M&E questionnaires for the National ICT for Development Networks which were collected, analysed and discussed in separate Focus Group meetings in different countries for the first time.

impact and lessons learned

The Monitoring and Evaluation system is operational in all countries, except Jamaica. The impact of the system is that it provides strong support for the process of embedding projects and for ensuring their sustainability. This input is already being used to give partners regular feedback on their activities.

It also stimulates discussions on how to improve the programmes' longer-term satisfaction and impact levels. This system directly contributes to learning and increasing the sustainability of projects. Today, it also contributes to the sustainability of the National ICT for Development Networks.

forecast and challenges for 2007

Evaluation will intensify in 2007 with the collection and analysis of data and qualitative insights into the impact of projects and capacity development programmes on poverty. A new online module is planned that will evaluate participation and measure how far ICT policy processes are oriented towards poverty alleviation. The module is expected to provide valuable input into two key processes; embedding projects and harvesting lessons learned.

Embedding is supported by increased and more intensive use of the overall approach of auto-evaluation by the partner organisations. Regular national focus group meetings with programme partners will continue. More experienced partners will also organise focus group meetings for end-users to enhance the initial learning process of the partner organisations.

Integration of M&E at the organisational level

As the Bolivia Country Programme moves towards becoming more sustainable, IICD will start to withdraw its support. This requires local partners to assume full ownership of all the activities formerly carried out under the Country Programme and to have the capacity to apply the Monitoring & Evaluation (M&E) online tool and approach towards self-assessment, learning and the exchange of experiences as from 2007.

As such, the activities of the M&E partner were focussed entirely on reaching this goal in 2006.

To prepare them for this, project partners received training in Monitoring & Evaluation skills, such as analysing data and learning how to facilitate focus group meetings, which was until now done by the local monitoring & evaluation partners. After this, project partners prepared, organised and facilitated their own focus group meetings with end-users. During these meetings, end-users were no longer talking about the ICT-enabled development programme but about the individual projects.

Project partners also started to facilitate the national focus group meetings on a rotating basis. The outcomes of the focus group meetings with regard to possible solutions for connectivity, capacity development needs, and the exchange of information were passed on to others through the bi-monthly regional project node meetings.

The meetings contributed to a collegial atmosphere between the partners and actively addressed the issue of taking full ownership of the M&E results.

Overall results of the Country Programmes

In terms of the planned objectives and deliverables for 2006 as related to the strategic framework 2001-2007 and the new framework 2006-2010, the targets have mostly been met.

Major challenges were encountered when trying to embed programmes at the sector level. Here, the integration of ICT in sector programmes requires time and considerable discussions with both government ministries and development partners. Embedding projects and networks at the institutional level contributes directly to the long-term sustainability of ICT initiatives undertaken by partners.



Installing a satellite dish for the APCOB project, Ecuador

As a result, a large number of projects have found either institutional or external sources to support operations, thereby securing a sustainable and independent integration of ICT in development programmes.

The phases reached by the different Country Programmes at the end of 2006 and the sectors they target are as follows:

Country phases 2007			
	Expansion	Consolidation	Shared dialogue
Bolivia			Livelihood Governance Education
Burkina Faso	Health Livelihood		
Ecuador	Governance Livelihood		
Ghana	Governance Livelihood Education		
Jamaica			Livelihood Education
Mali	Livelihood Health		
Tanzania		Health	Education, Governance Livelihoods*
Uganda**			Education Health Governance Livelihoods
Zambia	Education Health Livelihood		

* Livelihoods in Tanzania enters shared dialogue in Q3 2007
 ** The country program in Uganda will enter the shared dialogue in total in Q2 2007

working with the poor

Partnerships have been formed with grass roots organisations, NGOs, governments and private sector organisations.

In 2006, grass roots organisations and NGOs working directly with the poor at the community level accounted for 51% of IICD's partners. In the private sector, IICD partners include small enterprises, such as farming cooperatives or small ICT training centres. Within governments, the national sector ministries are often appropriate local partners.

IICD's Country Programmes are currently reaching over 250,000 end-users and an estimated 2,500,000 beneficiaries. End users are those people who, thanks to IICD-supported projects, now have access to the Internet or a computer. This can be at one of the 500 information centres established in the different countries, or one of the participating schools, hospitals and government offices.

Beneficiaries represent a larger group of people who benefit indirectly from IICD-supported activities, for example by listening to radio programmes or visiting websites set up by the partner organisations.

The increased attention given to reaching people in rural areas, low income users and women is reflected in the profile of the end-users. The majority (70%) of end-users live in rural areas. However, gender balance remains a priority – in 2006 only 38% of end-users were female. In 2006, 48% of end-users indicated that their income was below-average, whilst 49% indicated an average income.

Integrating projects and networks at the institutional level contributes directly to the long-term sustainability of ICT initiatives undertaken by partners. However, at the sector level major challenges are found. Integrating ICT within sectors requires time and considerable discussions with both government ministries and development partners.

consistent satisfaction of partner organisations

When comparing levels of satisfaction over the years, the highest levels of partner satisfaction were recorded in 2006, both in terms of the direct assistance provided by IICD staff as well as the sponsored assistance given by local consultants. This included areas such as strategic and operational advice on project formulation and implementation, capacity development, and the National ICT for Development Networks.

Internal support for ICT within the host organisations of IICD's project partners showed some signs of improvement in 2006. However, this remains one of the main obstacles to fully integrating ICT within the partner organisations. In most cases, this is related to the limited awareness of managers and key decision-makers within the organisations about the full potential of ICT.

Most partners in 2006 once again praised the innovative character of the projects and programmes. This reflects the successful approach to ICT innovations, including regular and continuous awareness raising seminars and training for project partners. The increasingly catalytic effect of projects is also encouraging, both for generating new projects and initiatives by the partner organisations and for stimulating new ICT initiatives at the sector or national level.

Profile 2006

Gender	
Men	62%
Women	38%
Area	
Rural area	70%
Provincial or district town	19%
Capital city	11%
Age	
20 or below	9%
21-30 years	30%
31-40 years	35%
41-50 years	17%
51-60 years	7%
61 and above	2%
Education	
Primary education	31%
Secondary education	41%
Tertiary education	28%
Income	
Below average	48%
Average	49%
Above average	3%

Forecast and challenges for 2007

Embedding our programmes at sector level is fraught with challenges. Here, the integration of ICT in sector programmes requires time and considerable discussions with both government ministries and development partners. Embedding projects and networks within institutions contributes directly to the long-term sustainability of ICT initiatives undertaken by partners.

Once a critical mass of projects is in place, along with strong ICT and evaluation capacities and a knowledge sharing network, the aim for 2007 is to finalise the embedding process, thereby creating the fertile ground from which ICT in development experiences and lessons learned can be harvested. Experience gained with embedding processes in 2006 indicates that, with a much larger number of independently continuing sustainable projects, the embedding process is paying off. Therefore this process will be continued.

In addition to this, more and more Country Programmes are moving towards the 'shared dialogue' phase. In 2007, this will include Bolivia, Tanzania and Uganda. Jamaica is already in the shared dialogue phase, and nearly all other countries have reached a critical mass of projects. This means that in 2007 the focus will shift from embedding, to harvesting and leveraging. Lessons on policymaking, connectivity and education in particular will be harvested. The first steps have finally been made to shape the leveraging strategy of IICD. After establishing a set of basic criteria, a small number of leveraging opportunities were identified in



South-South Exchange workshop, Ecuador

Bolivia, Uganda and Tanzania. The opportunities all relate to collaboration between strong development partners and local partners interested in investing in up-scaling existing projects to the national level.

IICD will work with partners to identify the programme elements or areas of expertise to which they can contribute in each leveraging programme. Generally, the experiences gained by partner organisations will be the starting point for identifying the leveraging programmes that IICD will engage in. In 2007, sufficient leveraging experience will be built up within IICD's nine focal countries, together with one or two opportunities outside the focal countries, to develop a more standardised and integrated approach to leveraging in the years to come. At this moment, a small number of leveraging opportunities have been selected for 2006/2007, each focussing on the contribution of IICD and its partners in a certain area of expertise.

In Bolivia, the successful shared connectivity model provides a sustainable approach for Internet connectivity in rural areas. This has resulted in a request for technical support and facilitation in establishing this approach in 5 local government offices in north Bolivia. Bolivia's ICT4D network also intends to take this approach with current project partners and has prepared a proposal to strengthen 10 information centres. Local partners will be responsible for project formulation and implementation, with IICD providing strategic advice. In addition, the network has developed a proposal for an online platform that will help citizen take part in the constitutional process.

In Tanzania the recently launched health sector programme will be examined to assess how far it can be up-scaled and mainstreamed with the support of Cordaid and other development partners active in Tanzania's health sector. IICD also hopes to support the replication of the Kinondoni experience in other districts.

In Uganda, many leveraging opportunities have been found which can be supported by IICD. In 2007, efforts will be made to replicate the Rural Information System project under the Uganda Commodity Exchange, in co-operation with NAADS and another programme in co-operation with SNV. IICD will assist in the replication of District Net in collaboration with the Royal Netherlands Embassy in Uganda.

Networking Telecentres

Following a request from the former President of Mali, Alpha Oumar Konaré for assistance in setting up a nationwide network of telecentres, IICD and its partners established a project that has so far set up three private telecentres in Kita, Fana and Koulikoro as part of this wider network. Thus the Chaine de Telecentres du Mali project was born!

The objective of this project is to gain economic sustainability within livelihoods, while also providing useful communication and agricultural information services to the rural population. Currently, the three telecentres serve hundreds of local citizens and are striving for sustainability through commercial services such as bandwidth sharing, printing services, ICT training (for schools and individuals), and further capacity development on the level of managerial and technical skills.





Local promoter, M. Canga Castillo, teaches children how to protect local resources in the village of Tambillo as part of the Conserving Mangroves project (C-CONDEM), Ecuador



Roundtable on ICT and education, Burkina Faso

Knowledge Sharing with Thematic Networks

It is only by sharing knowledge and experiences that sustainable development can be stimulated. IICD works closely with local partners to harvest and share lessons learned for the benefit of IICD's partner organisations, national policymakers and the international community in general.

Thematic Networks harvest and share the experiences and lessons learned from the Country Programmes so that this knowledge can be reinvested in both new and ongoing activities. These knowledge sharing activities help IICD's partner organisations to learn from each other's experiences by assessing and exchanging programme results and lessons learned; they also help to improve accountability. In 2006, Thematic Networks focussed on four areas – Health, Livelihoods (mainly agriculture), Rural Access and ICT4D Policies – and continued with its activities in capacity development.

Impact Studies series and other publications

The Impact Studies series, along with other publications, are important tools for sharing knowledge; these publications document IICD research and the achievements of its

programmes, identifying conditions and strategies for replicating and enhancing successful experiences. In 2006, IICD published the thematic Impact Study on ICT for agricultural livelihoods, as well as the research report 'Supporting a Community of Trainers', and three research briefs: 'Train the trainers or let the trainers train themselves?'; 'Uniting through networks'; and 'Connectivity in the community: Experiences from Bolivia'.

Sharing knowledge online

Online resources such as Dgroups and iConnect are critical forums for developing and maintaining thematic networks. Dgroups is an online collaboration platform where IICD's development partners around the world can exchange knowledge. The iConnect Series of locally written articles, launched in 2005, shares the impact of ICT in IICD's focal

'Partnerships enable IICD to share knowledge, to acquire expertise and to find funds'

countries. In 2006, twenty stories, addressing themes such as the use of ICT in Health, Capacity Development and Rural Access, were translated into three languages for the iConnect-online.org website, in addition to being published in the print journal i4d and on the iConnect Africa website.

Bolivia and Ecuador joined the iConnect Series initiative during the last quarter of 2006, each producing an article on Rural Access. The monthly iConnect eBulletin, covering the news published on both iConnect-online.org and iicd.org, was overhauled in 2006; it is read by 2,400 subscribers, including staff at NGOs, ministries, donor offices and local partner organisations.

Capacity development: a cross-country learning event

Building capacity is an ongoing objective for IICD. With close links to an international pool of trainers, training organisations and technical staff within project partner organisations, IICD is well placed to facilitate knowledge sharing across communities and countries.

Research conducted by IICD in 2005 indicated that trainers needed support to adapt ICT training materials for specific development audiences, so in July 2006 IICD brought together eighteen ICT4D trainers from Anglophone Africa to harvest empirical knowledge and develop strategies for effective training and use of materials. This first cross-country learning event for trainers reinforced IICD's approach of facilitating peer-to-peer learning and led to the creation of an international community of the same trainers who now regularly share their ideas and best practices.

Public events to raise awareness about ICT4D

Each year, IICD and its development partners OneWorld and Hivos organise Fill the Gap!; a networking event that raises

public awareness about the importance of ICT4D, particularly among policymakers, Dutch NGOs and other interested people.

The 2006 event focussed on the corporate social responsibility of ICT companies and their relationship with sustainable development. In addition, IICD and its partner PSO hosted a workshop on online collaboration among Dutch NGOs; a publication will follow in 2007.

Priority themes for 2007

IICD will continue its efforts to harvest the lessons learned from its Country Programmes, focussing on Rural Access, Health, Livelihoods, ICT4D Policies and eGovernance, while remaining alert to development potential in other areas.

IICD will produce an impact study on Rural Access in 2007 and will also produce overviews of connectivity situations in our focal countries, enabling partners to share ideas and knowledge for implementation and policy. IICD's thematic report entitled ICT4D on Policy Processes will be prepared and its local partners experiences with eGovernance will be documented and made accessible in thematic briefs.

More emphasis will also be placed on iConnect as the main instrument to support knowledge sharing, both within IICD and across Thematic Networks.

Furthermore, partners and stakeholders from East and West Africa will be brought together to share experiences in Health in a Cross-Country Learning Event. Another workshop will be organised on ICT4D policy together with APC and other stakeholders.

Alongside the priority themes outlined above, IICD will continue to focus on developing the capacity of ICT4D technical trainers and practitioners.



Inter Access and IICD cooperated on projects in Uganda, Tanzania, Ghana and Burkina Faso in 2006

Partnerships

As an independent, non-profit foundation, IICD puts knowledge, innovation and finance to work with partners from the public, private and non-profit sectors.

Partnerships enable IICD to share knowledge through thematic networks, to acquire innovative expertise to improve the Country Programmes, and to find the necessary funds to realise its activities. In 2006, IICD focussed on all three types of partnership, but placed a strong emphasis on entering new public-private partnerships.

Partnerships in the Netherlands

In the past year, several Dutch organisations have expressed an interest in collaborating with IICD. With more and more organisations interested in entering into collaborative ventures, we are refining our strategy to determine which types of partnership will help us to leverage, harvest and share knowledge and at the same time increase our visibility.

The strategic alliances with the Dutch NGOs Cordaid, Hivos and PSO will expire at the end of 2006. However, all of them have expressed an interest in continuing their partnerships with IICD. A new partnership to leverage our expertise has been

signed with Warchild Netherlands focussing on the use of our expertise on ICT and governance in the Uganda programme of Warchild Netherlands. The main objective for 2007 is to renew these partnerships and to sign a new strategic alliance with one of the other NGOs active in the Dutch development sector.

International Partnerships

International development organisations are increasingly concerned with integrating ICT in the core business of organisations. In 2006, IICD expanded its alliances with organisations that regard ICT as a part of their core activities, resulting in a new proposal for the Swiss Development Corporation (SDC) for 2007-2009 and renewed contacts with Infodev. As the partnership with DFID will come to an end in 2007, we will work to renew this alliance; failing that, we will seek a replacement for it. We are also honing our approach for identifying other organisations, such as European and American NGOs and development organisations, that we can approach for financial support.

Building Public-Private Partnerships

Since 2005, IICD has intensified its development of Public Private Partnerships and, at the start of 2006, added the new position of Public Private Partnerships Officer to the team. These partnerships can improve the quality of IICD's Country Programmes by importing innovative knowledge customised for specific projects. Because these activities are a donation in kind, they will also help us to meet DGIS's new funding requirements.

A new partnership agreement with Inter Access and Manobi, a Senegalese ICT company, was signed for numerous interventions in different countries. For 2007, IICD plans to continue with at least three public-private partnerships; Cap Gemini, Inter Access and Manobi, and possibly Ordina. IICD will also continue its efforts to increase IICD's visibility within the Dutch ICT sector.

While our public-private partnerships are successful at procuring expertise, our efforts to acquire financial support through private companies have proven less fruitful. In 2007, we shall assess whether it is realistic to attempt to acquire funds through private companies.

Knowledge sharing alliances

IICD's alliances for knowledge-sharing activities increased in 2006; new partners include the Communication Initiative (CI) APC and GESCI, an organisation active in ICT for education in Ireland. These groups join IICD's other knowledge-sharing partners, including OneWorld International, PSO, Bellanet, iTrainOnline, BCO and Global Knowledge Partnerships (GKP).

In 2006 IICD also signed a new partnership agreement with Warchild Netherlands to use its expertise on ICT and governance in Warchild's Uganda programme. In 2007, the possibility of entering more partnerships of this genre will be explored as a means of contributing to our role as a knowledge broker. The iTrainOnline partnership, which brings together APC, Bellanet, FAO, UNESCO, Telecentre.org, INASP and OneWorld.net, continues to be our main partnership for Capacity Development.

Global Teenager Project

The Global Teenager Project (GTP) is an exciting programme that promotes intercultural understanding using ICT tools to create new ways of learning and link peer students worldwide. GTP partners with local schools and provides assistance where needed.

The GTP's Learning Circles were very successful in 2006, with a total of 262 classes, and approximately 6,650 students participating in 22 Learning Circles in English, French, and Spanish, along with pilot projects in German and Macedonian. In addition, a GTP programme manager represented GTP at the United Nations Global Alliance for ICT and Development, bringing the project and its successes to the direct attention of policymakers and donors.

IICD seeks to reduce its financial input to the GTP from 100% to 50% in three years time. Therefore the GTP programme managers and IICD are exploring new funding opportunities.

Alleviating poverty with the support of the private sector

In 2006, IICD entered into two new promising partnerships with the private sector; the African company Manobi which focusses on technical mobile solutions, and the Dutch company Inter Access which offers ICT consultancies.

The growth of mobile telecommunication in Africa presents the poor with a wealth of opportunities to become better connected to markets. The Manobi and IICD partnership seeks to exploit this opportunity on behalf of rural farmers. Short Message Service (SMS) and Wireless Application Protocol (WAP) functions on mobile phones or Personal Digital Assistants (PDA) can offer day-to-day information on market prices, agricultural products, origins, stocks, etc. Together with Manobi, IICD will implement technologies, initially web-based and than later on solutions based on mobile telecom technology, to trace agriculture products in Mali and to facilitate product certification in Zambia. In 2007, we will explore the possibility of connecting farmers to Market Information Systems as this will enable them to receive information about market prices in real time and help them to sell their produce at a fair price.

Inter Access supports local partners through knowledge sharing in ICT. In Burkina Faso a cross-regional Control Objectives for Information and related Technology (COBIT) workshop was given for ICT policy development and implementation. The event was very successful and received national media coverage. In Uganda, strategic and technical support was given for the development of a portal for the Minister of Trade, Tourism and Industry. The strategic support included information and work flow management issues.

Forecast

The objectives for 2007 will remain the same as in 2006. However, the main focus will be on developing partnerships to secure the necessary funds.

In 2010, the '25% rule' will be implemented by the Dutch Directorate-General for Development Cooperation (DGIS), meaning that 25% of IICD's income must come from sources other than DGIS. This rule challenges IICD to find at least one other international institutional donor willing to join forces in order to implement ICT for development programmes.



IICD staff outside the secretariat in the Netherlands

Organisation

In 2006, IICD celebrated ten years of using innovative approaches to facilitate ICT for development. IICD grew substantially during this first decade. However, the structures that served it so well throughout this period must be adapted to ensure its long-term vitality.

In 2006, IICD initiated a new strategic framework, which will be further developed as far as 2010. The challenge in this period is to strengthen and complement existing resources – both human and financial – in order to implement the new strategic framework. Human resources management is central to building the right capacity and competences. Therefore, in 2006 IICD continued to invest in its human resources and strengthened its reporting and accountability mechanisms.

Internal restructuring

In 2005, IICD established a new structure in International Programmes, which became fully operational in 2006. At the end of 2005 the positions of Manager Human Resource and Human Resources Assistant were created, and Finance and Central Services was merged with Human Resources, forming Personnel, Finance & Central Services. The team leadership

was transferred from the Finance Manager to the Manager Human Resource, and the newly created position of Officer Private Partnerships was filled in January 2006. In 2006, IICD had thirty-three employees (19 female and 14 male), or 28.84 in FTE. The staff turnover was just under ten percent, a significant improvement over the 2005 rate, which indicates hopefully that IICD has found the right strategies for retaining experienced staff.

Management Team

In 2006, IICD's Management Team consisted of: 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 (Finance Manager), Ms Riet Nigten (Team Leader Personnel, Finance & Central Services)

Processes and Quality Control

IICD has strengthened the processes in place for project and financial tracking and reporting, and has also improved the central information facilities, making them more accessible to staff through intranet.

Work was started to build a more sophisticated Management Information System which will become operational in 2007. A Knowledge and Information Management strategy was initiated to ensure that all IICD staff can easily find project information and to make the organisation more transparent as well.

The process of increasing transparency will continue in 2007. In addition, IICD is nearing the goal of achieving ISO Quality Certification, which is to be expected to take place early in 2007.

Human resource management

In the past year, IICD started to define and implement a new Human Resources Policy and a thorough revision of the Personnel and the Organisation Manual.

In addition to this, a new grading and salary system has been finalised which will be evaluated over the coming year, to be adopted at a later date if deemed appropriate. Staff development has also been a priority.

In order to enhance individual performance, each staff member makes a personal development plan which involves following training courses or receiving coaching; last year, most staff members attended one or more training courses outside IICD, and several received personal coaching.

In 2006, IICD staff members spent an average of seven days on their own development, and 2007 will see a continued emphasis on encouraging staff to take advantage of these opportunities.

Culture

An external facilitator was brought in to help strengthen IICD's work culture in 2005, and throughout that year individual and group activities provided opportunities for staff members to reflect on IICD's culture and their approach to their job.

In addition to discussions and interviews, a survey was held to determine staff members' attitudes and perceptions about working for IICD. The result of this survey showed that the work atmosphere improved significantly during 2006.

The Communications team also organised workshops for staff members in order to help increase IICD's visibility. The process also helped staff members to articulate a mutual understanding of IICD's work and cultural values.

As a result of these workshops, a new visual identity was created and applied to all IICD information products, focussing on IICD's role as an engaged knowledge broker.

A healthy workplace

In 2006, absenteeism rates dropped to 2.78%, significantly lower than the two previous years (5.59% in 2005 and 6.24% in 2004). Staff comfort and safety has been prioritized by improving the dissemination of information and advice, and IICD has begun to implement ergonomic changes to help prevent health problems.

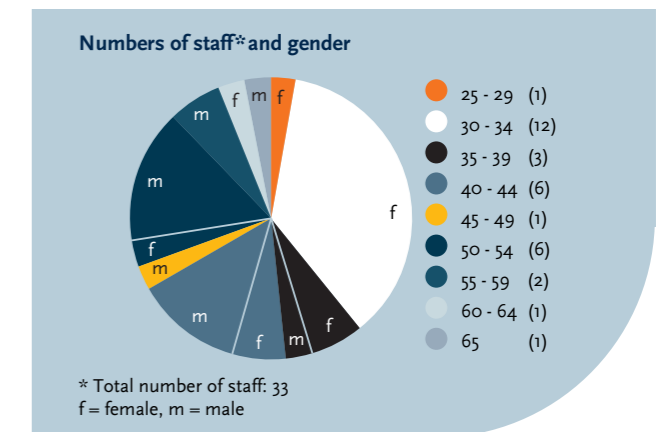
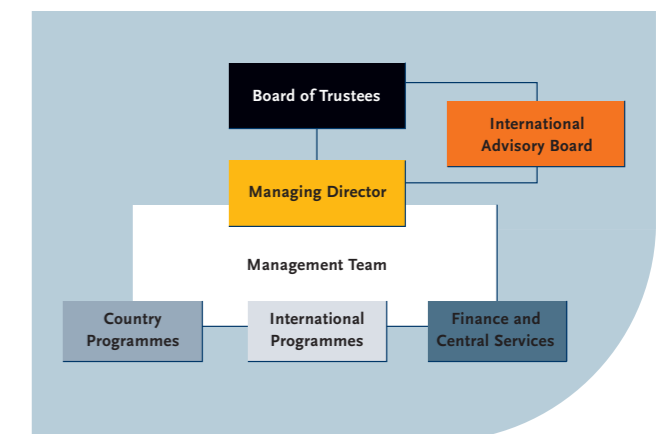
Corporate Social Responsibility

As Corporate Social Responsibility is part of IICD's core business, the organisation also applies its commitment towards social responsibility to its own day-to-day operations.

In that spirit, IICD strives to minimize waste and to purchase environmentally-friendly supplies from ethical, 'fair trade' vendors.

IICD internal Technical Update Seminars

Web 2.0
Broadband National Policy based on Ireland's experience
Blogs and RSS feeds
Making photos for a purpose
Streaming video
Monitoring & Evaluation tool
Finance-in project design
Dgroups
Technical / Cost / development contacts-GIS
Telemedicine





Roundtable workshop, Ecuador

Governance

As an independent non-profit foundation funded by three European bilateral development agencies in the Netherlands, Great Britain and Switzerland, IICD, based in The Hague, is directly accountable to these governments as well as to its partners in the South.

Since 2000, IICD's international secretariat has been led by Mr Jac Stienen who acts as the main point of contact for donors, the Board of Trustees and the International Advisory Board. He is also a member of several national and international associations: the Partnership for ICTs in Africa; the Building Communication Opportunities (BCO) Alliance, an international donor and civil society learning partnership; board member of OneWorld (Netherlands); 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 of whom are 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

'IICD's International Advisory Board consists of international senior ICT4D specialists'

period. Trustees step down according to a timetable 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 in which all remaining members are present or represented by fellow Board members. In 2006, Ms Grace Boldewijn replaced Mr Mart van der Guchte as a member of the Board of Trustees and Mr Bernard van Oranje extended his membership of the Board for another three years.

Ms Hella Voûte-Droste (Chairperson)
 Mr Johan Piet (Secretary/Treasurer)
 Ms Grace Boldewijn (new, early 2006)
 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 (IAB) consists of international senior ICT4D specialists. IAB members act as IICD's ambassadors internationally, and the IAB also 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. In 2006, an IAB workshop explored the issue of leveraging, with the results adopted and incorporated into IICD's strategy. A discussion on enhancing the value of the IAB for IICD will be completed in 2007.

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)

As of 1 March 2007, Mr Koos Andriessen will leave the Board and Ms Ingrid Hagen will join it. Mr Koos Andriessen was the first Managing Director of IICD who helped to build the organisation. In 1997, he became the first President of the IAB which lasted until 2005, after which he stayed on as a member of the IAB. With his departure, IICD will lose one of its 'founding fathers'

Grace Boldewijn; new member of the Board of Trustees

In 2006, the Board of Trustees of IICD was complemented with the appointment of Ms Grace Boldewijn, founder and CEO of BoCari Engineering in Breda.

Grace Boldewijn has an impressive track record with regard to community work. She is involved in various development projects, especially in Suriname. After winning the title European Business Women of the Year 2002, Grace Boldewijn committed herself to trigger other organisations to hire more capable women in leading positions. She does this through her lectures, coaching sessions and free publicity.

Running an engineering company herself and therefore being involved in technical developments on a daily basis, Grace Boldewijn has a wide interest in solving development problems through the use of technical solutions, such as information and communication technology.

Grace Boldewijn: 'What I like most about the projects that IICD helps to set up is that they enable local partners to apply ICT according to their own needs. Local partners are taken seriously and treated as equal partners.'

IICD is also very successful at getting partners with a wide range of backgrounds on board, from teachers and secondary school students to small-scale farmers and doctors. The projects are there for everyone's benefit, especially members of the general public. This shows that IICD is truly engaged with people in developing countries and is what inspired me to become a member of IICD's Board of Trustees'.

Auditors' report

Introduction

We have audited the abbreviated financial statements for the year 2006 of Stichting International Institute for Communication and Development at The Hague. The abbreviated financial statements consists of the balance sheet as at 31 December 2006 and the statement of operation income an expenses for the year 2006. These abbreviated financial statement have been derived from the annual accounts of Stichting International Institute for Communication and Development for the year 2006. In our auditors' report dated 7th May 2007 we expressed an unqualified opinion on these annual accounts. The abbreviated financial statements 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 abbreviated financial statements for the year 2006 are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the abbreviated financial statements for the year 2006. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall abbreviated financial statements for the year 2006 presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the abbreviated financial statements for the year 2006 are consistent, in all material respects, with the annual accounts 2006 from with they have been derived.

For an understanding of the entity's financial position and results and for an adequate understanding of the scope of our audit, the abbreviated financial statements should be read in conjunction with the annual accounts from which the abbreviated financial statements have been derived and our unqualified auditors' report thereon issued on 7th May 2007.

Rotterdam, May 7, 2007.

Borrie & Co, Auditors

Balance sheet and statement of operating income and expenses

Balance sheet as at 31 december 2006**

	All amounts in euros	
ASSETS	31.12.2006	31.12.2005
FIXED ASSETS		
Tangible fixed assets	129.896	133.741
Totals	129.896	133.741
CURRENT ASSETS		
Receivables & prepaid expenses	583.884	1.058.746
Cash & bank	1.804.707	977.346
Totals	2.388.591	2.036.092
TOTAL ASSETS	2.518.487	2.169.833
LIABILITIES		
EQUALIZATION ACCOUNT		
RESERVE	72.142	65.487
LONG TERM LIABILITIES	17	17
	57.750	68.250
CURRENT LIABILITIES		
Payables & accrued liabilities	2.338.543	2.001.244
Taxes & social security payments	50.035	34.835
Totals	2.388.578	2.036.079
TOTAL LIABILITIES	2.518.487	2.169.833

Statement of operating income and expenses for 2006*

	All amounts in euros	
SUMMARY	Actual 2006	Actual 2005
INCOME		
Ministry of Foreign Affairs:		
Activity number 2758 DCO 0013764	4.308.098	4.478.267
Activity number 2758 DCO 0039764	0	66.459
Activity number 2758 DCO 0012152	1.021.830	0
Other Donor Income	1.923.682	2.671.874
TOTAL INCOME	7.253.610	7.216.600
EXPENSES		
Ministry of Foreign Affairs:		
Personnel expenses	1.965.435	1.545.658
Office	463.893	520.987
Management & Board	67.280	75.765
Depreciation charges	10.500	10.500
Expenses Allocated to Projects	(2.426.947)	(1.604.694)
	80.161	548.216
Interest etc.	(15.557)	(38.802)
Project expenses		
Country Programmes	3.186.608	2.621.316
Thematic Networks	798.452	579.004
Seed Funds	2.255.358	2.741.290
Corporate services	948.588	699.117
	7.189.006	6.640.727
Evaluation expenses		66.459
TOTAL EXPENSES	7.253.610	7.216.600
BALANCE	-	-

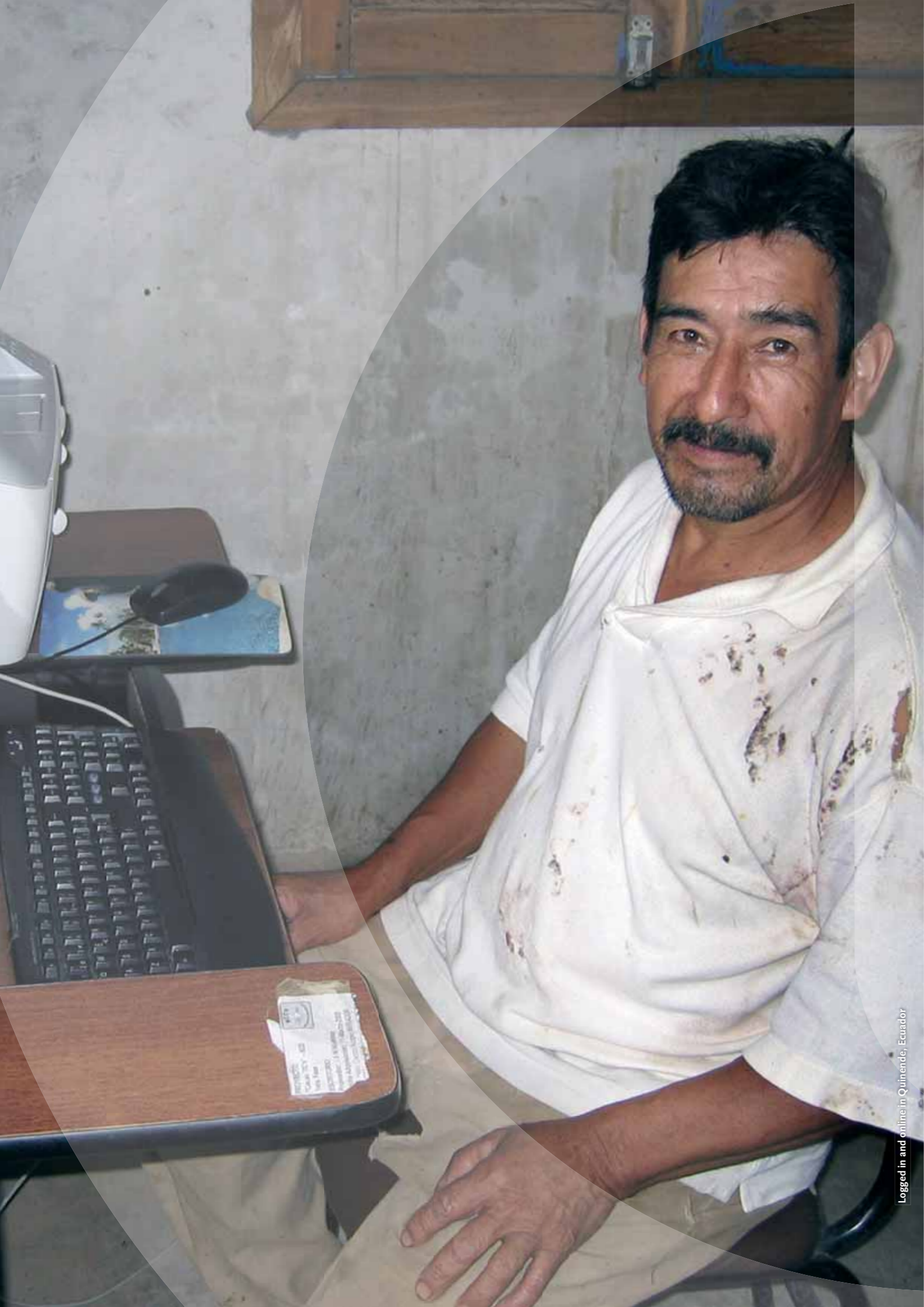
* For the complete annual accounts 2006, including accounting principles and detailed statements, please contact IICD.

Communicating hygiene practice

The hygienic use of water and sanitation among villagers in the district of Bokin is a serious health issue. Launched in 2005, this project is using ICT to help Sahel Solidarité, a local organisation, spread the message to local communities in Burkina Faso.

Outreach therefore plays an important role, and when many villages don't have electricity, ingenious ideas have emerged. Outreach staff have been given laptops, digital cameras and projection equipment so that they can organise multimedia sessions in remote villages. Due to the high level of illiteracy, pictures are more effective than words. So far, over 200 people have been trained and are rapidly educating those most in need. Villagers have also been trained to take pictures of their own water hygiene practices so that they can be integrated into presentations to their peers.





Logged in and online in Quiminde, Ecuador

IICD partners

This section lists IICD's project partners and international partners in 2006. Web links are included wherever possible.

Bolivia

- Knowledge Sharing: 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
- EnBolivia.com - www.enbolivia.com
- Fundación Ayni - www.ayni.nl
- ICO - www.ico-bo.org
- MACA - www.maca.gov.bo
- Ministry of Agriculture - www.agrobolivia.gov.bo
- Ministry of Education - www.minedu.gov.bo

Burkina Faso

- Knowledge Sharing: 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
- ZCP - www.zcp.bf

Ecuador

- Knowledge Sharing: Infodesarrollo - www.infodesarrollo.ec
- Acción Ecológica - www.accionecologica.org
- CAMARI - www.camari.org
- C-CONDEM - www.ccondem.org.ec
- CEEA - www.cedenma.org/CEA.htm
- FEPP - www.fepp.org.ec
- FEPTCE - www.uct.edu.ec/feptce
- FFLA - www.ffla.net
- MCCH
- Radio La Luna - www.radiolaluna.com
- RFR - www.rfr.org.ec

Ghana

- Knowledge Sharing: GINKS - www.ginks.org
- EPA - www.epa.gov.gh
- CSIR-INSTI - www.csir.org.gh/insti.html
- GAINS - www.csir.org.gh/gains.html
- iConnectGhana - www.iconnectghana.org
- MaProNet
- Ministry of Food and Agriculture - www.ghana.gov.gh/governing/ministries/economy/agric.php
- Ministry of Health - www.moh-ghana.org
- 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: ICT4D Jamaica - www.ict4djamaica.org
- Caribbeat - www.caribbeat.com.jm
- CME - www.cme.com.jm
- J CUTE - www.jcute.org.jm
- RADA - www.radajamaica.com.jm

Mali

- Knowledge Sharing: Mali-NTIC/Togunet - www.mali-ntic.com
- AAAG
- CBH-Mali
- CRRA/URPM/CFTS/APPS
- Datatech - www.datatech.toolnet.org
- Fabema
- GIE FUILEMA
- IDC - www.idc.com
- REIMICOM
- SchoolNet Africa - www.schoolnetafrika.net
- Soleil d'Afrique - www.soleildafrique.org
- SOMIM

Tanzania

- Knowledge Sharing: SWOPnet - www.swopnet.or.tz
- Knowledge Sharing: Mwanza Community - www.mwanzacomunity.org
- ADEM - www.tanedu.org/adem.asp
- AICT
- 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
- Joyous Computer
- KAEMP
- Ministry of Education - www.moec.gov.tz
- Ministry of Health - www.tanzania.gov.tz/health.html
- National Association for Open Source Software
- RCC
- TanEdu - www.tanedu.org
- TaTEDO - www.tatedo.org
- TCCIA - www.tccia.co.tz
- TCLSS -TF
- UCC - www.ucc.co.tz

Uganda

- Knowledge Sharing: 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
- UCE - www.uce.co.ug
- UCMB - www.ucmb.co.ug
- UICT - www.ucc.co.ug/uci/about.html
- UIRI - www.uiri.org
- UMU - www.fiuc.org/umu

Zambia

- Knowledge Sharing: eBrain Forum - www.ebrain.org.zm
- Chawama Youth Project
- ColdReed Training Ltd. - www.coldreed.com
- Information Dispatch - www.dispatch.co.zm
- Ministry of Education - www.education.gov.zm
- National Agricultural Information Services
- OneWorld Africa - africa.oneworld.net
- ZARD - www.zard.org.zm
- ZARI

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 - home.bellanet.org
- CIDA - www.acdi-cida.gc.ca
- Capgemini - www.capgemini.com
- Capacity.org - www.capacity.org
- COL - www.col.org
- Communication Initiative - www.cominit.com
- 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
- Euforic - www.euforic.org
- FAO - www.fao.org
- GKP - www.globalknowledge.org
- GTZ - www.gtz.de
- Hivos - www.hivos.nl
- iConnect Online - www.iconnect-online.org
- I4d - i4donline.net
- IDRC - www.idrc.ca
- IISD - www.iisd.org
- INASP - www.inasp.info
- 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 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
- SDC - www.deza.admin.ch
- SNV - www.snvworld.org
- UNECA - www.uneca.org
- UNESCO - www.unesco.org
- UNDP - www.undp.org
- War Child Netherlands - www.warchild.nl

IICD's projects, policy processes and project partners in 2006

Projects in the implementation phase or continuing independently of IICD.
Highlighted areas are IICD's policy processes.

Sector	Project / policy	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
	ICT Strategy Education Sector Bolivia	Ministry of Education
	Educational Computer centres in Yapacani	Centro de Promoción Agropecuarios Campesino (CEPAC)
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
	Information System on Public Investment for Small Producers in Agriculture	Comité de Organizaciones Económicas Campesinas (CIOEC)
	Marketing Information System, Chuquisaca ¹	Fundación Acción Cultural Loyola (ACLO)
Livelihoods	ICT for the Exchange of Farmer Experiences ¹ 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 Agriculture Producers	Centro de Promoción de Bolivia (CEPROBOL)
	Agriculture Information and Monitoring Systems in the Valleys of Santa Cruz	Instituto de Capacitación del Oriente (ICO)
	ICT strategy for the Agriculture Sector	Ministerio de Desarrollo Rural y Medio Ambiente (MDRAYMA)
	Technical Assistance implementation ICT strategy agriculture	
	Geographic Information System for the production of cacao	El CEIBO
	Burkina Faso	
Education	ICT for education	Zongo Consultancy Projects (ZCP)
	Training Centre	Zongo Consultancy Projects (ZCP)
	Global Teenager Project	Zongo Consultancy Projects (ZCP)
Governance	Ministerial Website Development	Délégation Général à l'Informatique (DELGI)
Livelihoods	Business Intelligence Trade Points ¹	Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina (FIAB)
	Rural women's information network in Zabré in Burkina Faso	Pag-La-Yiri
	Improve Communications in the Shea Butter Sector (MIPROKA)	Association Song-Taaba Yalgré (ASY)
	Reinforcement of sensitization impact on water sanitation through the use of ICT	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		
	Conserving mangroves with ICT and community production	Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar (C-CONDEM)
	ICT for the optimisation of production, marketing and social organisation of cacao growers in Ecuador	Maquita Cushunchic Comercializamos como Hermanos (MCCH)
	Market information system on local level - offer and demand	CAMARI, El Fondo Ecuatoriano Populorum Progressio (FEPP)
	Promotion, Dissemination and Marketing of Community Tourism in Ecuador (TICTACTO)	Federación Pluricultural del Turismo Comunitario Ecuatoriana (FEPTCE)

Sector	Project / policy	Owner	
Governance	Design and implementation of the SERVIR regional credit evaluation service	Red Financiera Rural (RFR), Acción Rural, Fundación SEDAL	
	Information management on sustainable production systems	Coordinadora Ecuatoriana de Agroecología (CEA)	
	Digitizing the 'memory' of the social struggles in Ecuador	Radio La Luna (FFLA)	
	Involving local youth councils in good practices in local governance	Fundación Futuro Latino Americano	
	"Ciudadanía Informada": Strengthening local/regional participation in an independent news agency informing civilians on participation of civil society	Participación Ciudadana	
	Impacts of the free trade	Acción Ecológica	
Ghana			
Education	Global Teenager Ghana	Rescue Mission Ghana	
Environment	African Environmental Information Network (AEIN) ¹	Environmental Protection Agency (EPA)	
Governance	National ICT Plan and Development Committee: Support for National ICT Implementation Plans	National ICT committee	
Livelihoods	Ghana Agricultural Information Network (GAINS)	Institute for Scientific and Technological Information (CSIR-INSTI)	
	E-Commerce for Non-traditional Exports (NTE) ¹	Ministry of Food and Agriculture (MoFA)	
	Market Information Service Facility and Training Project	Market Access Promotion Network (MaProNet)	
	Eastern Corridor Agro-Market Project (ECAMIC)	Social Enterprise Development Foundation of West Africa (SEND)	
	Women and Development Project	Women and Development Project (WADEP)	
	Implementation of market informationsystem ¹	Technoserve	
	ICT Policy for Agriculture ¹	Ministry of Food & Agriculture (MoFA)	
Health	Support to ICT Sector Policy, Strategy and Implementation plan for the Health Sector in Ghana	Ministry of Health	
Jamaica²			
Education	Leverage Process: Jamaica Collaborative for Universal Technology Education (J CUTE)	J CUTE	
Livelihoods	Agricultural Business Information System (ABIS) ¹	Rural Agricultural Development Authority (RADA)	
	Caribbean Music Exposition ¹	CME Conventions	
	Caribbean Music Marketing ¹	Caribbean Limited	
Mali			
Health	Project de Téléradiologie au Mali (IKON)	La Société d'Imagerie du Mali (SOMIM)	
	Regional Health Policy Development Mali	CBH-Mali	
	Keneya Blow'n (REIMICOM)	Keneya Blown	
Livelihoods	Chaîne de Télécentres ¹	Datatech	
	Project de Salle de Formation de REONET ¹	ICT Development Center (IDC)	
	Soleil Arnet - Unité d'Infographie	Soleil d'Afrique	
	Rural information system for farmers	3AG - Federation des Associations de Base du Mandes (Febema) - Réseau d'Information du Mandé	
	Sene Kunafoni Bulon	CRRA/URPM/CFTS/APPS	
	Qualité + FRUILEMA	GIE FRUILEMA	
	Jefako Gelekan - Rural information system for Farmers in the Sikasso region	CRCR	
	Karité&TIC	AMPJ/COPROKAZAN	
	Education	Global Teenager Project ¹	SchoolNet Africa
	Tanzania		
Education	Distant Education for secondary Schools ¹	Distance Learning and Education Services (DiLES)	
	ICT policy for education in Tanzania ¹	COSTECH, MOEC	
	Educational Website	Tanzania Education and Information Services (TanEdu)	
	Pro-computer Training and Maintenance ¹	Tanzania Computer Literacy for Secondary Schools Trust Fund (TCLSS-TF)	
	ICT Connect-TED ¹	Teacher Training Colleges, Agency for the Development of Education Management (ADEM)	
	Computer Training Center GTP ¹	Joyous Computer Training	
	Tanzania students website/Wanafunzi	Tanzania Education and Information Services (TanEdu)	
	Bright Education Trust Fund ¹	Bright Education Trust (BETF)	
	Teacher Professional Development ¹	Bright Educational Trust (BETF)	
	Tanedu Training Room Assistance ¹	Tanzania Education and Information Services (TanEdu)	
Governance	E-Networking ¹	Tanzania Traditional Energy Development and Environment Organisation (TaTEDO)	
	District Computerization Kinondoni ¹	Tanzania Commission for Science and Technology	

Sector	Project / policy	Owner
Livelihoods	Trade Information System ¹	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
	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 ¹	Business Care Services (BCS)
Health	Agricultural Price and Business Information Services (ABIS)	Crop Marketing Bureau (CROMABU)
	District Health Management Information Systems (D-HMIS)	African Inland Church in Tanzania (AICT), Evangelical Lutheran Church in Tanzania (ELCT), Roman Catholic Church (RCC), CMO, Christian Social Services Commission (CSSC)
	Development of Management System for Health Facility	Evangelical Lutheran Church in Tanzania (ELCT)
	WebPortal Services Afya Net	Christian Social Services Commission (CSSC)
	Modular Strategic Implementation of ICT in Health Care Facilities	Sengerema Hospital and Magu District Council
	Strategizing ICT for Health	Christian Social Services Commission (CSSC)
	E-Learning incubator for Health Workers	COSTECH
Uganda		
Education	ICTs in Vocational Education ¹	Uganda Institute of Information and Communications Technology (UICT)
	Content Development project/Pre-service training of teachers at 3 NTC's	Kyambogo University
	ICT basic training - Kyambogo ¹	Kyambogo University
Governance	Public Information Centres ¹	Uganda Debt Network
	District Net ¹ (4 projects: in Kayunga, Lira, Mbale and Mbarara)	Ministry of Local Government
	Support to ICT sector policy, strategy and implementation plan	Ministry of Trade and Tourism (MTTI)
	ICT policy National Planning Authority	National Planning Authority
	Information Management and Networking	Ministry of Trade and Tourism (MTTI)
Livelihoods	Agricultural Research and Rural Information Network (ARRIN)	Ndere Troupe
	ICT Maintenance for Rural Uganda ¹	Uganda Institute of Information and Communications Technology (UICT)
	Rural Information System to support a commodity exchange	Uganda Commodity Exchange (UCE), Ministry of Tourism, Trade and Industry, Tourism and Industry (MTTI)
	Improve Competence for Rural Micro- and Small Scale Enterprises ¹	Uganda Industrial Research Institute (UIRI)
	East African Centre for Open Source Software	East African Centre for Open Source Software (EACOSS)
	Trade Tourism Industry CDP centre	Uganda Industrial Research Institute (UIRI), Ministry of Trade and Tourism (MTTI)
	Replication programme for Uganda UCE project RIS	I-Network
Health	Information and Data Management for Continuing Medical Education in UCMB Health Units (HMIS)	Uganda Catholic Medical Bureau (UCMB)
	Promoting CME among Rural Health Workers by Use of ICTs	UMU
	Support for ICT Policy and strategy	Ministry of Health/National Telemedicine/Telehealth Steering Committee (NSTC)
Zambia		
Education	Global Teenager Project Zambia	Trio Consult
	Coldreed Training	ColdReed Training Ltd.
	Education Support Network Project (EsNet)	One World Africa
	ICT policy Ministry of Education (MoE)	Ministry of Education
	Enhancing the Visual and Presentation of Educational Content (ENEDCO)	Mpelembe Secondary School
Livelihoods	Women's Organisations Information for Development Network (WIDNet)	Zambia Association for Research and Development (ZARD)
	Small Scale Initiative (SIF) ¹	StepOut
	Small Scale Initiative 2 (SIF2)	George Akalemwe and One World Africa
	ICT Integration Multimedia & Recording (CYPRO)	Chawama Youth Project
	Strengthening the Agricultural Information Flow and Dissemination System of the National Agricultural Information Services in Zambia (NAIS)	National Agricultural Information Services
	Development of an Effective Information Flow System	Zambia Agricultural Research Institute (ZARI)
	Integrating ICT for Quality Assurance and Marketing (ICTQAM)	Organic Producers and Processors Association of Zambia
Governance	Info Dispatch ¹	Info Dispatch

¹ Continuing independently of IICD

² 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.

Colophon

International Institute for Communication and Development

P.O. Box 11586
2502 AN The Hague
The Netherlands

Visitors adress:

Raamweg 5
2596 HL The Hague
The Netherlands

T. +31 (0)70 - 311 73 11
F. +31 (0)70 - 311 73 22
E. information@iicd.org
www.iicd.org

Writing and production: IICD/International Programmes

Writing: Ms Hilde Eugelink, Ms Victoria Freeman, Ms Anna Gerrard, Mr Patrick McDonagh,
Editing: Ms Theresa Stanton
Design: Frissewind (BNO), Amsterdam
Printing: Drukkerij Grafinoord, Assendelft

Photos provided by IICD and partner organisations.

Cover picture: Burkina NTIC, the national ICT4D network of Burkina Faso, was present at Ouagadougou (FESPACO), the largest African film festival. Their stand informed the public, including many teachers and students, about its activities and to demonstrate that ICT tools can be effectively used in the education sector. The boy in the picture is using one of these tools. (Taken by Miep Lenoir, IICD)

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P.O. Box 11586
2502 AN The Hague
The Netherlands

visitors adress:
Raamweg 5
2596 HL The Hague
The Netherlands

T. +31 (0)70 - 311 73 11
F. +31 (0)70 - 311 73 22
E. information@iicd.org
www.iicd.org