

FROM DIGITAL DREAMS TO CONCRETE CHANGE

ANNUAL REPORT 2011



People - ICT - Development

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CHAIRMAN'S MESSAGE



The year 2011 was a special year for IICD. To begin with, 2011 marked the start of the Connect4Change programme. Together with its partners, IICD worked hard to set up new programmes in Information and Communication Technology (ICT) for Development in eleven countries. The new organisational structure took shape. I have deep respect for the swiftness with which IICD staff found their feet and began to work with the new situation. This led to an astonishing figure of 76 projects started during the year.

IICD also celebrated its fifteenth anniversary in 2011. Over these years the institute has made great progress in enabling people in developing countries to benefit from ICT. Today IICD's work reaches 5.8 million people in twelve countries. Farmers earn more from their produce because they know the current market price. Lives are saved in remote health centres because doctors can consult specialists in larger hospitals. Students learn more because they have up-to-date educational materials in their own language. This has all been achieved thanks to the application of ICTs in development programmes.

These are all accomplishments to take pride in. The anniversary celebration confirmed the broad international appreciation of IICD's work. This was articulated by NGOs, private-sector partners, such as InterAccess, governments and international organisations, such as UNCTAD. During the celebrations, the Dutch Minister for European Affairs and International Cooperation, Ben Knapen, re-emphasised the value of ICT in food security. He praised IICD for demonstrating that ICT should always be part and parcel of development efforts.

IICD has changed, but its values remain constant, and they will continue in this new phase. IICD has always been an organisation with a pioneering spirit, staffed by people driven to make a difference. IICD staff and partners act knowledgeably and professionally, seeking out opportunities to engage and connect. There were some initial challenges due to budget cuts in 2011 but we overcame these. It is the people of IICD that have given it the resilience to overcome challenges. That irrepressible resilience, combined with a strong set of values, makes IICD a strong organisation that is ready for the future.

On behalf of the Board of Trustees I therefore extend my sincere thanks to all of the people who contribute to our successes. These include our many partners worldwide, our honorary members and members of the International Advisory Board, as well as the dedicated team of IICD staff in The Hague. Together we can turn digital dreams into concrete change and contribute to a better world.

Jozias van Aartsen

Chairman of the Board of Trustees IICD
Mayor of The Hague

SUMMARY

About IICD

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 uses the power of innovative digital solutions to contribute to a better world. Our vision is to connect people in Africa and Latin America so that they too can take advantage of information and communication technologies to shape their future and that of their society.

IICD's mission is an ambitious one. We want to help 10 million low-income people in Africa and Latin America to access ICT and use it to improve health, education, economic development and livelihoods, especially agricultural livelihoods.

In 2011, IICD was active in twelve countries: Bolivia, Burkina Faso, Ethiopia, Kenya, Ghana, Malawi, Mali, Peru, Tanzania, Uganda, Zambia and Zimbabwe.

Developments in 2011

Changes in the Dutch political arena affected IICD's activities in 2011. Serious budget cuts challenged us, and many development organisations with us, to prioritise and streamline our work. Yet the new focus areas defined for Dutch development assistance created openings as well, particularly the added emphasis on public-private partnerships. Two other major trends influenced IICD over the year. One of these was the surge of appreciation for the power of mobile platforms for information sharing. The other was the 'open data' movement, which was prominent in public debate.

Results in 2011

We kicked off our ambitious five-year Connect4Change programme and a substantial range of ICT-based social innovation processes in 2011. These focus explicitly on building capacities of partner organisations and their beneficiaries to integrate ICT into development efforts in a sustainable way. Our primary aim in 2011 was to help our partners to identify the problems that need to be addressed. We then assisted them in formulating projects responding to those problems and provided input on how ICT could be used to overcome the obstacles identified. To facilitate problem identification and project formulation, we organised a series of Roundtables and solution design workshops.

IICD and Connect4Change supported 76 projects in total. Thirty projects began with new partners joining the programme. Forty six projects continued with established IICD partners extending their collaboration under the Connect4Change programme. IICD continued to follow 100 local partner organisations and projects that we no longer support financially. Eighty of these (80%) were able to sustain their ICT activities without IICD support in 2011.

By the end of 2011, IICD partners had reached out in total to almost 5.8 million beneficiaries and provided training to 575,000 people.

Next to our three main themes – economic development, education and health – we addressed a number of cross-cutting issues, such as gender equity, social innovation processes and technical innovation. A special area of attention in 2011 was the theme of youth entrepreneurship.

SUMMARY

ICT for Economic Development

The ICT for Economic Development programme promotes entrepreneurial capacity among small-scale producers and youths in developing countries, especially in rural areas. The programme targets 650,000 small-scale producers and entrepreneurs in 200 organisations, supported by 24 partner organisations in seven of our partner countries: Burkina Faso, Ethiopia, Kenya, Mali, Zambia, Bolivia and Peru.

The programme surpassed expectations, supporting more organisations than planned. In the Connect4Change programme we helped 40 partner organisations to formulate and implement 19 new projects. The programme thus exceeded in its first year the number of partners and projects that it expected to reach over its full five-year duration. By the end of 2011, we had reached 3.8 million beneficiaries and trained 250,000 people.

Priority themes of the ICT for Economic Development programme are market information, market extension, credit information, strengthening producer organisations, product information and certification.

ICT for Education

Our ICT for Education programme aims to improve the quality and equity of educational systems by integrating ICT into primary and secondary schooling and teacher and vocational training. Our special emphasis is the empowerment of women and girls. IICD's Education work mainly targets remote areas. This is because people in the far-most countryside have the lowest incomes and educational levels, so the need for strengthened education there is greater.

The ICT for Education programme collectively involved teachers and managers from 250 educational institutions, alongside 150 parent associations and grassroots organisations in eight countries: Bolivia, Ethiopia, Ghana, Kenya, Malawi, Peru, Uganda and Zambia.

In 2011, ICT for Education supported 61 new partner organisations in identification and implementation of 39 projects. Most of these projects began implementation in the final months of the year. A start was also made in implementing ICT in 50 primary and secondary schools, 43 vocational training institutes and seven teacher training colleges.

The ICT for Education programme reached in total more than 1.3 million beneficiaries by the end of 2011, and 320,000 people were trained in using ICTs.

Our partners identified four key areas in which ICT could have the largest impact for improved education in local contexts: better teaching materials, better teaching, better school management and greater parental participation.

ICT for Health

The ICT for Health programme uses ICT to increase access to healthcare services and to improve their quality. It served

six countries: Ghana, Malawi, Mali, Tanzania, Uganda and Zimbabwe.

The programme worked with 20 partner organisations, together reaching out to 660,000 patients and community members. ICT for Health activities involve some 6,000 health workers, home-based care givers and health professionals working in some 300 health facilities in as many communities.

In 2011, we helped 30 partner organisations to identify and implement 18 new projects. In total, ICT for Health reached 660,000 beneficiaries and trained 5,000 people.

Partner organisations identified four areas in which they expect ICT to have the largest impact on health outcomes: collection of health data, provision of relevant information, didactic digital training materials and data registration. A key theme addressed by the programme, in collaboration with Cordaid and the World Bank, is performance-based financing in Zimbabwe.

Gender

Gender plays a big part in the projects that we support. Not only do we support women's organisations and projects for women but we also ensure that in our other economic development, education and health programmes, gender is always taken into account. Eighty three per cent of our respondents said that our projects will change women's situations for the better.

Strong partnerships as a key to success

Partnerships are at the heart of IICD's work. We collaborate with a range of local, national and international partners from the public, private and non-profit sectors. IICD's strong reputation and the growing recognition of the development potential of ICT tools brought us exciting new partnerships in 2011. They also earned us a spot among the five most successful Dutch NGOs in terms of partnering with private companies and governments, according to the Partnership Resource Centre, a network promoting partnerships for sustainable development. Our wide network of partners extends from the developing countries where we work to Europe and North America.

IICD's largest programme, Connect4Change, is conducted in a consortium involving ICCO, Cordaid, Edukans and Akvo, with Text to Change as a preferred partner. In addition, IICD initiated activities in 2011 with a variety of organisations including programme partners Oxfam Novib, Heifer International, Progreso Network, Cordaid and the World Bank. We entered new partnerships with companies like 1Zero. A range of knowledge-sharing partners, like CTA and PSO, strengthened our ability to learn from each other's strengths.

Online and social media

Social media and the Internet continued to be IICD's main communication channels. In 2011, we significantly increased

SUMMARY

our visibility through these platforms. Our twitter followers, for example, more than doubled in 2011; and we were one of the first NGOs using Google+. We updated our social media strategy in 2011 and revamped our ICT for Development (ICT4D) community platform 'iConnect-Online'. We also launched our new corporate website in 2011.

Fifteenth anniversary

A highlight in 2011 was the celebration of IICD's 15th anniversary in October. In honour of this milestone we organised the conference 'ICT for a Greener Economy in Developing Countries'. The day was widely acclaimed, with speeches by IICD Board Chairman Jozias van Aartsen, Dutch Minister for European Affairs and International Cooperation Ben Knapen, and Inter Access CEO Hans den Hartog.

IICD Managing Director Caroline Figuères presented Ben Knapen a list of recommendations on the use of ICT for a greener economy. This was drawn up in preparation for the Rio+20 United Nations Conference on Sustainable Development slated for 20–22 June 2012.

With WorldPC, we launched the Bits4Green programme to reduce energy consumption and e-waste in developing countries. Dutch and international IT entrepreneurs and other businesses joined us in this initiative, providing donations to underline their support. Key advocates of Bits4Green are Inter Access CEO Hans den Hartog and Ronald van Wuijtswinkel of the CharITy Foundation.

Organisational developments

In 2011 we implemented substantial organisational changes resulting from the start of the Connect4Change programme. The new organisational structure was put in place. This meant getting staff members comfortable with their new positions, tasks and roles. Staff were divided over three teams: Country Programmes, Community Relations and Central Services.

At the close of 2011, IICD had 29 employees (18 women and 11 men), 28.9 full-time equivalents in total. Of our 29 employees, two worked part time and 27 full time.

Learning and knowledge sharing

Learning and knowledge sharing remain at the core of IICD's activities. In 2011, we continued our efforts to make IICD a better learning organisation.

Because 2011 saw the start of many new sector programmes, we created an internal review and reflection structure to accompany implementation of the new initiatives. Next to our ongoing 'thematic learning communities' (on topics such as health, education, economic development and gender), we continued our custom of regularly revisiting and reviewing activities that were part of our ICT-based social innovation processes. The aim of these reviews is continued refinement of our methodologies and practices to achieve the best outcomes possible.

Learning activities in 2011 included in-country workshops with representatives of partner organisations, face-to-face sessions at IICD, e-mail-based discussion groups, blogs, and wikis on the intranet – all organised around particular themes. IICD staff made liberal use of opportunities to assess programme activities, reflect on experiences, generate insights and recommendations, and share information and resources more broadly.

Together with the Connect4Change partners we formulated a learning agenda revolving around a question that is central to our mission: 'How can ICT be effectively integrated into development programmes'.

Finances

In 2011, IICD received € 8,789,792 in funding of which € 4,624,000 was transferred to Connect4Change consortium partners and € 4,165,792 was IICD funding. IICD's main funder in 2011 was the Directorate General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs. The global economic crisis and the fact that we set up our new programme and a new organisation structure meant that we received less income than in other years from public and private organisations, including NGOs. The funding from DGIS represented 69% of IICD's income.

Beyond funding, we received contributions in-kind (staff time) as well as in the form of computers and other hardware and software donated by private foundations, private sector companies and NGOs.

In 2011, IICD implemented financial reporting according to the Dutch RJ650 norm, which is for fundraising organisations.

Plans for 2012

This year, 2012, IICD has many forward-looking activities planned related to the organisation's future and impact. We will continue our work to diversify our funding sources, to boost IICD's financial sustainability.

We will also continue our efforts to make international development cooperation more transparent, connected and efficient. To this end we will actively advance the open data movement. Further, IICD will step up its exploration of the mobile buzz, pursuing a range of avenues to fully exploit the development potential of mobile services combined with other technologies. This is in addition to our ongoing efforts to foster social innovation and sustainable change.

On behalf of the Management Team
Caroline Figuères
Managing Director IICD

KEY FIGURES 2011

- IICD was established by the Dutch Ministry of Foreign Affairs in **1996**. Its head office is located in The Hague, the Netherlands. Caroline Figuères has served as IICD's Managing Director since 1 January 2008.
- IICD had **29** employees (18 women and 11 men; 28,9 FTE) in 2011.
- In 2011 IICD had a total income of € 8,789,792.
- **93,8** per cent of IICD's budget was spent on realising projects, capacity development, knowledge exchange and evaluation. The remaining **6,2** 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, Oxfam Novib and PSO.
- 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 2011, **11** networks had a combined membership of more than **257** member organisations and **2100** individual members.
- IICD supported development programmes in **12** countries: Bolivia, Burkina Faso, Ethiopia, Kenya, Ghana, Malawi, Mali, Peru, Tanzania, Uganda, Zambia and Zimbabwe.
- Most activities were geared towards **three** sectors: Economic development, Education and Health. Gender was a cross cutting theme.
- By the end of 2011, IICD supported **76** projects on the ground.
- **80** per cent of our former projects continue independently without IICD's support.
- Our programme reached **5,765,000** beneficiaries.
- The people we reach are mainly teachers, students, school managers, civil servants, citizens, policymakers, doctors, nurses, patients, hospital managers, farmers, entrepreneurs, traders, women and girls, youth, indigenous people and NGO staff. Most of them live in rural areas.
- Over the year, more than **400** people participated in **20** Roundtable workshops, **16** technical design workshops and **9** on-the-job training sessions and other capacity development activities related to these projects.



ABOUT IICD

I.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.

IICD uses the power of innovative digital solutions to contribute to a better world. Our vision is to connect people in Africa and Latin America so that they can take advantage of information and communication technologies to shape their future and that of their society. IICD's mission is an ambitious one. We want to help 10 million low-income people in Africa and Latin America to access ICT and use it to improve health, education, economic development and livelihoods, especially agricultural livelihoods.

People need access to information and communication to improve their lives, particularly in developing countries. Working within local frameworks, and calling upon local creativities and initiatives, IICD stimulates processes of change whereby people in developing countries can improve their conditions. Farmers earn more from their produce if they know the current market price. Patients receive better treatment if health workers know their medical history. Students learn more with up-to-date learning materials in their own language. To help people in Africa and Latin America access the information that can transform their lives, we use ICT.

Technology is what we use; it is not our main objective. The solutions that we help to implement must be practical and sustainable. ICT is our main instrument. We carry out our work with local partners from the non-profit, public

and private sectors. IICD's support aims to help them use ICT to meet their development goals.

When we talk about the use of 'ICT' for development, we are referring to the appropriate and sustainable use of information (I), communication (C) and supporting technologies (T). These technologies may be modern – such as a PC, the Internet or a mobile telephone – or traditional – such as radio or television. Each has a place in supporting the objectives of people and organisations in the developing world. Communication enables people to share views and ideas, to enter into discussions with peers, to join forces, and to co-create solutions. It thereby enables them to address the problems that they face from day to day. Communication provides people a basis for forming an opinion, taking informed decisions and changing lives for the better. All three components of the term 'information and communication technology' add value to development processes.

In 2011, IICD was active in twelve countries: Bolivia, Burkina Faso, Ethiopia, Kenya, Ghana, Malawi, Mali, Peru, Tanzania, Uganda, Zambia and Zimbabwe.

1.2 TRENDS AND DEVELOPMENTS IN 2011

Developments in the Dutch political arena affected IICD's activities in 2011. Serious budget cuts challenged us, and many development organisations with us, to prioritise and streamline our work. The new focus areas defined for Dutch development assistance created openings as well, particularly regarding the added emphasis on public-private partnerships. Two other major trends influenced IICD over the year: the surge of appreciation for the power of mobile solutions for information sharing and the 'open data' movement, which was prominent in public debate.

Declining government funding

As a consequence of new government policy, and in the wake of the global financial crisis, the Dutch government reduced its development aid budget from 0.8 per cent of gross national product to 0.7 per cent. This affected IICD's policies and activities, as cuts were made in the budget line from which IICD receives Dutch support (MFS 2). At the same time, the government announced its intention to increase emphasis on partnerships between the public and the private sectors, especially in four focal areas: security and rule of law, water, food security, and sexual and reproductive health and rights. This created opportunities for IICD, as we are active in three of these sectors: water, food security and health.

Emphasis on public-private partnerships

Cross-sector cooperation involving governments, the private sector and non-governmental organisations (NGOs) is now at the heart of the Dutch and the international development policy. The aim is to make better use of Dutch know-how, including business expertise, and to bring a private-sector perspective to the achievement of development goals. IICD is at the vanguard of this development. In 2011, we were among the top-five Dutch NGOs with the most partnerships

with private companies and governments, according to research conducted by the Partnership Resource Centre, a network focusing on partnerships for sustainable development. IICD views public-private partnerships as an opportunity, enabling us to share our experiences and to learn from others.

Increasing mobile opportunities

Mobile telephone subscribers in Africa numbered more than 500 million in 2011. Overall, mobile telephone usage is exploding in developing countries. Mobile services play a large role in IICD's programmes as well. Alongside other technologies (including traditional ones like community radio), mobile telephones help our programmes to reach more beneficiaries, especially in remote areas. Of course, mobile telephones cannot solve complex development problems on their own. But they do help to connect the unconnected when nothing else is available. Mobile devices (such as PDAs, laptops and tablets) are receiving increased attention as well.

I.2 TRENDS AND DEVELOPMENTS IN 2011

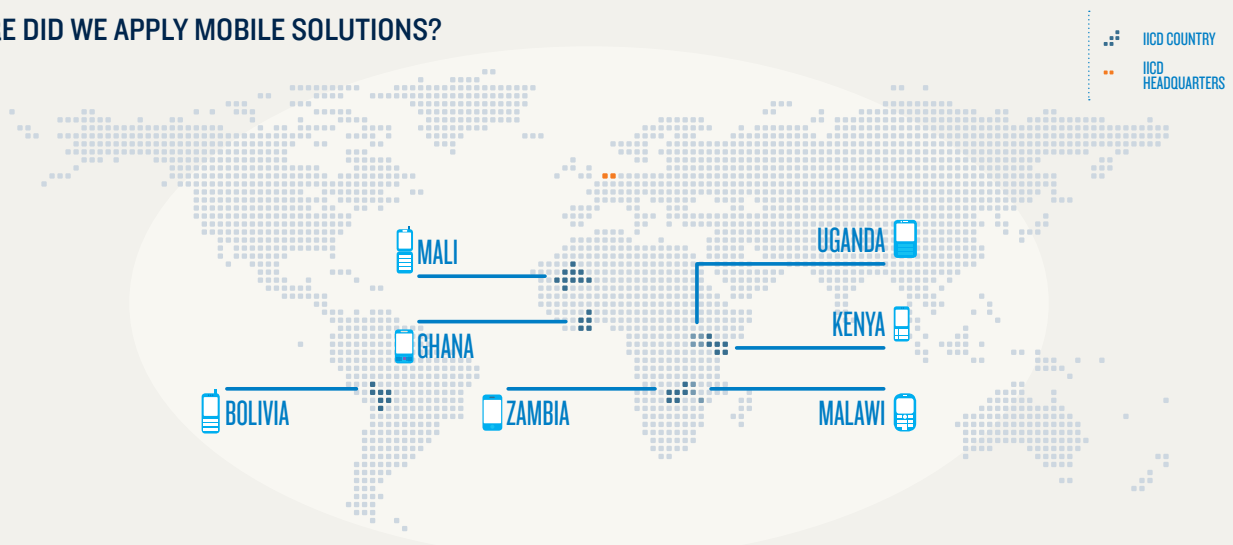
Partnerships and ICT4Development

There is growing recognition of the added value of ICT in development cooperation. IICD plays a leading role in international networks on ICT4Development. Our partners are public and private-sector organisations and NGOs in both North and South. ICT4Development is a complex process requiring intensive capacity development, advice and coaching. In this regard, IICD offers more than 15 years of experience. Our track record and contributions are internationally known and valued by the organisations we know and interact with.

Transparency and open data

Transparency and open data for development remained prominent topics in public debate in 2011. Transparency enhances the effectiveness and quality of development cooperation. IICD takes this seriously. In 2011, we made a start in reporting on all of our projects using the online Akvo platform, complying with the International Aid Transparency Initiative (IATI) guidelines. The IATI standard provides a common data format so that users can access and compare information on development spending and projects across organisations and countries. IICD is also involved in 'Open for Development', a programme established under the flag of Partos (an association of Dutch non-governmental development organisations). IICD's Managing Director serves on the 'Open for Development' Advisory Committee.

WHERE DID WE APPLY MOBILE SOLUTIONS?



1.3 STRATEGY AND GOALS 2011

IICD's strategy is geared towards advancing ICT-based development programmes and stimulating knowledge sharing on ICT for development. In 2011 we started implementing our new five-year strategy (2011–2015) of our largest programme, Connect4Change.

Strategy 2011–2015

IICD's largest programme, Connect4Change, was developed and is being implemented in a consortium. Next to IICD, the consortium includes four Dutch NGOs: Akvo, Cordaid, Edukans and ICCO. Text to Change is a preferred partner. IICD is the consortium's lead agent, which means that we have end-responsibility for the programme as a whole. In addition, IICD provides coordination, advice and coaching on the programme's ICT components. We also facilitate in-country knowledge sharing, networking and lobbying.

Connect4Change has three main objectives for 2011–2015:

- Improve incomes and employment opportunities among small-scale farmers and entrepreneurs by using ICT to expand access to information on markets and financial services and means to raise productivity
- Enhance the quality and equity of education systems by integrating the use of ICT into primary and secondary schooling and teacher and vocational training with a special focus on girls
- Expand the effectiveness, efficiency and equity of health-care systems by integrating ICT tools into health services and community health programmes with a special focus on health rights for women and girls

To achieve these objectives we make use of three intervention strategies: direct poverty alleviation, civil society

building, and lobbying and advocacy. In concrete terms, we carry out the following types of activities and interventions with our consortium partners:

- Integration and scaling up of ICT in development programmes
- Application of innovative combinations of ICT tools in development programmes, in collaboration with specialised partner organisations in the North
- Involvement of partners in the South and the North in knowledge exchange and learning via bundles of ICT-based approaches
- Sharing policies, methodologies and good practices in the use of ICT to mobilise popular support and hold governments accountable

ICT-led social innovation

IICD defines social innovation as people-focused innovation. Yet even people-focused innovation can be advanced by ICT tools. **ICT-based social innovation processes** put local actors in the driver's seat, positioning them to decide how their organisations will use ICT to navigate their sector's development path, to empower staff and beneficiaries and, ultimately, to engineer positive change. From our inception, IICD has regarded ICT not as an end in itself, but as a tool to be harnessed by people to shape their own development. IICD does not focus on the transfer of specific new and innovative technologies to developing countries. Rather, we

I.3 STRATEGY AND GOALS 2011

employ participatory, multi-stakeholder approaches to seek innovative ways to use ICT in addressing structural problems in sectors such as economic development, education and health. Driven by users' needs and powered by local networks of passionate individuals and organisations, IICD facilitates the co-creation of ICT-enabled solutions that are appropriate to local contexts.

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 their work efficiently and effectively. Access to funding and knowledge is equally important. To that end, IICD formulated three organisational goals in 2011: strengthening the organisation, increasing visibility, and becoming more sustainable, financially and otherwise.

To strengthen the organisation, IICD set itself several goals:

- Solidify the new organisational structure and provide staff with the skills they need to implement activities in a context of financial austerity
- Continue to be a strong learning organisation, stepping up our creation and dissemination of knowledge and improving our communication skills. IICD worked to achieve this by organising and supporting events, networks and thematic learning circles on education, economic development, health, gender and communication. We also carried out monitoring and evaluation activities in all of our focal countries.

Furthermore, IICD supported eleven national ICT4Development networks and organised targeted peer reviews

- Make more effective use of IICD's international network in the public and private sector and further strengthen them

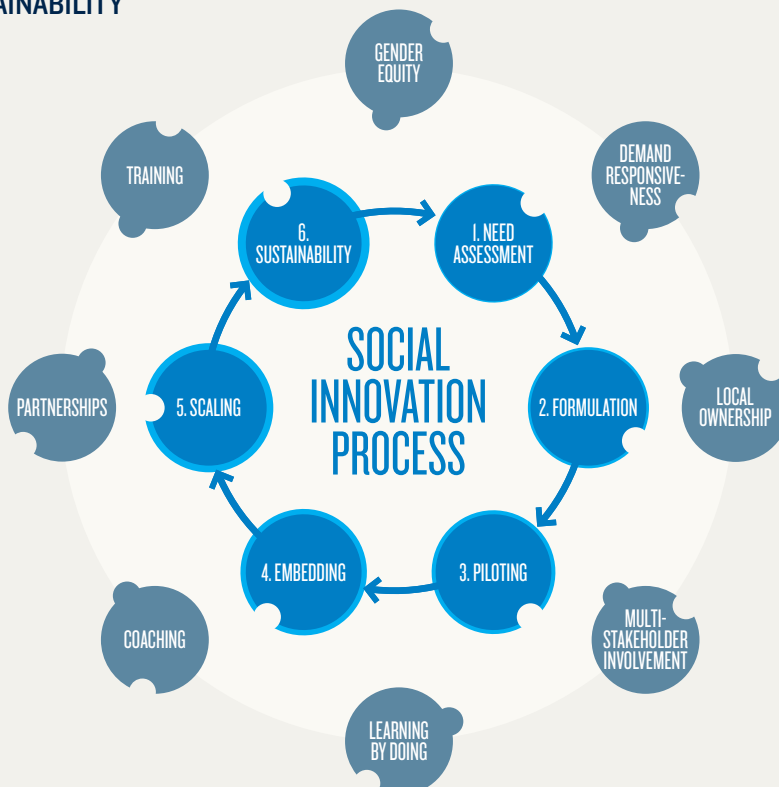
Increased visibility should bring IICD closer to the funding and expertise it needs to carry out in-country activities. To this end, IICD pursued four main objectives in 2011:

- Support Dutch development cooperation in mainstreaming ICT4Development activities
- Improve communications by tailoring information materials to our various stakeholders and by developing and implementing an active approach to social media
- Organise an inspiring and cutting-edge event for our 15-year anniversary
- Organise and actively participate in events like COMM 2011 and Fill the Gap!

To safeguard IICD's work in the future we endeavour to improve our sustainability, financial and otherwise. In the year under review, IICD set itself multiple goals in this regard:

- Maintain excellent working relations with the Dutch Directorate General for International Cooperation (DGIS)
- Start implementation of the Connect4Change programme (2011–2015)
- Establish new partnerships
- Acquire additional funds
- Identify and explore new business models for the future

FROM NEED TO SUSTAINABILITY THE IICD APPROACH



90%
OF OUR PROJECT
PARTNERS ARE
HIGHLY SATISFIED
WITH OUR
APPROACH

→ PROCESS STAGE
● GUIDING PRINCIPLES



RESULTS OF IICD'S ACTIVITIES

2.1 INTRODUCTION

In 2011, we kicked off our largest five-year Connect4Change programme and with our ICT-based social innovation processes. These focus explicitly on building the capacities of partner organisations and their beneficiaries to integrate ICT into their development efforts in a sustainable way. Our 2011 objective was to help our partners in Africa and Latin America to identify the problems that need to be addressed. We then assisted them in formulating projects responding to those problems and provided advice on how ICT could be used to overcome the obstacles identified.

Programme coherence is key to achieving IICD's mission. We therefore frequently validated the problems and projects proposed against the aims of the Connect4Change alliance, the priorities of our in-country partners and the needs of beneficiaries. We can therefore be sure that the activities developed are based on shared programmatic goals and respond to priority needs of the beneficiary groups.

Projects supported

IICD aims for its projects to become embedded in local contexts and systems so that they can be sustained independently by our in-country partners without further financial assistance. In 2011, out of the 100 local partner organisations and projects that we don't support financially anymore, 80 (80%) were able to continue their ICT activities without IICD support. Some 20 projects were discontinued, as they could not be sustained.

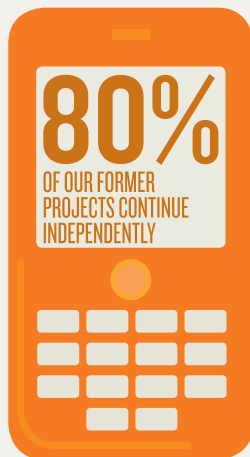
IICD and Connect4Change supported 76 projects in total. Ten older projects continued. Most of the projects were cooperative efforts set up and funded by a group of government and partner organisations in the Netherlands.

Thirty projects continued with established IICD partners wanting to extend their collaboration under the Connect4Change programme. Many of these partners are interested in going beyond just a continuation of their current ICT activities to substantially scale up their programme outreach. These long-term partners provide a wealth of ICT4Development experience and expertise that can be shared with new Connect4Change allies.

Forty six projects with new partners joined the Connect4Change programme. Many of these are long-standing partners of consortium members Edukans, Cordaid and ICCO. Though less proficient in ICT, they strengthen the Connect4Change programme in other ways. Many, for instance, have strong institutional capacity and a thorough knowledge of the sectors in which Connect4Change is active: economic development, education and health.

2.1 INTRODUCTION

INDEPENDENT CONTINUATION



People reached

By the end of 2011 IICD partners had reached out to 5,765,000 million beneficiaries and 575,000 people were trained in total. The number of beneficiaries we reached at the end of 2011 was slightly lower than at the end of 2010 (6.1 million beneficiaries). In 2011 a number of projects stopped operations and could not fully sustain services independently. At the same time, the number of new beneficiaries has not grown as normal due to the start of the new Connect4Change programme in 2011. It is expected, however that the number of beneficiaries will again grow considerably in 2012 with around 600,000 people.

By 2015, IICD aims to have reached at least 7 million beneficiaries. The Connect4Change programme is expected to add some 1.2 million beneficiaries to these numbers during the 2011–2015 period:

- 600,000 small-scale producers and entrepreneurs reached by the ICT for Economic Development programme
- 500,000 citizens and patients reached through the ICT for Health programme
- 132,500 teachers and students reached by the ICT for Education programme

Among these are persons who access and receive relevant information generated by our partners via radio, television, information centres, websites and mobile services. For example, farmers received market price and product information via radio, websites and mobile services. Citizens and patients received information on disease prevention and treatments via the Internet at local health centres and by text messages to their mobile telephone. School children accessed digital learning content in computer labs, forming another large beneficiary group.

Problem identification and project formulation

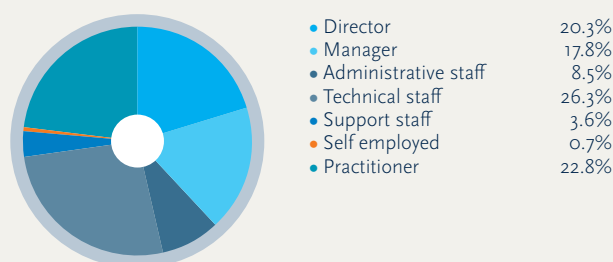
In terms of the social innovation process, we devoted 2011 to build the capacities of our partners in identifying problems and formulating projects. IICD organised **Roundtable workshops** in all of the countries and sectors in which we work. Twenty Roundtable workshops took place in eleven countries. These involved 121 partner organisations which produced 76 projects reflecting the needs of their target groups. Of these, 58 began implementation in 2011. The workshops had three goals: to raise awareness about ICT4Development, to identify key areas in which information and communication could serve sector development, and to identify the needs of beneficiaries and partners and prioritise project ideas. Participants came from key stakeholder groups (private sector, public sector, NGOs and beneficiaries), but they also represented a range of positions, from business directors and managers to technical and support staff.

Following the Roundtable workshops, we organised a series of **solution design workshops** to explore and develop concrete ICT-based responses to the problems identified earlier. Participants thus took the important step from problem identification to practical project proposal. In workshop sessions, we offered ICT-related advice and training, discussions of human resources requirements, and help in identifying competence and capacity needs.

In the social innovation process, IICD assisted some 400 managers and technical staff with coaching, advice and training regarding effective integration of ICT in sector development. Often, mobile IT services were involved.

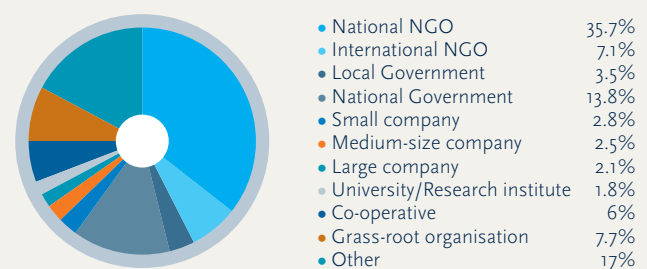
PARTICIPANTS IN ROUNDTABLE WORKSHOPS: POSITION IN ORGANISATION

What is your position in your organisation?



PARTICIPANTS IN ROUNDTABLE WORKSHOPS: TYPE OF ORGANISATION

In what kind of institution are you working?



2.1 INTRODUCTION

Furthermore, we advised partners on the practicalities of embedding ICT within institutions and using it sustainably at both the organisational and the end-user levels. All of our partners benefited from one-on-one coaching and advice in the project formulation stage. This pertained, in particular, to the technical, educational and financial components of proposals. Moreover, in line with the expected rapid expansion of mobile services in the coming years, consortium partner Text to Change pointed out areas where partners could tap into this explosion to expand outreach.

The ICT4Development networks continued their active knowledge sharing and lobbying activities in 2011. With 257 member organisations and 2,100 individual members, the networks are increasingly multi-stakeholder, representing civil society, the private sector and government. Lobbying activities have not been without results. They helped to secure the endorsement of several governments agencies for rolling out ICT in key sectors. To increase the transparency and visibility of our work and that of our partners, we are now collaborating with Akvo to raise public awareness about our activities.

The table below quantifies some of our outcomes in relation to our plans.

QUANTITATIVE INDICATORS OF OUTREACH IICD IN 2011	PLANNED 2011	REALISED 2011
Problem identification and project formulation		
Roundtable workshops	20	20
Economic development	7	7
Education	8	8
Health	5	5
Projects formulated		
Economic development	24	19
Education	25	39
Health	20	18
Competency development		
Total workshops	20	22
Technical solution workshops	20	16
Project reporting and updating workshops	3	3
Total supported		
Organisations coached in ICT integration (joint effort with partner organisations)	63	120
Organisations trained in ICT technical and 'soft' skills	63	120
Organisations using mobile IT services	10	5
Number of staff trained	300	400
Knowledge sharing and lobbying		
Projects posted and updated on reporting platform	60	32
Knowledge sharing networks	8	10
Member organisations	100	257
Individual members		2100
Knowledge sharing and lobby events	40	50
Exchange platform	9	6
Evaluation		
Partners with organisational evaluations	10	35
Social innovation evaluation workshops	7	10
Capabilities evaluation workshops	7	10
Persons interviewed	800	932

2.2 ICT FOR ECONOMIC DEVELOPMENT

Entrepreneurs are major drivers of economic development. They create new businesses. New businesses, in turn, create jobs, intensify competition and even increase productivity by introducing new technologies. Vibrant entrepreneurship can thus translate into stronger economic growth.

The ICT for Economic Development programme promotes the entrepreneurial capacity of small-scale producers and youths in developing countries, especially in rural areas. With it, IICD seeks to contribute to economic growth, poverty alleviation and structural change. Improved productivity, better access to markets and financial services and institutional development can all be achieved with the use of ICT. The programme targets small-scale producers and entrepreneurs organised in organisations supported by partner organisations in seven of our partner countries: Burkina Faso, Ethiopia, Kenya, Mali, Zambia, Bolivia and Peru.

Results

The ICT for Economic Development programme supported a larger number of organisations than planned in 2011. In the Connect4Change programme we helped 40 partner organisations to formulate and implement 19 new projects. The programme thus exceeded in its first year the number of partners that it expected to reach over its full five-year duration. We reached a total of 3,800,000 beneficiaries and trained 250,000 people at the end of 2011.

WHO DID WE REACH IN ECONOMIC DEVELOPMENT?



3,800,000
SMALL SCALE PRODUCERS/
ENTREPRENEURS

250,000
SMALL SCALE PRODUCERS/
ENTREPRENEURS TRAINED

2.2 ICT FOR ECONOMIC DEVELOPMENT

Themes

IICD's partners in this programme are NGOs and producer organisations serving small-scale farmers and entrepreneurs. For these partners, the Roundtable workshops and an accompanying needs analysis indicated six priority themes for the use of ICT:

- Market information. Improving access to market data to increase producers' negotiation power and enhance planning
- Extension. Disseminating information on production techniques, crop protection and inputs to help farmers increase productivity
- Credit information. Expanding access to information about credit and related services, to help farmers access rural finance
- Producer organisations. Helping producer organisations use ICTs to communicate better with their members and to improve their institutional and financial management
- Production information. Developing efficient methods for collecting production information (for example, volumes and quality) at the level of producer organisations, to improve planning and facilitate bulk sales
- Certification. Using ICT to efficiently collect and manage information required for certification of products, ultimately to access more lucrative markets

Knowledge exchange

Networks in six countries facilitated knowledge sharing, advocacy and lobbying on topics related to economic development. Through these networks, some 64 organisations exchanged experiences and insights. These included all Connect4Change economic development partners, as well as other private-sector and government-based agricultural institutions. IICD will further support these networks in advocacy for the scaling up of ICT at sector level.

Example

Zambian honey producers use PDAs to market their products abroad

Zambian honey producers used personal digital assistants (PDAs) to consolidate information about their products, enabling them to sell their honey abroad more easily. Via the PDAs key data about Zambia's honey sector are collected, stored and analysed. Having this information at hand facilitated the certification process, enabling producers to sell their honey at a higher price on the international market.

In addition to the producers, community extension workers use their PDAs to send honey production information to a central database and website. Zambian volumes will thus be visible to potential buyers and other actors in the honey value chain. But the information stream will be a two-way flow. Regional and international market demands are conveyed to the beekeepers as well, including the preferred quality, quantities, timing, packaging and labelling requirements.

The project is part of a larger programme of the Organic Producers and Processors Association of Zambia (OPPAZ), supported by IICD. OPPAZ also supports farmers through similar programmes in other commodities.

2.3 ICT FOR EDUCATION

Economic growth starts with good education. Children with access to adequate educational facilities have a better chance of finding employment and becoming active citizens.

That is why education is a focal point of IICD's work. The overarching goal of our five-year ICT for Education programme is to improve the quality and equity of educational systems by integrating ICT into primary and secondary schooling and teacher and vocational training. Our special emphasis is the empowerment of women. We mainly focus on education in remote areas. This is because people in the far-most countryside have the lowest incomes and educational levels, so the need for strengthened education there is greater.

Our ICT for Education programme targets partner organisations which involve teachers and managers from educational institutions, alongside parent associations and

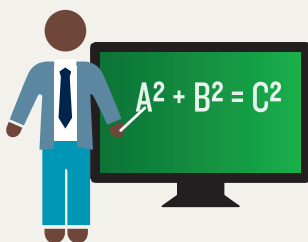
grassroots organisations in eight countries: Ethiopia, Ghana, Kenya, Malawi, Uganda, Zambia, Bolivia and Peru.

Results

In 2011, our Education programme supported 61 partner organisations in identification and implementation of 39 projects. Most projects began implementation in the final months of the year. A start was also made in implementing ICT in 50 primary and secondary schools, 43 vocational training institutes and seven teacher training colleges.

In total the Education programme managed to reach 1,305,000 beneficiaries at the end of 2011 and 320,000 people were trained in using ICTs.

WHO DID WE REACH IN EDUCATION?



1,305,000
BENEFICIARIES

320,000
PEOPLE TRAINED
IN USING ICT

2.3 ICT FOR EDUCATION

Capacity development

Sixty one education partners began capacity development programmes in 2011. Management and technical staff's participation in the Roundtable workshops helped to demystify ICT and pointed out ways that ICT could be aligned to the needs of the target group. One-on-one coaching and advice was provided to all partner organisations, in particular, on effectively linking ICT and teaching and learning methods.

Themes

In the education sector, our partner organisations identified four key areas in which ICT could have the largest impact:

- Better teaching materials. Improving the quality and relevance of teaching materials
- Better teaching. Enhancing the quality of teaching and learning methods
- Better school management. Increasing efficiency and effectiveness in school administration
- Greater parental participation. Increasing parents' involvement in planning and monitoring to stimulate improved teaching, leading to better learning outcomes for students

Knowledge exchange

Parallel to IICD's support to education projects, we support knowledge sharing and interactive learning among our education partners. This is not limited to our Connect4Change partners. We bring together a multi-stakeholder network representing 60 organisations working on topics of ICT for education. These exchanges are facilitated by national ICT4Development networks set up with IICD support.

Example

Computers and Internet reach Maasai children in Kenya

Nomad tribes in Kenya, including the Maasai, use computers and the Internet to improve their children's education. Together with Kenyan NGOs, IICD formulated a programme to bring computers and digital learning to pastoralist children (especially girls) like the Maasai and the Samburu. In schools in remote rural areas throughout Kenya, the programme targets students, teachers and the school environment.

Teachers develop and share content tailored to the local situation, while computers and the Internet open the school to the world outside.

Being exposed to computers and the Internet ensures that children get the same information and (computer) skills as their peers in Nairobi, allowing them to take the same exams. Moreover, context-specific educational materials makes their schooling more intuitive and relevant as well.

This project is part of the Connect4Change ICT for Education programme that we implemented together with our partner Edukans.

2.4 ICT FOR HEALTH

Access to health-care services is vital for maintaining an energetic and productive society. In reality, however, many developing countries have weak medical services, a critical shortage of health workers and a citizenry confronted with chronic and often serious illness. The most vulnerable people, especially those in rural areas, have the worst access to medical facilities and care.

The ICT for Health programme addresses these problems by seeking ways to use ICT to increase access to health-care services and to improve their quality. The programme serves six countries: Ghana, Malawi, Mali, Tanzania, Uganda and Zimbabwe.

The programme targets 20 partner organisations, which reach out to 1 million patients and inhabitants. ICT for Health activities involve some 6,000 community health workers, home-based care givers and health professionals working in some 300 health facilities in as many communities.

Results

In 2011, we helped 30 partner organisations to identify and implement 18 projects. Among these partners were national faith-based organisations and NGOs. Unlike the Education and Economic Development programmes, IICD's Health programme has relatively large-scale projects and comparatively few partner organisations. This translates into a faster scaling up of ICT for Health initiatives in most countries.

In total the health programme reached 660,000 beneficiaries and 5,000 people were trained at the end of 2011.

WHO DID WE REACH IN HEALTH?



660,000
PATIENTS

5,000
PEOPLE TRAINED
IN USING ICT

2.4 ICT FOR HEALTH

Themes

During a situation analysis and the recent workshops, participating health-sector partner organisations identified four areas in which they expect ICT to have the largest impact on health outcomes:

- Collection of health data. Compiling accurate data to support home-based care and planning by health institutions
- Provision of relevant information. Delivering timely information, for example, in the form of prevention campaigns to stimulate healthy practices
- Didactic digital training materials. Using digital approaches to give health workers more continuous access to training
- Data registration. Recording patient data and information on the specialties of health facilities and hospitals to support health planning and management

A key theme addressed by IICD's Health programme, in collaboration with Cordaid and the World Bank, is performance-based financing in Zimbabwe. 'Performance-based financing' here means that the pay that a health-care facility receives is dependent on the degree to which it demonstrates either improved medical services or effective treatment of more patients with the allocated funds. IICD advises on and implements the ICT component of the programme, which began in 2011.

Knowledge exchange

IICD's health-related partners shared their expertise and insights in 2011 at the Roundtable workshops and via exchange visits. In Mali, Tanzania, Uganda and Zambia such opportunities were facilitated by the ICT4Development networks. In Malawi, IICD used a more activity-based approach to promote interactions among partners. Our partners in Mali

and Tanzania already had a vast amount of experience in lobbying on ICT for health policy. Their contributions raised considerable awareness of and interest in embedding ICT in the health sector. In total 49 organisations, including formal partners and others, shared their experiences and started activities to promote ICT in health care.

Example

Ugandan organisation combats child mortality with text messages

The Ugandan organisation Health Child battles child mortality by sending mothers text messages with information about prenatal and afterbirth care, as well as reminders of appointments to visit health facilities. This approach also helps to reduce the number of children born with HIV-AIDS.

The messages have so far been sent to about 350 mothers and mothers-to-be in Uganda's Jinja District, where maternal and child mortality is high. The messages contain information about how women can protect themselves and their unborn children against diseases and the importance of going to health clinics for check-ups during pregnancy. Reminders of scheduled appointments lead to an increased number of women attending antenatal care. As HIV-AIDS is a big problem, pregnant women also receive text messages on how to prevent the transmission of HIV-AIDS to their unborn and newborn babies.

The project is part of the Connect4Change ICT for Health programme implemented with our partners Cordaid and Text to Change.

2.5 SOCIAL INNOVATION

IICD distinguishes two types of innovation. Social innovation is a type of innovation that focuses on people. Technical innovation focuses on tools that can be used to support development.

We use ICT-based social innovation processes to enable our partners to set their own priorities to strengthen the sectors in which they work. Partners explore how their organisation might use ICT to empower, for example, farmers, teachers or doctors. In 2011, IICD and its partners got to know each other better. We carried out joint ICT-based social innovation exercises resulting in Roundtable workshops in each of our focus countries and sectors. Following these workshops, solution design workshops were held which ultimately led to the formulation of 76 projects in economic development, education and health.

We evaluated our social innovation process approach through workshops in IICD's eleven focus countries. Participants at these events expressed high appreciation of IICD's collaboration and capacity building. Of some 900 respondents, more than 80 per cent were satisfied with the strategic and technical advice that we provided. Partners especially appreciated IICD's start-to-finish support and guidance. As one partner said, "We received IICD guidance from the beginning, instead of just in the implementation of a project. This process coaches and involves the partners."

EVALUATION SOCIAL INNOVATION BASED ON IICD M&E DATA 2011

95% AGREES THIS PROJECT WAS FORMULATED BASED ON MY ORGANISATION'S GOALS AND OBJECTIVES



97% AGREES MY ORGANISATION FEELS COLLECTIVELY RESPONSIBLE FOR THIS PROJECT



96% AGREES MY INSTITUTION SHOWS COMMITMENT IN SUPPORTING THE PROJECT



0%

100%

2.5 SOCIAL INNOVATION

Our partners further commented on the importance of ensuring that social innovation processes are truly multi-stakeholder. Project formulation, they said, cannot be based solely on organisational goals and objectives. End users have to be included throughout, and attention must also be placed on gender balance in terms of both participants and content.

The social innovation process has helped to demystify ICT for many of our collaborators, inspiring them to seek new ways to use ICT in their programmes. The effects are evident within Connect4Change and beyond. The projects formulated respond to problems in the various target sectors and are based on our partners' organisational objectives. The social innovation process further stimulates partners to feel responsible and committed to the resulting projects. It also gives them the skills they need to address the next obstacles that arise.

A final point mentioned by many of our partners is the value of collaboration. After this initial year of involvement with IICD and the Connect4Change consortium, they now consider themselves part of the team.

EVALUATION SOCIAL INNOVATION – STRATEGIC ADVICE IICD BASED ON IICD M&E DATA 2011

87.5% HIGHLY VALUED THE STRATEGIC ADVICE FROM THE IICD COUNTRY MANAGER

86% HIGHLY VALUED THE TECHNICAL ADVICE FROM THE IICD TECHNICAL ADVISOR

80.5% HIGHLY VALUED THE TECHNICAL ADVICE FROM THE LOCAL TECHNICAL CONSULTANT

0%

100%

2.6 TECHNICAL INNOVATION

IICD is always on the lookout for low-cost ICT tools to support our partners' activities. These tools do not have to be the latest and the greatest. But they do have to get the job done, meeting our partners' specific needs and capacities.

For instance, it would make little sense for our agriculture partners to create smartphone applications, because few rural farmers have a smartphone. A system based on text messaging (SMS) is then much more effective.

In 2011, IICD technical advisers supported partners in designing appropriate tools for many purposes. Radio, computers and the Internet are some of the more 'traditional' technologies used. But an increasing number of projects are being designed with a mobile telephony component as well.

Multimedia for more accessible agricultural information

Our economic development projects use a mix of ICT tools in line with local conditions and capacities. Web-based platforms are used to centralise information and enable long-term trend analyses. Multimedia techniques are used to improve the educational quality of agricultural information provided to producers, many of whom are illiterate with limited or no formal education. In most cases, our partners set up information centres offering Internet access and computers to provide training in basic ICT skills. These centres also serve as a hub where extension staff and producer organisations can access, use and analyse digital information.

Radio greatly expands the outreach of information services, especially in isolated rural areas. Price and production

information are particularly valued among farmers. Many of our upcoming agricultural sector projects use mobile telephony as well, to help extension staff collect and disseminate information such as volumes produced, crop prices and weather forecasts.

Mobile telephony for disease prevention campaigns

IICD is a long-time supporter of health management information systems. These enable doctors and other health workers to, for instance, store and retrieve patient files, request consultations with peers via the Internet, and train new staff. Now most of our health projects are introducing the use of mobile services for greater ease in collecting and exchanging information. Already health-care workers and facilities are using mobile telephones to conduct disease prevention campaigns and to seek feedback from community members.

Low-cost internet for tailored digital teaching

Schools tend to use the Internet mostly for information exchange between management and teachers and to provide access to digital teaching materials. However, computers can do much more. School managers can run programs to support basic administrative tasks; and teachers can use networked computers (PCs or notebooks) to create or access digital teaching materials, often enhanced by multimedia. These may even be accompanied by low-cost white board or video tools to project digital resources in the classroom.

2.6 TECHNICAL INNOVATION

For students, small-scale computer labs provide access to digital materials for individual or group use. Computer assignments can be completed in the labs, supplementing regular classes and offering remedial practice. A number of IICD's education projects include a radio component as well, to expand outreach to adults and young people who are not enrolled in formal schooling.

Example

Using text messages to get listeners involved in farm radio in Zambia

Getting feedback on her show was notoriously difficult for farm radio presenter Judie Lembela-Mupeta. She works for the IICD-supported National Agricultural Information Services (NAIS) in Zambia. Her programme provides farmers with information on production technologies and practices. Together with IICD, Lembela-Mupeta's institution developed a text messaging system that offers an easy way for farmers to comment on her show and suggest new topics. "Before, if farmers wanted to provide feedback, they had to have an extension worker fill out a form and send it to NAIS in Lusaka. With the new setup, farmers can do it themselves." The radio producers can log in for an overview of all the text messages that come in. They can use these suggestions to plan an upcoming show.

2.7 GENDER

Gender is a cross-cutting theme at IICD, and we are committed to reaching out to women in our programmes. After all, women make up the majority of the rural poor, our main target group. IICD promotes gender equity in all of its programmes and activities.

This is quite challenging in view of the subject matter and the geographical areas in which IICD is involved. In IICD's focal countries, women are generally underrepresented in technical fields as well as in decision-making positions within organisations. This is a reality we are facing. Nonetheless, our staff takes care to include views and needs as perceived by both men and women. In 2011 we explicitly requested the participation of women in key needs identification exercises and project design activities.

Women's participation differed from country to country, and from sector to sector. In the Ethiopian programme for example, only 5 per cent of participants in the Roundtable workshops and 18 per cent of those in the solution design workshops were women. In Uganda, 62 per cent of participants in the health Roundtable were women, as were 54 per cent of the participants at the solution design workshop.

Nevertheless, over all of the sectors in which we were engaged, monitoring and evaluation feedback confirms that there is still progress to be made in gender balance. At the same time, 83 per cent of respondents said that our projects will change women's situation for the better. IICD and its partners will continue to be vigilant in ensuring that the programmes we support have equitable outcomes and respond to the needs of both women and men.

In 2011, Dutch capacity building organisation PSO and the Dutch Gender Platform (WO=MEN) supported IICD and its partner Pag la Yiri in a study to better understand gender equity issues in ICT4Development programmes.

Example

Radio for rural women in Burkina Faso

The women's organisation Pag la Yiri set up a community radio station and Internet connection with the support of IICD. This project informs the population about agriculture, health and culture in seven local languages. In 2011, Pag la Yiri assessed its programming for women. The results showed that the station was not sufficiently catering to women audiences. Pag la Yiri addressed this together with IICD and partner PSO. In 2012, Pag la Yiri will experiment with new targeted content for women. It will also work with radio-listeners' clubs to generate feedback on the use and impact of its programmes on male-female relations in the household.

WOMEN'S PARTICIPATION

83%



**OF OUR PARTNERS
SAY THAT IICD'S PROJECTS WILL CHANGE
THE ROLE OF WOMEN
FOR THE BETTER**

2.8 YOUTH ENTREPRENEURSHIP

IICD works at two levels to stimulate youth entrepreneurship. At the local level, we collaborate with vocational schools and training institutes. At the national level, we engage with governments to ensure that successful initiatives can be scaled up to reach more beneficiaries.

In 2011, we had seven youth entrepreneurship projects in four countries: Bolivia, Ghana, Kenya and Zambia. The main focus of these efforts was to train young entrepreneurs, particularly at vocational training centres. Some 43 IICD-supported vocational training institutes implemented ICT during the year, and 170 teachers received training in various uses of ICT in the classroom.

Our lengthiest engagement in this area is in Zambia. Here, two NGOs are working with the Ministry of Youth to integrate ICT into the teaching of basic technical subjects, such as carpentry and hotel services. ICT is also being taught as a subject in itself, increasing students' chances of finding administrative jobs or working in the ICT sector itself. A similar effort is under way in Kenya, where IICD has teamed up with a local partner, Nairobiits, and the Ministry of Youth and Sports to integrate ICT into vocational training programmes. To benefit from the Zambian experience, representatives of Nairobiits and the Kenyan Ministry visited several IICD-supported vocational schools in Zambia.

Ghana too is using ICT to enhance the entrepreneurial skills of small-scale producers and traders. In 2011, this effort produced a new initiative to integrate ICT into teaching at vocational training centres in the north of the country.

Finally, in Bolivia, several local partners are integrating ICT into training programmes focused on entrepreneurship and agricultural production. These target both young people and adults. Recently, the departmental government of Santa Cruz requested further IICD support to formulate a sizable programme to integrate ICT into the coursework of 16 vocational training centres, to start in 2012.

2.8 YOUTH ENTREPRENEURSHIP

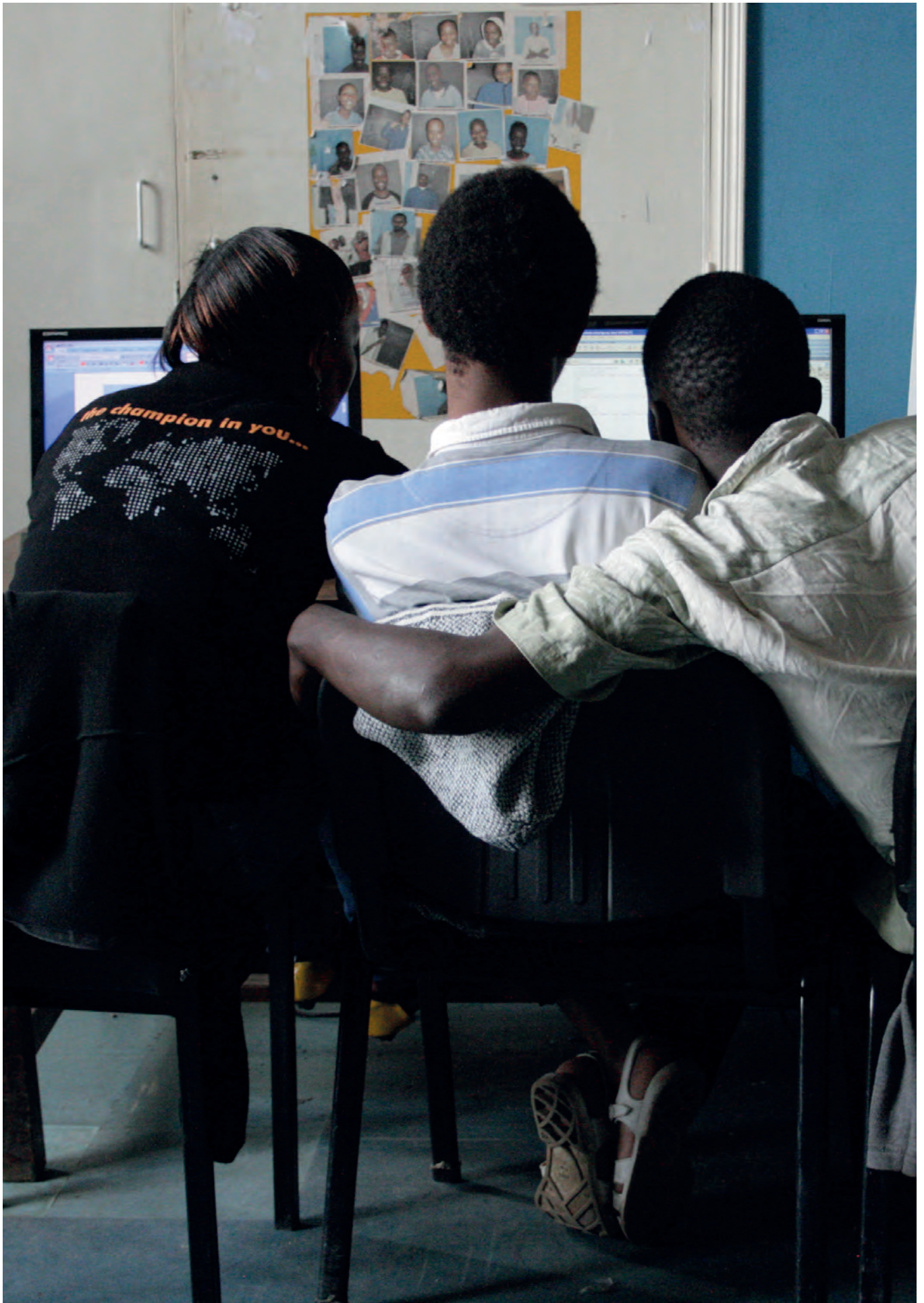
Example

Opportunities for young entrepreneurs in Ghana

Steven is a craftsman in Wa in northern Ghana who recently founded his own carpentry business. Through the Ghanaian foundation PEPS-C he learned how to create a customer database and do price calculations using Excel™. He uses a computer for other tasks as well – drawing up contracts in Word™ and trawling the Internet to find inspiration for his furniture.

Steven's business is doing well and he makes enough money to maintain his family. Yet every year hundreds of young people leave the poor northern region of Ghana in search of work in the capital Accra. Often these young people end up in dire conditions with little prospect of employment. Many try to start a small business, but due in part to lack of training, these ventures often fail. Together with PEPS-C, IICD organises business training for young professionals.

The project has trained more than 400 young people to set up a viable business in their own village or town.



PARTNERSHIPS AND COMMUNICATIONS

3.1 PARTNERSHIPS

Partnerships are the heart of IICD's work. We collaborate with a range of local, national and international partners from the public, private and non-profit sectors. IICD's strong reputation and the growing recognition of the development potential of ICT tools brought exciting new partnerships in 2011. They also earned us a spot among the five most successful Dutch NGOs in terms of partnering with private companies and governments, according to the Partnership Resource Centre, a network promoting partnerships for sustainable development. Our wide network of partners extends from the developing countries where we work to Europe and North America.

PARTNERS IN THE SOUTH

Project partners

Project partners execute and pilot IICD-supported activities in the field. Their understanding of the local context and feedback on how to approach ICT implementation is vital for successfully applying ICT for development. In 2011, IICD collaborated with 131 project partners.

Our project partners include a range of types of organisations. In education and health, most of our project partners are national NGOs with strong implementation capacity and long-term relationships with beneficiary groups. Faith-based organisations are another key group in terms of their knowledge and relationships with our target group of low-income rural households. In health care, we work with associations of nurses and doctors as well. This ensures strong ownership of IICD-supported initiatives to strengthen professional development among health workers.

In economic development, we work with local and national producer associations. These organisations directly represent farmers, both individually and in groups. They often have a keen interest in using ICT to solve long-standing problems of market access and information provision.

Governments represent a special category among our partners. IICD advises governments on opportunities to integrate ICT into ongoing and forthcoming policies and programmes. Adoption of ICT tools by government stimulates national roll outs of sector-based programmes in ICT for development, for example, in economic development, education and health.

We collaborated with our Bolivian partners Gobernacion de Santa Cruz and Sic Santa Cruz to implement an agriculture information system that now serves 300,000 producers. In Tanzania, we worked with the Ministry of Health to design an ICT for health policy. We also collaborated with the Ministry of Health and Family Health International (a US-based NGO) to set up an information management system for a national

3.1 PARTNERSHIPS

AIDS centre. In the education sector, we worked with ministries in Uganda and Burkina Faso on digital curriculum development. With the Malawian government, we developed an ICT policy and implementation plan for the education sector. To assist youth development, IICD and local partners supported the youth ministries in both Zambia and Kenya. The aim of these partnerships was to introduce ICT in vocational training centres.

Example

Information network brings market data to Bolivian farmers

Farmers in the Department of Santa Cruz, Bolivia, now know what prices are being offered in key markets for the products they have to sell. They also receive production information via the Internet, radio and mobile telephone. Currently some 300,000 farmers listen to the daily farm radio show. Some 500 make use of mobile services to learn where and when they can sell their produce profitably. Via a network of 15 information centres, producers as well as government extension officers can access additional information on inputs, production techniques and plant treatments via www.sicsantacruz.com. Traders, supermarkets and consumers are using the information as well. The programme is fully funded by the departmental government of Santa Cruz. IICD provides strategic and technical advice.

Technical support partners

IICD's technical support partners are based in the developing countries in which we work. Among them are ICT and media training institutes, companies, and consultants providing an array of technical services to our project partners. Examples of the services on offer are training, advice and development of tailored ICT tools and approaches. Building national capacity and expertise in the use of ICT is vital for the sustainability of IICD's work. Besides that, there is a growing need for locally developed tools and techniques. Solutions developed in the country itself are generally more effective than standard products imported from the North. In 2011, IICD worked with 40 such partners to provide technical services at the grassroots level.

A complete overview of all IICD's local partners can be found in the Annex on page 57.

PARTNERS IN THE NORTH

Programme partners

IICD is a knowledge organisation. Our expertise resides in applying ICT to specific development-relevant themes. Appreciation of the added value of our work is reflected in our expanding partnerships with development organisations and institutes. We introduce an ICT component to supplement our partners' existing programmes. Our largest programme, Connect4Change, is conducted in a consortium involving ICCO, Cordaid, Edukans and Akvo, with Text to Change as a preferred partner. In addition, IICD started programmes in 2011 with a variety of organisations including Oxfam Novib, Heifer International, Progreso Network, Cordaid and the World Bank.

Example

IICD and Heifer International help Peruvian farmers share organic farming advice

IICD and Heifer International are collaborating in Peru to use ICT to help farmers share information on organic farming. The initiative began with a two-day workshop to demonstrate practical uses of ICT for rural development. Heifer International already supports a programme in which farmers share what they know about organic production. This programme has been a success on a small scale. The challenge now is to scale up, disseminating information about organic production and the experiences of farmers among a larger, more diverse group of producers. ICT will be a vital tool in this step.

Companies

IICD's commercial partners are ICT companies that want to give something back to society, making their expertise and often financial resources available for development. In 2011, we worked with Inter Access (an IT service provider) and NComputing (a desktop virtualisation company). Stichting CharITy, a foundation set up by the Dutch association of chief information officers (CIO), also supported our activities. Ricoh, a hardware supplier, supported IICD with office equipment and advice.

We welcomed a number of new alliances in 2011. With 1Zero (specialised in information analysis and data processing), we started a programme to support Ethiopian schools and farmer information systems. Together with WorldPC (Platform Against the Digital Divide), we started the Bits4Green programme which contributes to more sustainable and green use of ICT.

3.1 PARTNERSHIPS

Example

Dutch and Ethiopian IT developers collaborate to build information system for farmers

In 2011, IICD and the Dutch company 1Zero kicked off a partnership to help Ethiopian software and hardware developers build an information system for farmers using mobile services. The idea is to enable farmers to access agricultural, product and price information. With better information, farmers can earn more from what they produce and better support themselves and their families.

Not only are the 1Zero developers assisting Ethiopian colleagues in developing the database, the Ethiopian developers will also take part in training at 1Zero headquarters in the Netherlands, starting in 2012.

Knowledge sharing partners

With a range of partners we share knowledge and experiences, building on one another's respective strengths. An example is PSO, an association of 34 Dutch NGOs working in capacity building in developing countries. In 2011, PSO supported IICD in a collective working and

learning trajectory on capacity development. IICD was also a central participant in learning trajectories on social change and gender awareness. With CTA (Technical Centre for Agricultural and Rural Cooperation ACP-EU), we collaborated and shared resources in a number of areas such as communication and knowledge management, capacity building and empowerment of agricultural and rural development organisations. With the Delft University of Technology and the United Nations Educational Scientific and Cultural Organization (UNESCO) we collaborated on development of 'The Capability Approach'. This contribution resulted in an overview of key ways the approach can be applied to ICT4Development. IICD co-organized an experts workshop with FAO and CTA on a framework for a theory of change on ICT and agriculture.

Financial support for ICT4Development

Resources for IICD's activities are provided by partners in the public, private and non-profit sectors. Most of our funding for long-term programmes comes from the Directorate General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs. We also receive funding from multilateral institutions such as the World Bank, from private donors and from NGOs. For more information about our funding partners, see the section on institutional finances.

OVERVIEW PARTNERS IN THE NORTH



3.2 COMMUNICATIONS





In 2011, IICD made a concerted effort to effectively communicate its goals and achievements to others, in particular to international NGOs, donor agencies, IT companies and public-sector bodies. We increased our online and social media activity as well, yielding additional visibility and contacts.

Our communication strategy in 2011 was geared towards to following 5 elements:

- Branding. Strengthening IICD's reputation
- Engaging. Expanding IICD's network
- Funding. Attracting funders' attention
- Knowledge sharing. Getting IICD's message out
- Scaling up. Increasing the outreach of IICD products

We used several media like online and social media, printed publications and events. All media contributed to the five elements of our communication strategy.

IICD IN SOCIAL MEDIA IN 2011

 TWITTER	FOLLOWER NUMBERS MORE THAN DOUBLED FROM 1,016 TO 2,249 @IICD	WEBSITE WWW.IICD.ORG	152,246 UNIQUE VISITORS
 FACEBOOK	'FRIENDS' INCREASED FROM 206 TO 578	Scribd.	17,335 READS OF IICD DOCUMENTS AND PUBLICATIONS
 GOOGLE PLUS (NEW)	IICD WAS ONE OF THE FIRST TEN NGOS TO START USING GOOGLE PLUS. MORE THAN 600 PEOPLE ADDED IICD TO THEIR CIRCLE WITHIN THE FIRST TWO MONTHS	IICD'S ANNIVERSARY WEBSITE	1,013 UNIQUE VISITORS
 FLICKR	600 VIEWS PER WEEK	YouTube	16 NEW VIDEOS IN 2011, WITH A TOTAL OF 10,844 VIEWS

3.2 COMMUNICATIONS

Online and social media

Social media and the Internet continue to be IICD's main communication channels. In 2011, we significantly increased our visibility through these platforms. We also sought new social media channels to get IICD's message across.

In line with the increasing popularity of IICD's contributions, we updated our social media strategy in 2011. The strategy builds on what we already do well. For example, our ICT4Development messages are consistent, and we have dependable processes in place to respond quickly when IICD is mentioned on a social media channel. Challenges that remain are targeting the right people instead of targeting everyone, generating dialogue rather than just sending out messages and finding ways for staff to share news stories from within IICD. The bimonthly IICD e-bulletin, *Logon4D*, keeps collaborators and supporters up to date on the activities of our partners in the different countries. At the end of 2011, *Logon4D* had 1,955 subscribers. In October 2011 we launched our new corporate website with a fresh new look.

iConnect-online

At the beginning of 2011, IICD has revamped its ICT for Development community platform iConnect-Online. iConnect-Online is a place where practitioners and the wider ICT4D community can come together to discuss questions about ICT4D. The platform is practice-focused with a majority of the members coming from Africa and Latin-America. On the platform, people shared information through blogs, news items, events, and other resources that are interesting for local and global ICT4D communities. Contributions by members that discussed the role of women in technology and especially ICT were some of the most popular exchanges in 2011, leading to valuable exchanges of opinions and experiences in the iConnect Gender group.

Printed publications

We produced eight hard-copy publications in 2011 to inform target audiences about our work. The annual report was translated into Dutch for the first time, and we produced an attractive 12-page booklet to highlight IICD's main results in 2010. Brochures presenting an overview of IICD's activities in economic development, education and health were updated, and our corporate brochure was translated into French and Spanish.

Printed publications 2011:

- IICD annual report 2010
- IICD jaarverslag 2010 (Dutch annual report)
- IICD annual report 2010 – summary booklet
- Stimuler le changement grâce aux TIC (French brochure)
- IICD in the Education Sector
- IICD in the Health Sector
- IICD in the Economic Development Sector
- Fomentar el cambio a través de las TIC (Spanish brochure)

Events

In 2011, IICD organised three major events. First, with development organisation Hivos, we organised the annual networking and debating event Fill the Gap! on ICT entrepreneurship in Africa.

Second, we celebrated a major milestone, our 15th anniversary, with a conference in October. The theme of the event – ICT for a Greener Economy in Developing Countries – proved well chosen. It attracted considerable interest and many worthwhile contributions. The conference also served as the venue for the launch of the 2011 UNCTAD *Information Economy Report* on ICT and private-sector development.

The third major event was COMM 2011, which we co-organised in September as part of the cross-media PICNIC Festival 2011. Our contribution was forward-looking, in accordance with the pioneering nature of the event. It focused on what innovation and creativity can do for the development of Africa and Latin America.

The anniversary celebrations gave IICD considerable exposure and press coverage. Development magazines such as *Vice Versa* and *One World* dedicated articles to the 'ICT for a Greener Economy' event. A major Dutch newspaper *De Volkskrant* ran an article about Fill the Gap.

Celebrating 15 years of ICT for development

IICD celebrated its 15th anniversary in October 2011. In honour of this milestone we organised the conference 'ICT for a Greener Economy in Developing Countries'. The day was a great success with interesting speeches from IICD Board Chairman Jozias van Aartsen, Dutch Minister for European Affairs and International Cooperation Ben Knapen, Inter Access CEO Hans den Hartog, and our partner Luis Parada from the Department of Santa Cruz in Bolivia.

IICD Managing Director Caroline Figuères presented Ben Knapen a list of recommendations on the use of ICT for a greener economy. This was drawn up in preparation for the Rio+20 UN conference on sustainable development slated for 20–22 June 2012.

With WorldPC, we launched the Bits4Green programme to reduce energy consumption and e-waste in developing countries. Dutch and international IT entrepreneurs and other businesses joined us in this initiative, providing donations to underline their support. Key advocates of Bits4Green are Inter Access CEO Hans den Hartog and Ronald van Wuijtswinkel of the CharITy Foundation.

On the same day as the anniversary conference, IICD hosted the launch of the 2011 UNCTAD *Information Economy Report* on the theme 'ICTs as enabler for private-sector development'.



ORGANISATION

4.1 ORGANISATIONAL DEVELOPMENTS

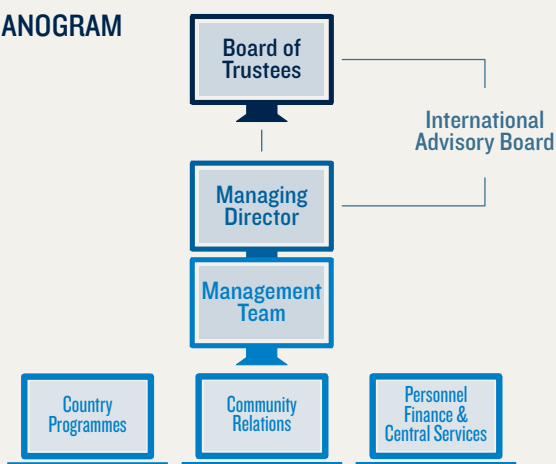
At the close of 2011, IICD had 29 employees (18 women and 11 men), 28.9 full-time equivalents in total. Of our 29 employees, two worked part time and 27 full time. Staff were divided over three teams: Country Programmes, Community Relations and Central Services. Ten employees left the organisation during the year, mainly due to the effectuation of the institutional reorganisation. Five new employees joined IICD.

During the summer of 2011 the IICD Management Team reorganised, reducing its membership from five to four. The human resources manager was replaced by a human resources advisor reporting directly to the IICD Managing Director. The Management Team now consists of Caroline Figuères (Managing Director and MT Chairperson), Stijn van der Krogt (Director Country Programmes), Suzanne van der Velden (Director Community Relations) and Zilpa Verlaat (Team Leader Central Services).

Although IICD is based in the Netherlands, it is a thoroughly international organisation that prizes diversity as a valued asset. 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 six different countries.

Absences due to illness and maternity leave decreased in 2011 to 4.27 per cent from 5.95 per cent in 2010.

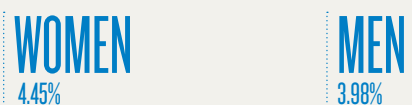
ORGANOGRAM IICD



DIVISION MALE FEMALE STAFF AND PTE AND FTE



ILLNESS RATE



4.2 HUMAN RESOURCES

In 2011 we implemented substantial organisational changes resulting from the start of the Connect4Change programme. This meant getting staff members comfortable with their new positions, tasks and roles. Besides functional coaching, we introduced a healthy work posture programme, internal risk analyses and a psychosocial workload study. These enabled us to help staff find a better balance between work and health as well as to create a better working environment in terms of our building and office spaces. Furthermore, we evaluated the reorganisation process that took place in 2010.

As a next step to reinforce the new structure, we explored improvements in organisational culture. At the request of staff we introduced a 'sounding board' and organised a communication training as part of our annual 'team days'. This year's team days provided staff opportunities to suggest new ways to connect better with one another, both as team members and as individuals.

Staff development

In 2011, every IICD staff member received a new job description outlining the job-related competences required for their position. Review and evaluation meetings were held between staff and team leaders not only to discuss work plans and targets, but also to review staff competences and create personal development plans. In this way, a foundation for personal development was established for all IICD professionals. This new review and evaluation system creates a platform for developing competences in line with organisational targets.

Several individual and team training events over the year focused on communication: a communication day, a personal leadership training event and a communication workshop. Overall, the hours spent on staff development increased from 1,224 in 2010 to 1,596 in 2011.

Health and safety

An external party conducted a risk analysis in 2011. Twelve points of attention came out of the study. Minor issues were raised about the building and office environment which were taken care of relatively easily. Some procedural points still require attention. These were deferred to 2012 due to the absence of a dedicated human resources advisor. Due to delay in filling this position, a consultant was hired to take care of human resources issues but some actions have been delayed. Examples of actions outstanding are the appointment of a risk prevention officer and revision of safety and evaluation procedures.

4.3 IICD AS A LEARNING ORGANISATION

Knowledge sharing is a strategy to enhance learning, to improve practise and to stimulate capacity building and innovation. Learning and knowledge sharing were therefore at the core of IICD activities in 2011.

The year under review saw the start of many new sector programmes. We therefore revamped our internal review and reflection structure to accompany implementation of the new initiatives.

IICD stepped up its 'thematic learning communities' in which staff share experiences, success stories and questions on topics such as health, education, economic development, innovation and gender. Other in-house learning activities included face-to-face sessions at IICD, e-mail-based discussion groups, blogs, and wikis on the intranet. IICD staff made liberal use of these opportunities to assess programme activities, reflect on experiences, and generate insights and recommendations. We also used these and other occasions to share information and resources more broadly. In particular, 'iConnect-Online' provided ICT4D practitioners valuable opportunities to share experiences and to learn from one another.

IICD continued to regularly revisit and review activities that were part of our ICT-based social innovation processes. We collected more than 900 feedback questionnaires from our partners on their experiences on what went well and areas for improvement. In national ICT4D Learning Workshops, we reviewed last years' activities together with our partners, gaining valuable lessons and insights to further improve programme implementation and development. The aim of these reviews is continuous refinement of our methodologies and practices to achieve the best outcomes possible. Based upon these exchanges, IICD started developing the article 'five tips for setting up inclusive ICT for development programmes'. This will be followed by an online publication on ICT-led social innovation in 2012.

Connect4Change learning agenda

We reviewed our learning structures to further strengthen the link between the work of our partners in the country programmes and learning at IICD headquarters, as well as within the Connect4Change consortium. With our Connect4Change partners, we developed a shared learning agenda revolving around the question 'How can ICT be effectively integrated in development programmes?' The learning agenda addresses issues of capacity building, gender, and development impact and provides space for several activities. One of these is the ICT4D Learning Workshops, 12 of which were held in 10 countries in 2011. One suggestion made at the 2011 events was to involve resource persons that closely identify with local communities. Such community resource persons could provide project teams with insights on the situation on the ground, as they interact with community members.

The outcomes of the workshops were documented in learning reports that fed into the 2012 activities. Two cross-country learning events (in health and education) were planned for the first half of 2012. Connect4Change Learning Days will be organised as well to build on these in-country experiences.

IICD is a member of the Joint Evaluation Trust, which was established to organise independent evaluations of the work of IICD and Connect4Change in the areas of health, economic development and education in Uganda and Ethiopia. The terms of reference for these activities were formulated in 2011 and the research teams formed. The evaluations will consist of a baseline study and a second measurement point in 2013. IICD explored additional partnerships for impact studies in Tanzania and Mali, with implementation planned for 2012.

4.4 QUALITY AND CORPORATE SOCIAL RESPONSIBILITY

The importance of IICD's mission merits a well oiled and robust organisation; one that positions staff to execute tasks efficiently and effectively. Having the right facilities and procedures in place has enabled IICD's employees to guarantee excellence in the work they deliver.

In this regard, we are proud to be ISO 9001:2008 certified.

Twice yearly management reviews are implemented as a key tool for alerting the Management Team early on to any deviations from plans. This has helped to keep the organisation focused on its strategies and on results.

Audits and policies

Auditing is an essential part of IICD's efforts to continually improve its processes and quality of work. We carried out an internal audit in May 2011. The audit was positive, but nevertheless offered some points for consideration. We were advised to take timely action on conclusions from the management reviews. Further, we were advised to include consortium partners in our 'In-house Week' learning events. Another point of attention related to the appropriate and timely handling of the personal development plans of staff.

Existing policies were reviewed, revised and complemented where needed in the area of risk management, salary structure, compensation days, conflicts of interest and social media.

Corporate social responsibility

IICD carries through its commitment to corporate social responsibility in all of its day-to-day operations. In this spirit, we strive to minimise waste and purchase environmentally friendly supplies from ethical, fair trade vendors. To reduce negative impacts on the environment, we restrict travel to a minimum and organise it as efficiently as possible.

4.5 ACCOUNTABILITY

Regarding accountability, 'open data' and 'transparency' were key words in the international development discourse in 2011. IICD undertook several activities to operate as openly and transparently as possible.

IATI standard

Like the Dutch and UK governments, IICD began to publish its project data in accordance with the new guidelines of the International Aid Transparency Initiative (IATI). IATI is an emerging standard for data on development assistance that makes it easier to share and compare what is being spent on development cooperation across organisations and countries. IICD complies with this standard, using the Akvo platform to publish its project data. In 2011, we put information of 32 projects online. By the close of 2012 information on all of our projects is expected to be available in this platform.

Open for Change

In 2011, IICD became a member of 'Open for Change', an international network for transparency, collaboration and impact in development. The network fosters widespread interest within the global development sector in Internet, particularly open access. But it also observes considerable challenges to successfully implementing open access principles throughout the development sector and its stakeholders. In particular, it has proven difficult to match skills, methods, knowledge and technologies to the ambition of maximising the benefits of Internet. IICD's Managing Director, Caroline Figuères, is member of the Partos' Open for Development advisory Committee.

Central Bureau of Fundraising

IICD received the Central Bureau of Fundraising (CBF) 'declaration of no objection'. This statement affirms to individuals, organisations and companies that IICD is a non-profit organisation of high quality that meets the CBF requirements. Being awarded this declaration is of great benefit for IICD: organisations recognised as such by the CBF can more easily conduct fundraising activities in the Netherlands. The CBF is an independent foundation that has monitored fundraising by charities since 1925. The CBF's task is to promote trustworthy fundraising and spending by reviewing fundraising organisations and providing information and advice to government and the public.



CORPORATE GOVERNANCE

5.1 BOARD OF TRUSTEES AND INTERNATIONAL ADVISORY BOARD

IICD is based in the Netherlands, but its activities play out on the international stage. Our Netherlands-based Board of Trustees and our International Advisory Board worked closely with us throughout the year to guide us on our 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 ICT4Development networks based in each of our focal countries.

Managing Director

IICD has been led by Caroline Figuères since January 2008. In addition to being the main point of contact for the Board of Trustees and International Advisory Board, Figuères belongs to a number of national and international associations and represents IICD in 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. Figuères is also Chairperson of the Dgroups Foundation and in September 2011 she became Chairperson of the Global Knowledge Partnership Foundation (GKPF). She is a member of the board of Agri-ProFocus Foundation and the RAIN Foundation. She also serves as a member of the Partos' Open for development advisory committee.

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 members of the Board 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 their 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).

New Board members 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

5.1 BOARD OF TRUSTEES AND INTERNATIONAL ADVISORY BOARD

no formal objection within four weeks, the appointment of the new trustee is final. Should the Minister have objections, these must be conveyed to the Board in writing. Board members are appointed for a period of three years, after which they can be re-appointed twice. Board members 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 2011, the Board of Trustees consisted of the following members:

- Jozias van Aartsen (Chairman Board), Mayor of the City of The Hague
- Grace Boldewijn, Director and co-founder of BoCari Engineering
- Rob van den Dool, Director of Yumeko and Piranha Consult and co-founder of War Child
- Jalbert Kuijper, Business Development Director and Managing Director of Xeed
- 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)
- Bernard Uyttendaele (Board Secretary and Treasurer), Managing Director of Azure Nederland B.V.

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

A start was made end 2011 to replace two trustees in accordance with the agreed timetable for resignation. The new trustees are expected to take up their positions in 2012.

In 2011, the Board of Trustees met six times (instead of four). The two additional meetings were organised to inform the Board of developments around the start-up of the Connect4Change programme.

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 more global perspective provided by IICD's International Advisory Board (IAB). The IAB is made up of key figures from a range of countries. All of its members are deeply committed to ICT for development. IAB members act as IICD ambassadors on the international stage. The IAB also plays an important role in formulating IICD's strategy, regularly advising the Managing Director on proposed strategic developments and reviewing existing approaches.

In 2011, the International Advisory Board consisted of nine members:

- Ingrid Hagen (Chairperson per 1 January 2011), F&A Marketing and Business Development, Wholesale Clients International, Rabobank International, the Netherlands
- Mike Jensen, Owner, Jensen Independent ICT Consulting, South Africa
- Kerry McNamara, Independent ICT consultant, USA
- Eduardo Monge, Project Development and International Relations Officer, Omar Dengo Foundation, Costa Rica
- Jan Pronk, Emeritus Professor of the Theory and Practice of International Development, Institute of Social Studies, the Netherlands, and former Dutch Minister for Development Cooperation, the Netherlands
- Kentaro Toyama, Researcher, University of California, Berkeley, USA
- Michael Trucano, Senior ICT and Education Specialist, World Bank, USA

A number of former members of the Board of Trustees and 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 the organisation:

- Johnson Nkuuhe, former Member of Parliament, Isingiro County South, Mbarara District, 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 January 2011 Rob van den Dool, Director of Piranha Consult in the Netherlands, resigned after five years as Chairman of the International Advisory Board. Ingrid Hagen took over the position. The first meeting of the IAB under its new leadership was at an October workshop on the theme 'ICT for food security'.

5.2 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

IICD's focal countries are not considered as fragile states and there is in principle limited danger of an outbreak of war or political instability, but unfortunately situations can change rapidly. Therefore IICD started to develop a risk analysis in 2011 which is expected to be finalized in 2012. Safety 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 evacuate. In principle, 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.

Finances

Revenue is subject to change. However, IICD minimises the risk of being unable to fulfil its financial obligations at all times. When drafting a budget, we ensure 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 in the office.

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 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.



FINANCE

6.1 FINANCIAL OUTLINE

In 2011, the financial department continued to streamline its processes to ensure greater transparency and efficiency.

Main sources of funding

In 2011, IICD received € 8,789,792 in funding. As in previous years, IICD's main funder in 2011 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 Cordaid, Oxfam Novib and PSO. IICD co-funds a number of long-term ICT initiatives with these organisations. We also received funding from the World Bank.

Due to the global economic crisis, IICD received less income from public and private organisations and non-Dutch NGOs in 2011 than in previous years. 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 and Inter Access. Non-Dutch NGOs, such as Close the Gap, contributed resources as well.

Additional services

In addition to bookkeeping, the finance department provides a full range of financial and administrative services. These include 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 2011, 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
- Full annual audit information on the status of all programmes, expenditures and commitments, available online to staff 24 hours a day, seven days a week

Implementation of RJ650

In 2011 IICD completed the transition of its financial reporting to comply with the Dutch RJ650 norm, which is for fundraising organisations. This replaced the former system of financial reporting in compliance with the RJ640 rules for non-profit organisations.



Independent auditor's report

To: the Board of Stichting International Institute for Communication and Development

We have audited the accompanying financial statements 2011 of Stichting International Institute for Communication and Development at The Hague, which comprise the balance sheet as at 31 December 2011, the statement of income and expenditure for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

Management board's responsibility

The management board is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board. Furthermore, the management board is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management board, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Stichting International Institute for Communication and Development as at 31 December 2011, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

The Hague, 27 April 2012
PricewaterhouseCoopers Accountants N.V.

A handwritten signature in blue ink, appearing to read "P.B.J. Koets", is written over a circular stamp or seal.

P.B.J. Koets RA

BALANCE SHEET AS AT 31 DECEMBER 2011

(after profit appropriation)

ASSETS	31-12-2011	31-12-2010
	€	€
	-----	-----
FIXED ASSETS		
Tangible fixed assets	25,426	49,488
Totals	25,426	49,488
CURRENT ASSETS		
Receivables & prepaid expenses	652,622	362,803
Cash & bank	813,329	1,234,523
Totals	1,465,951	1,597,326
TOTAL ASSETS	1,491,377	1,646,814
	-----	-----
LIABILITIES	31-12-2011	31-12-2010
	€	€
	-----	-----
RESERVES & FUNDS		
Continuity reserve	207,987	77,210
LONG TERM LIABILITIES	0	15,750
SHORT TERM LIABILITIES	1,283,390	1,553,854
TOTAL LIABILITIES	1,491,377	1,646,814
	-----	-----

STATEMENT OF INCOME AND EXPENDITURE FOR 2011

	2011 €	2010 €
	-----	-----
INCOME		
Own fundraising	119,682	527,535
Third party	65,563	149,922
Government grants	8,548,677	5,740,797
Financial income	55,870	4,493
TOTAL INCOME IICD	8,789,792	6,422,747
	-----	-----
EXPENDITURE		
OBJECTIVE		
Country Programmes	7,156,930	2,843,668
Thematic Network	462,710	896,669
Seed Funds	122,400	1,524,601
Corporate Services	503,623	624,139
	8,245,663	5,889,077
FUND RAISING		
Own Fundraising	45,686	108,496
Third parties	182,744	-
Government grants	-	155,197
	228,430	263,693
MANAGEMENT & ADMINISTRATION	184,922	255,205
TOTAL EXPENDITURE IICD	8,659,015	6,407,975
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6.4 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 2011, IICD began to build a foundation for future fundraising.

Due to implementation of the new structure and the start of the Connect4Change programme, IICD's 2011 fundraising expectations were modest. The year was mainly used to build a foundation for future fundraising and to formulate a fundraising and partnership strategy. This strategy sets out objectives, criteria and procedures for raising funds for all of our focal sectors. Training of IICD staff on fundraising was also on the agenda. Finally, the team made initial contacts and built relationships with new partners that could contribute to our programmes in the future.

Types of donors

IICD partners in 2011 were private-sector businesses, multilateral organisations, international NGOs, Dutch NGOs, Dutch foundations, and ministries and government agencies.

Outputs

In 2011, IICD received € 8,789,792 of which € 4,624,000 was transferred to Connect4Change consortium partners and € 4,165,792 was IICD funding. IICD's main funder in 2011 was the Directorate General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs.

We received 11.5 % of the IICD funding in contributions from third parties in 2011. These are contributions for activities realised in the year under review. IICD's largest funders were PSO and Inter Access. We also received funding through Dutch NGOs like Oxfam Novib and Cordaid. Beyond

funding, we received contributions in-kind (staff time) as well as in the form of computers and other hardware and software donated by private foundations, private sector companies and NGOs.

A key aim of IICD is to ensure that our partners and activities achieve independent sustainability. In order to accomplish this, we advise and assist partners in obtaining direct third-party contributions for their programmes. These funds do not flow through the books of IICD but go directly to our partners. The total percentage of the funding generated in this way in 2011 was 19.5 %.

The funding from DGIS represented 69% of IICD's income.



PROSPECTS FOR 2012

The coming year, 2012, is set to be an exciting one for IICD. Many activities are planned focusing on the future and the impact of the organisation.

Financial sustainability

Development cooperation has been the subject of considerable criticism in recent years. The effectiveness, transparency and bureaucracy of development organisations is under increasing scrutiny in the media and in politics. Faced with the need to streamline spending, the Government of the Netherlands is in the process of reviewing its funding for the development sector (what, how and how much). IICD is very dependent on the Dutch government for its funding, though we realise that this model is unlikely to remain sustainable. To safeguard IICD's continuation and the work of our local partners we aim to diversify our funding sources. IICD is looking at new business models and a more profit-oriented approach for some products and services. We are also focusing on getting additional funds from new partners such as private foundations, international funding bodies and businesses. Ultimately we aim to be dependent for no more than 50 per cent of our budget on funding from the Dutch government. We will also continue to support activities that generate direct funding for local partners to help them ensure their own financial sustainability.

Open data

IICD is committed to making international development cooperation more transparent, connected and efficient. We therefore take an active part in the open data movement. As a member of the Steering Committee of the 'Open for Change' network (an initiative of Partos), IICD Managing Director Caroline Figuères will continue to promote the use of open data on behalf of IICD. In 2011, IICD began

making its project information available in compliance with the IATI standard. We published this information on the Connect4Change platform (powered by Akvo). In 2012 we will continue these efforts.

Increasing mobile opportunities

Since 2005, new mobile telephone subscriptions in the developing world have far outpaced the rate of increase in advanced countries. There are many reasons why mobile technologies are expanding at such rapid speed in the developing world. In the face of this surge in access to mobile services, IICD will step up its exploration of the mobile buzz, in particular, with the Fill the Gap! event in 2012. We will continue other work as well in order to fully exploit the potential of mobile services for development, combining them with other media. These activities will focus initially on the use of simple mobile telephones, but when and where needed and affordable we will incorporate other kinds of mobile devices such as PDAs, tablet computers and the like.

Innovation

Since its creation IICD has worked following the social innovation process approach. After all, ICT is not only about information (I) and supporting technologies (T); it is also about communication (C), enabling people to make informed decisions and behave accordingly. IICD will continue to follow this path to promote lasting impact and self-reliance among its partners and beneficiaries in the field.

OVERVIEW LOCAL PARTNERS IICD

PARTNER LIST ICT FOR ECONOMIC DEVELOPMENT PROGRAMME

COUNTRY	PARTNER ORGANISATION	PROJECT NAME
Bolivia	CIOEC	Red de Inteligencia de Mercados organizativa y asociativa de las OECAs
	PROFITRURAL	Implementación de un software financiero para Entidades Financieras de Productores (EFP)
	PROINPA	Uso de TICs en sistemas de comunicación multiactores para la innovación tecnológica y comercial
	FINRURAL	
	CIDOB	Sistema de de volúmenes de producción para la comercialización de productos agrícolas indígenas
	AOPEB	Consolidación de la plataforma de información sobre producción ecológica en Bolivia como herramienta de control para los Sistemas Participativos de Garantía
	ACLO	Uso de las TICs en la información de precios y mercados en los departamentos del sur de Bolivia
	Fundacion Autapo	Integración Sistema de Control Interno y Sistema Información Geográfica – desarrollo y capacitación – segunda fase
	Departmental Government Santa Cruz	Agriculture Information and Communication System SicSantaCruz
Burkina Faso	Nian Zwe	Projet d'accès a l'information pour la production agricole et un meilleur accès du marché a travers les TIC dans la région du centre ouest
	Nununa	Kana Cori
	Afrique Verte - APROSSA	Projet de renforcement de capacités des acteurs des chaines de valeurs céréales a l'utilisation des TIC dans les échanges commerciaux
	Pag-La-Yiri	Acces de producteurs a l'information par les TIC pour leur autonomisation
	FADEF-SO	Projet de renforcement de la communication / information pour une meilleure gestion des produits FADEF-SO
Ethiopia	ADAA	Integration of ICT on Value Chain
	FCE	
	HUNDEE	
	OSRA	
	ERSHA	
	CDI	
Kenya	ADS	ICT in agriculture
	Elreco	ICT in agriculture
	HSHC	ICT in agriculture
	ACK WRCCS	ICT in agriculture
	FIT Resources	ICT in agriculture

PARTNER LIST ICT FOR ECONOMIC DEVELOPMENT PROGRAMME

COUNTRY	PARTNER ORGANISATION	PROJECT NAME
Mali	CRCR	ICT in agriculture
	Yiriwa	ICT in agriculture
	Senekunnafonibulon	ICT in agriculture
	MOBIOM	ICT in agriculture
	Coprokazan	ICT in agriculture
Zambia	Organic Producers and Processors Association of Zambia (OPPAZ)	NOCAD Project: Natural and Organic Commodity Value Chains and Agri-Business Development through ICT
	Cotton Association Zambia (CAZ)	
	Zambia Honey Partnership (ZHP)	
	Zambia Rice Federation (ZRF)	
	Groundnuts Industry Association of Zambia (GIAZ)	
	National Agricultural Information Services (NAIS)	
Peru	Asociación Nacional de Productores Ecológicos del Perú (ANPE)	Gestión de Información y comunicación para el desarrollo Económico en las tres Ecoferias Regionales Cusco, Ancash y Cajamarca
	Instituto para Alternativa Agraria (IAA)	Familias campesinas de 8 regiones del Perú, mejoran producción y su relación con el mercado, mediante el uso de las TIC
	Coordinadora Rural	Uso de TIC para el incremento de ingresos de productoras(es) de artesanía a mano, cuyes y servicios de turismo vivencial en las Regiones de Puno y Cusco
	Red de Agricultura agroEcológica (RAE)	Sistema de Información y Comunicación para la articulación de productores ecológicos al mercado
	Promoción de la Mujer y la Comunidad (PROMUC)	Proyecto de gestión de información y capacitación mediante el uso de tecnologías de información y comunicaciones en microfinanzas (PRACTICOS)

PARTNER LIST ICT FOR EDUCATION PROGRAMME

COUNTRY	PARTNER ORGANISATION	PROJECT NAME
Bolivia	APCOB	Educación en la interculturalidad
	CEPAC	Comunidad educativa TIC para el cambio
	Educativ	Desarrollo de nuevas formas de aprendizaje con el uso de las TICs para mejorar el calidad educativa en el departamento de Oruro
	CEE	Gestión del conocimiento para el desarrollo local y comunitario - Fase 2
	IRFA	Educación técnica a distancia semipresencial utilizando herramientas TIC
	Fe y Alegria	Recursos pedagógicos TIC para una educación secundaria técnica de calidad en Bolivia
Ghana	The Northern Presbytery of the Presbyterian Church of Ghana	ICT for Educational Development (I-FED)
	Catholic Education Unit	Enhancing the Quality of Education in schools (EQES)
	Savana Signatures	Integration of ICT in Education Project (IIEP)
	PESP-C	Business Development Support Services for Vocational Schools (BDS-VS)
	WADEP	Integrating ICT in teaching and learning (IITL)
	GINKS	Not yet known, but will be on Civil Soc. Strengthening (Cap. Building by Knowledge Sharing) and Policy Influencing
	ASEG (Alliance for Strengthening of Education in Ghana), including NNED, Northern Network on Education and Development	Integrating ICT in STARschool programme, under development. Application expected 17th of April.
Kenya	Nairobi	Integration ICT in youth training institutes with the Ministry of Youth
	Ministry of Youth	
	Dupoto-e-maa	Integration ICT in school management in primary education
	ILIDP	Integration ICT in school management in primary education
	SEED	Integration ICT in teaching and learning primary education
	NCCK	Integration ICT in teaching and learning primary education

PARTNER LIST ICT FOR EDUCATION PROGRAMME

COUNTRY	PARTNER ORGANISATION	PROJECT NAME
Ethiopia	Consortium	Improving the Teaching-Learning Processes and Educational Management through ICT
	Ilu Women and Child Integrated Development Association (IWCIDA)	
	Education for Development Association (EFDA)	
	New Vision in Education Association (NVEA)	
	Maedot Family-Based Integrated Development (Maedot)	
	Achefer CBO	
	Bedele CBO	
	Kuyu CBO	
	Leben CBO	
	Ayssaita College of Teachers Education	
	Begemeder College of Teachers Education	
	Jimma College of Teachers Education	
	Wabe Children's Aid and Training (WCAT)	
	Facilitators for Change (FC)	
	Nurture for Education Development (NED)	
Jerusalem Children and Community Development Organization (JeCCDO)		
Malawi	ACEM, Emmanuel TTC and FAWEMA	Using Ict To Improve Quality In The Provision Of Basic Education In Malawi
	Emmanuel TTC	
	FAWEMA	
	Don Bosco Youth Technical Institute	ICT For Quality Education
	Namitete Technical College	
Mchitanjiru schools		
Ministry of Education, Science and Technology	ICT for Education Strategy and implementation plan	
Peru	CADEP	Formación docente EIB con TIC en Chumbivilcas_ Cusco
	CESIP	Educación pertinente y de calidad en comunidades rurales de Ccorca y Anta
	Fe y Alegria	Las TIC en el proceso de enseñanza y aprendizaje
	Tarea	Fortalecimiento de la identidad y capacidades comunicativas de docentes y niños y niñas quechuas de La Convención Cusco utilizando las TIC
	Educa	Tecnologías de la Información y Comunicación en el desarrollo de una Educación Intercultural Bilingüe y Productiva en Huancavelica – Fase 1
Uganda	Computers for Schools Uganda	Improving community participation and teaching-learning in primary schools and TTC
	Rwenzori Consortium for Civic Competency (RWECCO)	
	Health Needs Uganda (HNU) and consortium of: Catholic Education Research and Development Organization (CEREDO), Church of Uganda Education Department (CoU Educ), Transform Uganda (TU) and Child Restoration Outreach (CRO)	Improving school management and community participation
	Mango Tree	Development local language materials for communities and primary schools
	CEREDO	
	LEC Uganda	ICT integration in teaching and learning
	Ave Maria	Improving school management and community participation
	Lango Child and Community Development Federation (LACCODEF)	
	Forum for African Women Educationalists Uganda Chapter (FaweU)	Improvement live skills for girls and child performance monitoring in TTCs and primary education
Ministry of Education	Development digital education materials	

PARTNER LIST ICT FOR EDUCATION PROGRAMME

COUNTRY	PARTNER ORGANISATION	PROJECT NAME
Zambia	One World Africa, Lusaka	Education Support Network/Catalyst project
	Mukuba University (formerly CBCE), Kitwe	Improving the quality of teaching and learning with ICT at Mukuba University
	Mpelembe Secondary School, Kitwe	Mpelembe and Basic Schools Partnership Project (MBSP): using ICT to improve teaching and access to educational content
	Chawama Youth Project (CYPRO)	ICT integration in Youth Resource Centres for Skills Training in Zambia
	Ndola Youth Resource Centre (NYRC)	
	Ministry of Youth	
	FAWEZA	Community Monitoring through ICT
	Zambia Association for Research and Development (ZARD)	ICT in Career Guidance - Careerlink
	Careermate	
Zambia College of Distance Education (ZACODE)	ICT in Open and Distance Learning	

PARTNER LIST ICT FOR HEALTH PROGRAMME

COUNTRY	PARTNER ORGANISATION	PROJECT NAME
Ghana	Association of Church Development Projects (ACDEP)	Improving Efficiency in Communication and Health Services (IECHS)
	Christian Health Association of Ghana	Using ICT to improve access and efficiency (UICITAE)
	Social Enterprise Development Foundation of West-Africa	ICT Partme II
Malawi	National Organization of Nurses and Midwives of Malawi	ICT-BASED CPD FOR NURSES/MIDWIVES
	Nkhoma Hospital	Improving Access and quality of HBC and ART services through mobile SMS
	Catholic Diocese of Mzuzu	Improve data management and communication of Community HBC program
	Catholic Diocese of Chikwawa	
	Catholic Diocese of Blantyre	
	Catholic Diocese of Mangochi	
Rumphi District Health Office		
Mali	TIC-Sante Network	Policy influencing
	Pact E-sante	E-laboratory 25 CSComs
	Amkoullé	Community health prevention
	Provia-ASACO	Multimedia for ASACOs
	Mobiles against Malaria	Community health monitoring
Uganda	Health Child	Maternal and Child health in the community
	Uganda Catholic Medical Bureau	HMIS and teleconferencing for health workers
	Uganda National Health Consumers Organisation	Monitoring of patient satisfaction wht health care in Uganda
	Health Office Diocese of Jinja	ICT for PBF and health workers
Tanzania	ELCT	Computerisation of Hospital Information System
	Ministry of Health	ICT for health policy and implementation plan
	AICT/ELCT/RC	District Health Information Systems
Zambia	Zambia Nurses Association	E-learning
	Zambia National Blood Transfusion Service	Integrated Blood Donor Tracking System
Zimbabwe	CORDAID	Performance Based Financing
	Ministry of Health	

IICD has more than 15 years of experience using information and communication technology (ICT) for sustainable development. We work in Africa and Latin America, assisting projects in economic development, education, health, gender and innovation. To read examples of our work, see videos of our projects and more, please visit us at www.iicd.org or scan the QR code on this page.



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