

# Annual Report 2010



Preparing for the future

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## Chairperson's message

Innovation plays a central role in IICD's work. Introducing new information and communication technologies (ICT) often triggers transformations in people, processes and organisations. These changes create new opportunities, bringing new ways for people to influence their own development and that of others. ICT can then rightfully be called a tool for social innovation. It is this type of innovation that IICD is after: lasting, development-enhancing social change activated by the use of ICT.

When I talk about IICD and its goal of using ICT to support development processes, IICD's prime interest is often misunderstood as bringing ICT to developing countries for the sake of technical modernisation only. For IICD though, introducing new technologies is not an end goal; it is merely the beginning of something new.

IICD initiates processes of social innovation. In a development context, 'social innovation' can best be described as finding novel solutions to social problems. By that I mean seeking solutions that are effective, efficient and sustainable, or just better. The added value of social innovation is that it accrues to society as a whole rather than just to private individuals.

IICD continues to be part of many pioneering efforts to address social problems in developing countries. It works with professionals, such as healthcare providers, teachers and farmers, helping them to forge new ways of doing things. ICT can often point the way to new opportunities for workers and their organisations to raise their effectiveness and productivity. IICD programmes have enabled farmers, for example, to reduce their dependence on intermediaries for price and market information. With new lines of communication on trade opportunities and prices, farmers are now better positioned to get a fair price for their products and thus to earn a better living. IICD has also helped rural youth to improve their career perspectives through ICT training. With their newly acquired skills, young people even become able to create their own jobs, such as setting up a computer maintenance business, thus also creating employment for others. IICD's application of ICT in the health sector has helped doctors in rural hospitals to make better diagnoses and prescribe treatments for more complex medical problems for which patients previously were sent to larger hospitals at great distance. Thanks to the Internet, rural health workers are now able to connect and exchange information with peers about patients. They feel supported and continue to learn from consulting other medical specialists.

Initiating processes of social innovation has clearly paid off for many people in the developing world. To increase the benefits, IICD and the Connect4Change consortium that it leads will continue to work on health, education and economic development (with focus on (agricultural) livelihoods and entrepreneurship).

### A year of transition

In 2010, IICD laid the strategic foundation for its activities in the 2011–2015 period and continued to shape the Connect4Change consortium. In addition to IICD, this consortium includes four prominent Dutch non-governmental organisations (NGOs): Akvo, Cordaid, Edukans and ICCO. Text to Change – an organisation that uses mobile telephony applications to improve healthcare in developing countries – is a preferred partner of the consortium.

Early in the year the Connect4Change consortium applied to the Dutch government for funding for ICT-related programmes in education, health and economic development. After passing the first selection round, IICD submitted the final programme proposal in June on behalf of the consortium. Though it would not be known until November whether the funding would be granted, IICD nonetheless began preparatory work to ensure that it would be ready to take the next steps. This included an organisational restructuring and honing in on the tasks and competencies needed. All staff members contributed, and by the end of 2010 the organisation was ready to take up the work that the new strategic plan period would bring. The Board of Trustees and the International Advisory Board contributed to this plan and improved governance to further raise accountability and transparency.

Preparing for the new planning period included making choices. IICD decided to stop its already limited activities in the governance sector to concentrate on sectors in which it has the strongest track record. IICD also rounded off activities in Ecuador.

## **Preparing for the future**

At the end of 2010, IICD was supporting 111 projects on the ground, 14 leveraging and 8 policy making processes, advising its local partners on the best way to replicate their most successful ICT initiatives for maximum impact. We are proud to say that 830,000 people were benefiting directly from the ICT activities that we support and 6.1 million were benefiting indirectly. We are confident that the impact of our work and the actions and influence of our partners will continue to grow during the next decade, in which we hope to make a difference in the lives of 10 million people with low incomes in Africa and Latin America. This is the major motivation behind the creation of the Connect4Change consortium.

## **Learning from experience**

E-health, e-learning, e-agriculture and e-governance are some of the areas in which IICD has continued to gather and share experiences, both internally and externally. The idea is to help others avoid classic mistakes and to stimulate replication of good practices. To support this learning process, IICD relies on national ICT for development networks. These play a vital role in raising public awareness about the benefits of ICT and in lobbying governments to put ICT on the political agenda.

## **People, ICT and development**

ICT and development are only two-thirds of IICD's winning formula. Without people, development cannot take place. On behalf of the Board, I therefore extend my sincere thanks to all of the people who shared IICD's vision in 2010 and helped us transform it into reality – to our implementing and supporting partners worldwide and the dedicated team of IICD staff in The Hague.

## **Jozias van Aartsen**

Chairperson of the Board of Trustees

## Management summary

The International Institute for Communication and Development (IICD) is a non-profit foundation specialised in the use of information and communication technology (ICT) as a tool and driver for development. IICD was founded in 1996 by the Netherlands Ministry of Foreign Affairs.

IICD's vision is to connect people in Africa and Latin America to enable them to take advantage of information to shape their own future and that of society.

Our mission is to help 10 million low-income people in Africa and Latin America to access and exploit ICT, in so doing creating opportunities in (agricultural) livelihoods, education, governance, health and the environment. The ultimate goal is to enable people to improve their livelihoods and quality of life.

Together with local partners, we create practical and sustainable solutions using both modern media (such as computers and mobile telephones) and traditional media (such as bulletin boards, radio and television). Our work addresses persistent problems related to (agricultural) livelihoods, education, health, governance and the environment. In addition, we assist developing countries in the formulation of ICT strategies at the national and sector levels, bearing in mind the cultural uniqueness of every society and nation.

For optimal impact, we work closely with implementing and supporting partners from the public, private and non-profit sectors.

In 2010 we supported ICT-based development projects and programmes in Bolivia, Burkina Faso, Ecuador, Ghana, Malawi, Mali, Tanzania, Uganda and Zambia.

## Results of our work

### Fostering independence

At the end of 2010, IICD supported 8 policy and 14 leveraging programmes and 111 projects on the ground. Ten projects, representing less than 10 per cent of our total portfolio, ceased operations in 2010 as a result of insufficient interest or progress. Almost 60 per cent of the projects that IICD has supported since its inception 14 years ago now operate independently. That means they are able to use, maintain and further develop ICT activities as part of their own overall institutional development with no further financial support from IICD. This success rate is very high compared to international benchmarks for ICT projects, in developing and developed countries alike.<sup>1</sup>

### Reaching end-users and beneficiaries

IICD-supported in-country activities reached 830,000 end-users and 6.1 million beneficiaries in 2010. 'End-users' are people who directly use or contribute to the information and communication services initiated through IICD projects. End-users might access these services, for example, at a community centre, an information centre run by a farmers' cooperative, a school, a hospital or a local government office. 'Beneficiaries' represent a larger group of people who benefit indirectly from IICD-supported activities, for example, by using information from a radio broadcast or visiting a website set up by a partner organisation. The majority of our end-users and beneficiaries are based in rural areas and are among households with a low income and low education level. This reflects IICD's deliberate policy of reaching out to the neediest people with a particular focus on women and young people.

### Stimulating innovation

Most developing countries struggle with limited IT infrastructure, low connectivity and inadequate power supply. IICD therefore continuously seeks innovative ways to connect people and create new opportunities. In 2010, IICD supported partner organisations with the identification and implementation of appropriate ICT-based solutions responding to the needs of end-users. These ranged from server solutions to enable content-sharing in low bandwidth environments to exploiting the newly available mobile connectivity services, and more. IICD has also been looking into the use of notebooks and PDAs for collection of field data for health and agricultural purposes and data storage facilities, file sharing and synchronising tools.

<sup>1</sup> Studies by Richard Heeks (2010) found about a 35 per cent success rate for ICT projects.

The latter was initiated at particular request by our local partners in the education sector. Furthermore, IICD, together with local and technical partners, developed many mobile applications for information dissemination, paving the way forward.

### **Responding to our partners' training needs**

To enhance our partners' and end-users' organisational and technical capacities, IICD and local training partners offered 10 technical update seminars and 35 on-the-job training sessions in 2010. These events, which focused on change management and various areas of managerial and technological capacity, trained a total of 1,800 participants.

Partner organisations further strengthened their capacities by participating in ICT for Development (ICT4D) networks and monitoring and evaluation activities. By year's end, 29,000 questionnaires had been submitted with the help of IICD's online M&E system. Input from the questionnaires is analysed and fed back into discussions to improve both the impact of the projects and user satisfaction in the long term. Such discussions were held in 11 focus group meetings with project teams and 17 focus group meetings with the users of the projects.

### **The role of the national ICT4D networks**

The national ICT4D network in each of IICD's focal countries greatly contributed to the sustainability of ICT for development through awareness-raising, advocacy and facilitation of national knowledge-sharing activities. In 2010, they organised a total of 140 events for their members. These networks continue to expand slowly but steadily. They now count more than 260 organisational members and more than 2,000 individual members.

As of 2010 IICD ended its support to the ICT4D knowledge sharing network in Jamaica. An evaluation visit to our partners there indicated that many of the ICT initiatives developed with IICD support are now well embedded and continue independently.

### **Leveraging: scaling up through new partnerships**

IICD's experiences and those of its partners provide a foundation for proactive local participation in formulating and implementing large-scale ICT leveraging programmes. In 2010, IICD was involved in 14 such leveraging programmes and 8 policy formulation processes.

The aim of a leveraging programme is to replicate ICT successes in an informed way and to expand them at the national level. At the request of development partners or government agencies, and with their support, IICD and partners assist in formulating ICT strategies for (agricultural) livelihoods, education, governance or health. Where feasible we also assist in implementing the resulting ICT sector programmes. Examples include the ICT for youth skills programme developed with the Ministry of Youth in Zambia, the Community Information Centre Initiative developed with the Ministry of Information in Ghana, and the Agriculture Information System implemented with the departmental government of Santa Cruz in Bolivia.

## **From knowledge sharing to learning**

An important part of IICD's approach towards knowledge sharing and learning involves capturing lessons on how to apply ICTs for development within specific sectors. The basis for these lessons is empirical evidence collected from the field. This is then analysed and shared internally within IICD, locally among our partners, and internationally. Lessons learned thus provide pointers for improving current and future ICT4D practices for the wider development community, our partners and ourselves.

### **International knowledge sharing**

In 2010 international knowledge sharing took the form of IICD-authored articles published in journals, papers presented at conferences, and participation in workshops and panel discussions such as eLearning Africa in Lusaka and ICTD2010 in London.

Online, IICD staff moderated discussions involving more than 7,200 participants in about 120 IICD communities within the Dgroups platform.

In 2010, IICD's renewed iConnect Online platform went live. This platform has been in use since 2001, but was revamped and is now running the latest Web 2.0 tools. Its aim is to stimulate cross-country communication on ICT for development purposes, particularly among practitioners in the South.



## Knowledge sharing in the developing world

IICD published 10 *Learning Briefs* in 2010. These are reports based on one or more projects within a country and sector describing the outcomes and lessons learned on the use of ICT to overcome a specific obstacle. *Learning Briefs* use data collected through IICD's M&E system. They are widely read among local partners and through various online platforms frequented by the ICT4D community. Further in 2010, IICD organised two trilingual Cross-Country Learning Events (CCEs) on the themes education and livelihoods. These are gatherings that bring together local partners from different countries working with ICT for a similar purpose, or within one and the same sector. The aim is to share experiences and lessons learned from the ICT-based programmes. In addition, IICD staff conducted interviews with participants in health projects in Zambia on main lessons that can be taken away from that programme.

## Internal knowledge sharing and learning

Thematic Learning Circles, events at which staff members exchange experiences related to a specific topic or sector, continued to be popular in 2010. These involve quarterly gatherings at IICD headquarters and an online space on the IICD intranet. Further, internal seminars were organised to help staff hone their technical skills.

# Strong partnerships: a key to success

## New partnerships in 2010

Nurturing existing partnerships and building new alliances remained high on our agenda in 2010. Partners are essential to successfully implement ICT for development programmes: they provide funds, expertise and materials that help us reach more people and achieve more impact.

The economic crisis of 2009 continued to be felt in 2010. Despite this, several of IICD's private-sector supporters managed to continue their patronage. The Motorola Foundation, Inter Access (an IT service provider) and NComputing (a desktop virtualisation company) even extended their partnership with IICD, as did Stichting CharITy, a foundation set up by the Dutch association of chief information officers (CIO). PSO, CTA and Close the Gap offered support as well. IICD welcomed several new partnerships, among others, with Ricoh, PWC and international construction company BAM.

In line with our strategy to diversify funding sources, IICD submitted various proposals to national and international foundations and aid agencies.

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

## Creating the Connect4Change consortium

The Dutch public sector continued to be IICD's main funder, through the Directorate General for International Cooperation (DGIS) at the Ministry of Foreign Affairs. In addition, IICD worked closely with a number of prominent Dutch NGOs in 2010, including HIVOS, Cordaid and PSO. Together with these partners IICD co-funded a number of long-term ICT initiatives. Other key partners were Altran, Atos Origin, Inter Access and KPN.

To obtain funding from DGIS for the period 2011–2015, IICD together with AKVO, Cordaid, Edukans and ICCO created the Connect4Change consortium. With IICD in the lead, we jointly submitted a proposal for funding Connect4Change together with preferred partner Text to Change. This proposal was approved in November 2010. As of 2011 IICD will start working in three new ICT for development programmes, focussing on the education, health and economic development sectors in 11 countries: Bolivia, Burkina Faso, Ethiopia, Ghana, Kenya, Malawi, Mali, Peru, Tanzania, Uganda and Zambia.

## Organisational developments

At the close of 2010, IICD had 34 employees (20 women and 14 men), totalling 32.5 full-time equivalents. Of our 34 employees, 9 worked part time and 25 full time; the average contract counted 0.92 FTE. Staff was divided over three teams: Country Programmes; International Programmes; and Personnel, Finance & Central Services.

To carry out the new programme for the 2011–2015 strategic period, IICD rearranged its organisational structure and instituted new job profiles. By year's end, all staff had been assessed and assigned to new positions. Unfortunately, because we received less funds than requested, IICD had to terminate the employment of some IICD staff.

## Finance

In 2010, IICD received just over € 6 million in funding. Due to the global economic crisis IICD received less income than earlier anticipated from public and private organisations and from non-Dutch NGOs. In addition to funding, we received contributions in kind (staff time) as well as in computers and other hardware and software donated by private foundations and private sector companies such as Microsoft, Inter Access, Altran, TNO, Atos Origin and KPN, and the non-Dutch NGOs Close the Gap and SPIDER.

It has always been the aim of IICD to try to ensure that our partners are able to progress to independent sustainability. In order to achieve this IICD advises and assists our partners in obtaining direct third-party contributions for their programmes and projects. These funds do not flow through the books of IICD but directly to the partners. The total amount generated in the years 2009/2010 was € 2.4 million, this amount has been included in both the income and expenditure sides of these annual accounts.

In 2010 IICD also started the transition of completing its financial reporting using the Dutch RJ650 norm, which is for fundraising organisations. This will replace the current financial reporting under the rules for RJ640, which applies to non-profit making organisations.

## Plans for 2011

IICD looks forward to starting implementation of the Connect4Change programme with partners Cordaid, Edukans, ICCO, Akvo and Text to Change. The shift in IICD's strategic focus in the upcoming strategic planning period implies an end to our project support in Ecuador.

To sustain IICD and the work of our local partners in the future we will continue to diversify our funding sources. In the years ahead, we will focus on getting more funds from (private) foundations, ultimately aiming to be dependent for no more than 50 per cent of our budget on funding from DGIS. We will also continue to support activities that generate direct funding for local partners to help them ensure their financial sustainability.

In the coming year, we will devote energy to reformulate IICD's niche. The ICT for development arena has changed considerably over the past decade. To further raise our impact and outreach, IICD must be strongly positioned in the development sector. IICD is a key authority on embedding ICT in development programmes in a sustainable way; we are already being asked by other development partners to advise on mainstreaming ICT in their programmes. We hope to build on this recognition in 2011. IICD also aims to lead the way in moving from piloting to a sustainable form of scaling up, engaging local actors in partnerships and paving the way for systemic change from the bottom up.

On behalf of the Management Team

**Caroline Figuères**

# 1. IICD's work

## 1.1 Mission and vision

The International Institute for Communication and Development (IICD) is a non-profit foundation specialised in the use of information and communication technology (ICT) as a tool and driver for development. IICD was founded in 1996 by the Netherlands Ministry of Foreign Affairs.

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Together with local partners, we create practical and sustainable solutions using both modern media (such as computers and mobile telephones) and traditional media (such as bulletin boards, radio and television). Our work addresses persistent problems related to (agricultural) livelihoods, education, health, governance and the environment. In addition, we assist developing countries in the formulation of ICT strategies at the national and sector level, bearing in mind the cultural uniqueness of every society and nation.

For optimal impact, we work closely with implementing and supporting partners from the public, private and non-profit sectors.

In 2010 we supported ICT-related development projects and programmes in Bolivia, Burkina Faso, Ecuador, Ghana, Malawi, Mali, Tanzania, Uganda and Zambia.

## Our principles

To secure the quality and sustainability of our work we adhere to six guiding principles:

- **Demand-responsiveness.** The use of ICT in development activities must respond to local demands and offer opportunities that are workable in the local context. Sustainability is a key notion. IICD partners are demand-responsive and have processes in place that are both participatory and representative.
- **Local ownership.** Local partners have full ownership of their development challenges, so they should be the ones to implement and monitor any ICT-based solutions. IICD's role is that of catalyser, broker and facilitator in the process.
- **Capacity development.** People need the right skills base to make effective use of ICT for development purposes. Much of our work is therefore devoted to capacity development. This goes beyond enhancement of individuals' ICT skills and competencies, to address the needs of organisations as well.
- **Partnership and multi-stakeholder involvement.** IICD owes many of its successes to creative partnerships, such as knowledge alliances that help people overcome specific challenges. The combined strength of the public, private and non-profit sectors is critical to advance sustainable development. IICD aims to involve all of these sectors, both locally and internationally, in finding solutions to development problems.
- **Learning by doing.** A philosophy of 'learning by doing' is at the heart of IICD's work, and this is a strength for which we are widely recognised. IICD's local partners execute and pilot projects. Our role is at the skills transfer level. Project partners play a key role in monitoring and evaluation as well, reviewing their results and drawing lessons from their achievements so far. As such, both local partners and IICD learn from experiences and build a solid knowledge base on how ICT can best be applied.
- **Gender equality.** Women's needs receive special attention to ensure that ICT solutions contribute to gender equality.

## 1.2 The added value of ICT for development

Development aid is more than providing basic necessities, such as housing, food, water and security. It is also about providing tools and creating circumstances in which people can raise themselves out of poverty. Modern information and communication technology (ICT) is a powerful tool for catalysing development opportunities. It offers new paths for improving (agricultural) livelihoods, healthcare, education, governance and the environment.

Without question, modern ICT has completely transformed our world over the past two decades. It is a major driver of globalisation; it has created economic opportunities and empowered countless individuals. Yet, many people are still unable to benefit from the emerging opportunities, particularly in developing countries.

ICT can help to reduce poverty by several means:

- Connecting people to the information they need to make better informed decisions and take advantage of economic opportunities
- Organising and spreading vital information to more people, faster and more efficiently to improve healthcare
- Providing access to key knowledge and tools to improve the quality and local relevance of education.

### People first

People are the heart of IICD's work in development – their needs, their involvement and their future. Our approach is based on fostering local capacity and expertise in developing countries. We view ICT as a tool to empower people to improve their overall standard of living and quality of life.

IICD uses ICT to enhance education and healthcare services, to stimulate economic development (in particular for (agricultural) livelihoods), and to promote greater citizen participation, good governance and a better environment. The type of development that we are after is ideally a result of a process of 'social innovation' – that is, development driven by people's own actions and their own efforts and ideas to provoke a systemic change. We recognise ICT as a powerful instrument to get social innovation processes under way. ICT enables people to access information, and it connects them so they can communicate, leading to better informed decisions. ICT can help people find new ways of overcoming difficult situations and easing the impact of hard living conditions.

But implementing ICT is not IICD's prime objective; technologies are merely a link to the benefits that can be gained via information and communication. Because most developing countries have limited or low connectivity, IICD seeks the best ways to connect people and create new opportunities on the ground in the countries concerned. Stand-alone technologies may be required or combinations of modern and traditional media, such as computers and mobile phones alongside radio and television.

Our focus is on the traditional development sectors: (agricultural) livelihoods, health, education, governance and the environment. ICT serves as an instrument with which people – teachers, farmers, health workers, local government officials and civil servants – can improve their competencies, overall standard of living and quality of life.

## 1.3 Approach

IICD operates through its country programmes, through which it supports projects and programmes to help teachers, farmers, health workers and local government officials understand and successfully apply ICT in their own setting.

The starting point of every IICD country programme is a national and sector roundtable workshop, which is always initiated at the request of prominent stakeholders in the country concerned. During these workshops, participating local organisations suggest potential activities and select a limited number of project ideas for further consideration. The life cycle of each project goes from formulation to implementation and, ultimately, independent continuation. In all countries we aim to support ICT4D activities in two or three sectors: livelihoods, especially in agriculture; education; health; governance and citizen participation; and the environment.

IICD support takes various forms:

- **Workshops**, to link the development needs of partner organisations and end-users to ICT applications
- **Seed funds**, for pilot projects to demonstrate how ICT can contribute to the aims of local partner organisations
- **Advice**, on selection of appropriate ICT solutions
- **Coaching**, to implement projects in the field
- **Capacity development programmes**, to train project partners and end-users to use ICT tools effectively
- **National and regional networks**, to establish and maintain platforms for knowledge sharing, advocacy and lobbying
- **Monitoring and evaluation**, to help mainly local partners learn from their experiences using ICT.

Combined, these activities produce fertile ground for building local capacity so that people in developing countries can use ICT independently to achieve their development goals.

### Learning and knowledge creation

An important pillar of IICD's approach to ICT for development is building a sound knowledge base. We do this by capturing and sharing experience - within IICD as well as among our local partners and with the international development community. We compile and analyse lessons learned in-country and then invest these in new and existing ICT initiatives for development.

By exchanging experiences at the international level, IICD contributes to the global knowledge base on the use of ICT in the development sector. Local knowledge sharing is facilitated by our knowledge sharing officers, who also support the national ICT for development networks in the respective IICD focal countries. These officers, in turn, are supported by thematic network officers who help harvest local lessons, facilitate internal knowledge sharing, and exchange insights with the international development community. IICD distinguishes seven themes in this work: (agricultural) livelihoods, education, gender, governance, healthcare, innovation and the environment.

### Fostering social innovation

Innovation plays an important role in IICD's work. Most of all, because introducing new technologies often results in corresponding transformations in people, processes and organisations. ICT can then rightfully be called a tool for social innovation.

IICD views innovation as a first attempt to try something new and put it into practice, whether it be introducing a new technology or initiating a procedural change to achieve better results.

IICD ensures that innovation as a topic receives structural attention within the organisation. Our thematic learning communities connect staff that is active in the different development sectors. They provide platforms for bringing together ideas and experiences regarding social and technical innovations in various country contexts. Furthermore, IICD's country programmes allocate time and budget to innovation, particularly technical innovations suggested and developed by local partners. With this, IICD stimulates local partners to deploy pioneering technical solutions and build local knowledge. Ultimately, solutions produced in the South are likely to meet the needs of our Southern partners better than ready-made products from the North.

## 1.4 Trends 2010

Developments in the Dutch political arena deeply affected IICD's policies and activities in 2010. The newly formed government of the Netherlands decided, in the wake of the global recession, to severely cut development funding. This was accompanied by a new policy whereby the Netherlands will intensify its development aid to specific regions and focus areas. As a result fewer countries and focus areas will receive support in future. Yet the year brought positive developments as well. The United Nations officially recognised the added value of ICT as an instrument to achieve development goals. Furthermore, new opportunities continued to emerge from mobile telephony applications. There is growing interest from the private sector, in particular in the health sector, to make these available to the poor in developing countries.

### Declining government funding

As in 2009, a vigorous debate on development aid continued in both the Dutch media and the national political arena. The discussions in 2010 centred primarily on the focus of development aid: in what themes and in which countries should Dutch development aid invest? By year's end, the government had decided to concentrate its assistance on a smaller number of countries and focus areas and to strongly focus support on economic development. In the wake of the global financial crisis, the new government also moved to reduce the budget for development aid from 0.8 per cent to 0.7 per cent of the gross national product. For aid to specific sectors in developing countries, more will now be expected of partnerships between the public and private sectors to make expertise and funds available.

Due to the tight schedule of the grant application to the Dutch Ministry (for MFS II funds) the results of the application were known only by 1 November. This meant that for almost the entire year 2010 there was no guarantee of further funding for IICD activities. This was a very difficult situation in which to attract additional funding from other organisations, as no assurance of Dutch co-funding could be provided.

### Global recognition of ICT4D

Internationally, the value of ICT for achieving development goals is steadily gaining currency. In October, at a conference on the Millennium Development Goals in New York, the United Nations made a strong declaration reinforcing the role and value of ICT for development. In addition, support is growing for the use of ICT to raise the efficiency and effectiveness of aid, in part by increasing transparency and accountability. Such endorsements of course help to raise the use of ICT to a higher position on the development agenda, and also get ICT mainstreamed in development programmes. Hopefully, it will also result in aid agencies and international NGOs making more funds available for well considered, demand-driven, bottom-up ICT-based development programmes.

### The way forward

IICD has responded to these challenges by setting up the Connect4Change consortium with Akvo, Cordaid, Edukans and ICCO. Connect4Change will foster social innovation to increase the impact and outcomes of innovative uses of ICT in education, health and economic development in 11 countries in Latin America and Africa. With our partners, we will work diligently to minimise the impact of the huge budget cuts imposed on the programme on its outreach and outcomes.

Connect4Change positions us well to move away from pilot projects, towards a scaling up of successful ICT-based programmes. Projects need to be turned into programmes, replicated in an informed way and expanded. The ultimate goal is to multiply their outreach and impact.

The importance of mobile telephony applications also continues to grow. Much continues to be said about the potential of mobile telephones for development, considering that people in developing countries have greater access to mobile phones than to computers. IICD and local partners, together with Text to Change, have responded to this by developing relevant mobile telephony applications, for example, to disseminate market price information among farmers in Ghana and to share health information in Zambia and Tanzania.

Unfortunately, cuts in the Dutch development aid budget that were implemented in the fall of 2010 forced the Connect4Change consortium to scale down its initial programme for 2011–2015. As a result, IICD had to phase out its work in Ecuador and was unable to begin activities in all sectors in the countries as had been foreseen. In the face of these developments, IICD adapted its fundraising strategy for the coming years to diversify its funders and become less dependent on the Dutch public sector.

## 1.5 Strategy, goals and objectives in 2010

IICD's strategy is based on advancing ICT-based development programmes and stimulating knowledge sharing on ICT for development. In 2010, we rounded off implementation of our five-year strategy for 2006–2010, which centred on three strategic goals: embedding, harvesting and leveraging. While continuing to build on our successes around these goals in 2010, we also invested in developing innovative ideas and concepts that could be implemented in our next five-year strategy, which started in 2011.

In 2010, IICD supported ICT-based development programmes in nine countries: Bolivia, Burkina Faso, Ecuador, Ghana, Malawi (starting), Mali, Tanzania, Uganda and Zambia. The programme in Jamaica was closed in early 2010. In each country, we worked directly with local partners helping them to identify where ICT could have the most impact and developing collaborative projects in education, (agricultural) livelihoods, health and governance. To enable our local partners to implement projects successfully, we provided seed funding and project advice, training and coaching. We also assisted in the monitoring and evaluation of progress and supported local efforts to advocate and shape national and sector ICT policies and strategies.

### Our 2006–2010 strategy hinged on three strategic goals:

- **Embedding.** Integrating ICT into the strategy and day-to-day operations of partner and end-user organisations to secure long-term sustainability and independent use of ICT for development
- **Harvesting.** Gathering experiences in the use of ICT for development and distilling lessons for knowledge-sharing and accountability purposes among partners, policymakers and development partners in the South and the North
- **Leveraging.** Expanding and replicating project experiences on a greater scale at the national level in order to reach multiple end-users and significantly increase impact.

IICD is a learning organisation. We readily adapt to meet new challenges and to exploit opportunities that materialise along the way. This was the case in 2006–2010 when, acting on insights acquired during strategy implementation, we made slight adjustments in strategy execution. Firstly, we found that work in the field allowed us to harvest more lessons than originally anticipated. In addition, we discovered that more capacity development was needed locally to ensure that the activities initiated by our local partners were sustainable and to leverage activities for maximum impact of ICT. Last, but not least, we reinforced our cooperation with large NGOs for leveraging purposes, as these organisations are often more flexible and responsive than national governments.

### Strategic objectives in 2010

In terms of *embedding*, IICD set itself the following objectives for 2010:

- Guide half of all IICD-supported projects to the independent continuation phase
- Reach 850,000 end-users and 6.5 million beneficiaries by the end of 2010
- Expand training to include a least 2,200 project staff and end-users to ensure the sustainability of ICT-based activities and to support the long-term and active participation of end-users
- Establish consolidated groups of local training and technical advisers in the countries for longer term support of ICT4D at the project and programme levels
- Promote learning and the exchange of experiences among partners through thematic networks and monitoring and evaluation activities, with at least a 50 per cent participation rate among partners
- Achieve institutionalisation and recognition of the national ICT4D networks and of the thematic networks linked to them.

In terms of *harvesting*, the team worked towards several objectives:

- Continuously update IICD's internal management information system (MIS) on projects, policy processes and leveraging programmes and set up separate project profiles for innovation
- Support preparation of Learning Brief publications on a total of 18 projects, with at least two projects selected per country
- Document experiences and lessons from at least one innovation project per country and one leveraging programme per country, in collaboration with the national ICT4D networks and the corporate communications team.

In terms of *leveraging*, we pursued three objectives in 2010:

- Continue developing a structured approach to scaling up ICT programmes at the sector level in education, health and (agricultural) livelihoods
- Respond to the increased need for local capacity development in the leveraging process (keeping in mind an optimal use of IICD's human resources)
- Support, together with local partner organisations, implementation of nine large-scale programmes at the sector level and at least one large-scale ICT4D programme in each country.

Besides implementing activities to address these strategic objectives, IICD continued to operate at the vanguard of new technological developments to respond effectively to the needs of our partners and end-users in the South. In recognition of the importance of novel initiatives in ICT-based development, IICD set itself specific objectives relating to *innovation* in its broadest sense, ideally including the following outcomes:

- At least two projects in which affordable and shared connectivity solutions are operating in a sustainable way
- At least four innovative applications based on the use of notebooks, PDAs and mobile telephones for collecting and distributing health or agriculture-related information
- At least four innovative mobile telephony applications to disseminate information to beneficiaries in health, (agricultural) livelihoods or education
- At least four projects demonstrating the use of alternative and sustainable energy
- At least four projects successfully developing and using digital education content.

## Organisational goals

IICD can achieve its mission only if the organisation as a whole offers a safe and healthy working environment with processes that enable staff to carry out the required work efficiently and effectively. Access to funding and knowledge is equally important. To that end, IICD formulated three organisational goals in 2010: strengthening the organisation, increasing visibility, and becoming more sustainable, financially and otherwise.

**To strengthen the organisation**, IICD set itself two goals:

- Become a better learning organisation by stepping up our creation and dissemination of knowledge. IICD intended to achieve this by organising and supporting thematic networks and thematic learning circles on capacity development, education, the environment, gender, governance, health, innovation and (agricultural) livelihoods. This was in addition to carrying out monitoring and evaluation activities in all of our focal countries (except for Malawi, where our activities were just starting up). Furthermore, IICD also planned to support the 10 existing national ICT4D networks, organise peer reviews and publish lessons learned on 18 projects.
- Maintain vibrant relationships with IICD's Board of Trustees and International Advisory Board and further strengthen the governing boards. To achieve this IICD will expand the International Advisory Board's women members and possibly add a youth representative.

**Increased visibility** should bring IICD closer to the funding and expertise it needs to carry out in-country activities. To this end, it pursued two main objectives in 2010:

- Support DGIS to consolidate an ICT for development (ICT4D) approach in priority development sectors
- Improve communications by tailoring information materials for Dutch society.

To secure IICD's work in the future, it continually endeavours to improve its sustainability, financial and otherwise. In the year under review, IICD set itself multiple goals in this regard:

- Secure funding from the Finnish International Development Agency
- Secure funding from the Swiss Agency for Development and Cooperation
- Maintain an excellent working relationship with the Dutch Directorate General for International Cooperation
- Implement activities in accordance with the budget, taking into account the requirements of our funding partners
- Acquire additional funds
- Prepare the multi-annual programme for the Connect4Change consortium (2011–2015).

## 2. Results

### 2.1 Overview

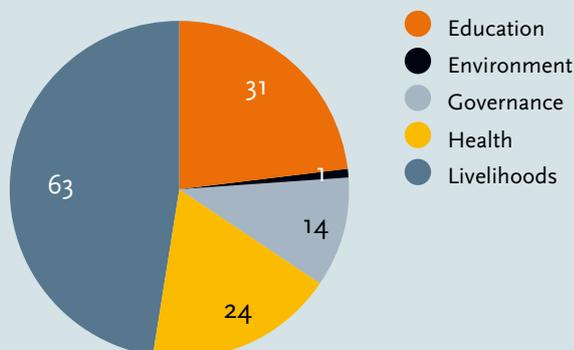
By the end of 2010, IICD had accomplished most of the goals it had set for itself at the beginning of the year. One ongoing objective was to help local partners embed ICT initiatives in their daily organisational routines. Such organisational embedding represents the first step towards complete autonomy. Although the journey to independence is often long and difficult, almost 60 per cent of the projects that IICD has supported over the past 14 years now operate independently, with no further financial support.

In 2010, IICD worked in nine countries: Bolivia, Burkina Faso, Ecuador, Ghana, Malawi, Mali, Tanzania, Uganda and Zambia. In all of these countries except for Malawi and Tanzania<sup>2</sup>, we worked in two or more of the following focus sectors: (agricultural) livelihoods, education, health, governance and the environment. In Malawi and Tanzania IICD focussed on health only.

At the close of 2010, IICD's activities portfolio contained 133 projects and programmes. These included 111 projects on the ground, 14 leveraging programmes and 8 policy formulation processes. The total is similar to that of 2009, when it had 132 projects and programmes, and is in line with the IICD Strategic Framework 2006–2010.

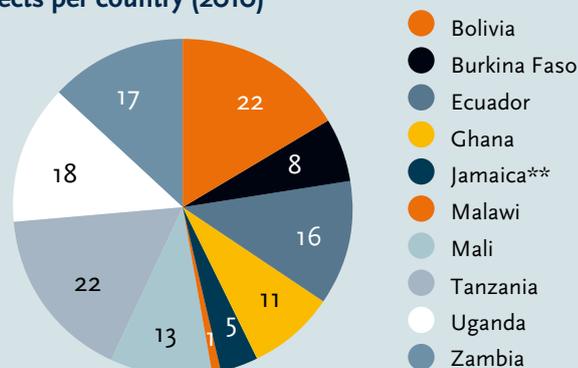
Seventy-five projects, almost 60 per cent of the total portfolio, were in the independent continuation phase. This means that they no longer received financial support from IICD and were able to use, maintain and further develop ICT activities as part of their overall institutional development programmes. This is a very high success rate compared to international benchmarks for ICT projects, in developing and developed countries alike.<sup>3</sup> Due to a lack of interest, or insufficient progress, 10 projects ceased operations, representing less than 10 per cent of our total portfolio.

Projects per sector (2010) \*



\* These include leveraging programmes, policy formulation processes and projects on the ground.

Projects per country (2010) \*



\* These include leveraging programmes, policy formulation processes and projects on the ground.  
 \*\* All project activities continue independently from IICD.

The start of 2010 marked the end of our support to the Jamaican ICT4D knowledge sharing network. An evaluation visit to our partners there indicated that many of the ICT initiatives developed with IICD support are now well embedded and continue independently. The shift in IICD's strategic focus in the upcoming strategic planning period also means that we had to end our programme in Ecuador. Here too, most projects continue their activities independently.

IICD placed more emphasis in 2010 on embedding ICT at the organisational level, as this is a key contributing factor to project sustainability. To enhance the organisational and technical capacities of our partners and end-users IICD and local training partners offered 10 technical update seminars and

<sup>2</sup> In the past IICD supported project activities in sector education in Tanzania as well, but these projects now continue independently of IICD.

<sup>3</sup> Studies by Richard Heeks (2010) indicate success rates of around 35 per cent for ICT projects.

35 on-the-job training sessions in 2010. These events, which focused on change management and various areas of managerial and technological capacity, trained a total of 1,800 participants.

Where funding issues arose, IICD helped partners seek alternative sources of funding, for example, by integrating costs into the overall budget of the organisation, obtaining payments from users, or seeking funding from third parties (funds for local partners to co-finance IICD programmes or to sustain the local partners). This approach proved very successful: in 2009 / 2010 third-party funding totalled € 2.4 million.

While able to operate independently, partner organisations continued to take part in monitoring and evaluation activities, allowing continued in-depth evaluation of results and impact over the longer term. By year's end, 29,000 questionnaires had been submitted with the help of IICD's online M&E system. Input from the questionnaires is analysed and fed back into discussions to improve both the impact of the projects and user satisfaction in the long term. Such discussions were held in 11 focus group meetings with project teams and 17 focus group meetings with the users of the projects.

In addition to participating in IICD-sponsored training seminars and workshops to keep abreast of the latest technological developments, partners indicated their appreciation of the ICT4D networks. These provide a platform for collaboration with other in-country stakeholders on knowledge sharing and lobbying activities. Their effectiveness is reflected in the fast-growing number of knowledge-sharing and lobbying activities throughout the year. In 2010, they organised a total of 140 events for their members. These provided ample opportunity for partners to share experiences at the national level. The networks continue to expand slowly but steadily. They now count more than 260 organisational members and more than 2,000 individual members.

### **Reaching end-users and beneficiaries**

IICD-supported in-country activities reached 830,000 end-users and 6.1 million beneficiaries in 2010. Compared to 2009, when we reached 813,000 end-users and 5.9 million beneficiaries, our outreach was less than what we aimed for. This is mainly because 2010 was a year of transition. All staff members found that preparations for the new strategic plan period took more time than expected which unfortunately affected the work in the countries.

The majority of our end-users and beneficiaries are based in rural areas, and are among households with a low income and a generally low education level. This reflects IICD's deliberate policy of reaching out to the neediest people in the different countries with a particular focus on women and youth.

### **Leveraging and scaling up**

IICD's experiences and those of its partners lay a foundation for proactive local participation in the formulation and implementation of large-scale ICT leveraging programmes. In 2010, IICD was involved in 14 such leveraging programmes and 8 policy formulation processes.

These aim to replicate ICT successes in an informed way and to expand them at the national level. At the request of development partners or government agencies, and with their support, IICD and partners assist in formulating ICT strategy for (agricultural) livelihoods, education and health. Where feasible we also assist in the implementation of the resulting ICT sector programmes. Examples include the ICT for youth skills programme developed with the Ministry of Youth in Zambia, the Community Information Centre Initiative developed with the Ministry of Information in Ghana, and the Agriculture Information System implemented with the departmental government of Santa Cruz in Bolivia.

The expansion in numbers of users and beneficiaries through these scaling-up programmes has been slower than planned. Administrative and political factors often complicate both formalisation of agreements and implementation of activities on the ground. This contributes to the gradual pace of scaling-up programmes with development partners and government agencies.

# Overview leveraging and policy making processes - 2010

Country	Sector	Theme	Partners	Phase
<b>Bolivia</b>	Education	National ICT Programme for the Education Sector	Ministry of Education, Netherlands Embassy, SIDA, DANIDA	Implementation
	Education	ICT in Primary and Secondary Education	Ayuda en Acción	Implementation
	Livelihoods	Agriculture Information and Communication System Santa Cruz	Prefectura Santa Cruz	Implementation
	Livelihoods	Policy: Technical Assistance implementation ICT strategy agriculture	Ministerio de Desarrollo Rural y Medio Ambiente (MDRAYMA)	Implementation
<b>Ecuador</b>	Education	Improving the Quality of Teaching and Learning Processes through ICT	National Telecommunications Fund	Implementation
	Livelihoods	Design and Implementation of the SERVIR Regional Credit Evaluation Service	SERVIR	Independent continuation
	Livelihoods	Power and Communications Sectors Modernisation and Rural Services (PROMEC)	Secretaría Nacional de Planificación y Desarrollo (SENPLADES)	Independent continuation
<b>Ghana</b>	Health	ICT Policy for the Health Sector	Ministry of Health	Independent continuation
	Livelihoods	Community Information Centre Initiative	Ministry of Communications / Giftel	Implementation
<b>Mali</b>	Health	E-Health for Community Health Centres	REIMICOM/FENASCOM	Implementation
	Health / Livelihoods	Policy Development E-Health and E-Agriculture	Ministry of Health, UNECA	Implementation
<b>Tanzania</b>	Education	ICT Education Policy and Strategy	Ministry of Education, SIDA	Independent continuation
	Governance	District Computerization Kinondoni	Commission for Science and Technology (COSTECH)	Independent continuation
	Health	Development of Management System for Health Facility	Government Mwanza, Cordaid	Implementation
	Health	Strategising ICT for Health	Ministry of Health	Implementation
<b>Uganda</b>	Governance	District Administrative Network Programme	Ministry of Local Governance	Independent continuation
	Health	Support for ICT Health Policy and Strategy	SPIDER	Implementation
	Livelihoods	Replication of Rural Information Support with Department of Co-operatives of MTTI	Ministry of Trade and Tourism	Implementation
	Livelihoods	Replication of Rural Information Support with SNV	SNV	Implementation
	Livelihoods	Rural Information System to Support a Commodity Exchange	National Agricultural Advisory Services Partnership	Independent continuation
<b>Zambia</b>	Education	ICT Policy, Ministry of Education	Ministry of Education	Independent continuation
	Livelihoods	Youth Resource Centres	Ministry of Sport, Youth and Child Development, MOTOROLA	Implementation

## Findings over time: 2006–2010

IICD has built up a rich store of data gathered through its monitoring and evaluation system over the years. The system is based on the use of a tool for gathering information online, on paper and in focus group meetings. The data thus collected provides insight into the impact of our activities as perceived by the end-users of our programmes in ICT for (agricultural) livelihoods, ICT for education, ICT for governance and ICT for health. In late 2010, Gamos, a research company on ICT and development, analysed M&E data gathered between 2006 and 2010 to answer several impact-related questions.<sup>4</sup>

- **Who makes use of the ICT facilities supported by IICD?**

Facilities offered by IICD-supported activities tend to be most used by businesses, professionals in health facilities and lecturers at teacher-training colleges, as well as by owners of small businesses. These users prefer accessing or receiving information electronically. Other important users are school teachers and end-users in health sensitisation projects. These users prefer to receive information verbally rather than via electronic means. Though there are differences between these user groups, some 25 per cent access ICT facilities on a daily basis and 50 per cent on a weekly basis. The data show a clear link between the ability to use ICT and socio-economic status indicators, such as education, geographical location (rural versus urban) and income: the higher the status, the higher the ability.

- **Who benefits?**

Overall, benefits of ICT programmes were felt most strongly by rural residents (50.8%), often those who were running a small business, self-employed or member of a cooperative. While men (58%) use ICT services more than women (42%), women felt more positive about the outcomes. In education, school teachers are among the groups that claim to benefit most from their access to ICT. Other groups mentioning high benefits are farmers' organisations and small companies reached by ICT for economic development programmes.

- **Are the projects we support financially sustainable?**

The cost of services – such as Internet access, mobile telephony, and radio air time – is often perceived as an obstacle to sustainability. Nevertheless, local partners find ways to partly surmount this challenge, as attested to by the fact that the overwhelming majority of projects continue after IICD financial support ends. Experience demonstrates the many ways that local partners cover ICT-related costs: contributions from parents in education, membership fees or paid services by farmers' organisations, institutional budget allocations in the case of health institutions or government agencies. These solutions are often complemented by third-party funding provided by development partners.



<sup>4</sup> Scott, N. (2010) *IICD Evaluation Data: Aggregated Analysis*. London, Gamos Ltd.

## Harvesting knowledge

Harvesting is a continuous process within each of the sectors in which IICD works, and on the cross-cutting themes gender and innovation. In 2010, learning activities focused on education, health, and livelihood opportunities (with a specific focus on youth and adult employment), anticipating on the focal themes of the Connect4Change consortium.

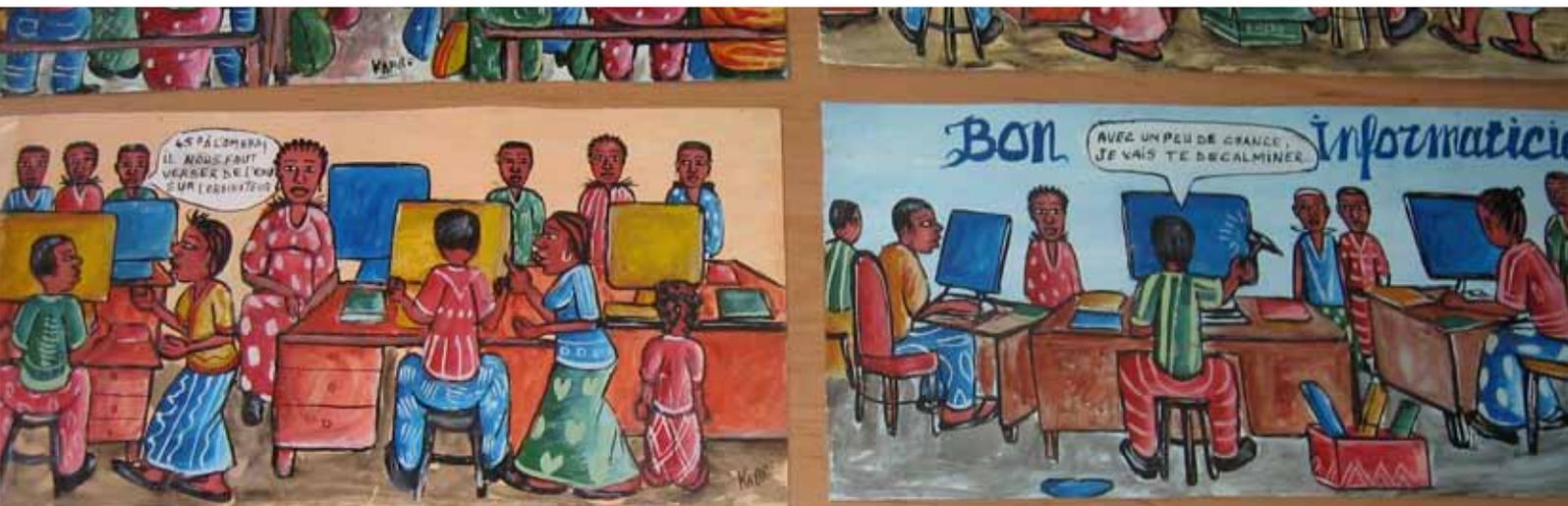
Cross-Country Learning Events were organised for the (agricultural) livelihoods and education sectors. These are gatherings that bring together local partners from different countries working with ICT for a similar purpose, or within one and the same sector. The aim is to share experiences and lessons learned from the ICT-based programmes. One such event on ICT for livelihoods took place in Ghana, and brought together partner organisations from seven IICD countries.

In Zambia a learning event on ICT in education was assisted by partners from six countries: Bolivia, Burkina Faso, Ecuador, Ghana, Tanzania and Zambia. This event linked to eLearning Africa, the annual conference on ICT and education which Zambia hosted in 2010. This provided participants an additional opportunity to teach, learn and mingle with an even more international crowd sharing similar interests. IICD took an active role in the eLearning Africa event, hosting a public teachers' forum for 110 educators in Zambia and a high-level ministerial roundtable attended by 83 VIPs, including ministers of education, ambassadors and CEOs of multinational IT companies.

Also in Zambia, interviews were conducted with IICD-supported health projects on some of the main lessons that had been derived through the activities.

The re-launch of IICD's iConnect Online provided further opportunities to promote international knowledge sharing. This platform has been in use since 2001. Its aim is to stimulate cross-country communication on ICT for development. iConnect Online is different from other like-minded platforms in that it particularly encourages contributions from practitioners in the South. It thus offers a practically oriented, uniquely Southern ICT4D focus. In 2010, the platform was redesigned and technically upgraded. The new beta version of iConnect Online went live in November.

Regarding documentation of experiences, IICD produced 10 *Learning Brief* publications. Each brief is based on one or more projects within a country or sector and describes the outcomes of activities and lessons learned using ICT to overcome a specific obstacle. They thereby make use of data collected through IICD's monitoring and evaluation system.



IICD staff participated in international knowledge sharing with various types of outreach activities. We published articles in professional journals for the international ICT for development community, presented papers and participated in workshops and panel discussions at national and international events. Online, we moderated ICT4D discussions involving a total of 7,127 participants in 113 IICD communities within the Dgroups platform.

## Stimulating innovation

IICD's innovation objective in 2010 was to support partner organisations to identify and implement appropriate ICT-based solutions that respond to the needs of end-users. These ranged from server solutions to enable content-sharing in low bandwidth environments to exploiting the newly available mobile connectivity services, and more.

### Sustainable connectivity at the community level

Just a few years ago, the shared connectivity model was one of the most effective means to provide financially sustainable connectivity in remote locations. By 2010, the general increase in availability and affordability of Internet connectivity using mobile services in some cases eliminated the need for collectively sourced broadband. For heavy users like hospitals and schools, broadband still remains preferable. The same is true for places with limited 3G services in remote locations, such as in Ecuador and Bolivia.

Experience has taught us that the technical aspects are in fact the easy part in establishing shared connectivity networks, despite a general scarcity of reliable and affordable equipment. The greater challenge is the management aspect. Success is more likely if technical and administrative support, including billing, are situated outside the development organisation(s). Three good examples of this are found in the experiences of InfoFepp (Ecuador), the Sengerema Community Wireless Network (Tanzania) and the wireless school network of CEPAC (Bolivia).

### Notebooks, PDAs and other handheld devices for data collection

IICD continues to deepen its experience in using notebooks and PDAs for collection of field data for health and agricultural purposes. Pilots using hand-held devices to gather agricultural production data are running in Zambia by OPPAZ and in Bolivia by FAUTAPO. AOPEB is using PDAs to collect field data for organic certification purposes; and in Burkina Faso, FEPASSI is using PDAs to track general production. The SEND Foundation in Ghana uses PDAs to collect health information in support of health insurance schemes.

### Mobile applications for information dissemination

Mobile telephone usage continues to grow in Africa and Latin America. IICD too has expanded the number of partnerships and programmes that make use of SMS (text messaging) and mobile telephony applications. In Uganda, Health Child has implemented mobile telephone-based awareness-raising programmes on HIV-AIDS. The departmental government of Santa Cruz in Bolivia and SEND-Ghana use SMS platforms to disseminate market price information to farmers. In Ecuador, Grupo FARO has established an SMS-based information service in six municipalities to improve communication and service delivery to citizens.

### Low energy computing and alternative power solutions

Most of our partners have embraced low-cost and low-energy computers. Examples include the notebooks used by teachers in Zambia in collaboration with Close the Gap and the desktop multiplier solutions installed at 38 newly established telecentres in Bolivia in collaboration with NComputing. Desktop virtualisation solutions, such as that offered by NComputing, give partners innovative networks that are easy to install, consume very little energy and have fewer maintenance requirements.

### Digital educational content

In 2010 we shifted focus from data storage facilities, such as Synology servers, and file sharing and synchronising tools, such as Dropbox, to the development of digital education materials. External education resources, like those made available via the RACHEL server, exposed teachers and medical staff to high-quality content, giving them a good start in developing their own materials. Teachers taking part in programmes in Bolivia, Ecuador, Uganda, Zambia and Burkina Faso created digital education materials using basic tools such as PowerPoint as well as more advanced options such as J-click, Scratch and Flash.

## 2.2 ICT for education

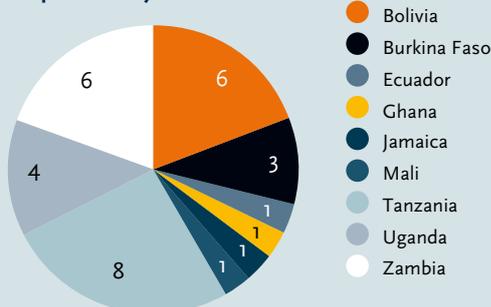
To participate in the global economy and advance sustainable development, countries need a vibrant educational system. Yet, education seldom gets the attention it deserves in developing countries. The result is a shortage of qualified teachers and schools and training centres that are limited in number and ill-distributed geographically. IICD and its partners work together to find cost-effective, sustainable ways to use ICT to improve the quality of and access to education.

### Aims and target groups

IICD supports secondary school teachers and students, school administrators and principals, trainee teachers and ministry of education representatives in four main areas:

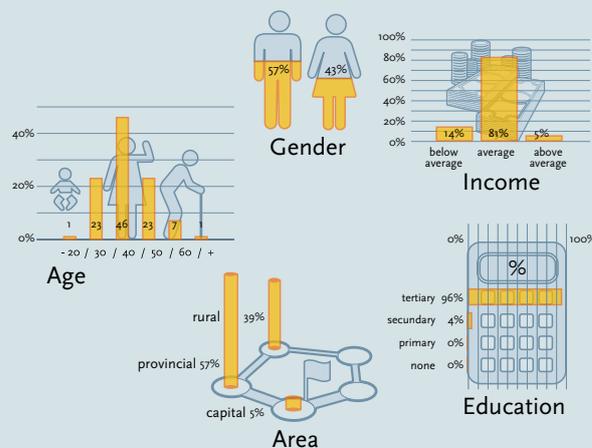
- **Improved teacher competencies.** IICD trains teachers in basic computer skills and ICT-based teaching methods.
- **Upgraded educational materials.** We help supply teachers with tools to access, create, update and share learning materials, providing a steady source of up-to-date and locally relevant content and strengthening overall curricula.
- **Improved school management.** IICD helps schools use ICT to improve their student and financial administration. The ultimate goal is better allocation of scarce resources and improved monitoring of student performance.
- **Strengthened youth employability.** We help partners integrate ICT into vocational training. This improves the training itself while also teaching young people basic ICT skills, strengthening their position in the labour market.

Projects per country sector education\*



\* These include leveraging programmes, policy formulation processes and projects on the ground. All project activities in Jamaica, Mali and Tanzania continue independently from IICD.

End user profile sector Education



### Results

In 2010, IICD supported 26 ICT for education projects and 5 policy formulation processes and leveraging programmes in Bolivia, Burkina Faso, Ecuador, Ghana, Uganda and Zambia<sup>5</sup>. These initiatives reached more than 320,000 end-users and 1.33 million beneficiaries. Projects targeted teachers in primary and secondary schools and instructors in teacher-training institutions. In 2010, as in previous years, men slightly outnumbered women among the beneficiaries (60%). This is because most of our education projects are based in Africa, where the teaching profession tends to be reserved for men, particularly in the computer sciences. The teachers targeted by our outreach were based in rural areas and district towns. They were generally well educated and in an economically active age category (between 20 and 50 years old).

<sup>5</sup> The education project activities in Jamaica, Mali and Tanzania continue independently, meaning that they still deploy activities and are part of active networks but they are financially sustainable without IICD financial support.

## Highlights

### Improved teacher competencies

Motivated, skilled and well-trained teachers are the cornerstone of a strong educational system. To deliver quality lessons, teacher trainees must spend time honing their pedagogical skills. The continued rapid advances in technology also require tomorrow's teachers – and those of today – to understand how ICT can enrich the learning and teaching experience. This is certainly true in developing countries, where a growing number of successes demonstrates that low-cost ICT can address persistent problems, such as textbook shortages. IICD works with a broad mix of educational organisations, from grassroots to government, to improve pre-service and in-service ICT-assisted teacher training.

In Bolivia, six partner organisations – CEPAC, AYNI, EDUCATE, AGRECOL, CEE and APCOB – expanded the number of schools integrating ICT into their teaching and learning processes. A major component of these activities is the local development of interactive teaching materials. The partners have gained considerable experience in sustaining ICT at the school level, working together with local and regional authorities, parents, head masters and teacher groups. The ICT activities of these six organisations have benefited 2,000 teachers, improving the quality of learning for 50,000 students. The main future task will be fundraising for continued targeted assistance to the participating schools and further development of teachers' capacities to create and access learning materials.



### Upgraded educational materials

Since 2009, IICD has supported the ICT training centre for secondary education (CERNES) in Burkina Faso. This five-year project of the Ministry of Secondary Education began with digitisation of existing and new teaching materials. These were then provided online to 6,500 teachers, reaching out to 500,000 students. In the future, CERNES hopes to also offer educational support structures, such as inspectorates and regional directorates, the means to produce and distribute digital content. In late November, CERNES launched a resource platform where all digitised materials can be found online. The opening of the centre was a celebrated event broadcast on national television.

### Strengthened youth employability

In Zambia, IICD's efforts to strengthen youth employability have enjoyed the support of the Motorola Foundation. Together with IICD, Motorola has brought ICT to several high schools and youth vocational training centres. The programme has not only helped to improve teaching skills and develop study materials, it has also bolstered automation of school management and administration. In 2010, Motorola supported six Zambian high schools and five youth vocational training centres.

## Challenges and lessons learned

Uninterrupted access to high quality education is a rarity for most children in developing countries. Those who manage to enter the education system face oversubscribed classes due to a chronic shortage of trained teachers, outdated national curricula, and unsuitable text books. There are various ways in which ICT can be used to address these issues. However, there are some major challenges:

- Many efforts to introduce ICT are thwarted by electricity shortages as power cuts are a daily occurrence.
- Poor connectivity combined with expensive bandwidth continues to be a major challenge to using ICT to improve educational opportunities in Africa. IICD and its local partners therefore focus on finding low-cost, sustainable (offline) solutions.
- The accreditation of locally developed content remains an obstacle to many local initiatives of schools as accreditation is a slow and complicated process in most countries.

## Sector impact

In the year under review IICD gathered M&E data from teachers in eight education projects in three countries (Bolivia, Uganda and Zambia). The data show that teachers have become more aware of the value that ICT can add to their work. They feel more empowered as well. But compared to previous years, they felt less capable of deriving concrete benefits from their use of ICT. This could be due to difficulties in getting access to the Internet. Despite many improvements, connectivity is still a major obstacle in most (African) developing countries. It is often unreliable, slow and costly. In most schools, teachers and students share computers and Internet access, often in a computer lab. Teachers' dissatisfaction stems from knowing that the materials are available but being unable to access them.

Interestingly, women tend to perceive more impact than men when it comes to ICT activities. Generally speaking, women in developing countries begin from a more disadvantaged position than men. IICD tries to ensure equal involvement of men and women. Through the programmes, women feel more empowered. This shows in the figures (68% compared to 55%). The positive impact on women is further boosted by the fact that on the whole women tend to be more involved and committed to carrying out development programmes, thus resulting in higher perceived benefits among women.

## 2.3 ICT for good governance

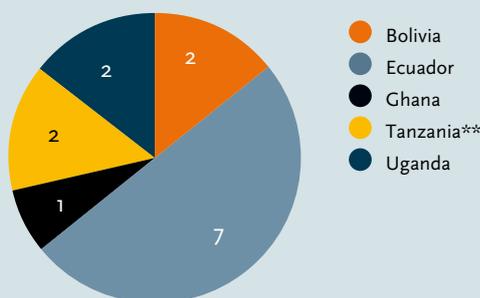
Good governance is a precondition for sustainable development. It relates to political and institutional processes and outcomes that are necessary to achieve development goals. Good governance ensures that the most vulnerable people in society have a voice in decision making and that the views of minorities are taken into account. Participation, transparency, responsiveness, effectiveness, efficiency and accountability are all part of good governance. In 2010, IICD and its partners worked to improve the efficiency and transparency of public information while providing tools to enable citizens to influence and monitor government policy and empower particular groups, particularly women and indigenous people.

### Aim and target groups

IICD supports civil society organisations and civil servants working in public institutions and local government offices, targeting three main objectives:

- **Political efficiency.** We use ICT to help improve data and work flows, because enhancing information flows between – and within – local communities and districts supports and improves decentralisation processes.
- **Transparent processes and effective interactions.** Our inputs contribute to transparent processes and effective interactions between local and national governments, also encouraging involvement from the private sector and civil society.
- **Strengthened citizen leaders.** IICD helps partners ensure that the most vulnerable people in society have a voice in decision-making processes and that the views of minorities are taken into account.

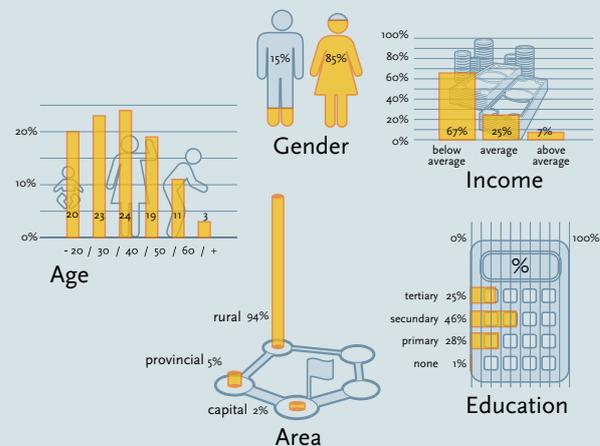
Projects per country in sector governance \*



\* These include leveraging programmes, policy formulation processes and projects on the ground.

\*\* All project activities in Tanzania continue independently from IICD.

End user profile sector governance



### Results

In 2010, IICD supported 12 e-governance projects and two policy formulation processes and leveraging programmes, reaching more than 160,000 end-users and 420,000 indirect beneficiaries. Countries in which we were active were Bolivia, Ecuador, Ghana and Uganda<sup>6</sup>. The slight drop in outreach compared to 2009 (when we reached 170,000 end-users and 560,000 indirect beneficiaries) is due to the fact that we are withdrawing from work in the governance sector in line with IICD's new strategic focus for the 2011–2015 period. In some cases this meant that we had to end our support more rapidly than we would normally do, which might make it harder for our partners to run the ICT-based development activities without further support.

Our governance work reached out predominantly to women. In 2010, IICD supported a number of governance projects in Latin America focussing on strengthening leadership among women. These efforts have proven very successful in terms of both impact and outreach. Most of the participating women have a primary or secondary school education, live in a rural area and have a below-average income.

<sup>6</sup> IICD supported projects in Tanzania too, but they continue independently from IICD. This means that they still deploy activities and participate in the network, but no longer receive financial support from IICD.

# Highlights

## Political efficiency

The local e-government projects in Tanzania and Uganda are in the independent continuation phase. These projects focus on increasing the transparency of government administration at the municipal and district levels. The projects, though no longer funded by IICD, are still visited regularly, and have become important benchmarks for other e-government initiatives at the national and regional levels.

## Transparent processes and effective interactions

In Ecuador and Uganda, IICD supported initiatives that encourage citizens' groups to participate in public governance affairs. In Uganda, we collaborated in the e-Society project, together with the Dutch NGO HIVOS and with the financial support of the European Union. This project, initiated in 2009, has focussed on helping civil society organisations and citizens in the Kasese district to exert more influence over local government through active participation in planning, development and feedback processes. Implementation was well on its way in 2010. However, IICD's revamped strategic focus for 2011–2015 meant that we had to phase out our support, and sustainability might be an issue. In Ecuador, IICD helped Radio la Luna, a radio station that historically has played an important role in informing Ecuadorian society about political issues. The work centred on digitising documentary materials to make content more widely available, and implementing tools to stimulate both online and offline discussions. Materials can now be exchanged between various independent news agencies in Latin America. In 2010, Radio la Luna launched a new website presenting background information on its programmes, using mainly Web 2.0 tools to interact with the audience. The station now provides courses in civil journalism that combine lessons on use of the Web with lectures by practising journalists.

Another project that continued to do well is the electronic newspaper *Participación Ciudadana* in Ecuador. This electronic bulletin provides citizens impartial news and information produced by regional news



agencies to counterbalance the centralistic, urban bias in Ecuadorian journalism. To complement news items, the general public is invited to actively participate by posting blogs and videos and joining online debates and quizzes. text messaging services, Facebook and Twitter are utilised to keep citizens informed and to invite them to join in debates. From the start in 2008, the project has consistently fully met its goals. In the first month after being launched, the website logged 90,000 visitors. The four regional offices each now have their own sub-portal on Ciudadanía Informada, thus enabling readers to access news by region. In 2010, *Participación Ciudadana* organised six online forums which attracted large numbers of participants. The forums combine streaming of live debates between experts and stakeholders on a focus issue, usually related to the impact of government policy, with chats with readers and viewers. They have generated substantial debate, both during and after the event.

### Strengthened citizen leaders

Other governance projects focussed on empowering citizen leaders, particularly women. In Bolivia, CIDOB, an organisation run by and for indigenous people, has helped local women assume leadership positions and develop policy proposals using the Internet and blogs. Similar online tools are being used by women throughout Bolivia to seek advice and share experiences of domestic violence, as part of the Casa de la Mujer project. In Ecuador, an IICD-supported project focussed specifically on involving young people in political debate. Youth councils were established to influence policy at the municipal level. The councils manage virtual public spaces to interact with their municipalities, proposing, among others, new projects to benefit the local communities.

### Challenges and lessons learned

To round off its activities in sector governance, IICD carried out an internal evaluation of its governance-related work Ecuador and Uganda in December 2010. One conclusion drawn was that, compared to projects in other sectors, IICD's governance activities generally had great difficulty generating income on their own. They therefore tended to remain dependent on external financing. Making the work even more challenging, IICD dealt mostly with small actors, in line with an explicit choice made during the Governance Roundtable of 2005. Experience has taught us, however, that the financial sustainability of small organisations is often difficult to predict. A lesson learned is thus that it is vital to include a well thought out sustainability strategy at the very beginning of a governance project – preferably in the project formulation phase.

Experience also shows that IICD activities have been fairly successful in giving a voice to disadvantaged groups. Initially IICD concentrated on the institutional strengthening of partners within the governance sector to help them interact more effectively with (local) government. Only at a later stage did we also help partners to raise their voice.

### Sector impact

In 2010, IICD gathered M&E data on 12 projects from three countries (Bolivia, Ecuador and Uganda). Although this data was collected primarily for the purpose of learning, it nonetheless also reveals some of the impacts we achieved.

Participants in governance projects highly valued IICD's support. They indicated not only having gained a greater awareness of the added value of ICT in increasing transparency and empowerment, but more importantly, they said they had been more successful in achieving their goals than in previous years. This positive trend shows how IICD's efforts over the past years have paid off. IICD's success in this area is partly due to the nature of the projects that it supported. Much of the work, particularly the projects in Latin America, focussed on strengthening the position of women, working on topics such as women's leadership, making women's voices heard and defending women's rights. Local partners in these projects tend to be very committed to achieving their goals. Moreover, they are focussed on collaboration and value communication highly. Their success is reflected in the high overall impact figures of IICD's governance sector work.

## 2.4 ICT for health

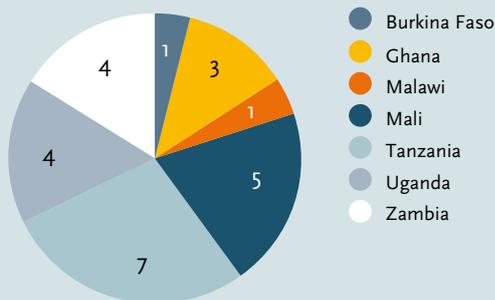
Healthcare services are under constant siege in most developing countries. Hospitals are few and far between. Where they are available, they endure chronic shortages of trained staff, medicine and basic equipment. Because of the vast distances in many African countries, most people must walk for days to reach the nearest physician or health clinic, and they often do not. IICD works closely with local doctors, hospital administrators and government officials to use ICT to bring medical services closer to needy populations.

### Aim and target groups

IICD supports health sector programmes that enhance the quality of healthcare delivery, working towards three main objectives:

- **Strengthened capacity of health workers and healthcare services.** We seek ways that ICT can help healthcare professionals and rural health workers access up-to-date health information, engage in peer-to-peer consultations, and learn through tele-consultations and Internet-based programmes.
- **Health efficiency.** Together with healthcare managers in district and provincial hospitals and clinics IICD seeks ways to improve the management of health information through the use of ICT.
- **Health sensitisation.** We support the use of ICT applications that provide communities direct access to relevant health information, in particular via text messaging.

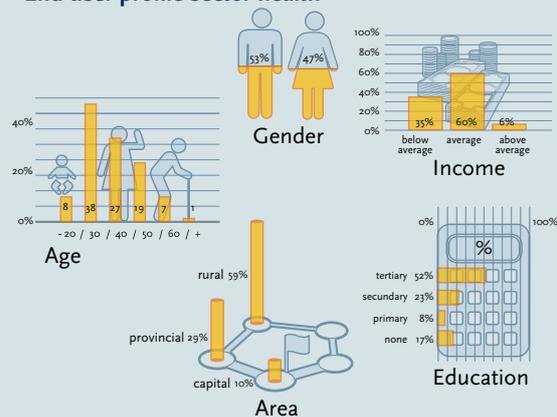
Projects per country in sector health\*



\* These include leveraging programmes, policy formulation processes and projects on the ground.

\*\* The project in Burkina Faso belongs officially to sector livelihoods, but is in fact about health sensitisation.

End user profile sector health



### Results

In 2010, IICD supported 19 health and hygiene projects and 5 health-related policy formulation processes and leveraging programmes, in Burkina Faso, Ghana, Mali, Malawi, Tanzania, Uganda and Zambia. These activities reached some 5,000 end-users and more than 630,000 indirect beneficiaries, similar to 2009. The steady trend in outreach numbers – rather than growth – is partly explained by the fact that IICD is phasing out its existing health support programme in preparation for the development of a new collaborative health programme in the Connect4Change consortium.

Our health programmes benefit patients, health workers, medical students, policymakers and the general public, directly and indirectly. Health sensitisation projects reach out primarily to the less privileged in society – people living in rural areas, with little or no formal education and a below-average income. We reach a wider public in our projects that use ICT to improve hospital efficiency. Because most of these hospitals are at the district level, they therefore provide care to a broader cross-section of the citizenry. Many patients at these hospitals are from the district towns, where residents tend to be better off in terms of livelihoods, education and income.

## Highlights

### Strengthened capacity of health workers and healthcare services

With IICD assistance, partner organisation SEND-Ghana developed an innovative approach and tool to monitor the National Health Insurance Scheme (NHIS) in 21 districts of Northern Ghana. The country introduced the NHIS in 2003 to provide basic healthcare services to all Ghanaians, especially the poor and vulnerable. With the monitoring tool, health extension workers can use mobile devices to collect current information at the level of healthcare facilities in the field. Findings and obstacles are transmitted to the district and regional level for stakeholders to discuss and address. In addition to the NHIS monitoring tool, SEND-Ghana has set up and facilitates an active online discussion group to share monitoring and advocacy information with grassroots partners and stakeholders.

In Mali, experience generated by the IKON/CERTES telemedicine and e-health programmes provided a strong foundation for our assistance to the National Federation of Community Health Associations (FENASCOM). The interest of some 30 community health centres was triggered by introducing digital microscopes for health practitioners. This kindled enthusiasm for relatively inexpensive solutions, such as telemedicine and e-learning using laptops and Internet access via mobile networks. A combination of factors - availability of solid expertise, expanding mobile network coverage and the falling cost of ICT equipment - has made it possible for the project to shift its focus from health partners and hospitals at the regional level towards support to community health centres.

### Health efficiency

Nkhoma Hospital was the first in Malawi to successfully implement a hospital management information system (HMIS) that had been developed and proven its value in IICD's Tanzania healthcare programme. The Malawian hospital adapted the system to its own requirements with the assistance of its Tanzanian peers. The next step will be to expand the use of ICT to eight clinics associated with Nkhoma Hospital, focussing on the HMIS, referrals and telemedicine solutions.



### Health sensitisation

In Mali, the NGO AAAG (Association d'Aide et d'Appui aux Groupements) is using multimedia to enhance health sensitisation in the Mandé and Tiakadougou regions. Multimedia films have been produced on various health-related topics, such as vaccination and prenatal care, and to document examples of good and bad hygiene and sanitation. The films are publicly screened by AAAG's animation team for entertainment and to provoke informal debates. The sensitisation campaign on vaccination turned out to be particularly timely and relevant, because its start coincided with an outbreak of meningitis and measles. The campaign stimulated people to take precautions and get vaccinated. As a result, many children were spared from the diseases. To increase its impact and outreach, AAAG is now teaming with the National Federation of Community Health Associations (FENASCOM) and Fabema, a farmers' organisation active in the Mandé region.

## Challenges and lessons learned

Financially sustaining the use of ICT and paying the salaries of capable technical staff has proven difficult for many healthcare organisations. For the Zambia Union of Nurses Organisation (ZUNO), for example, membership fees collected in 2010 were insufficient to retain qualified technical personnel. This has dampened the operations of ZUNO's information resource centres and the general management of the ICT-enabled programmes. ZUNO is now seeking to enhance the capacity of its general staff to take on some of these responsibilities.

A challenge to the inclusion of rural health communities in ICT for health programmes remains the lack of electricity or its irregular availability. In Burkina Faso, Sahel Solidarité is using solar panels to power its ICT equipment. However, battery power has diminished more rapidly than expected, and regular replacement of the equipment has proven to be costly. These types of difficulties continue to hamper the effectiveness of ICT usage. Rural health centres in Mali and Tanzania similarly continue to suffer from unreliable power supply, reinforcing the urgency of finding dependable back-up systems and energy-efficient computing solutions, such as thin-client networks.

## Sector impact

In the year under review, IICD gathered M&E data on 19 projects from six countries (Burkina Faso, Ghana, Mali, Tanzania, Uganda and Zambia). A strong distinction was found between the impact of health management information system (HMIS) projects and the impact of health sensitisation projects. The health sensitisation projects had a higher overall impact in 2010 compared to 2009, whilst the HMIS projects showed a considerable drop in perceived impact. People participating in the HMIS projects did indicate feeling more empowered and more aware of the advantages of using ICT in their work. However, they felt less able to actually benefit from ICT to improve their work situation. This in part reflects IICD's strong focus in 2010 on helping our health partners embed the use of ICT in their operations and ensure that ICT applications are (financially) sustainable. Hospitals, however, continued to have great difficulty covering the costs associated with the integration of ICT in their organisation. In particular, costs for connectivity are high. The fact that less training was done in sector HMIS projects in 2010 also influenced perceptions of impact.

One reason why the health sensitisation projects were perceived as so successful is that many were fairly new in 2010; experience shows that participants tend to be most positive about a project in its first two years of implementation. In this period, people are exposed to many new opportunities offered by ICT. Over time, they get used to the new facilities and the project must make more effort to sustain and further increase participants' empowerment and awareness.

In both types of health projects, women overall perceived more impact than men, particularly when it came to feeling empowered. One woman participant, a nurse in Tanzania, said in a focus group that ICT gave her access to hard facts - facts that she could use to influence work situations, without being brushed off because she is a woman.

## 2.5 ICT for (agricultural) livelihoods and the environment

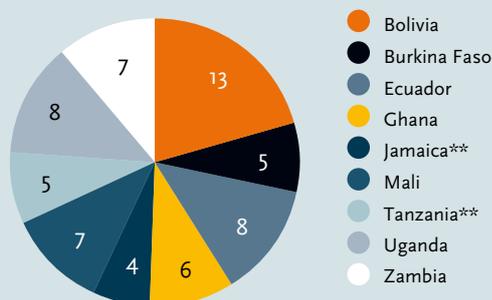
For farmers and entrepreneurs in rural communities around the world, even a modest gain in production or income can have a major impact on quality of life. This often goes hand-in-hand with improvements in the communities in which these people live. IICD helps farmers and entrepreneurs use ICT tools to strengthen their position, for example, by accessing news about production methods and price and market information. Additionally, IICD seeks innovative ways to use ICT to advance economic prosperity in developing countries, both in general terms and specifically by promoting environmentally friendly production and the sustainable use of water.

### Aim and target groups

IICD's work in the (agricultural) livelihoods and environment sectors supports a diverse group of actors, such as small-scale farmers and rural entrepreneurs. Our efforts to help them improve their livelihoods encompass three main areas:

- **Production, certification and traceability.** With our partners, we develop enhanced ICT tools to gather information for (organic) production and certification processes and the traceability of produce.
- **Market and price information.** IICD promotes improved access to information about prices, markets and alternative production methods, for example, organic production and ways to respond to environmental changes.
- **ICT skills and capacity.** We deliver basic training in essential ICT skills for finance, administration and marketing to help entrepreneurs better manage their business. Such training may also generate new business opportunities for young people, for example, in hardware maintenance and repair services.

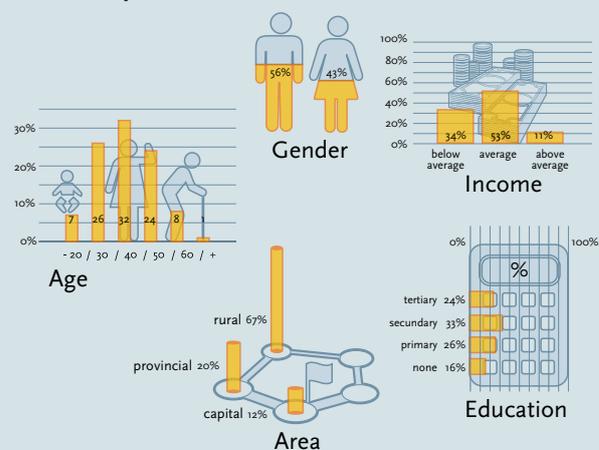
Projects per country sector livelihoods\*



\* These include leveraging programmes, policy formulation processes and projects on the ground.

\*\* All project activities in Jamaica and Tanzania continue independently from IICD.

End user profile sector livelihoods



### Results

In 2010, IICD's support in the (agricultural) livelihoods and environment sectors reached 54 projects and 10 policy formulation processes and leveraging programmes in Bolivia, Burkina Faso, Ecuador, Ghana, Mali, Uganda and Zambia<sup>7</sup>. These projects benefited more than 341,000 end-users and 3.7 million indirect beneficiaries. This was a substantial increase over 2009, when our activities reached 230,000 end-users and 3.3 million beneficiaries.

IICD's livelihoods programmes mainly target small-scale farmers and entrepreneurs. Our partners range from farmers' federations and community development organisations to commodity exchange bureaus and national agricultural service providers. Though each type of organisation has its own constituency, the beneficiaries of IICD-supported activities are primarily smallholder farmers and farmers' associations, traders and trade organisations, and informal small and medium-sized enterprises (SMEs). In 2010, we managed to impact more women than in previous years; nearly half of the people these programmes reach

<sup>7</sup> In 2010, IICD had livelihoods projects in Jamaica and Tanzania too, but they continued independently from IICD. This means that they still deploy activities and participate actively in networks but they are financially sustainable without support from IICD.

out to were women (47%). This brings us closer to our aim of fighting poverty, since women in rural areas are generally more disadvantaged than men when it comes to income and education.

## Highlights

### Certification and traceability

Our activities and those of our partners continued to generate valuable experience in the use of ICT for strengthening (organic) production and certification processes and for improving the traceability of produce. In Zambia, a national association of organic producers and processors (OPPAZ) enhanced its digital internal control system by developing a mobile application for data collection in the field. The tool runs on the Android-powered PDAs used by farm inspectors. Information gathered using the GPS functionality of the mobile application enables the inspectors to produce accurate maps of the plots being monitored. The enhancements made to the system in 2010 essentially did away with the need to carry bulky GPS devices and heavy laptops.

In Bolivia, a similar organisation, AOPEB, developed an auto-certification system for organic products and producers. This was further expanded by sister organisation FAUTAPO, which focuses on the mapping of organic quinoa production in Bolivia's southern Altiplano region. The GPS component of the tool provides valuable geographic location and socio-economic data for the internal control system. This particular system is innovative in its use of PDAs and an adapted version of the CyberTracker software.

Programmes like these have produced substantial capacity in the design, development and deployment of certification support systems that integrate mobile data collection with mapping. IICD will continue to apply these experiences in future programmes.



### Market price information

Connecting producers with market price information systems is a key means by which ICT can improve the position of rural farmers and tradespeople in Africa and Latin America. IICD has integrated this objective into a number of programmes with similar goals and target groups. The Market Access Promotion Network (MAPRONET) in Ghana and FEPASSI, a federation of agricultural producers in Burkina Faso, are key partners in these activities. Both organisations facilitate effective use of the ESOKO market information exchange among their members. In 2010, MAPRONET focussed specifically on enhancing the production and marketing capacities of underprivileged women in its rural catchment areas. The activity enabled them to use mobile telephones and product codes to request information from the platform. Participants also learned how to interpret the information provided, relate it to their own production plans, and make better marketing and sales decisions as a result.

In Bolivia, an agricultural information programme with the departmental government of Santa Cruz continued to build on its successes. In previous years the project set up market price information systems using the Internet and radio. The daily dissemination of information by radio is currently one of the more popular programmes of the departmental radio station, attracting more than 200,000 listeners each day. Recently, mobile telephony services were added as an additional service. A pilot group of 1,000 producers

receives market prices on a daily basis. The focus is now shifting to involving government authorities and rural farmers' groups to promote more effective use of the agriculture information provided.

### **Agricultural production information**

Zambia's National Agricultural Information Services (NAIS) has evolved from an initial focus on organisational development to the deployment of innovative applications to better serve its constituency. NAIS is a government agency that was set up to increase the availability of technical advice to agricultural producers. In the first phase of its adoption of ICT, NAIS concentrated on creating and managing its own information services and products. In 2010, it developed an Internet-based feedback system to facilitate a cost-effective question and answer service between itself and farmers. Producers can now use their mobile telephones to send questions on pressing agricultural problems to NAIS and receive appropriate answers within the shortest time possible.

### **Challenges and lessons learned**

A Cross-Country Learning Event (CCLE) on ICT for livelihoods took place in Tema, Ghana, in 2010. That event brought together 23 participants representing IICD partners from seven countries: Bolivia, Ecuador, Burkina Faso, Mali, Uganda, Zambia and Ghana. The gathering represented many years of combined experience in implementing ICT programmes to advance rural livelihoods. Participants named some of the main obstacles that remain in executing their work as follows:

- High illiteracy in rural areas, limiting the usefulness of Internet and mobile telephone-based services
- Inability to sustain ICT projects independently, alongside insufficient availability of funds and ambiguous sustainability strategies
- Difficulty convincing intellectuals, technicians and policymakers that the poor can benefit from ICT
- Lack of storage facilities for agricultural produce so farmers do not have the option of waiting to sell at a higher price or quantity
- Insufficient power coverage
- Lack of connectivity in remote areas
- Insufficient availability and capacity of technicians coupled with insufficient support from people in charge
- Inhibitive costs associated with using short codes for SMS-based information services.

With these limitations in mind, CCLE participants felt that radio would remain a key component of market price information systems for some time, as it is invaluable for disseminating technical production information in remote areas.

### **Sector impact**

In the year under review, IICD gathered M&E data on 24 projects from 6 countries (Bolivia, Burkina Faso, Ecuador, Ghana, Mali and Zambia). Although the data was collected for learning purposes, it nevertheless reveals some of the perceived impacts of our work.

Evaluation data for 2010 show that women felt especially empowered by participation in our livelihoods and environment sector ICT activities. As in other development sectors, women perceived more overall impact than men. This is encouraging, since most livelihood projects focus on women and the alleviation of poverty among them. Especially in rural areas, women tend to start from a more disadvantageous position, with lower incomes and little or no formal education. At the same time, women play a vital role in maintaining rural families, making sure that children are fed and go to school and that health and sanitation is adequate.

Also encouraging is the high impact measured in rural areas. This indicates that IICD's livelihood programmes have been successful in reaching out to the places where most underprivileged people live.

The data show perceived impact to be highest among people from 20 to 60 years of age. This is an economically active population, acutely interested in improving their livelihoods, as they often have a family to support.

Our activities have made a difference in the livelihoods of many. Nonetheless, our analyses show that education remains a factor in impact: the higher a person is educated, the stronger the perceived impact, and the more they are able to benefit from ICT. Evaluation data further indicate the importance of appropriate targeting. Projects that make use of broadcast media, such as radio, are most appreciated by people with less capacity to read and use modern ICT services. More educated users indicate greater satisfaction with projects that utilise computers and the Internet. Clearly even in today's world, traditional media is still vital for reaching out to the less privileged members of society.

### 3. Organisation

#### 3.1 Organisational developments

A major IICD priority in 2010 was planning for the upcoming strategic plan period and bringing staff capacities and the organisational structure in line with the new goals. Moreover, in preparation for the upcoming Connect4Change programme, the existing organisational structure and job profiles had to be reviewed and a plan drawn up to revamp them as of the end of the year. The aim was to equip the organisation for its next planning period, from 2011 to 2015.

At the close of 2010, IICD had 34 employees (20 women and 14 men), 32.5 full-time equivalents in total. Of our 34 employees, 9 worked part time and 25 full time; the average contract counted 0.92 FTE. Staff were divided over three teams: Country Programmes; International Programmes; and Personnel, Finance & Central Services.

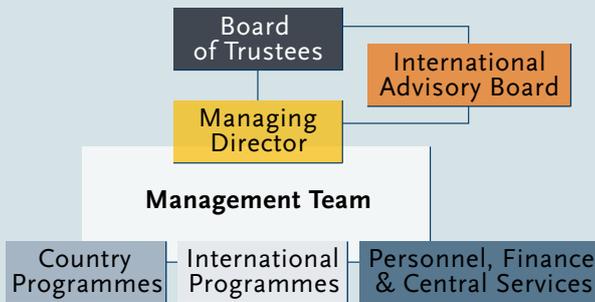
The Management Team had five members: Caroline Figuères (Managing Director and MT Chairperson), Stijn van der Krogt (Director, Country Programmes), Deem Vermeulen (Team Leader, International Programmes), Alan Gilmore (Finance Manager) and Riet Nigten (Team Leader, Personnel, Finance & Central Services and Manager Human Resources). In the course of the year Riet Nigten was succeeded by Patrick Sambo.

Staff turnover in 2010 was almost half of that in 2009, just below 4 per cent (1 employee).

Although IICD is based in the Netherlands, it is a thoroughly international organisation, considering diversity as a clear asset. In particular to maintain its international character, IICD recruits staff from both within the Netherlands and abroad. In the year under review IICD had staff members from 10 countries and three continents.

In 2010, absence due to illness and maternity leave doubled compared to 2009 (to 5.93%), as four employees went on maternity leave and one was on long-term sick leave.

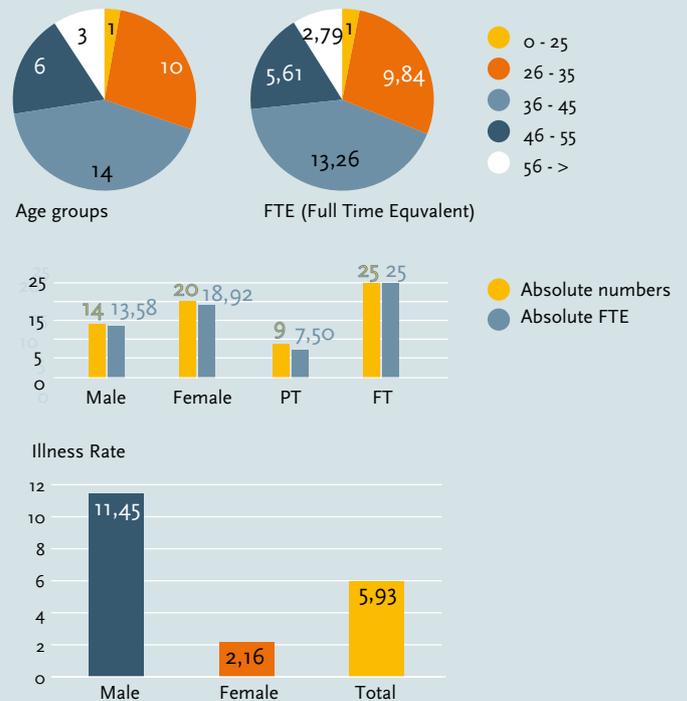
#### Organisation



Division of staff over salary scale (2010)



Numbers of staff and illness rate (Total number of staff: 34)



## 3.2 Human resources

IICD set itself three strategic objectives for the 2006–2010 period: to become an expertise organisation, to improve its working environment and to refine the structure of the organisation to better carry out its mandate. These goals had all been achieved by the end of 2009. However, with implementation of the new Connect4Change programme in sight, IICD faced the additional challenge of preparing the organisation for its new tasks within the consortium.

In the year under review IICD continued to become a better learning organisation, increasing the quality of its human resources capacities. Next to learning activities within and across countries, we initiated a number of activities within the organisation itself to help staff learn from experiences. In 2010, we carried out monthly peer reviews within the Country Programmes and International Programmes. Next to these popular events, IICD organised 19 face-to-face Thematic Learning Circles (TLCs), events at which staff members exchange experiences related to a specific topic or sector, such as education, (agricultural) livelihoods, health and gender. We further stimulated thematic learning by providing space for continuing discussions and the sharing of information. Internal thematic experts facilitated the TLCs, which invariably produced valued insights that could later be used in developing knowledge products, such as Learning Briefs on the impact of projects in a specific sector. Other tools and activities that facilitated learning and sharing were the intranet and internal seminars focussed on technology. Among seminar topics in 2010 were Google Apps, cloud computing, market price information systems, and the use of geographic information systems with the International Institute for Geo-Information Science and Earth Observation (of the University of Twente).

### Staff development

In order to enhance performances, each staff member makes a personal development plan based on improving personal competences needed for the tasks he or she is responsible for. The plan involves following training courses or receiving coaching; last year, staff development focused primarily on coaching trajectories. Furthermore, all staff took part in a workshop on gender; internal communication and on the art of dialogue to further improve collaboration among staff members. In 2010 special attention has been given to gender issues rewarded by a bonus at the end of the year.

### Health and safety

IICD commissioned a study on healthy work attitudes, obtaining advice on potential burnout risks and physical issues that could arise from work-related stress. This was a nod to the intense effort and involvement of all staff in preparation of the new programme of work for the 2011–2015 strategic planning period. In addition, an external consultant was hired to carry out an internal risk analysis and to conduct a psycho-social study of staff workloads.

### Preparing the organisation for 2011–2015

To carry out the new programme for the 2011–2015 strategic period, IICD revised its organisational structure and job profiles. This also recognises the progress of some of our partners in the South, who have increased their competencies to such an extent that IICD staff roles must evolve too. Additionally, not only will we be expanding our activities to new countries, we will also be collaborating more directly with staff from other supporting partners, because the new programme will be implemented in a consortium. More emphasis will be placed on building strong relationships with enabling partners, such as potential funders, and with collaborating partners for research and knowledge sharing. To position the organisation to embark on this new path, a new structure was put in place, new position and task descriptions were instituted, and new salary scales were introduced. By year's end, all staff had been assessed and assigned to their new positions. Unfortunately, because we received less funds than requested, IICD had to terminate the employment of some IICD staff.

### 3.3 Quality and corporate social responsibility

To carry out the work that needs to be done in developing countries, a well-oiled, robust organisation is required; one that helps staff execute their tasks as efficiently and effectively as possible. Having the right facilities and procedures in place enables IICD's employees to perform their activities while also guaranteeing the excellence of the work delivered.

To be accountable to itself and to others, IICD uses several tools to monitor the quality of its performance both in developing countries and at headquarters. Since 2007, we have used the standards system of the International Organization for Standardization (ISO) to measure various qualities of our organisation. In 2007, we received the ISO 9001:2000 certification and in 2009, the ISO 9001:2008, which at that time had just been launched. As both certificates are only valid for a period of three years, IICD was audited again, and with a positive end result, for the ISO certificate 9001:2000 in 2010.

One of the tools that helps the Management Team detect any deviations from plans at an early stage is the twice yearly Management Review. This helps the organisation stay focussed on realising its strategies and getting results.

By 30 March 2010 IICD had been informed by the development cooperation directorate of the Dutch Ministry of Foreign Affairs that it was one of the 21 consortia invited to submit a full programme proposal in application for grant funding. IICD and the Connect4Change consortium scored 90 points out of a possible 100, which was a clear recognition of the professionalism and quality of our proposal.

#### Audits and policies

Auditing is a key process by which IICD works to improve its processes and quality of work. In 2010, IICD carried out two internal audits. One of these scrutinised the effectiveness of the staff orientation programme, with which we introduce new staff to the organisation, its procedures, activities and people. The other audit examined IICD's replacement policy for people who are absent for an extended period of time, for example on maternity leave.

An important policy introduced in 2010 is the new exit policy for projects. This provides clear guidelines on when IICD support to a project actually ends. Partners generally understand that IICD funding for projects is only for a limited number of years. But other types of IICD support may continue after financial support stops. For example, project partners may be invited to attend workshops, training sessions and focus group meetings to help them sustain their ICT-based activities. For both IICD and our partners this creates a degree of ambiguity on when a partnership officially ended. The new policy is designed to make the process of phasing out project support more transparent.

#### Corporate social responsibility

Corporate social responsibility is part of IICD's core business, and we carry this commitment over to social responsibility in our day-to-day operations. In that spirit, IICD strives to minimise waste and purchase environmentally friendly supplies from ethical, fair trade vendors. Staff regularly fly out to meet with our local partners. To reduce the negative impact on the environment, we restrict travel to a minimum and organise it as efficiently as possible.

To tackle the problem of e-waste, we are collaborating with our Belgian partner Close the Gap on solutions for recycling old or replaced computers in a socially and environmentally responsible manner. A pilot was set up to recycle used computers in Uganda. The computers were dismantled as far as possible in Uganda. Parts that could not be dismantled locally were shipped to the nearest recycling plant in Kenya, managed by Computers for Schools Kenya. In 2010, over 1,000 computers were dismantled and recycled in this way.

## 3.4 Partners

Partnerships are vital to IICD's work, as development challenges are too numerous and varied to be overcome in isolation. IICD collaborates with a range of local, national and international partners from the public, private and non-profit sectors. Their combined strength is critical for achieving sustainable development solutions. In 2010, IICD collaborated with partners who help us carry out our work in-country, who fund IICD activities, and who supplement our expertise with knowledge in relevant sectors and themes.

Each sector – private, public and non-profit – brings its own comparative advantage to the development context. IICD collaborates with partners of each of these types, at both the local and international level. Some partners – knowledge partners – help IICD specifically in developing and sharing expertise in using ICT in a certain sector, theme or area. Other partners play a prominent role in the field, where they provide expertise, networks and funding to help us develop successful ICT4D programmes and policies.

### Partners on the ground

Within the developing countries in which IICD works, various ICT and media training institutions, companies and consultants provide an array of technical services to our project partners, including training and advice. Having enough local partners on the ground to help build national capacity and expertise in the use of ICT is vital for the sustainability of IICD's work. After all, in the long run, project partners must have technical experts they can rely on locally to continue to make full use of ICT. Perhaps even more important, there is a growing need for locally developed solutions. Experience has taught us that solutions developed in the country itself are generally more effective than standard products imported from the North. This is because local partners understand local needs and take local circumstances into consideration. In 2010, IICD worked with 30 partners on the ground that provided technical services at the grassroots level.

Our project partners who are responsible for executing and piloting our projects in the field, are equally important. Although they do not contribute specific technical expertise, materials and funding, their understanding of the local environment and their feedback on how to approach the implementation of ICT is vital for successfully applying ICT for development. To nurture this important dialogue, IICD strives for an atmosphere of trust, openness and equality with all of its project partners. In 2010, IICD collaborated with 124 project partners.

### Partners providing financial support to ICT4D programmes

Resources for ICT4D activities are provided by partners in the public, private and non-profit sectors. In the past decade, most of our funding for long-term programmatic support came from public donor agencies, such as the Directorate General for International Cooperation (DGIS) of the Netherlands Ministry of Foreign Affairs, the UK Department for International Development (DFID), and the Swiss Agency for Development and Cooperation (SDC), as IICD's programme and policies have largely been aligned with theirs.

In recent years, ICT has become mainstreamed in traditional development sectors, resulting in less funding being made available by public-sector donors for programmatic ICT support. From 2008 onwards, IICD therefore has focussed more on other types of partners to support our work, such as private enterprises, foundations and international NGOs.

Though the impact of the economic crisis of 2009 continued to be felt in 2010, most of IICD's private-sector partners thankfully managed to continue their support to ICT for development. The Motorola Foundation, Inter Access (an IT service provider) and NComputing (a desktop virtualisation company) extended their partnership, as did Stichting CharITy, a foundation set up by the Dutch association of chief information officers (CIO). New in 2010 was IICD's collaboration with Ricoh, a hardware supplier, which supported IICD with office equipment and advice; PWC, which provided valuable accountancy advice (R)650; and international construction company BAM, which granted IICD funds.

In 2010, IICD spent considerable time shaping the Connect4Change consortium with Dutch development partners Akvo, Cordaid, Edukans and ICCO. We submitted a programme proposal, with preferred partner Text to Change, for funding to the Netherlands Ministry of Foreign Affairs (DGIS).

By forming a consortium of five prominent Dutch NGOs, IICD strengthened its ties within the Dutch development sector. We extended our collaboration with PSO, an association of some 60 Dutch development organisations, and with the Belgian NGO Close the Gap. A new memorandum of understanding with CTA (the Technical Centre for Agricultural and Rural Co-operation ACP-EU) paved the way to build further on our past collaboration. In 2010, CTA committed itself to support information centres in Ghana and Tanzania.

In line with our strategy to diversify funding sources, IICD submitted various proposals to national and international foundations and aid agencies. Among these were the US Agency for International Development (USAID), the Finnish International Development Agency (FINNIDA), the Melinda and Bill Gates Foundation, the Liberty Foundation and the Dutch National Postcode Lottery.

## Partners for creating, sharing and disseminating knowledge

IICD is an expertise organisation. Its expertise resides in applying ICT in specific development-relevant sectors, such as health and education, rather than being an expert on these sectors themselves. IICD supplements its expertise by collaborating with a core group of knowledge partners regarding specific sectors and themes. IICD's major collaborators in 2010 on five priority themes are listed below (some of these actors may be active in more than one sector):

- **Livelihoods**
  - FAO (Food and Agriculture Organization of the United Nations)
  - IFAD (international Fund for Agricultural Development)
  - IAALD (International Association of Agricultural Information Specialists)
  - CTA (Technical Centre for Agricultural and Rural Co-operation ACP-EU)
  - FARA (Forum for Agricultural Research in Africa)
  - ICCO (Netherlands-based Inter-church Organisation for Development Cooperation)
  - UNCTAD (United Nations Conference on Trade and Development)
- **Education**
  - GeSCI (Global E-school and Communities Initiative, United Nations)
  - ICWE (organiser of international conferences, workshops and exhibitions)
  - InWent (Germany-based capacity building organisation)
  - EduKans (Netherlands-based development organisation supporting education for all)
- **Health**
  - Cordaid (Netherlands-based Catholic development umbrella organisation)
  - SPIDER (Swedish Program for ICT in Developing Regions)
  - Text to Change (Dutch NGO specialised in mobile solutions for development)
  - ESA (European Space Agency)
- **Gender**
  - GenARDIS (Gender, Agriculture and Rural Development in the Information Society)
  - WO=MEN (Dutch Gender Platform)
  - PSO (an association supporting capacity development within Dutch development organisations)
- **Capacity development and innovation**
  - PSO
  - Close the Gap (Belgian development NGO)
  - AKVO (non-profit foundation headquartered in the Netherlands)
  - Text to Change
  - Dgroups foundation (online discussion platform for international development communities)
  - iTrainonline partners (joint initiative of eight organisations in computer and Internet training in the South)

Furthermore, IICD participated in a number of international knowledge networks such as the Global Knowledge Partnership (GKP), KM4Dev, OneSiteEurope, e-agriculture, i4D and Web2forDev. Over the years, we have intensified our collaboration with universities to advance research on ICT4D-related themes, including coaching and supervising students doing a thesis on ICT4D. In 2010, we worked particularly with the University of Amsterdam, the Technical University of Delft and the University of Leiden.

## 3.5 Visibility

Immediate recognition, at home and abroad, is a blessing for any international organisation. IICD's growing reputation has enabled it to tap into alternative sources of funding, to acquire new knowledge and to gain entry to various networks. Not only has IICD benefited from its increasingly prominent position in the development sector over the past decade, so too have our partners in Africa and Latin America. Throughout 2010 this motivated us to continue to strengthen our organisational ties with international NGOs, donor agencies and IT companies in the Netherlands.

Between 2006 and 2010, the overarching goal of IICD's communication strategy was to increase the organisation's visibility. This went hand-in-hand with improving the way we position ourselves and present our activities. In 2010, IICD concentrated on communicating its goals and achievements to others, particularly international NGOs, donor agencies, private IT companies and public-sector bodies in the Netherlands.



### Communication tools

To increase its visibility, IICD uses a wide variety of communication tools, such as publications, events, articles, press releases, the IICD website and social media at large. IICD staff actively participate in online communities, platforms and debates. The bi-monthly e-bulletin, Logon4D, keeps collaborators and supporters up to date on the recent activities of our partners in the different countries. IICD staff exhibited at a number of key national and international events in 2010, such as Afrikadag (the largest public event on Africa and development cooperation in the Netherlands), CIO Day (a multi-faceted conference of the association of chief information officers from public, private and non-profit organisations in the Netherlands) and the annual eLearning Africa conference in Zambia. Occasionally IICD organises events itself or with partners such as Fill the Gap! with Hivos and One World. In October IICD hosted the launch of the Information Economy Report 2010: ICTs, Enterprises and Poverty Alleviation on behalf of the United Nations Conference on Trade and Development (UNCTAD).

New in 2010 was the use of social media on a structural basis. To further increase our visibility, especially among the (Dutch) general public, IICD introduced the use of Twitter and Facebook. Interest in IICD tweets has turned out to be strong; by year's end we had more than 1,000 followers. Additionally, about one-third of IICD staff is using Twitter for professional goals on a regular basis.

### Relations with embassies

Following a recommendation from the 2009 external evaluation and to increase visibility, IICD is working to reinforce relations with Dutch embassies in the countries where we are active. Also, due to an ongoing decentralisation process within Swiss development cooperation, we are giving extra attention to their embassies as well, as they are set to play a larger role in development in the near future.

### **Relations with the Dutch private sector**

To raise awareness about IICD within the Dutch private sector, we developed a tailored line of marketing materials, including a website, specifically targeting potential partners from the business sector. An accompanying brochure and video outline the benefits of public-private partnerships. IICD staff uses these materials in face-to-face contacts with potential private-sector partners and disseminates them at events focussed on corporate social responsibility (CSR) such as CIO Day.

### **Relations with donors**

Relations with public-sector donors were further strengthened through meetings and encounters at various larger gatherings and events. Occasionally, IICD was invited to speak at influential events such as the Motorola Foundation European Grantee Network Conference.

### **Relations with the international ICT4D sector**

To increase our visibility in the international ICT4D sector, IICD published several articles in professional journals such as the MDG Review. We also contributed to a book on social innovation produced by the United Nations to appear in the course of 2011. IICD further took part in several panel discussions and workshops with other ICT4D experts such as the UNCTAD consultation to finalise the Information



Economy Report 2010: ICTs, Enterprises and Poverty Alleviation. IICD spoke at high-level events, such as the 3rd Euro-Africa Cooperation Forum on ICT Research (in Helsinki), the ICTD2010 Conference (in London) and the ICTDelta 2010 Conference (in Rotterdam).

We also participated in 2010 in many conferences and events, such as eLearning Africa in Zambia, the 13th World Congress of the International Association of Agricultural Information Specialists (IAALD), Med@tel, GenderJustice.nu, the mHealth Summit in Washington, D.C., Educa Online in Berlin and mHealth in Ghana.

## 4. Corporate Governance

### 4.1 Board of Trustees and International Advisory Board

IICD is based in the Netherlands, but its activities play out on the international stage. We receive funding from various European development agencies, making us directly accountable to multiple governments and international stakeholders. Our Netherlands-based Board of Trustees and our International Advisory Board worked closely with us throughout the year to help us stay on the most effective strategic course. The main point of contact for both the Board of Trustees and the International Advisory Board is the IICD Managing Director. IICD's partners are represented in national ICT for development networks based in each of our focal countries.

Since January 2008, IICD has been led by Caroline Figuères. In addition to being the main point of contact for donors, the Board of Trustees, and the International Advisory Board, Mrs Figuères also belongs to a number of national and international associations and represents IICD on various national and international bodies: the ICT Working Group of the European Union, the World Bank ICT Resources Team, Partos (the national platform for Dutch civil society organisations in the development cooperation sector), PSO (an association of 60 Dutch development organisations active in capacity building) and the United Nations Global Compact. Mrs Figuères is also Chairperson of the Dgroups Foundation and member of the Executive Committee of the Global Knowledge Partnership (GKP).

#### Board of Trustees

IICD is governed by a seven-member Board of Trustees. IICD trustees are, without exception, leading representatives of the Dutch private, public or non-profit sector. The constitutionally independent Board meets every quarter with the Managing Director and occasionally other staff members as well.

The daily management of the institute has been assigned by the Board to the Managing Director. The Board of Trustees also delegates key executive management tasks to the Managing Director. The trustees remain responsible for supervising management, ensuring adequate corporate governance and approving the organisational strategy and management policy. There is thus a clear distinction between management and supervisory tasks.

The Board of Trustees is the body responsible for supervision of IICD management. The Board's supervision is *ex ante*. Our trustees approve IICD's strategy and policy and the means for its execution (annual plans and budget). *Ex post* evaluation takes the form of critical monitoring of the organisation. The Board of Trustees can intervene when necessary (see article 11 and 12 of the IICD statutes).

All new trustees are appointed by the Board itself. However, the Dutch Minister for Development Cooperation must be informed in writing of any new appointment within two weeks of the selection being made. If the Minister makes no formal objection within four weeks, the appointment of the new trustee is final. Should the Minister have any objections, these must be conveyed to the Board in writing. Trustees are appointed for a period of three years, after which they can be re-appointed twice. Trustees step down according to a timetable drafted by the Board. A decision to discharge a member can be taken only at an assembly of the Board at which all of the remaining members are present or represented by fellow trustees.

In 2010, the Board of Trustees consisted of the following members:

- Jozias van Aartsen (Board Chairperson), Mayor of the City of The Hague
- Johan Piet (Board Secretary and Treasurer, completed his term as of 30 March 2010), Director and founder of TranspaRAbility B.V.
- Bernard Uyttendaele (Board Secretary and Treasurer, joined the Board as of 30 March 2010), Managing Director of Azure Nederland B.V.
- Grace Boldewijn, Director and Co-founder of BoCari Engineering

- Henny Helmich<sup>8</sup>, former Director of the National Committee for International Cooperation and Sustainable Development (NCDO)
- Gerd Junne, Professor of International Relations at the University of Amsterdam
- Henk Molenaar, Vice Director of Science for Global Development (WOTRO) and former Acting Head of Research and Communication of the Netherlands Directorate General for International Cooperation (DGIS)
- Jalbert Kuijper, Business Development Director and Managing Director of Xeed.

Though no longer an active participant in the Board of Trustees, His Royal Highness, Bernard van Oranje, founder of Levig Global Sourcing, remains an honorary trustee, in recognition of his continued support as special IICD ambassador.

In 2010, the Board of Trustees met six times (instead of four). The two additional meetings were organised to keep the Board informed of developments around the Connect4Change consortium grant application.

### International Advisory Board

Dutch views and ideas about matters related to ICT for development are channelled through the Board of Trustees. These ideas are, in turn, complemented by the global perspective provided by IICD's International Advisory Board (IAB). The IAB is made up of key figures from many different countries. All of its members are deeply committed to ICT for development. IAB members act as IICD's ambassadors on the international stage. The IAB also plays an important role in formulating IICD's strategy, regularly advising the Managing Director on any proposed strategic development, and reviewing existing approaches.

In 2010, the International Advisory Board consisted of nine members:

- Rob van den Dool (Chairperson), Director of Piranha Consult, Netherlands
- Subbiah Arunachalam, former Information Scientist at the M.S. Swaminathan Research Foundation, India
- Mike Jensen, owner of Jensen Independent ICT Consulting, South Africa and former Knowledge Analyst at the International Development Research Centre (IDRC), Canada
- Kerry McNamara, former Senior Knowledge Management Officer of the Information for Development Program (InfoDev), World Bank Group, United States
- Eduardo Monge, Project Development and International Relations Officer, Omar Dengo Foundation, Costa Rica
- Jan Pronk, Professor of Theory and Practice at the Institute of Social Studies, Netherlands, and former Dutch Minister for Development Cooperation
- Ingrid Hagen, Global Head, Rabobank International Communications, Netherlands
- Kentaro Toyama, visiting professor at Berkeley University, United States
- Michael Trucano, Senior ICT and Education Specialist of the World Bank, United States.

A number of former members of the Board of Trustees and the International Advisory Board remain committed to support IICD in the future, though they no longer hold a formal board position. These former members have been appointed as goodwill ambassadors of organisation:

- Johnson Nkuuhe, former Member of Parliament, Isingiro County South, Mbarara District, Parliament of Uganda
- Aida Opoku-Mensah, Officer-in-Charge, Development Information Services Division, Economic Commission for Africa, Ethiopia
- Anne-Rachel Inné, Policy Analyst and Liaison, Internet Corporation for Assigned Names and Numbers (ICANN), Belgium.

In 2010, the IAB took part in a workshop to discuss IICD's new strategy for the 2011–2015 period. Three themes were addressed: successful implementation of social innovation, the future of IICD-supported ICT4D networks and moving from knowledge sharing to learning. A discussion was also held on how to further enhance the strategic value of the IAB. Further action to recruit additional IAB members was put on hold until funding could be secured for the 2011–2015 period.

<sup>8</sup> In 2010, temporarily replaced by IAB member Rob van den Dool.

## 4.2 Risk management

The international and technical nature of our work obliges IICD to keep abreast of any risks that could potentially harm staff, partners and the organisation itself. A number of risk management checks have therefore been built into our operations, some of which are detailed here.

### **Safeguarding IICD's reputation**

IICD safeguards its own reputation and that of its partners with the utmost care. We strive to be open and transparent in our communications with stakeholders. If circumstances threaten to jeopardise our reputation in any way we pledge to report this immediately on our corporate website. IICD has strict procedures to prevent fraud and misconduct from being carried out with impunity by staff members or partners.

### **Political and health and safety risks**

In IICD's focal countries there is currently no danger of an outbreak of war or political instability. This is a condition that must be met before IICD enters a country. If an IICD staff member or partner is at risk of danger because of an outbreak of conflict, a choice is made to either stay or evacuate. In such situations, IICD follows the advice given by the Dutch embassy in the concerned country. If an official travel warning has been issued for a specific region, IICD staff will not travel there.

### **Financial risks**

Revenue is subject to change. The risk of not being able to fulfil our financial obligations must be contained at all times. When drafting a budget, IICD always ensures a balance between the timing of receiving and spending funds.

When temporary cash is available, IICD deposits the money in a savings account to guarantee its value. IICD does not have cash on a regular basis.

### **Operational risks**

To promote a healthy workplace, IICD has taken measures in line with Dutch occupational health and safety regulations. We also have insurance to offset the costs of absenteeism due to illness. Staff members are regularly given information about health risks abroad, and they are urged to take all of the necessary preventative measures.

### **Ensuring the smooth continuation of activities**

The continuity of ICT projects may be threatened by inadequate energy supplies, computer maintenance issues, difficulty in keeping software up to date, and insufficient back-up systems in place. IICD's partner capacity-building programme focuses on hardware maintenance and quick repairs, thereby minimising these risks as much as possible.

## 5. Finance

### 5.1 Financial outline

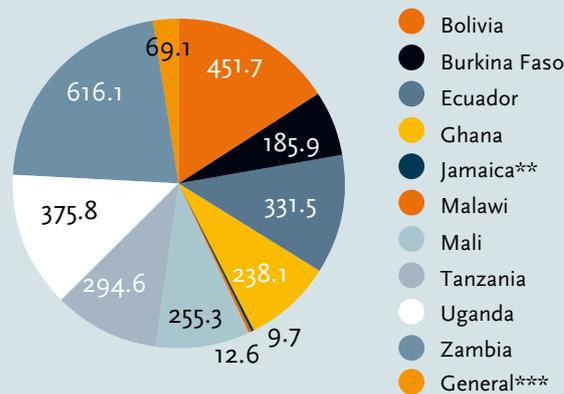
In 2010, the finance unit continued to streamline its processes to ensure greater transparency and efficiency.

#### Main sources of funding

As in previous years, IICD's main funder in 2010 was the Directorate General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs. We continued to work closely with several prominent Dutch NGOs, such as HIVOS, Cordaid and PSO. IICD co-funds a number of long-term ICT initiatives with these organisations.

Due to the global economic crisis, IICD received less income than expected in 2010 from public and private organisations and non-Dutch NGOs. We did receive contributions in-kind (staff time) as well as donations of computers and other hardware and software from private-sector companies such as Microsoft, Inter Access, Altran, TNO, Atos Origin, and KPN. Non-Dutch NGOs such as Close the Gap and SPIDER contributed resources as well.

Activity costs per country excluding staff costs\* x 1000 euro



\* Costs include project formulation, monitoring, evaluation, capacity development, networking, leveraging and seed funding.

\*\* A small amount of money was used to close off activities in Jamaica.

\*\*\* Country overarching costs such as training material and online evaluation tool.

It has always been the aim of IICD to try to ensure that our partners are able to progress to independent sustainability. In order to achieve this IICD advises and assist our partners in obtaining direct third-party contributions for their programmes and projects. These funds do not flow through the books of IICD but directly to the partners. The total amount generated in the years 2009/2010 was over € 2.4 million, this amount has been included in both the income and expenditure sides of these annual accounts.

#### Additional services

In addition to bookkeeping, the finance department provides a full range of financial and administrative services, including project administration, annual reporting, quality control, and a monthly time registration system whereby IICD staff members record the hours they worked on a specific activity.

## Financial accountability

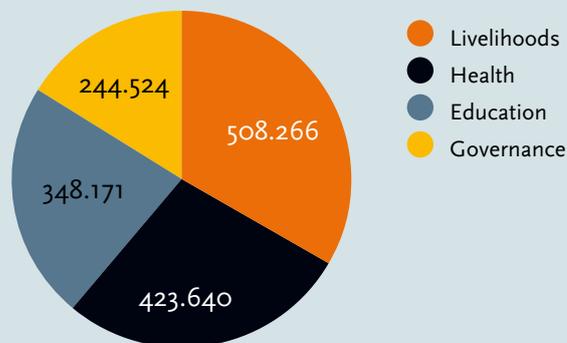
Transparency and accountability are the hallmarks of an exceptional accounting system. IICD therefore fiercely guards the quality of its administration system with a series of checks and balances that are continuously improved and refined. In 2010, the main elements of this system were the following:

- Monthly reports of operating income and expenses
- Quarterly financial reports submitted by local partner organisations
- A quarterly statement of operating income and expenses, plus a balance sheet
- Written explanations of any deviations from budgets or expectations
- A full annual institutional audit
- Up-to-date information on the status of all programmes, expenditures and commitments, available online to all staff 24 hours a day, seven days a week.

## Transition to RJ650

In 2010 IICD also started the transition of completing its financial reporting using the Dutch RJ650 norm, which is for fundraising organisations. This will replace the current financial reporting under the rules for RJ640, being those applying to non-profit making organisations

Seed fund expenditures per sector (2010)\* amounts in euros



\* Total: € 1.524.601

## 5.2 Auditor's report

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 December 2010 and the summary statements of comprehensive income, are derived from the audited financial statements of Stichting International Institute for Communication and Development at The Hague for the year ended 31 December 2010. We expressed a unqualified audit opinion on those financial statements in our report dated 12 May 2011. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements. The summary financial statements do not contain all the disclosures required by the Guideline for Annual Reporting 640 Non-profit Organisations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Stichting International Institute for Communication and Development.

### Management's responsibility

Management is responsible for the preparation of a summary of the audited financial statements in accordance with the accounting policies as applied in the 2010 financial statements of Stichting International Institute for Communication and Development.

### Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Dutch Law, including the Dutch Standard on Auditing 810 'Engagements to report on summary financial statements'.

### Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Stichting International Institute for Communication and Development at The Hague for the year ended 31 December 2010 are consistent, in all material respects, with those financial statements, in accordance with the accounting policies as applied in the 2010 financial statements of Stichting International Institute for Communication and Development.

Rotterdam, May 12, 2011

**Borrie & Co, Auditors**  
**drs. M.J. Verhoeve RA**

*\* For the complete annual accounts 2010, including accounting principles and detailed statements, please contact IICD.*

## 5.3 Balance sheet and statement of operating income and expenses

### BALANCE SHEET AS AT 31 DECEMBER 2010\*

Euro		
<b>ASSETS</b>	31-12-2010	31-12-2009
	€	€
<b>FIXED ASSETS</b>		
Tangible fixed assets	49.488	88.692
Totals	49.488	88.692
<b>CURRENT ASSETS</b>		
Receivables & prepaid expenses	362.803	344.888
Cash & bank	1.234.523	1.527.971
Totals	1.597.326	1.872.859
<b>TOTAL ASSETS</b>	<b>1.646.814</b>	<b>1.961.551</b>
<b>LIABILITIES</b>		
	31-12-2010	31-12-2009
	€	€
EQUALIZATION ACCOUNT	33.733	62.438
CONTINUATION RESERVE	43.477	0
LONG TERM LIABILITIES	15.750	26.250
<b>CURRENT LIABILITIES</b>		
Payables & accrued liabilities	1.491.836	1.815.088
Taxes & social security payments	62.018	57.775
Totals	1.553.854	1.872.863
<b>TOTAL LIABILITIES</b>	<b>1.646.814</b>	<b>1.961.551</b>

## STATEMENT OF OPERATING INCOME AND EXPENSES FOR 2010\*

Euro		
<b>SUMMARY</b>	Actual 2010	Actual 2009
	€	€
<b>INCOME</b>		
Ministry of Foreign Affairs:		
Activity number 2758 DCO 0012152	5.250.975	4.597.164
Other Donor Income	1.162.817	1.438.909
<b>TOTAL INCOME IICD</b>	<b>6.413.792</b>	<b>6.036.073</b>
Direct Third Party Contribution to IICD Partners (2009/2010)	2.496.778	
<b>TOTAL INCOME</b>	<b>8.910.570</b>	<b>6.036.073</b>
<b>EXPENSES</b>		
Ministry of Foreign Affairs:		
Personnel expenses	2.371.639	2.186.087
Office	492.851	464.452
Management & Board	53.333	60.434
Depreciation charges	10.500	10.500
Expenses Allocated to Projects	2.673.118	2.684.683
	255.205	36.790
Interest etc.	(4.493)	(46.023)
Project expenses		
Country Programmes	2.815.516	2.860.205
Thematic Networks	892.055	986.549
Seed Funds	1.524.601	1.377.156
Corporate services	887.431	821.396
	6.119.603	6.045.306
Expenses using Direct Third Party Contributions to IICD		
Partners (2009/2010)	2.496.778	
Contribution to Continuation Reserve	43.477	0
<b>TOTAL EXPENSES</b>	<b>8.910.570</b>	<b>6.036.073</b>
<b>BALANCE</b>		

## 5.4 Fundraising

Access to sufficient funding is key to IICD's work; our core activities in the countries depend on it. Each year, institutional funding is secured from various public, private and non-profit partners. In 2010, IICD's fundraising strategy expanded its reach, seeking resources from bilateral and multilateral organisations, private-sector companies, and national and international foundations.

In any successful partnership, time and energy has to be invested to generate a collaboration that yields mutual benefits. It is important for partners to understand each other's strengths, principles and ways of working. For this reason, IICD works with a select group of partners in Europe and North America within the framework of multi-annual agreements.

### Financial goals

IICD had two major financial goals for the 2009–2010 period. The first was to obtain 25 per cent of its core funding from non-DGIS supported organisations: the '25 per cent target'. The second was to acquire 10 per cent of our targeted income from DGIS-supported NGOs: the '10 per cent target'. Both were achieved; during the period 2009-2010 IICD managed to generate € 2.4 million in this way.

By strengthening existing relationships with other non-profit organisations, IICD was successful in acquiring additional funding, which was promptly allocated to specific projects. This helped us in our efforts to meet the 25 per cent target. The Motorola Foundation, for example, invested US \$100,000 to help IICD bring ICT into high schools and youth vocational training centres in the developing world. Close the Gap presented IICD with a gift certificate for €213,125 to fund donated computers in Uganda and Tanzania. Other international organisations supporting IICD in 2010 were CTA and FAO, both of which supported (agricultural) livelihoods projects in Ghana and Tanzania.



### Financial tremors

Financial tremors from the global recession continued to be felt throughout the Dutch ICT sector in 2010. Yet IICD was still able to retain the support of a number of commercial companies. This was thanks in part to our flexibility in implementing our corporate fundraising strategy, giving supporting companies leeway to overcome internal problems caused by the economic crisis. Instead of sending their staff members abroad, assignments could be carried out in the Netherlands. In this respect, we continued to receive unwavering support from Altran, Inter Access, Atos Origin and KPN. Our partnership with Capgemini ended in 2010, as will our partnership with KPN after 2010, due to their new corporate social responsibility policy. Private donations were received from the international construction company BAM and CharITy, a charitable organisation linked to the Dutch association of chief information officers (CIO).

### Dutch development aid

In the first half of 2010, IICD prepared its final proposal to secure programme funding from the Dutch development aid budget (MFS II funds) for the 2011–2015 period. In the first phase of applying for MFS II funding, IICD formed a consortium with the Dutch NGOs Cordaid, Edukans, ICCO and Akvo. Near the end of the year, the Ministry announced that the Connect4Change consortium led by IICD had been granted an amount of 41,060,817 euros.

## 6. Prospects 2011

The coming year, 2011, is set to be an exciting one for IICD with many new activities going ahead. We can finally get started with the Connect4Change consortium, entering new countries and developing new programmes with new partners. To secure IICD's work now and in the future the IICD team will develop new competencies to better address its partners' needs. Later in the year we will be celebrating IICD's 15 year anniversary.

If 2010 was a year of transition, 2011 will be a year of embarking on the new paths set out. IICD will continue to work towards its mission: to help 10 million low-income people in Africa and Latin America to access and exploit ICT so that they can improve their livelihoods and quality of life.

### More impact and bigger outreach

To increase our impact and outreach, we will begin working from within the Connect4Change consortium with partners Akvo, Cordaid, Edukans and ICCO and preferred partner Text to Change. To broaden our services we will enter three new countries – Ethiopia, Kenya and Peru – and expand in the countries where we are already active. This is possible because we have chosen to work with knowledgeable partners who have an impressive track record in the health, (agricultural) livelihoods or education sector or are specialised in applying mobile solutions and platforms. By combining strengths, finances, capacities and expertise we will be much more powerful in the field.

Our ICT-based activities related to the programme of the consortium will still focus on health, education and economic development, with special attention on entrepreneurship, vocational training for the youth and financial services. Unfortunately due to cuts in the Dutch development assistance budget, the impact and outreach will be less than expected. We will, however, achieve as much as possible with the available funds.

### Financial sustainability

It has become clear in the past two years that the approach of the Dutch government towards development cooperation will fundamentally change. Not only in terms of less funds being available for thematic programmes, but also in the way that budgets are spent and the countries and themes supported. To sustain IICD and the work of our local partners in the future we will work to diversify our funding sources. In the years ahead, we will focus on getting more funds from (private) foundations, ultimately aiming to be dependent for no more than 50 per cent of our budget on funding from DGIS. We will also continue to support activities that generate direct funding for local partners to help them ensure their financial sustainability.

### Redefining our niche

Much has changed in the 15 years that we have been active in the field of ICT for development. The possibilities and diversity of ICT and its applications have increased exponentially. It is now a 'must' to use ICT to accelerate development programmes. There is more knowledge on how to apply ICT in specific sectors and to solve particular issues. Also, more local capacity and expertise is available nowadays to sustain ICT-based development activities.

On this fertile ground, IICD will work in the coming year to find innovative ways toward greater outreach and more impact. IICD is well on its way to becoming a key authority on embedding ICT in development programmes in a sustainable way; we are already being asked by other development partners to advise on mainstreaming ICT in their programmes. We hope to build on this recognition in 2011. IICD also aims to lead the way in moving from piloting to a sustainable form of scaling up, paving the way for small triumphs to prompt larger systemic change from the bottom up.

## Annex I - Key figures 2010

- IICD was established by the Netherlands Ministry of Foreign Affairs in **1996**. Its headquarters is located in The Hague, the Netherlands. Caroline Figuères has served as IICD's Managing Director since 1 January **2008**.
- IICD had **34** employees (20 women and 14 men; 32.5 FTE).
- The total income of IICD for 2010 amounted to **€ 6,413,792**.
- **97.1 per cent** of IICD's budget was spent realising projects, capacity development, knowledge exchange and evaluation. The remaining **2.9 per cent** went to management and administration, fundraising and corporate communications.
- The Dutch Directorate General for Development Cooperation (**DGIS**) was IICD's core funder. IICD also worked closely with several leading Dutch NGOs, such as Cordaid, HIVOS and PSO.
- IICD supported development programmes in **nine** countries: Bolivia, Burkina Faso, Ecuador, Ghana, Malawi, Mali, Tanzania, Uganda and Zambia.
- Most of the activities were geared towards **five** sectors: (agricultural) livelihoods, education, healthcare, governmental services and citizen participation, and the environment.
- By the end of 2010, IICD supported **111** projects on the ground, **14** leveraging programmes and **8** policy formulation processes. **57 per cent** of these projects and programmes continue independently without IICD support.
- Projects and policies reached **830,000** active users and **6.1** million indirect beneficiaries.
- The people we reach are mainly teachers, students, school managers, civil servants, citizens, NGO staff, policymakers, doctors, nurses, patients, hospital managers, farmers, entrepreneurs, traders, women, youth and indigenous people. Most live in rural areas.
- Over the year, more than **1,800** people participated in **10** technical update seminars, **35** on-the-job training sessions, and other capacity development activities related to these projects.
- In each focal country, a national ICT for development network has been set up with IICD support. These networks promote knowledge sharing, increase awareness and lobby on behalf of ICT for development. In 2010, the **10** networks had a combined membership of more than **260** member organisations and **2,000** individual members.

## Annex II - Overview projects

Project Title	Partner	Partner Link
<b>Bolivia</b>		
<b>Education</b>		
<b>Leveraging programmes</b>		
National ICT Programme for the Education Sector	Ministry of Education	<a href="http://www.minedu.gob.bo">www.minedu.gob.bo</a>
ICT in Primary and Secondary Education	Asociacion Multidisciplinaria Educatic	<a href="http://www.educatic.org.bo">www.educatic.org.bo</a>
<b>On the ground projects</b>		
CAPTIC Training Centre: Global Telecentre Map	EnBolivia.com	<a href="http://www.EnBolivia.com">www.EnBolivia.com</a>
ICT for Teaching and Learning in Schools	Fundacion Ayni Bolivia	<a href="http://www.ayni.nl">www.ayni.nl</a>
Interactive Education Materials on Indigenous Cultures	Apoyo para el Campesino-Indígena del Oriente Boliviano (APCOB)	<a href="http://www.apcob.org.bo">www.apcob.org.bo</a>
Educational Computer Centres in Yapacaní	Centro de Promoción Agropecuarios Campesino (CEPAC)	<a href="http://www.cepac.org.bo">www.cepac.org.bo</a>
<b>Environment</b>		
<b>On the ground projects</b>		
Strengthening the Network for Sustainable Development and Environment	Centro Boliviano de Estudios Multidisciplinarios (CEBEM)	<a href="http://www.cebem.org">www.cebem.org</a>
<b>Governance</b>		
<b>On the ground projects</b>		
ICT for Strengthening the Capacities of Female Indigenous Leaders	Confederación de Pueblos Indígenas de Bolivia (CIDOB)	<a href="http://www.cidob-bo.org">www.cidob-bo.org</a>
Online Consulting Service on Domestic Violence	Casa de la Mujer	<a href="http://www.casadelamujer.org.bo">www.casadelamujer.org.bo</a>
<b>Livelihoods</b>		
<b>Leveraging programmes</b>		
Agriculture Information and Communication System Santa Cruz	Departmental Government Santa Cruz	
<b>Policy programmes</b>		
Policy:Technical Assistance implementation ICT strategy agriculture	Ministerio de Desarrollo Rural y Medio Ambiente (MDRAYMA)	
<b>On the ground projects</b>		
Knowledge Management Through Local Community Development - Bolivia	Comisión Episcopal de Educación (CEE)	<a href="http://www.cebolyvia.net">www.cebolyvia.net</a>
Integration of Internal Control System and GIS for Quinoa Production - Bolivia	Fundación Autapo	<a href="http://www.fundacionautapo.org">www.fundacionautapo.org</a>
Agriculture Information Systems in the Valleys of Santa Cruz	Instituto de Capacitación del Oriente (ICO)	<a href="http://www.ticbolivia.net/mapa_detalle.php?k=264">www.ticbolivia.net/mapa_detalle.php?k=264</a>
Commercial Information and Advisory System for Agricultural Producers	Promueve Bolivia	<a href="http://www.promueve.gob.bo">www.promueve.gob.bo</a>
Information System for Access to Public Funding by Small Producers in Agriculture	Coordinadora de Integración de Organizaciones Económicas Campesinas de Bolivia (CIOEC)	<a href="http://www.cioecbolivia.org">www.cioecbolivia.org</a>
Information System for Innovation and Competitiveness of Small Farmers	Centro de Promoción Agropecuarios Campesino (CEPAC)	<a href="http://www.cepac.org.bo">www.cepac.org.bo</a>
Marketing Information System, Chuquisaca	Fundación Acción Cultural Loyola (ACLO)	<a href="http://www.aclo.org.bo">www.aclo.org.bo</a>
ICT for the Exchange of Farmer Experiences in Ecological Agriculture	Fundación AGRECOL Andes	<a href="http://www.agrecolandes.org">www.agrecolandes.org</a>
Geographic Information System for the Production of Cacao	El Ceibo	<a href="http://www.elceibo.org">www.elceibo.org</a>
ICT for Agriculture in the Chiquitano Region	Apoyo para el Campesino-Indígena del Oriente Boliviano (APCOB)	<a href="http://www.apcob.org.bo">www.apcob.org.bo</a>
Technical-Commercial Information Centres for the Agro-Ecological Sector	Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)	<a href="http://www.aopeb.org">www.aopeb.org</a>

Project Title	Partner	Partner Link
<b>Burkina Faso</b>		
<b>Education</b>		
<b>On the ground projects</b>		
Training center	Zongo Consultancy Projects (ZCP)	<a href="http://www.zcp.bf">www.zcp.bf</a>
Education Digital Resource Centre	DGIFPE (MESSRS)	<a href="http://www.dgifpe.gov.bf">www.dgifpe.gov.bf</a>
Global Teenager Burkina Faso	Zongo's Consulting and Productions (ZCP)	<a href="http://www.zcp.bf">www.zcp.bf</a>
<b>Livelihoods</b>		
<b>On the ground projects</b>		
Improve Communication in Shea Butter Section (MIPROKA)	Association Song-Taab Yalgré (ASY)	<a href="http://www.songtaaba.net">www.songtaaba.net</a>
Improvement of Agriculture Related Information Channels to Farmers in the Rural Area Sissili	Fédération Provinciale des Producteurs Agricoles de la Sissili (FEPPASI)	<a href="http://www.feppasi.org">www.feppasi.org</a>
Market Price Information System Using Web and National Television	L'Institut Africain de Economie Rurale (IABER)	
Reinforcement of Sensitisation Impact on Water Sanitation through the Use of ICT	Sahel Solidarité	<a href="http://www.sahelsolidarite.bf">www.sahelsolidarite.bf</a>
Rural women's information network in Zabré	Pag-La-Yiri	
<b>Ecuador</b>		
<b>Education</b>		
<b>Leveraging programmes</b>		
Improving the quality of teaching and learning processes through ICT	Edúcate, Fundación UVIA	<a href="http://www.fuvia.org">www.fuvia.org</a>
<b>Governance</b>		
<b>On the ground projects</b>		
Use of ICTs in Informing About the External Debt Situation of Ecuador	Jubileo 2000 Red Guayaquil	<a href="http://www.jubileo2000.ec">www.jubileo2000.ec</a>
Digitizing the 'Memory' of the Social Struggles Involving Local Youth Councils in Good Practices in Local Governance	Radio La Luna Fundación Futuro Latino Americano	<a href="http://www.radiolaluna.com">www.radiolaluna.com</a> <a href="http://www.ffla.net">www.ffla.net</a>
School for Strengthening Local Management by Rural Women Leaders in Ecuador	Asociación Mujeres Juntas Parroquiales Rurales del Ecuador (AMJUPRE)	<a href="http://www.amjupre.org.ec">www.amjupre.org.ec</a>
Ciudadanía Informada: Citizens' Participation Citizenry Online	Participación Ciudadana Auditoría Democrática Andina	<a href="http://www.participacionciudadana.org">www.participacionciudadana.org</a> <a href="http://www.auditoriademocratica.org">www.auditoriademocratica.org</a>
Implementation of an m-governance information system in Ecuadorian municipalities	Grupo FARO	<a href="http://www.grupofaro.org">www.grupofaro.org</a>
<b>Livelihoods</b>		
<b>Leveraging programmes</b>		
Design and Implementation of the SERVIR Regional Credit Evaluation Service	Red Financiera Rural (RFR)	<a href="http://www.rfr.org.ec">www.rfr.org.ec</a>
Power and Communications Sectors Modernisation and Rural Services (PROMEC)	Secretaría Nacional de Planificación y Desarrollo (SENPLADES)	<a href="http://www.senplades.gov.ec">www.senplades.gov.ec</a>
<b>On the ground projects</b>		
Market Information System on Local-Level Offer and Demand	CAMARI-FEPP	<a href="http://www.camari.org">www.camari.org</a> <a href="http://www.fepp.org.ec">www.fepp.org.ec</a>
ICT for the optimisation of production, marketing and social organisation of cacao growers in Ecuador	Maquita Cushunchic Comercializamos como Hermanos	<a href="http://www.fundmcch.com.ec">www.fundmcch.com.ec</a>
Information Management on Sustainable Production Systems	Coordinadora Ecuatoriana de Agroecología	<a href="http://www.ecuanex.net.ec/cea">www.ecuanex.net.ec/cea</a>
AgriTrade versus Food Self-Sufficiency	Acción Ecológica	<a href="http://www.accionecologica.org">www.accionecologica.org</a>
Conserving Mangroves with ICTs and Community Production	Corporación Coordinadora Nacional para la Defensa del Ecosistema Manglar del Ecuador	<a href="http://www.ccondem.org.ec">www.ccondem.org.ec</a>
Promotion, Dissemination and Marketing of Community Tourism	Federación Plurinacional de Turismo Comunitario del Ecuador	<a href="http://www.turismocomunitario.ec">www.turismocomunitario.ec</a>

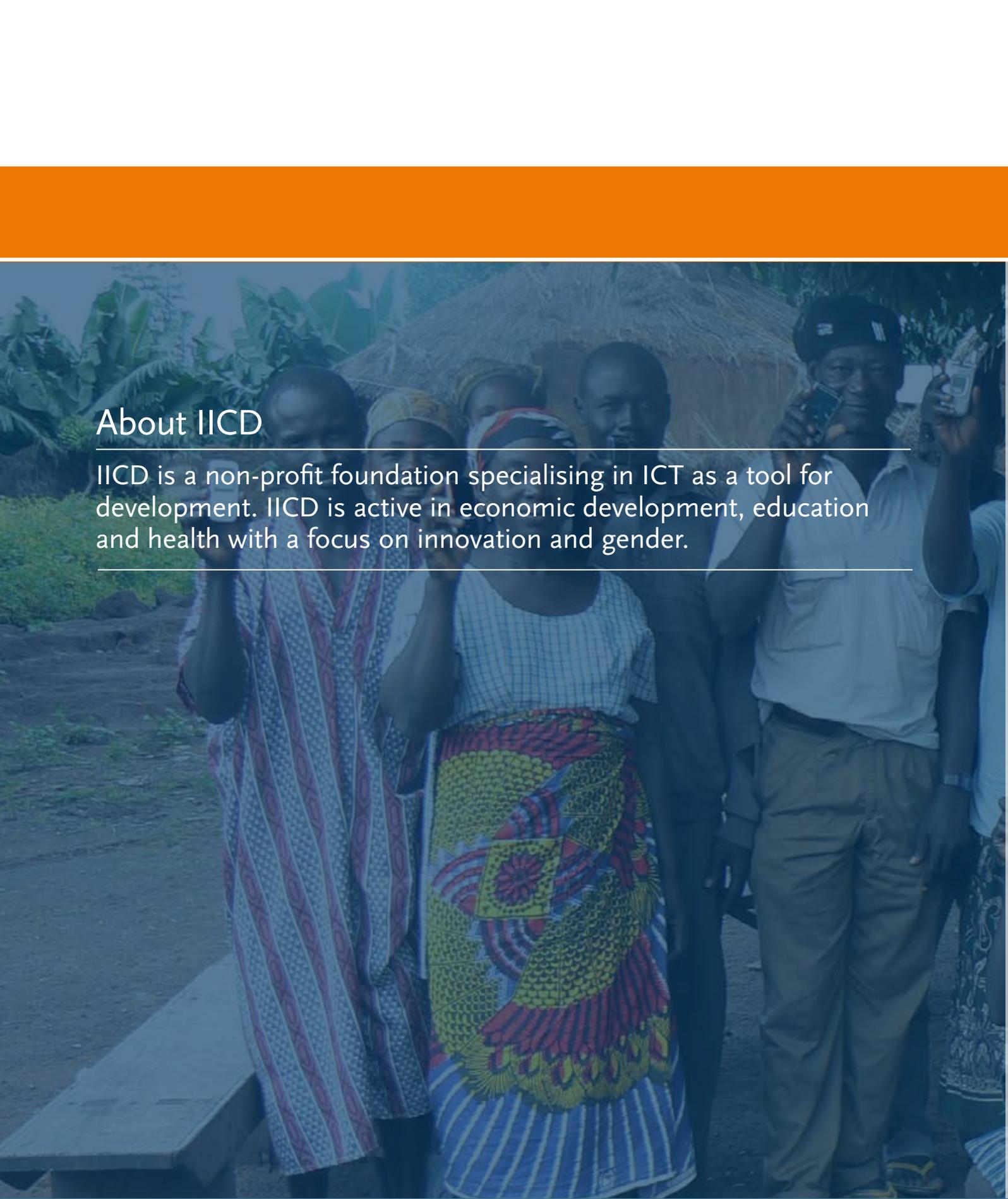
Project Title	Partner	Partner Link
<b>Ghana</b>		
<b>Education</b>		
<b>On the ground projects</b>		
Global Teenager Project	Rescue Mission Ghana	<a href="http://www.rescuemission.org.gh">www.rescuemission.org.gh</a>
<b>Governance</b>		
<b>On the ground projects</b>		
ICT Capacity Development Centre For Enhancing The National Portal	Ministry of Information and National Orientation	<a href="http://www.ghana.gov.gh">www.ghana.gov.gh</a>
<b>Health</b>		
<b>Policy programmes</b>		
ICT Policy for the Health Sector	Ministry of Health	<a href="http://www.ghana.gov.gh">www.ghana.gov.gh</a>
<b>On the ground projects</b>		
Improving Primary Health Care	Association of Church Development Project (ACDEP)	<a href="http://www.acdep.org">www.acdep.org</a>
Participatory Monitoring and Evaluation	Social Enterprise Development Foundation of West Africa (SEND)	<a href="http://www.sendwestafrica.org">www.sendwestafrica.org</a>
<b>Livelihoods</b>		
<b>Leveraging programmes</b>		
Community Information Centre Initiative	Ministry of Communications / Giftel	<a href="http://www.ghana.gov.gh">www.ghana.gov.gh</a>
<b>On the ground projects</b>		
Eastern Corridor Agro-Market Project	Social Enterprise Development Foundation of West Africa (SEND)	<a href="http://www.sendwestafrica.org">www.sendwestafrica.org</a>
Market Information Service Facility and Training Project	Market Access Promotion Network (MAPRONET)	
ICT Support for Rural Agricultural Literacy Business Development Support Services for SMEs using ICT	Women and Development Project Producer Enterprises Promotion Service Centre (PEPS-C)	<a href="http://www.peps-c.org">www.peps-c.org</a>
Establishing Information Centres	Association of Church Development Projects (ACDEP)	<a href="http://www.acdep.org">www.acdep.org</a>
<b>Jamaica</b>		
<b>Education</b>		
<b>On the ground projects</b>		
ICT Remedial Learning for Youth	ICT4D Jamaica	<a href="http://www.ict4djamaica.org">www.ict4djamaica.org</a>
<b>Livelihoods</b>		
<b>On the ground projects</b>		
Community Without Borders	ICT4D Jamaica	<a href="http://www.ict4djamaica.org">www.ict4djamaica.org</a>
Agriculture Business Information System	Rural Agriculture Development Agency (RADA)	<a href="http://www.rada.gov.jm">www.rada.gov.jm</a>
Caribbean Music Marketing	Caribbean Music Exposition	<a href="http://www.caribbean.com.jm">www.caribbean.com.jm</a>
Caribbean Music Exposition	(CME) Conventions	<a href="http://www.cme.com.jm">www.cme.com.jm</a>
<b>Malawi</b>		
<b>Health</b>		
<b>On the ground projects</b>		
Nkhoma Hospital Management Information System	Nkhoma Hospital	

Project Title	Partner	Partner Link
<b>Mali</b>		
<b>Education</b>		
<b>On the ground projects</b>		
ICT Development Centre	ICT Development Centre (IDC)	<a href="http://www.idcmali.com">www.idcmali.com</a>
<b>Health</b>		
<b>Leveraging programmes</b>		
E-Health for Community Health Centres in Mali	Reseau Informatique Malien d'Information et de Communication Medicale (REIMICOM), Fédération Nationale des Associations de Santé Communautaire du Mali (FENASCOM)	
<b>On the ground projects</b>		
Teleradiology in Mali (IKON)	La Société d'Imagerie du Mali (SOMIM)	
Rural Information System for the Mandé Region	3AG - Fabema - Réseau d'Information du Mandé	<a href="http://initiatives-mali.info">initiatives-mali.info</a>
E-Health Activities Reference Centre	Reseau Informatique Malien d'Information et de Communication Medicale (REIMICOM)	
OpenYaLIM E-health Software Development Poject	ICT Development Centre (IDC)	<a href="http://www.idcmali.com">www.idcmali.com</a>
<b>Livelihoods</b>		
<b>Policy programmes</b>		
Policy Development E-Health and E-Agriculture	Ministry of Health, UNECA	
<b>On the ground projects</b>		
Jefako Gelekan - Rural Information System for Farmers in the Sikasso region	CRRC	<a href="http://www.crcr-mali.org">www.crcr-mali.org</a>
Shea Butter and ICT	AMPJ/COPROKAZAN	<a href="http://www.coprokazan.org">www.coprokazan.org</a>
Sene Kunafoni Bulon	CRRA/URPM/CFTS/APPS	<a href="http://www.ier.gouv.ml">www.ier.gouv.ml</a>
Quality & FRUILEMA	GIE FRUILEMA	<a href="http://www.fruillema.com">www.fruillema.com</a>
Chaîne de Télécentres	Datatech	<a href="http://www.datatech.toolnet.org">www.datatech.toolnet.org</a>
Soleil Artnet - Promoting the Visibility of Artists	Soleil d'Afrique	<a href="http://www.soleildafrique.org">www.soleildafrique.org</a>

Project Title	Partner	Partner Link
<b>Tanzania</b>		
<b>Education</b>		
<b>Policy programmes</b>		
ICT Policy for Education	Commission for Science and Technology (COSTECH), Ministry of Education and Vocational Training (MoE)	www.costech.or.tz www.moe.go.tz
<b>On the ground projects</b>		
Computer Training Center GTP	Joyous Computer Training (JCT)	
Distance Education for Secondary Schools	Distance Learning and Education Services (DLES)	www.distancelearning-tz.org
Educational Website	Tanzania Education and Information Services Trust (TanEdu)	www.tanedu.org
Pro-Computer training & maintenance	TCLSS - TF	
Tanedu Training Room Assistance	Tanzania Education and Information Services Trust (TanEdu)	www.tanedu.org
Tanzania Students Website/Wanafunzi	Tanzania Education and Information Services Trust (TanEdu)	www.tanedu.org
Teacher Professional Development	Bright Education Trust Fund (BETF)	
<b>Governance</b>		
<b>Leveraging programmes</b>		
District Computerization Kinondoni	Commission for Science and Technology (COSTECH)	www.costech.or.tz
<b>On the ground projects</b>		
E-Networking	TaTEDO	www.tatedo.org
<b>Health</b>		
<b>Leveraging programmes</b>		
Development of Management System for Health Facility	Evangelical Lutheran Church Tanzania (ELCT)	www.elct.org
<b>Policy programmes</b>		
Strategising ICT for Health	Christian Social Services Commission (CSSC) & Commission on Science and Technology (COSTECH)	www.costech.or.tz
<b>On the ground projects</b>		
E-Learning Incubator for Health Workers	School of Hygiene	www.costech.or.tz
Health Network	Christian Social Service Commission (CSSC)	www.cssc.or.tz
Telemedicine	Evangelical Lutheran Church Tanzania (ELCT)	www.elct.org
Modular Strategic Implementation of ICT in Health Care Facilities	Sengerema Hospital and Magu District Council	
District Health Management Information Systems (D-HMIS)	African Inland Church in Tanzania (AICT), Evangelical Lutheran Church in Tanzania (ELCT), Roman Catholic Church (RCC), Christian Social Services Commission CSSC), CMO	www.elct.org www.cssc.or.tz
<b>Livelihoods</b>		
<b>On the ground projects</b>		
ABIS - BIS component	Business Care Services (BCS)	
Agricultural Business Information Services (ABIS) - Cromabu component	Crops Marketing Bureau (CROMABU)	www.tanzaniagateway.org/docs/CROMABU.pdf
Community Tele-Centers	CTC	
Rural Community Access in Kibengwe	Kagera Agricultural and Environmental Management Programme (KAEMP) , University of Dar es Salaam Computing Centre (UCC), Community TeleCentres (CTC)	www.kagera.org
Trade information system	TCCIA	www.tccia.com

Project Title	Partner	Partner Link
<b>Uganda</b>		
<b>Education</b>		
<b>On the ground projects</b>		
Content Development at National Teachers Colleges	Kyambogo University	<a href="http://www.kyu.ac.ug">www.kyu.ac.ug</a>
ICT maintenance for rural Uganda	Uganda Institute of Information and Communications Technology (UICT)	<a href="http://www.enteruganda.com/brochures/uictad1.htm">www.enteruganda.com/brochures/uictad1.htm</a>
East African Centre for Open Source Software	East African Centre for Open Source Software (EACOSS)	<a href="http://www.eacoss.org">www.eacoss.org</a>
ICT4Education CFSU	Computers for Schools Uganda	
<b>Governance</b>		
<b>Leveraging programmes</b>		
District Administrative Network Programme	Local Governments of Mbale, Mbarara, Lira and Kayunga	<a href="http://www.lira.go.ug">www.lira.go.ug</a>
<b>On the ground projects</b>		
E-Society Western Uganda	Rwenzori consortium	<a href="http://rwevoice.blogspot.com">rwevoice.blogspot.com</a>
<b>Health</b>		
<b>Policy programmes</b>		
Support for ICT Health Policy and Strategy	Min of Health/National Telemedicine/E-health Steering Committee (NSTC)	<a href="http://www.health.go.ug">www.health.go.ug</a>
<b>On the ground projects</b>		
Health Child	Cordaid	<a href="http://www.cordaid.nl">www.cordaid.nl</a>
Improving Continuous Medical Education for Rural Health Workers through ICT Training	Uganda Martyrs University (UMU)	<a href="http://www.fiuc.org/umu">www.fiuc.org/umu</a>
Information and Data Management in UCMB Health Units (HMIS)	Uganda Catholic Medical Bureau (UCMB)	<a href="http://www.ucmb.co.ug">www.ucmb.co.ug</a>
<b>Livelihoods</b>		
<b>Leveraging programmes</b>		
Replication of Rural Information Support with SNV	SNV World (Netherlands Development Organisation)	<a href="http://www.snvworld.org">www.snvworld.org</a>
Replication of Rural Information Support with Department of co-operatives of MTTI	Uganda Commodity Exchange (UCE), Ministry of Tourism, Trade and Industry (MTTI)	<a href="http://www.uce.co.ug">www.uce.co.ug</a> <a href="http://www.mtti.go.ug">www.mtti.go.ug</a>
Rural Information System to support a Commodity Exchange	Uganda Commodity Exchange (UCE), Ministry of Tourism, Trade and Industry (MTTI)	<a href="http://www.uce.co.ug">www.uce.co.ug</a> <a href="http://www.mtti.go.ug">www.mtti.go.ug</a>
<b>On the ground projects</b>		
Distribution of refurbished PCs	Uganda Institute of Information and Communications Technology (UICT)	<a href="http://www.uict.ac.ug">www.uict.ac.ug</a>
E-waste pilot	Computers for Schools Uganda	<a href="http://projects.tigweb.org/bayline/about">http://projects.tigweb.org/bayline/about</a>
Improve Competence for Rural Micro- and Small Scale Enterprises	Uganda Industrial Research Institute (UIRI), Mngt Training and Advisory Center (MTAC)	<a href="http://www.uiri.org">www.uiri.org</a> <a href="http://www.idisc.net/en/Incubator.168.html">www.idisc.net/en/Incubator.168.html</a>
Information Flow Management and Networking at Ministry of Trade Tourism and Industry	Ministry of Trade Tourism and Industry (MTTI)	<a href="http://www.mtti.go.ug">www.mtti.go.ug</a>
Trade Tourism Industry Capacity Development Centre	Uganda Industrial Research Institute (UIRI), Ministry of Tourism, Trade and Industry (MTTI)	<a href="http://www.mtti.go.ug">www.mtti.go.ug</a> <a href="http://www.uiri.org">www.uiri.org</a>

Project Title	Partner	Partner Link
<b>Zambia</b>		
<b>Education</b>		
<b>Policy programmes</b>		
ICT policy Ministry of Education	Ministry of Education	<a href="http://www.moe.gov.zm">www.moe.gov.zm</a>
Opensource Zambia Initiative	Opensource Zambia Initiative	<a href="http://www.opensource.org.zm">www.opensource.org.zm</a>
Education Support Network Project	One World Africa	<a href="http://africa.oneworld.net/countryguide/zambia/zambia">http://africa.oneworld.net/countryguide/zambia/zambia</a>
Global Teenager Project	Trio Consult	<a href="http://trio-consult.com">http://trio-consult.com</a>
Integration of ICT in the Copperbelt College of Education Curriculum	Copperbelt College of Education	
Enhancing the Visual and Presentation of Educational Content	Mpelembe Secondary School	<a href="http://en.wikipedia.org/wiki/Mpelembe_Secondary_School">http://en.wikipedia.org/wiki/Mpelembe_Secondary_School</a>
<b>Health</b>		
<b>On the ground projects</b>		
Establishment of a Study Materials Development and Production Centre	General Nursing Council Zambia (GNCZ)	
Establishment of an ICT Resource Centre	Zambia Union of Nurses Organisation	<a href="http://www.zuno.org.zm">www.zuno.org.zm</a>
Integrated Patients Monitoring System	Catholic Diocese of Mongu	<a href="http://www.gcatholic.com/dioceses/diocese/mongo.htm">www.gcatholic.com/dioceses/diocese/mongo.htm</a>
Integrated Blood Donor Data Base Management System	Zambia National Blood Transfusion Service (ZNBTS)	<a href="http://gateway.nlm.nih.gov/MeetingAbstracts/ma?f=102231383.html">http://gateway.nlm.nih.gov/MeetingAbstracts/ma?f=102231383.html</a>
<b>Livelihoods</b>		
<b>Leveraging programmes</b>		
Youth Resource Centres	Ministry of Sports, Youth and Child Development (MSYCD), National Youth Development Council (NYDC)	<a href="http://www.parliament.gov.zm">www.parliament.gov.zm</a>
<b>On the ground projects</b>		
Development of an Effective Information Flow System	Zambia Agricultural Research Institute (ZARI)	<a href="http://www.zari.gov.zm">www.zari.gov.zm</a>
Women's Organisations Information for Development Network	Zambia Association for Research and Development (ZARD)	
ICT Integration Multimedia & Recording	Chawama Youth Project	<a href="http://chawamaskills.wordpress.com">http://chawamaskills.wordpress.com</a>
Integrating ICT for Quality Assurance and Marketing	Organic Producers and Processors Association of Zambia (OPPAZ)	<a href="http://www.oppaz.org.zm">www.oppaz.org.zm</a>
Strengthening the Agriculture Information Flow and Dissemination System	National Agricultural Information Services (NAIS)	<a href="http://www.afdevinfo.com/htmlreports/org/org_66835.html">www.afdevinfo.com/htmlreports/org/org_66835.html</a>
Small Initiative Fund (SIF) 1	StepOut	



## About IICD

IICD is a non-profit foundation specialising in ICT as a tool for development. IICD is active in economic development, education and health with a focus on innovation and gender.

### International Institute for Communication and Development

Visitor's address: Raamweg 5 | 2596 HL The Hague | The Netherlands

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

Phone: +31 (0)70 311 7311 | Fax: +31 (0)70 311 7322 | E-mail: [information@iicd.org](mailto:information@iicd.org) | [www.iicd.org](http://www.iicd.org)

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