ACCELERATING DEVELOPMENT
BUILDING CAPACITIES THROUGH INNOVATION

ANNUAL REPORT 2012

iicd
People · ICT · Development

CONTENTS

STUDENT GETS FAMILIARISED WITH
A COMPUTER AT SAINT THERESA
GIRLS SECONDARY SCHOOL.

CHAIRPERSON'S MESSAGE

In the Netherlands, the development sector is changing. Government is pulling back, and businesses are taking on a more prominent role. This provides opportunities for innovation, progress and employment. At the same time, the private sector cannot do the job alone. To help the poorest meet their needs requires effective and sustainable interaction between government, the private sector and civil society. IICD is a long-time proponent of such multi-stakeholder collaboration. It anticipated some of the current changes by expanding its engagement in public-private partnerships and introducing a more sector-oriented approach to its work.

Through its programmes and together with local partners, IICD creates enabling environments for beneficiaries to make use of appropriate and locally relevant ICTs in a sustainable manner for their development. IICD continues to build on its core strengths. It remains a cost-effective organisation that makes the most of individual, institutional and sector capacities through multi-stakeholder efforts.

In 2012, as in earlier years, IICD demonstrated its ability to form broad partnerships to address local information deficits within developing countries. There is a real desire and need among farmers, teachers and health workers for communication and information to improve their skills, knowledge, motivation and work. IICD's efforts involve providing technical ICT-enabled solutions that allow partners to access and exchange knowledge. IICD helps to identify, design, implement and maintain ICT solutions that are relevant to local development challenges. To achieve these goals, IICD has also become adept at connecting organisations across national borders in ways that stimulate them to share their expertise.

IICD identifies closely with its partners, sometimes so closely that the line between it and its partners becomes blurred. Though this inclination can be troublesome, it is actually a great strength of IICD's approach to development. But it also requires the organisation to clearly convey its own contributions to external parties.

While continuing to enable innovation, IICD is at the same time critically assessing its revenue models. It is examining what organisational models are most suited to the changing context and to the opportunities offered by its key partnerships. This has led IICD to build its sectoral expertise, to become a more entrepreneurial organisation and to actively seek appropriate sector-focused partnerships. IICD remains an organisation with a pioneering spirit, staffed by people driven to make a difference.

On behalf of the Board of Trustees I extend my sincere gratitude to all of you who are involved, through IICD, in using the power of innovative digital solutions to build a better world. With access to information and communication, people can improve their lives. And we support millions of people in doing so.

Jozias van Aartsen
Chairman of the Board of Trustees IICD
Mayor of The Hague

YOUNG MOTHERS PARTICIPATE IN A COMMUNITY HEALTH EDUCATION SESSION TO LEARN BEST PRACTICES IN HYGIENE FOR THEIR CHILDREN.

MANAGING DIRECTOR'S MESSAGE

Around the world, ICTs have become increasingly ubiquitous in people's lives. Today's mobile telephones are probably the most rapidly diffusing communication technology in human history. Digital technologies, such as the Internet and mobile telephony, are easily adapted to different circumstances and purposes. They improve communication, information provision, efficiency, transparency and decision-making for everyone. This makes them extremely valuable for development overall.

Throughout Africa and Latin America entrepreneurs, farmers, school teachers, students, nurses and medical doctors are using a variety of ICTs and social media. With these, they access essential information, communicate with one another, and find tools to do their jobs more effectively and efficiently.

From a development perspective, a vibrant local business climate is a key resource for solving local dilemmas and helping people fulfil their dreams. The benefits of local businesses go beyond the economic value they generate for a few, as they may also create social and environmental value for all. ICTs are an important tool for nourishing businesses and stimulating their contributions to the society surrounding them.

Since our very first country programmes in 1997, IICD has had strong ties with the private sector in the countries where we work. Though development of locally-based 'ICT4Development' businesses was not explicitly one of our main aims, this has been a very welcome by-product of our work. IICD builds capacities of farmers, teachers and health professionals, but we also invest in capacity development of individual ICT experts and ICT business. These then become key sources of support for our development programmes.

In 2012, IICD built more explicitly on partnerships – with ICT companies in the North as well as with partners in Africa and Latin America. Such collaboration has enabled IICD to boost the capacities of existing businesses to provide training and advice. Furthermore, IICD has identified different needs and levels of demand for ICT services in the areas where we work. Through our programmes we have established pools of local ICT consultants representing a range of skills and brought them together for networking and knowledge exchange. We have facilitated on-the-job training and joint seminars for young ICT officers at our various project sites. Our partner organisations seek local sources of advice, training and equipment, and this demand intensifies as ICT becomes further embedded within local organisations and communities at large. New markets therefore develop, extending beyond the boundaries of large cities and national capitals.

IICD has long recognised the enormous potential of ICT for both social and economic development. ICTs can help communities fulfil some of their most acute needs, related to food security, vocational training, health, education, water and employment. We know from previous interventions that access to information and communication can transform community members into critical consumers willing to pay for useful services. ICTs have a similar role in helping professionals achieve their potential, making their organisations more cost-effective as a result.

Every day in Africa and Latin America local entrepreneurs establish new businesses. These have a greater chance of success when they are ICT-enabled. In fact, ICT-based businesses (such as those creating software and apps) are mushrooming, making use of the creativity of young people and providing jobs. In Ghana, for example, IICD programmes

have built capacity not only of teachers to improve the quality of the educational system but also of local businesses, such as small ICT companies. IICD programmes provide impetus for them to improve their services, for example, offering ICT training, developing mobile solutions and helping fellow entrepreneurs build websites or maintain software and hardware. These thriving businesses are key in creating not only economic value but social value as well.

ICT-based businesses require relatively little investment in terms of equipment and infrastructure compared to other kinds of production activities. Virtually all that is needed is creative brains – of which there are many in Africa waiting for the right exposure and training. Nevertheless, the developing world faces a huge shortage of people with suitable skills to develop ICT tools, to maintain ICT infrastructure and equipment, and to think up smart applications. This is something that IICD will focus on even more in the years to come: partnering with the ICT private sector in the North and ICT entrepreneurs in Africa and Latin America to find solutions that make sense for development and businesses in both the North and the South.

ICTs also offer opportunities to change the way we think about development cooperation. With the appropriate tools in hand, IICD and its partners can foster new forms of innovative development, forms that are more inclusive, participative and just.

Caroline Figuères
Managing Director IICD

KEY FIGURES
2012

- IICD was established by the Netherlands 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 **32** employees (20 women and 12 men) corresponding to 30 full-time equivalents in 2012.

- In 2012, IICD's total income was **€8,816,256**.

- IICD spent **95.2%** of its budget on projects, capacity development, knowledge exchange and evaluation. The remaining **4.8%** went to management and administration, fundraising and corporate communications.

- The Dutch Directorate General for Development Cooperation **(DGIS)** is IICD's main funder. In 2012, IICD worked closely with numerous leading Dutch NGOs, such as Cordaid, ICCO, Edukans, Akvo, Oxfam Novib and PSO.

- In each of our focal countries, a national ICT4Development network has been set up with IICD support. These networks promote knowledge sharing, raise awareness, and lobby on behalf of ICT for development. In 2012, the **14** networks had a combined membership of more than **272** organisations.

- IICD supported development programmes in **12** countries: Bolivia, Burkina Faso, Ethiopia, Kenya, Ghana, Malawi, Mali, Peru, Tanzania, Uganda, Zambia and Zimbabwe.

- Most of IICD's activities were geared towards **three** sectors: (1) economic development (including agriculture and water), (2) education and (3) health. Gender, environment and climate were cross-cutting themes.

- By the end of 2012, we were supporting **93** projects in the field.

- The people we reach are mainly teachers, students, school managers, civil servants, citizens, NGO staff, policymakers, doctors, nurses, patients, hospital managers, farmers, entrepreneurs, traders, women, youths and indigenous people. Most of them live in rural areas.

- In terms of capacity building, our efforts in 2012 brought training to more than **82,000** people in the use of ICT for development. Over **15,000** people benefitted from in-project training, and project staff participated in some **300** central capacity development activities as part of our Connect4Change programme. At **12** ICT4Development Learning Workshops, our partners collectively shared experiences on ICT for economic development, education and health.

ABOUT IICD

1.1 VISION AND MISSION

TECHNOLOGICAL PROGRESS AND INNOVATION ARE LONG-TERM DRIVERS OF ECONOMIC GROWTH. A INTEGRAL PART OF ALMOST ANY MODERN TECHNICAL ADVANCE IS INFORMATION AND COMMUNICATION TECHNOLOGY (ICT), WHICH IS RADICALLY CHANGING THE WORLD.

The ICT revolution is spreading globally and expected to lead to rapid improvements in terms of production and consumption in developing countries. ICTs result in less costly transactions and faster and better communications. At the same time, they facilitate networking and information exchange, locally and globally, which can bring about wider societal change. Moreover, the rapid pace of innovation in the ICT sector itself has meant that the costs of accessing ICTs have fallen dramatically, democratising technology usage and putting ICTs into the hands of even poor populations. ICTs' potential to spark economic growth and contribute to improved education, health and livelihoods has led to new approaches to development as well.

Despite the high expectations, however, many ICT-related development projects fail. It is difficult to single out a sole reason for these failures, but many studies point to the human side of ICT interventions. Thus, whereas traditional 'ICT4Development' projects have centred on the transfer of new and innovative technologies, IICD's activities focus not on the technologies, but on people. IICD's vision is a world in which people are fully able to use information and technology to shape their future and that of their society.

IICD believes that ICTs represent an opportunity to create and embrace new solutions to development challenges. In many contexts, they can help bring about more equitable human development. IICD's mission is to create enabling environments in which ICT can be used by individuals, organisations and development sectors.

To accelerate development, IICD invests in human and organisational capacities to use ICTs appropriately and effectively. This requires new skills, which is why education and training are ever more important in knowledge societies.

IICD's mission is to enable 15 million low-income people in developing countries to access and use ICTs to address the challenges they face. We work towards this mission in the understanding that ICTs offer opportunities for increased well-being and sustainable economic development in all sectors.

To capitalise on ICT requires bottom-up, participatory processes. These must incorporate beneficiaries and users, take into account the local context and make use of or build local capacities. IICD terms this approach – generating context-tailored and adaptive ICT solutions – its 'ICT-led social innovation process'. IICD believes that this process is at the heart of sustainably embedding ICT usage in organisations and development sectors. Its application thus increases the likelihood of ICT projects' success.

1.2 TRENDS AND DEVELOPMENTS IN 2012

DURING 2012, SMALL ICT PLAYERS AND SOCIAL ENTERPRISES CONTINUED TO PUSH THE GENERATION OF INNOVATIVE, ICT-ENABLED SOLUTIONS AND SERVICES IN THE REGIONS WHERE IICD WAS ACTIVE. INCREASINGLY EASY ACCESS TO ONLINE TOOLS AND PLATFORMS, COUPLED WITH A LARGER POOL OF TECHNOLOGY-SAVVY INDIVIDUALS AND SMALL ORGANISATIONS, ACCELE- RATED ICT-RELATED DEVELOPMENTS. THIS CONTRIBUTED TO THE GROWTH OF THE SOCIAL AND TECHNOLOGICAL LANDSCAPE IN AFRICA AND LATIN AMERICA.

International trends in technology, such as increasing mobile connectivity and greater appreciation of ICT4Development, provided new opportunities for IICD programmes and partners as well. At the same time, it was important to remain realistic about what tools and approaches offer the best potential for enabling a broad spectrum of people to effectively use information and communication services.

WORLD CONNECTIVITY:
CHALLENGES AND OPPORTUNITIES
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Mobile instant messaging apps, and new services carried over the Internet or other network services, continued to live up to their immense potential in many places in 2012. However, these developments were unavailable to most individuals in Africa and Latin America. Levels of engagement with ICTs and digital content varied widely by region, by country and by place. While vibrant technology hubs and co-creation spaces emerged in many African capital cities, at the same time only about 14% of Africans were using the Internet at all. The Internet penetration rate in Africa remained just half that in Asia and the Pacific. The high cost of mobile broadband access and the lack of local content online remain obstacles

impeding professional use of ICTs, for example, in health and agriculture-related services.

Thus, the Internet has not yet become the medium of choice where large groups of citizens are to use information and communication to inform their work, family life, education or leisure activities. IICD's outreach has continued to maximise the potential of mobile telephones in low-threshold and inclusive ways. At the same time, we work with a few hundred pioneering individuals and organisations in developing countries to develop innovative ways to tailor and transform the opportunities of the Web and emerging technologies to local realities in access, content and usage.

M-DEVELOPMENT:
THE MOBILE-BASED INTERACTION EXPERIENCE
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Mobile-based communication, such as text messaging, became a standard component of our larger ICT4Development programmes in 2012. In education, text messaging platforms serve administrative purposes, such as for announcing changes in lesson plans, sending students their grades and providing news on upcoming events. Beyond this, IICD

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partners used text messaging to involve parents in school management committees and parent-teacher associations. Local leaders used text messaging to raise awareness about issues as varied as gender-based violence, child labour and teacher absenteeism.

In several IICD-supported initiatives, mobile health (or 'm-Health') applications played an increasingly central role in preventative and curative care. Examples are the MAMMA

project in Mali (see box) and work done by Health Child Uganda. Yet, despite the global boom in m-Health, health-care facilities in Africa and Latin America still have difficulty identifying, selecting and integrating the right m-Health tools into their operations, as well as in finding financing models that allow such solutions to be sustained and maintained.

↪ RESULTS OF THE MAMMA* PROJECT SINCE ITS 2011-12 IMPLEMENTATION
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WHERE WE ARE NOW:

2,220

PATIENTS TREATED

*MOBILES AGAINST MALARIA

FASTER TREATMENT RESPONSE

+200%

INCREASE OF CHILDREN RECEIVING TREATMENT WITHIN 24 HOURS

+19%

INCREASE OF NUMBER OF PATIENT VISITS MADE BY HEALTH WORKERS

+20%

INCREASE OF PREGNANT WOMEN SLEEPING UNDER A TREATED BED NET

+21%

1.3 STRATEGY AND GOALS

IICD'S STRATEGY IS GEARED TOWARDS ADVANCING ICT-BASED DEVELOPMENT PROGRAMMES AND STIMULATING KNOWLEDGE SHARING ON ICT4DEVELOPMENT. AT IICD, WE RECOGNISE THE FULL POTENTIAL OF ICTS FOR DEVELOPMENT. WE ALSO KNOW, HOWEVER, THAT IT IS NOT THE TECHNOLOGY ITSELF THAT IS IMPORTANT BUT WHETHER IT IS USED APPROPRIATELY AND IN A SUSTAINABLE MANNER.

ICTs represent a broad range of media, old and new. IICD's goal is not to put in place ICT infrastructure, but to enable local partners to make use of appropriate combinations of ICTs to help them in their work and life. IICD collaborates with local partners in four major sectors: economic development, education, health, and water and climate. Gender is considered a cross cutting theme.

STRATEGY

In today's context of austerity, however, the entire NGO sector is being challenged by dwindling budgets. Donors, as well as clients and partners in developing countries, are increasingly critical of the way money is spent. Organisations are responding to these pressures by professionalising their operations. IICD, too, is working to increase its efficiency and to make the most of market opportunities. For IICD these issues are even more urgent, because the Connect4Change programme and its funding come to an end in 2015. Finding alternative funding will be a major challenge in the coming period.

No organisation can adjust to such changes overnight, and IICD is no exception. To sustain our success, it is critical that we consider these developments from all angles. Therefore, the Board of Trustees felt it appropriate to revisit the IICD strategy. We also commissioned Public Impact to evaluate what type of structure would be best suited for the future, and then laid the groundwork for a new auxiliary structure within IICD focusing more on sector development. Public Impact then conducted a second evaluation addressing issues of organisational culture and leadership. The central question raised was a straightforward one: 'How can IICD transform its leadership and culture to best fit the organisation's needs in the future?'

Although IICD has a tradition of continuously reviewing its strategic course, we have done this largely from the perspective of how to best serve our beneficiaries. This time we consulted our Southern partners and information networks on the key strengths and weakness of our overall approach. In addition, Inter Access evaluated IICD's current approach to building and managing partnerships with Dutch private companies.

Based on these consultations and evaluations, and with input from staff, from the Management Team and from IICD's International Advisory Board, we formulated a revised strategy, which was presented to and refined by the Board of Trustees.

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STRATEGIC DEVELOPMENT GOALS
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IICD identifies three strategic development goals:
– Co-creation of ICT4Development solutions together with local (supporting) partners and Northern ICT partners based on our values and ICT-led social innovation process
– Integration of ICT into development interventions to increase their quality, effectiveness and relevance, mainly in the areas of economic development, education, health, and water and climate
– Greater awareness of the value of ICT4Development, with the impact of IICD activities in the field made more visible through impact studies and improved monitoring and evaluation (M&E)

IICD aims to spread good practices and experiences, in order to foster advances and address development challenges in innovative ways.

ORGANISATIONAL GOALS
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IICD has established three organisational objectives to enable it to successfully achieve its strategic development goals:
– Financial sustainability. IICD will work to increase its financial sustainability by strategically diversifying its funding base. It will move from a third-party, fully-funded enterprise model to become a more recipient-funded enterprise. An acquisition strategy has been developed aiming at public-private partnerships, charities and foundations, with institutional funding reserved mainly for large ICT4Development programmes
– Strengthening the organisation. IICD will create four sector development units: ICT4Health, ICT4Education, ICT4Economic Development, and ICT4Water and Climate. IICD will reinforce staff competences and human resources development to face the challenges ahead
– Demonstrate our impact. IICD will implement impact studies and will continue harvesting lessons learned.

THE CONNECT4CHANGE PROGRAMME, 2011–2015
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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. That means 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 in 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

↳ UNIQUE SELLING POINTS
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☞ *IICD understands and applies innovative ICT tools in core development sectors.*

☞ *IICD has experience in building human capacity for locally-owned ICT solutions.*

☞ *IICD is adept at mobilising and implementing effective multi-stakeholder partnerships. We often act as a bridge between the private, public and non-profit sectors, and we see such partnership as a cornerstone of sustainable development.*

☞ *Our distinctive ICT-led social innovation approach is proven to foster behavioural change and sustainability.*

↪ NUMBER OF PROJECTS PER COUNTRY
–

134
LOCAL IMPLEMENTING
PARTNERS IN 12
COUNTRIES

BURKINA FASO
5

ETHIOPIA
2

MALI
9

GHANA
11

KENYA
12

PERU
10

TANZANIA
4

BOLIVIA
13

UGANDA
13

MALAWI
5

ZIMBABWE
1

ZAMBIA
8
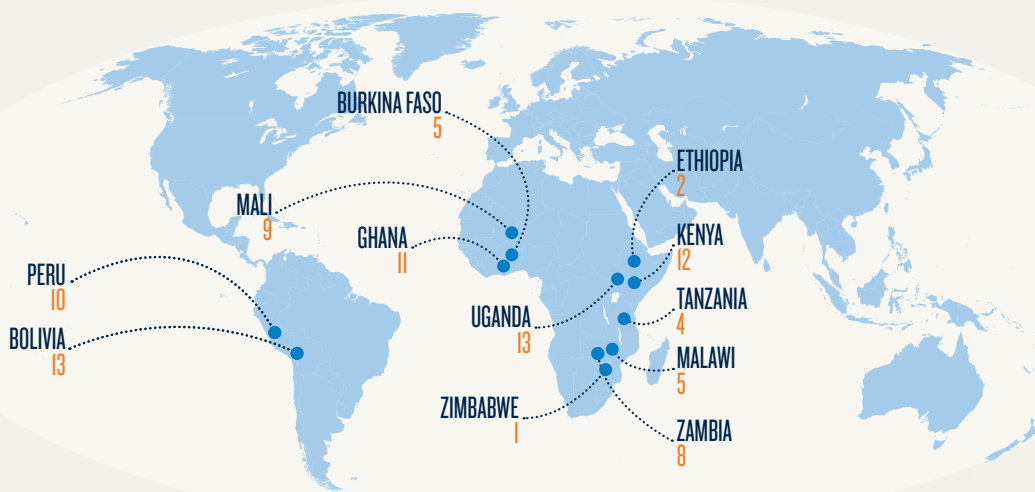
↪ NUMBER OF PROJECTS PER SECTOR PER COUNTRY
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93
PROJECTS

COUNTRY	ICT4 ECONOMIC DEVELOPMENT	ICT4 EDUCATION	ICT4 HEALTH	TOTAL PROJECTS PER COUNTRY
BOLIVIA	7	6		13
BURKINA FASO	5			5
ETHIOPIA	1	1		2
GHANA		6	5	11
KENYA	6	6		12
MALI	4		5	9
MALAWI		2	3	5
PERU	5	5		10
TANZANIA			4	4
UGANDA		6	7	13
ZAMBIA	1	6	1	8
ZIMBABWE			1	1

PUPIL FROM 'FE Y ALEGRÍA' SCHOOL IN CUYUNI AT THE COMPUTER LAB USING JCLIC ANIMATIONS TO LEARN ABOUT NUTRITIONAL FOOD IN HIS COMMUNITY.

RESULTS OF IICD'S ACTIVITIES

2.1 IICD'S APPROACH: THE ICT-LED SOCIAL INNOVATION PROCESS

IICD USES A DISTINCTIVE PARTICIPATORY AND MULTI-STAKEHOLDER APPROACH. WHEREAS MANY 'ICT4DEVELOPMENT' PROJECTS FOCUS ON THE TRANSFER OF NEW OR INNOVATIVE TECHNOLOGIES, IICD FOCUSES NOT ON TECHNOLOGY, BUT ON PEOPLE. IICD STRENGTHENS INDIVIDUAL, ORGANISATIONAL AND INSTITUTIONAL CAPACITIES SO THAT PEOPLE IN DEVELOPING COUNTRIES CAN USE ICTS EFFECTIVELY AND INDEPENDENTLY TO ACHIEVE DEVELOPMENT GOALS.

↳ ICT-LED SOCIAL INNOVATION PROCESS
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PROCESS STAGE
GUIDING PRINCIPLES

GENDER EQUITY

DEMAND RESPONSIVE- NESS

TRAINING

6. SYSTEMIC CHANGE

1. NEEDS ASSESSMENT

LOCAL OWNERSHIP

PARTNERSHIPS

5. SCALING UP

SOCIAL INNOVATION PROCESS

2. PROJECT FORMULATION

4. EMBEDDING

3. IMPLEMENTATION AND PILOTS

COACHING

MULTI- STAKEHOLDER INVOLVEMENT

LEARNING BY DOING
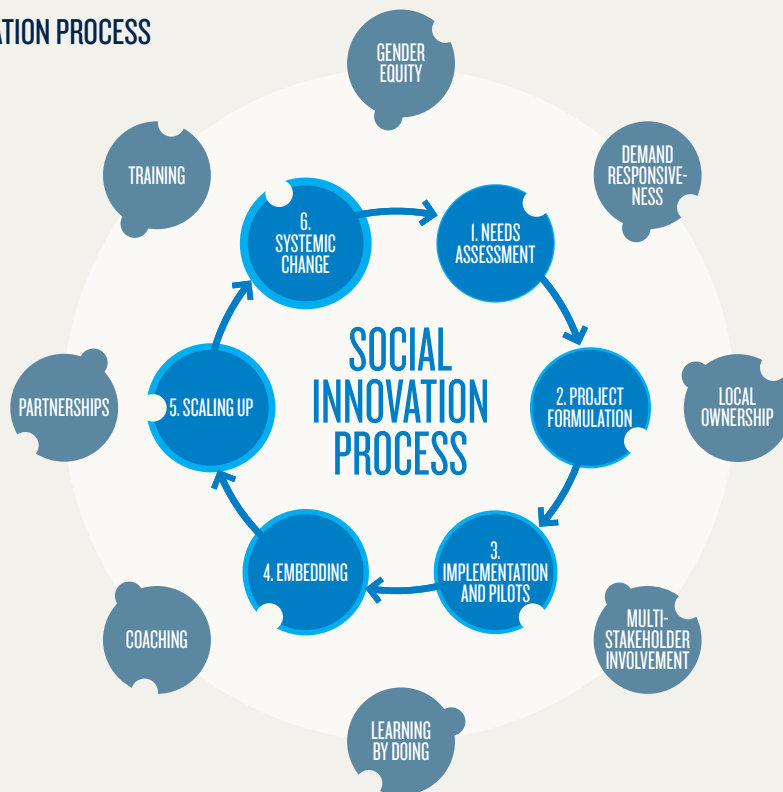
In a period of about three to five years, we guide our partners through a participatory process in which they work together in a network of like-minded organisations, experts, government agencies and private-sector actors. IICD's approach consists of six phases, which we collectively call our 'ICT-led social innovation process'. The six phases are (1) needs assessment, (2) project formulation, (3) implementation and pilots, (4) embedding, (5) scaling up and (6) systemic change.
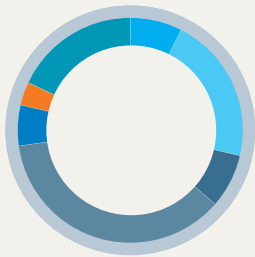
An overwhelming majority, some 92%, of our partners is very satisfied or satisfied with the strategic advice we provide.

↳ PROFESSIONAL CAPACITY OF RESPONDENTS TO IICD EVALUATION QUESTIONNAIRES
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● Director	7.6%	● Support staff	5.9%
● Manager	21.20%	● Teacher	3.4%
● Administrative staff	7.6%	● Other	17.8%
● ICT officer	36.4%		

By 2012, most of our partners had reached phase 3 (implementation and pilots) and phase 4 (embedding) of the ICT-led social innovation process. At these stages, project proposals have been finalised and approved and partners have started implementing their project plans. Most projects start with a piloting phase. This enables partners to test their ideas on a small scale with a basic prototype of their ICT solution. A prototype might be, for instance, a website or database, or a trial run of a mobile telephone-based service for health information.

Once these pilots or small projects have been implemented and assessed, IICD continues its support while partners fully integrate and roll out ICT in their organisations and programmes. This is what we call 'embedding'. It is during this phase that project partners start to fully appreciate and use the potential of ICT to achieve their development goals.

IICD's support to partners in the implementation and embedding phases is mainly in training (often ICT-related), advice and coaching, and brokering of knowledge and capacity. In 2012, IICD assisted 93 projects in 12 countries, involving 134 implementing partner organisations. With our support, they acquired the skills and confidence they needed to realise an ICT solution on their own. In carrying out this work, IICD itself had the support of 46 technical partners and 14 ICT4Development networks. Training events and workshops helped to reinforce particular ICT knowledge and skills. These events were highly valued by participants, who rated them even more positively than in the previous year.

↳ PARTICIPATORY MULTI-STAKEHOLDER APPROACH: AVERAGE DIVISION OF STAKEHOLDERS IN IICD PROJECTS
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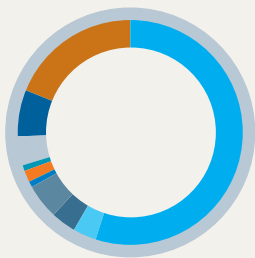
● National NGO	55.1%	● Medium-size company	1.7%
● International NGO	3.4%	(6-25 employees)	
● Local Government	3.4%	● Large company	0.8%
● National Government	5.1%	(above 25 employees)	
● Small company	0.8%	● Co-operative	4.2%
(1-5 employees)		● Grass-root organisation	6.8%
		● Other	18.6%

↳ PARTICIPANTS' SATISFACTION WITH TRAINING
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2011
2012

67% COURSEWARE

73% COURSE CONTENT

75% QUALITY GUEST SPEAKER

66% GROUP WORK

85% QUALITY TRAINERS

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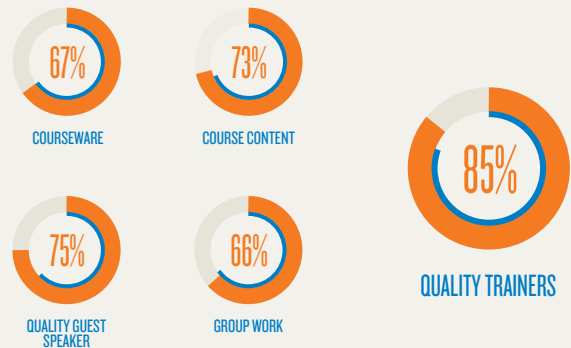
Our main emphasis in terms of partner support was providing adequate advice and coaching. This advice and assistance took many forms, from specific technical recommendations to more general organisational and strategic advice and coaching, depending on the needs and issues faced by the partner organisation. It is this aspect of IICD's approach in particular that partners tend to mention as a major benefit of working with IICD. As one IICD country manager said:

"Partners keep stressing that the main thing that we do differently is to sit there and really have conversations with them. Not to only go through the progress report, but really sit there and figure things out together. Moving beyond 'here's an ICT tool', but rather, how do you integrate that in a school, how do you make sure that schools don't just store it in their cupboards but really use it."

IICD's technical and strategic advice were both highly rated in evaluations by project partners.
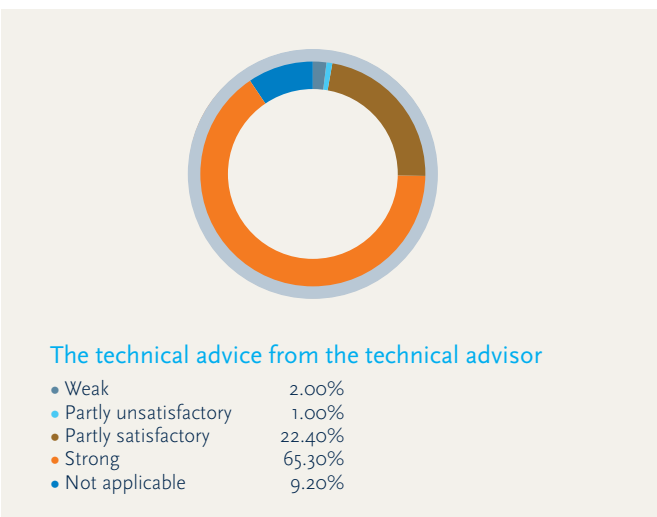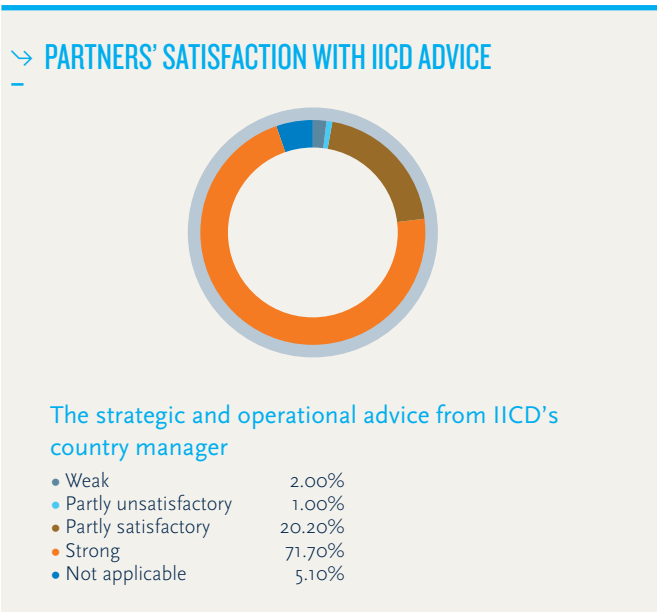
In line with our ICT-led social innovation process, IICD continued to invest in knowledge sharing and brokering. For example, in 2012 IICD organised two cross-country learning events and eight ICT4Development workshops. At each of these events, partners had opportunities to share their own experiences and learn from counterparts working in other countries.

The rest of this chapter presents more details and examples of IICD's interventions and results in 2012.

RESULTS //

IICD'S SUPPORT TO PARTNERS IN THE IMPLEMENTATION AND EMBEDDING PHASES IS MAINLY IN TRAINING (OFTEN ICT-RELATED), ADVICE AND COACHING, AND BROKERING OF KNOWLEDGE AND CAPACITY. IN 2012, IICD ASSISTED **93** PROJECTS IN **12** COUNTRIES, INVOLVING **134** IMPLEMENTING PARTNER ORGANISATIONS. WITH OUR SUPPORT, THEY ACQUIRED THE SKILLS AND CONFIDENCE THEY NEEDED TO REALISE AN ICT SOLUTION ON THEIR OWN. IN CARRYING OUT THIS WORK, IICD ITSELF HAD THE SUPPORT OF **46** TECHNICAL PARTNERS AND **14** ICT4DEVELOPMENT NETWORKS.

↳ PARTNERS' SATISFACTION WITH IICD ADVICE

The strategic and operational advice from IICD's country manager

● Weak	2.00%
● Partly unsatisfactory	1.00%
● Partly satisfactory	20.20%
● Strong	71.70%
● Not applicable	5.10%

The technical advice from the technical advisor

● Weak	2.00%
● Partly unsatisfactory	1.00%
● Partly satisfactory	22.40%
● Strong	65.30%
● Not applicable	9.20%

2.2 ICT4ECONOMIC DEVELOPMENT

CONTEXT
—

Agriculture is key to ensuring economic growth, prosperity and food security in the developing world. In fact, the farming community, which employs up to 75% of Africa's workforce, could collectively achieve the first Millennium Development Goal of eradicating extreme poverty and hunger on the continent. Yet, farmers are persistently held back by day-to-day challenges, such as outdated production and storage methods and lack of access to critical information.

IICD'S INTERVENTIONS
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Having the right information at the right time can enable small and medium-sized farmers to make great strides in yields and production. Fortunately, a broad spectrum of ICT that exists today can give them access to this. These are not only new technologies, such as web-based platforms, dynamic databases and mobile services, but also tried and true means such as radio.

IICD recognises that if a solution is to be sustainable it is vital to get the formula right the first time around. Consequently, our approach during the last 15 years has been to listen first. We then work hand-in-hand with farmer organisations to identify exactly what type of information producers need, what is the best way to deliver it, and how it should be packaged (as text messages, videos, or perhaps a radio programme).

In 2012, we worked in this way with farmer associations and agricultural organisations in seven countries: Zambia, Mali, Peru, Kenya, Bolivia, Burkina Faso and Ethiopia. Much of the listening part took place in 2011, when a series of Roundtable Workshops were held to define the problems and determine if ICT could help in addressing them. In 2012, the focus shifted

to turning plans into practice and strengthening the internal structures of our core group of 39 partner organisations. IICD did this through Social Innovation Workshops and change management training. Furthermore, throughout the year, equipment was procured and ICT training given to the staff of these organisations to enable them to better serve farmers.

IICD continued to verify programme assumptions throughout 2012. We discovered that although many farmers own mobile phones, they use only a few of their functions. We therefore organised mobile phone literacy courses for farmers in Ethiopia to show them how they could use their phone to access reliable market price information and link, for example, with the Ethiopian Commodity Exchange (ECX). In Burkina Faso, where literacy rates are low in rural areas, a mobile telephone interface with icons was developed to help farmers query their market information system. In Zambia, farmers began receiving answers to urgent questions within 24 hours via a text messaging platform linked to experts at the Ministry of Agriculture. Just the previous year, it would have taken up to two months to receive the same answer by regular mail. In Peru, farmers began using text messaging to strengthen producer-consumer relations.

Joining forces does make a difference. In Bolivia, a group of price information projects operationalised market price information systems in six major agricultural markets, resulting in a high volume of website hits and text messages. Knowledge sharing and peer-to-peer exchange are vital for IICD's work. In Mali, IICD supports a network of farmer organisations called 'G@TIC' and a platform of agricultural organisations and institutes in the Sikasso province via a so-called 'Agrihub' (in collaboration with Agri-Profocus). A highlight of this work in 2012 was the five-day *Foire Agricole* gathering in Sikasso, Mali, which attracted thousands of farmers.

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In Peru, our local microfinance partner, PROMUC, enables community banks organised through women's associations to access financial and educational services through audio-visual capacity-building modules. Virtual platforms and a mobile telephone application have enabled online microcredit consultations, easing access to credit for clients.

KEY AREAS OF SUPPORT IN ICT4ECONOMIC DEVELOPMENT

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– Access to market information, including updates on supply and demand, thus improving producers' negotiating position and enabling them to plan their production better
– Extension information for farmers, especially on production techniques, crop protection and inputs that could increase productivity (e.g., agricultural tips and weather updates)
– Information and communication channels for credit facilities and related financial services, such as payment reminders and financial advice
– Management and planning support for producer organisations using appropriate information and communication tools
– Collection of production information, for example, on the volumes and qualities of produce expected by producer organisations, as improved data enables such organisations to better plan production and organise bulk sales to large buyers
– Collection and management of information for certification of products, enabling producers to access higher-value market segments
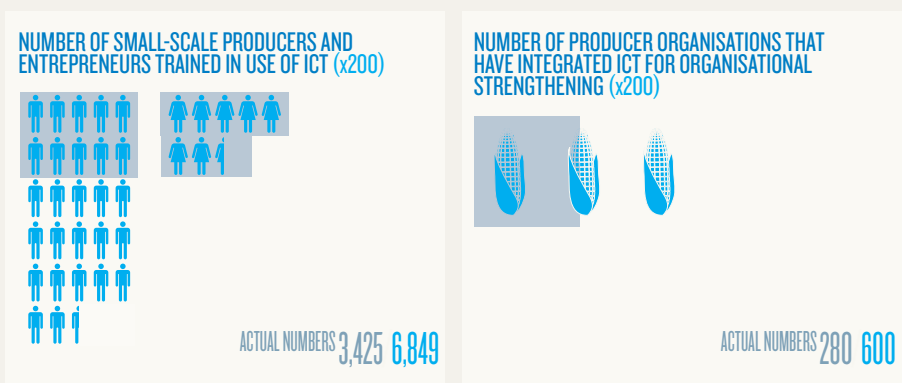
KEY RESULTS

To achieve long-term sustainability, IICD trained 38 key partner organisations to use ICT and integrate it into their daily work. They, in turn, managed to train more than 6,800 small-scale producers and entrepreneurs in the use of ICTs, far exceeding the original goal of outreach to 3,500 small-scale farmers. Consequently, a record-breaking number of 600 producer organisations integrated ICT into their daily routine in 2012. This was 50% more than planned. Outcome indicators already show an increase in turnover of 10-14% among some of the producer organisations. About 14% of the participating organisations are already demonstrating substantial coverage of the ICT costs.

↳ IMPROVING THE FLOW OF INFORMATION IN KENYA'S COFFEE BRANCH

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In 2012, IICD joined forces with the Progreso Foundation to support three large coffee cooperatives in the Mount Kenya region. The cooperatives already used a database to manage their operations. IICD was brought on board to help them streamline their overall operations, for example, making the database accessible from different locations, feeding data directly into the database from a digital weigh scale, and communicating with farmers using text messages.

↳ SECTOR RESULTS FOR ICT4 ECONOMIC DEVELOPMENT
–

NUMBER OF SMALL-SCALE PRODUCERS AND ENTREPRENEURS TRAINED IN USE OF ICT (x200)

ACTUAL NUMBERS 3,425 6,849

NUMBER OF PRODUCER ORGANISATIONS THAT HAVE INTEGRATED ICT FOR ORGANISATIONAL STRENGTHENING (x200)

ACTUAL NUMBERS 280 600

WHAT WE **PLANNED** VS. WHAT WE **ACHIEVED**

C4C RESULTS

▨ PLANNED IN 2012

👫 REALISED IN 2012

2.3 ICT4EDUCATION

CONTEXT

Modern technologies not only improve children's learning experience, they also enable teachers to produce better-quality and more relevant teaching materials, enhancing their lessons and enjoyment of their work. With appropriate ICTs, school administrators can streamline and improve school management; and new communication technologies even provide novel ways of involving parents in school activities, planning and monitoring.

Use of ICTs can therefore significantly improve the quality and reach of basic education. In doing so, technology can bring countries nearer the objective of universal access to education, which is the second Millennium Development Goal.

IICD's education partners and the schools participating in our programmes are seeking to improve their capacity to use ICT as an enabler for better teaching and learning outcomes. IICD's role is to help them build these capacities.

IICD'S INTERVENTIONS

In the year under review, 2012, IICD began the piloting and implementation phases of a number of education projects. This followed the completion in 2011 of the needs assessment and project formulation phases of our ICT-led social innovation process. Procurement of equipment and competency development were other major aspects in 2012. Local ownership and multi-stakeholder involvement were strengthened as well via ICT4Development workshops. Community members took part in awareness-raising activities, and administrators and local government officials participated in change management workshops.

Using a 'learning by doing' strategy, a number of capacity-development activities were organised. These provided partners opportunities to acquire the skills they needed to implement the planned ICT solutions at the school level. 'Train-the-trainer' workshops were held, alongside coaching and advisory sessions at which procurement issues and installation of equipment and software were among the topics discussed. Partners further received conceptual guidance to better align their ICT interventions to the educational goals they had set for themselves. IICD brokered new partnerships as well, involving implementing organisations, schools, ministries of education, local technical partners and parent-teacher associations.

A start was made in training teachers and school administrators in basic ICT skills. The goals of these initial efforts were to use technology to plan classes better and to create locally-relevant teaching materials. In some countries, extra attention was given to engaging girls in ICT-enabled activities. For example, in Ghana a ten-day 'ICT Summer Boot Camp' for girls was organised and 'Tech Girls Clubs' were formed at the participating schools.

With the support of 'Text to Change', our partners learned new ways of using mobile telephone-based information services. The support of 'Text to Change' focused mainly on building individuals' technical skills to use ICT tools, whereas IICD's role was to help partners build organisational capacities and design programmes to fully embed these tools into their overall processes.

In Zambia, partners designed a pilot project for using a mobile phone-based system to track and trace graduates of vocational schools. The aim was to follow and learn from their experiences in entering the job market.

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In Bolivia, we organised a knowledge-sharing and learning event for all of our education programme partners. In addition to insights offered by international experts, participants from the different countries shared their experiences along with practices that they had found useful in their work.

IICD's support trajectory was evaluated during ICT4Development workshops in various countries. Here, partners indicated that the support they received in 2012 had been helpful, and they hoped that it would continue (as at the close of the project formulation phase in 2011). These same workshops offered a venue for partners to establish more continuous linkages with counterparts within their own sectors and beyond, to support one another with training and advice.

KEY AREAS OF SUPPORT IN ICT4EDUCATION
—

Partner organisations identified four key areas where they expect ICT to have the largest impact on the quality and relevance of education:
– Improved quality of teaching materials
– Enhanced quality of teaching and learning methods
– Increased efficiency and effectiveness of school management
– Greater participation of parents in planning and the monitoring of teaching and learning

KEY RESULTS
—

The ICT4Education programme supported 64 partners in 38 projects. More than 2,600 teachers and school administrators took part in training, covering 248 schools. This exceeded our original plan of involving 600 teachers and administrators, mainly thanks to a larger number of participating schools.

During this first year of implementation, major efforts were made to raise awareness among parent-teacher associations and school management committees. We wanted to involve them from the start, so as to integrate ICT sustainably in the schools. Outcome indicators point to an initial positive trend towards better performance of students thanks to ICT.

### ↳ AN IT-BASED SCHOOL MANAGEMENT INFORMATION SYSTEM IN ETHIOPIA
—

Ethiopia is struggling to ensure that all children in the country complete primary school – that is, to meet the goal of universal primary education by 2015. Rural and nomadic communities are particularly difficult to reach. Their limited access to school infrastructure, teachers, teaching aids and educational materials has led to an overall lower educational performance among these groups.

During a participative consultation process, local Ethiopian partner NCS (Nekemte Catholic Secretariat) formulated a project proposal for an IT-based school management information system (SMIS). The project, which gained Liberty Foundation support, will enhance school administration and reporting and improve teaching aids and the educational process through more visual teaching materials. It will also establish teacher-to-teacher knowledge-sharing networks in rural areas and cities.

The first phase of the implementation started in 2012, covering eight primary schools in the Oromia region. Thus it has already reached out to some 150 primary school teachers and 6,000 primary school children.

↳ SECTOR RESULTS FOR ICT4 EDUCATION
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NUMBER OF PRIMARY AND SECONDARY PUPILS TRAINED (x2,000)
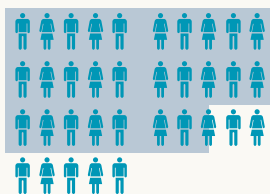
ACTUAL NUMBERS 50,080 68,580

NUMBER OF PRIMARY AND SECONDARY TEACHERS TRAINED (x200)

ACTUAL NUMBERS 2,010 2,611

WHAT WE
PLANNED
VS. WHAT WE
ACHIEVED

C4C RESULTS

2 + 3
= 5

■ PLANNED IN 2012
👫 REALISED IN 2012

2.4 ICT4HEALTH

CONTEXT

Poor health and poverty go hand in hand. Poverty breeds ill health, which in turn renders people unable to fully take part in economic activity. In developing countries, access to health-care that could break this vicious circle is limited. IICD's primary health-sector goal is to expand the effectiveness, efficiency and equity of health-care systems with a special focus on women and girls. Together with local partner organisations, which range from hospitals to community-based organisations, IICD integrates ICT tools into health services and community health programmes. This helps to overcome a number of challenges affecting the quality and accessibility of health-care.

In 2012 some of the major challenges we addressed were shortages of health-care professionals, particularly in remote areas, inadequacy of medical training, inaccessibility of vital health data and lack of information at the community level on health risks and how to overcome them.

IICD'S INTERVENTIONS

To implement the ICT4Health programme, IICD and partners followed the ICT-led social innovation process, which helps partner organisations gradually take ownership, build capacity and sustain the ICT-based activity. In 2012, most partner organisations moved from the needs identification and project formulation phases to project implementation. The focus thus shifted to capacity building and competency development. Many of our partner organisations in Uganda, Mali and Tanzania had already built substantial capacity to implement ICT4Health projects. They were therefore ready to move on from previous projects, to embedding ICTs, change management and scaling up.

Our partner organisations in Malawi were slightly behind the rest, as they started project implementation later, in the second half of 2012. This 'delay' had much to do with this being the youngest programme, thus requiring more time to lay a foundation for solid ICT4Health initiatives with local ownership.

In Ghana, the open source monitoring tool (OSMT) of the SEND-Ghana project was scaled up to all 50 districts across four regions (Northern, Upper East, Upper West and Greater Accra), compared to the 22 districts covered in 2011. Use of the OSMT to collect data from the field has lived up to expectations, proving to be more efficient than the conventional method (using paper questionnaires). The OSMT reduces the time required to gather information, eliminates double data entry and prevents losses of data due to misplaced questionnaires. It also allows supervisors to monitor and track collection from the different districts. As such, SEND's field staff can now follow up with districts that fall behind in data submission.

Overall, all projects within our ICT4Health programme registered good progress. In Mali, the MAMMA project trained 50 community health workers in the use of mobile telephones for data collection on malaria sufferers. This resulted in a 15% increase in the number of malaria patients treated within 24 hours of falling ill, and a 200% reduction in health-care response time. In Tanzania, preliminary results of the Health Management Information System (HMIS) project showed that the Evangelical Lutheran Church in Tanzania (ELCT) hospitals using HMIS had achieved substantial increases in income.

In Uganda, research showed increased uptake of family planning methods with text messages sent by the Jinja Diocese village health teams. In Malawi, nurses and midwives of the Area 25 Health Centre in Lilongwe District improved their ICT literacy via a three-month training-of-trainers programme within the

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nurses' professional group. They will use their newly acquired ICT skills to further develop their medical knowledge. An online 'e-learning' platform was created that allows them to search, access, download and store educational materials for use by all nurses and midwives in the network. As such, it is available for use offline as well as online. The system also provides new ways for them to assess their own skills, submit work for evaluation and receive feedback. Having undergone a rigorous process of self-assessment and action planning, the nurses and midwives are currently using the e-learning platform to improve their skills according to tailored personal development plans.

KEY AREAS OF SUPPORT IN ICT4HEALTH
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IICD's health partner organisations identified four key areas in which they expect ICT to have the largest impact on the health-care sector:

– Collection of evidence-based health data to support home care services and health-care planning by health institutions
– Provision of relevant information for public health campaigns
– Provision of digital training materials for continued training of health workers
– Support for health planning and management by registra-tion of patient data and collection of information on various aspects of the work of health facilities and hospitals

KEY RESULTS
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In 2012, IICD's ICT4Health programme was active in Ghana, Malawi, Mali, Tanzania, Uganda, Zambia and Zimbabwe. We supported 26 projects involving 32 partner organisations, reaching out to well over 1 million beneficiaries. This is an in-crease of 59% over the previous year. Our programmes in Mali, Tanzania and Uganda were the most mature and deeply rooted, as IICD has been working with these countries in health-sector activities for more than a decade. Our activities in Zambia

and Zimbabwe, and some of those in Uganda, are IICD's only health activities outside the Connect4Change consortium.
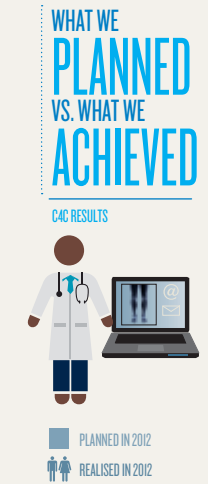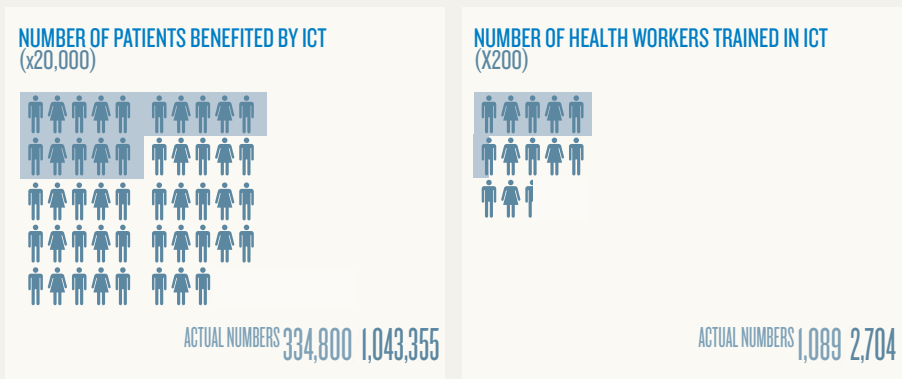
Patients indicate satisfaction rates of 60% to 85% for services provided, and we expect to see a further increase in the com-ing years. Hospitals report greater numbers of patients seeking formal health care after receiving information via television, radio or text message services. These increases range from 11% to 80% in some cases.

↳ INCENTIVES IMPROVE SERVICE DELIVERY IN THE HEALTH SECTOR
–

In Zimbabwe, IICD and Cordaid are jointly developing and implementing a system to support results-based financing (RBF). This is a mechanism whereby payments to health-care providers are dependent on achieving predefined goals related to health-care service delivery. In some countries, such as Rwanda, the introduction of RBF has resulted in marked improvements in the outputs of health services and the quality of care.

The programme in Zimbabwe, funded by the World Bank, started in late 2011. Here, IICD helped to develop an elec-tronic health management information system which now aligns data from the health facility on, for example, numbers of patients with data from the national health informa-tion system of the Ministry of Health and Child Welfare. In 2012, the system was initially implemented in 26 health facilities, but it was rolled out to 180 health facilities in the course of the year. Key to the success and sustainability of the programme is creating ownership at all levels, competence development and change management, for which IICD is responsible as well. Ultimately, in 2013 the RBF system will be implemented in all 800 health facilities in Zimbabwe.

↳ SECTOR RESULTS FOR ICT4 HEALTH
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NUMBER OF PATIENTS BENEFITED BY ICT
(x20,000)

ACTUAL NUMBERS 334,800 1,043,355

NUMBER OF HEALTH WORKERS TRAINED IN ICT
(X200)

ACTUAL NUMBERS 1,089 2,704

WHAT WE
PLANNED
VS. WHAT WE
ACHIEVED

C4C RESULTS

PLANNED IN 2012
REALISED IN 2012

'AN E-HEALTH PROJECT IS NOT A SHOPPING LIST OF IT EQUIPMENT AND INFRASTRUCTURE

but rather a way of improving and enhancing the knowledge, procedures and service quality of health services and of sharing or pooling the human resources'

PARTNER FEATURE
E-HEALTH

DR MOHAMED SANGARE /

MEDICAL INFORMATICS SPECIALIST
CENTRE FOR EXPERTISE AND RESEARCH IN TELEMEDICINE AND E-HEALTH (CERTES), MALI

E-HEALTH IN MALI

Mali is a pioneer of e-Health in West Africa. The first Malian experiences with e-Health date back to 2001. Since then, many e-Health projects have followed. These projects have focused on issues such as building the ICT skills of health professionals, distance education and professional development of medical staff, making available and tracing health information, and advocacy.

A number of new m-Health programmes have recently been initiated and are starting to demonstrate what is possible with mobile tools and solutions. As in other African countries, these initiatives, have been generated in the civil society domain.

Since 2000, IICD has been the key partner supporting e-Health initiatives and generating e-health experience in Mali, together with other important partners such as the Hôpitaux Universitaires de Genève (Switzerland) and IDRC in Canada. The support of these different partners has helped to create and encourage a group of a dozen doctors specialised in ICT and Health. This also explains the rich and exemplary e-Health experience that Mali has acquired for the West African region.

A STORY OF SUCCESS

Many important results have been achieved by the e-Health projects in Mali. Some have had especially significant impact on how the Malian health sector uses ICTs. The IKON Teleradiology Project generated the first national network of expertise in medical imaging in Africa, with nearly 5,000

dossiers and 600 cases of breast cancer screening. This network and exchange system between regional hospitals and teaching hospitals continues today and has become part of the normal functioning of hospitals, providing an economic model that may be useful to duplicate in other countries.

Other projects have helped hundreds of pregnant women to receive obstetric ultrasound examinations during pregnancy and hundreds more patients to be diagnosed, treated and monitored for heart disease using a combination of the skills of local doctors and cardiologists located in the capital. Other projects of similar importance are Equijanto, which enables epidemiological data reporting via mobile phones, the government's 'flotte mobile' used in the fight against maternal and infant mortality, and the MAMMA project (Mobiles Against Malaria) project.

MAJOR CHALLENGES

The first major challenge to integrate the use of e-Health in Mali was training of health professionals. They needed to be able to use ICT tools and appreciate the potential of ICT-enabled approaches, given that the acquisition of ICT skills and knowledge is not generally part of the school curriculum in Mali. The second challenge was to convince the administrators of e-Health services that it is possible to use ICTs to improve the quality, management and outcomes of health care.

Today the crucial role that ICTs play in improving health indicators and outcomes is no longer questioned. Three challenges, however, are still left to be addressed. First is the sustainability

of e-Health initiatives. It is vital to ensure the integration of e-Health initiatives into the day-to-day functioning and structures of the health system.

The second challenge is development of African human resources qualified in domains related to e-Health. Decision-makers and health system administrators do not yet have a thorough understanding of how ICT tools can be used in management of the sector. This limits their capacity to reflect on the questions that need to be answered and addressed.

The third challenge is to modify the attitudes and procedures of health sector professionals and administrators to enable the sector to fully reap the potential that ICTs offer in optimising and enhancing health-care management.

THE FUTURE OF E-HEALTH IN MALI AND THE REST OF AFRICA
–

Future prospects are extremely good for e-Health in Mali. There is now awareness and appreciation within the government of the undeniable role that e-Health can play in our health system. In addition, a growing number of development partners are including e-Health aspects in their interventions and support. Finally, there are increasing numbers of health-care facilities and professionals keen to specialise in applications of technology in health-care provision.

Mali's civil society actors are capitalising on these individual experiences, boosting their impact and becoming more effective in responding to the needs of the population and health-care specialists.

e-Health must be perceived not only as using ICTs for health, but also as a real long-term vision integrated into the health system. We need to build African capacity to develop and support e-Health concepts appropriate to our environments. Furthermore, we have to ensure that political, economic, infrastructural, and cultural aspects of the African context are taken into account, so that we become sculptors of this art. More targeted North-South collaboration, as well as South-South collaboration mechanisms, need to be developed in order to implement effective advocacy actions and ensure the sustainability of best practices at the institutional, scientific and technical levels.

Technology skills and knowledge should be included in the training programmes of health professionals from the very out-set. Overall, using ICTs to improve and optimise health-sector information systems will enable us to better plan development programmes in the field and to use resources better as well.

Interview with Dr Mohamed Sangare for the EuroAfrica-ICT Initiative

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→ DR MOHAMED SANGARE, PROGRAMME MANAGER,
CERTES, MALI
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*Dr Mohamed Sangare is a Malian medical informatics
specialist. He is currently responsible for programmes
carried out by the Centre for Expertise and Research in
Telemedicine and e-Health (CERTES) in Bamako.
As technical manager for the IICD-supported IKON
teleradiology project, Dr Sangare generated leading
experience in the design and implementation of e-health
deployments and supporting capacity-building programmes.
Dr Sangare is a sought after ICT4Health advisor due to
his expertise in engineering health information systems
for Mali.*

2.5 TECHNICAL INNOVATION

TECHNOLOGICAL CHANGE OCCURS UNEVENLY AND SPREADS AT DIFFERENT PACES THROUGHOUT THE WORLD. A MAIN TASK OF IICD IS TO ACCOMMODATE THE POTENTIAL OF WIDER AVAILABILITY OF ICTS AND OTHER, MORE TRADITIONAL MEDIA. THE OBJECTIVE IS PRACTICAL, ACCESSIBLE, LONG-LASTING SOLUTIONS, IF NEEDED, TAILOR-MADE FOR OUR PARTNERS AND BENEFICIARIES IN THE FIELD.

IICD has established a mechanism that combines creativity with feasibility to bring about real and sustainable solutions for its partners. The result is optimal use of technological changes and expanded reach of ICT tools in Africa and Latin America.

The main ingredient of IICD's formula is an 'innovative' approach to capacity building. IICD seeks opportunities to make ICT platforms and applications widely available, in many cases supported by simple and low-cost devices. 'Innovation', thus, in the eyes of IICD, is understood as deriving not only from the novelty or introduction of a new technique or equipment, but also when the tools applied are new to the user or context or when they are employed in a new way.

'SHADOWING' TO SHARE EDUCATIONAL EXPERTISE
–

Conventional tools and traditional media, such as video, can make a big difference in the way people perceive applications and impacts of more advanced technological developments. A Kenyan IICD partner, for example, recorded a video to demonstrate a computer-based school administration system. That video then served as the basis of a multimedia project for training school staff in neighbouring towns. A video is an appealing way to convey a standard message or set of instructions. Moreover, broader access to recording capabilities encourages new applications of video, such as in self-assess-

ment, peer-to-peer feedback and mutual engagement. Besides video, a variety of low-cost multimedia applications can enhance learning. Digital projection onto a white board and educational software are two examples. Instruction and introduction of these applications have led to improved lesson planning and production of a range of locally-tailored digital teaching materials. Teachers, for their part, have seized on peer-to-peer 'shadowing' and resource-sharing as effective alternatives to developing all of their materials themselves.

MOBILE FOR FARMERS
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In the ICT4Economic Development sector, the M-Farm project in Kenya offers an interactive mobile platform for exchanging real-time market price information. The system enables farmers to request and receive current market prices for specific produce. For them, text messaging has become an easily accessible and interactive information gateway. IICD's task is to help identify opportunities for such systems, guiding partners and service providers towards ways to more fully exploit mobile telephony in remote areas.

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↳ M-FARM

In 2012, IICD supported development of the M-farm plat-form by expanding its user base. The project offers farmers up-to-date market information via mobile telephone mes-sages. IICD set up information centres and provided on-the-ground training to help Kenyan farmers further connect with potential buyers. Before the introduction of M-farm, they had no reliable price information about their crops, knew of no alternatives for where to sell and had no access to price trends in different regions and markets.

Through M-Farm and with IICD support, nearly 3,000 farmers in Kenya now have reliable and on-demand market price infor-mation. About 400 are actively using the mobile telephone-based platform to sell their crops via text messaging.

INNOVATION IN THE SECTOR

ICT4Development initiatives start from the belief that ICT can speed up results in the different development sectors. In fact, 49% of respondents in IICD evaluations 'strongly agree' that their project improves or strengthens other activities in their sector. Another 45% 'agrees' with the statement, with only 6% neutral or disagreeing.

It is also interesting to note that IICD partners are highly aware of the innovative element in their projects. When asked whether their project is the first of its kind in the country, some 53% of respondents agree. When asked whether their activity is a new one in the sector, the answer is even more over-whelmingly 'yes'. Some 86% agrees wholly or partially with the statement.

↳ TECHNICAL INNOVATION - NEW PROJECTS & ACTIVITIES

53%
SAY THIS PROJECT IS
THE FIRST OF ITS KIND
IN MY COUNTRY

86%
SAY THIS PROJECT
DEVELOPS A COMPLETELY
NEW TYPE OF ACTIVITY
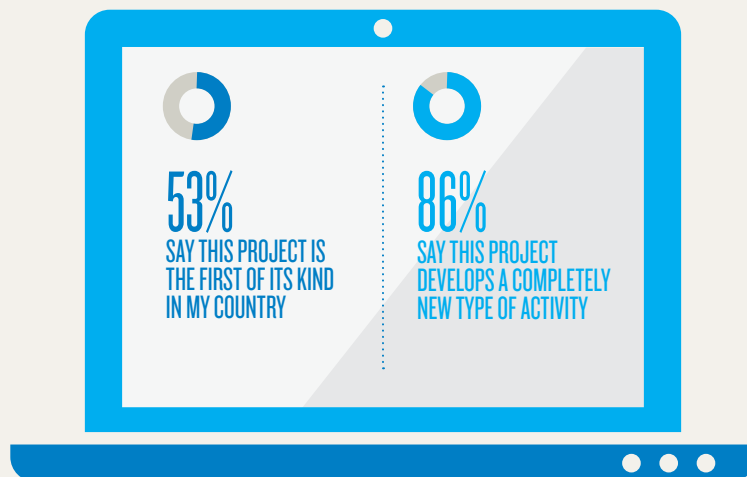
2.6 GENDER EQUITY

GENDER EQUITY CONTINUES TO BE AN INSTRUMENTAL PART OF IICD'S PROGRAMME FORMULATION. OUR FOCUS IN GENDER EQUITY CONVEYS OUR BELIEF THAT FAIR TREATMENT OF WOMEN AND MEN, ACCORDING TO THEIR RESPECTIVE NEEDS, ENHANCES DEVELOPMENT [1] FROM A DEMOGRAPHICS PERSPECTIVE, WOMEN MAKE UP HALF OF OUR POTENTIAL TARGET GROUP. NEVERTHELESS, WOMEN PARTICIPATE LESS IN TRAINING, AND THEY ARE LESS IN EVIDENCE AS MEMBERS OF OUR ICT4DEVELOPMENT NETWORKS AND AS PROJECT MANAGERS. IN MOST SECTORS, WOMEN TEND TO BE LESS RECOGNISED AS USERS AS WELL.

Gender equity, thus, first of all requires us to reach a more representative target group by removing boundaries that inhibit less privileged groups, women in particular, from participating and taking advantage of ICTs. IICD has achieved its most positive results when involvement of all stakeholder groups is clearly incorporated and monitored throughout the ICT-led social innovation process.

Strategies to foster women's empowerment vary between countries and sectors. In all sectors, however, opportunities for advances can be exponentially increased when women are part of the equation, both as agents of change and as beneficiaries, to overcome social inequality. This often means wider access to resources, adequate tools and training.

In 2012, a large percentage of our implementing partners (72%) believed that women would benefit from the projects under way. An even larger majority (94%) said that the viewpoints of both women and men had been taken into account when developing their project contents.

Women continue to play a major role in rural development throughout Africa and Latin America. Half of the small-scale farmers in Africa are women. Nonetheless, according to the Food and Agriculture Organization of the United Nations (FAO) the yield gap between farms run by men and those run by women is some 20% to 30%. FAO attributes this gap largely to inequalities in accessing productive resources rather than differences in ability. [2]

Women's limited access to resources and lack of adequate representation in local associations are thus a major challenge to agriculture in the developing world. IICD has seized upon agricultural ICT-led projects to raise awareness of women's issues and to foster behavioural changes that break down cultural barriers to women's use of ICTs in their day-to-day work.

More productive, agro-ecological farming and small livestock-raising can lead to greater consumption of farm products when combined with innovative approaches to commercialisation. In Peru, women have become involved in the production of low-impact alternatives to meat, such as guinea pig husbandry. These are becoming increasingly popular in the Puno

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and Cusco regions. To commercialise such products, women participate in gastronomic fairs and seek ways to penetrate local markets.

An information system implemented by the Coordinadora Rural Project, which got under way in 2012, will support 1,142 Peruvian producers and extension workers, all of them women. The information system gives producers access to a central database containing information about supply, demand from fairs and restaurants, and historic and current data on volumes of sales and production. Producers are also trained to use word processors, spreadsheets and text message communications to collect and process data. Further, they receive assistance and training in commercialisation strategies and production plans.

1 See *"Gender Equality and Equity"* of UNESCO, referring to the ABC of Women Worker's Rights and Gender Equality, ILO, Geneva, 2000, p. 48.

↳ EMPOWERING SCHOOL GIRLS IN UGANDA
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Enhancing student-centred teaching, introducing new learning methodologies, and strengthening the life skills of girls are main aims of a project to improve access to and management of ICTs in Ugandan primary schools. The project, in the country's Apac District, has facilitated the empowerment of more than 75 girls. They have learned techniques for improved self-confidence, better communication and greater participation in the classroom, with improved learning as a result.

2 See IFAD *"Policy on Gender Equality and Women's Empowerment"* (September 2012) and FAO's *"The State of Food and Agriculture 2010-11"*, Women in Agriculture, Closing the Gender Gap for Development.

↳ WOMEN

88%
OF OUR
PARTNERS

"THIS PROJECT CHANGES
**THE ROLE OF WOMEN
IN OUR COMMUNITIES
FOR THE BETTER**"

↳ GENDER EQUITY

94%
OF OUR
PARTNERS
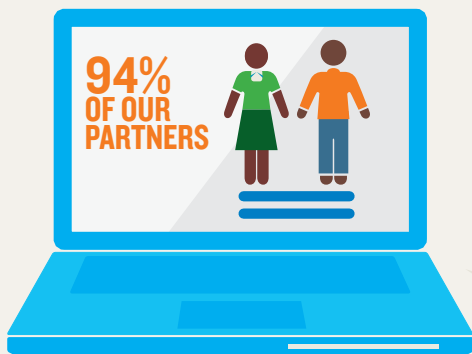
"THE CONTENT OF THE PROJECT
WAS DEVELOPED TAKING IN THE
VIEWPOINTS OF **MEN AND
WOMEN EQUALLY**"

FARMERS USE MOBILE PHONES TO GET RELEVANT INFORMATION ABOUT CROP PRICES AND CROP PRODUCTION.

PARTNERSHIPS & COMMUNICATIONS

3.1 PARTNERSHIPS

STRONG PARTNERSHIPS ARE ONE OF THE KEYS TO IICD'S SUCCESS. PARTNERS FROM DIFFERENT SECTORS BRING THEIR OWN COMPARATIVE ADVANTAGE TO THE DEVELOPMENT CONTEXT. THEIR COMBINED STRENGTH IS CRITICAL FOR ACHIEVING SUSTAINABLE DEVELOPMENT IN TODAY'S INCREASINGLY COMPLEX AND INTERWOVEN WORLD.

IICD collaborates with a range of local, national and international partners from the public, private and non-profit sectors. We take care to ensure that our widening network of partners is inclusive, extending from the developing countries where we work, to Europe, North America and Asia.

In 2012, IICD strategically invested in its capacity to build and manage effective alliances. We capitalised on our partners' growing appreciation for IICD's services and the positive developmental impact of ICT tools. This all allowed us to welcome valuable new partners from virtually all sectors into our network. We also further expanded many of our longer-term alliances in an innovative and result-driven manner.

PARTNERS IN THE SOUTH

Our strong network of local partners plays a prominent role in helping us to develop and implement successful ICT4-Development programmes and policies. They are our 'eyes and ears' on the ground, providing local expertise, access to local networks and resources, understanding of the context, and long-term relationships with beneficiary groups.

Technical supporting partners

Our technical supporting partners are based in the countries where we work. They allow us to keep up with the growing demand for ICT4Development expertise and to be more efficient in delivering assistance. Our technical support network includes local ICT businesses, software developers, training institutes, monitoring and evaluation organisations, consultants, and media companies. All of these provide an array of technical services to our project partners. Examples of the services on offer are assessments, advice, technical assistance, training and development of tailored ICT tools and approaches.

Building local expertise in the use of ICT is vital for the sustainability of IICD's work. It also means that we often play a pivotal role in the rise of a private ICT sector in the countries where we work. We invest in developing capacity among individual ICT experts as well as within ICT businesses. Our projects, furthermore, boost demand for ICT services in areas where there previously was none. Besides that, there is a growing need for locally developed tools and techniques, as solutions created in the country itself are generally more effective than standard products imported from the North.

In 2012, IICD worked with 46 technical support partners to provide services at the grassroots level.

Project partners

Our project partners are responsible for implementing IICD-supported projects locally in Africa and Latin America. They understand the local context and provide crucial feedback on how to approach ICT implementation. Their inputs are vital for the success of ICT4Development. In 2012, IICD collaborated with 134 such partners.

Our project partners include various 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 relationship with our main 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 as groups. They often have a keen interest in using ICT to solve longstanding problems of agricultural production, market access and information provision.

Governments represent another category among our partners. They often hire IICD to advise on opportunities for integrating ICT into ongoing and forthcoming policies and programmes. Adoption of ICT tools by government stimulates national roll outs of sector-based programmes in economic development, education and health.

In 2012, we continued programmes with numerous government partners. We collaborated with our Bolivian partner Gobernacion de Santa Cruz to further develop an agriculture information system that now serves 300,000 producers. In Tanzania, we worked with the Ministry of Health and Social Welfare to design an ICT4Health strategy. Also in Tanzania, through our in-country partners we collaborated with local governments in the Mwanza and Mbeya regions to implement health management information systems. In the education sector, we continued to work towards digital curriculum development with ministries in Uganda and Burkina Faso. With the Malawian government, we advanced an implementation plan for an ICT policy in the education sector. To assist youth development, IICD and local partners collaborated with youth ministries in both Zambia and Kenya. The aim was to introduce ICTs in vocational training centres. In Zambia, we additionally helped to raise awareness among ministry staff on the benefits of using ICT.

A complete overview of all IICD's local partners can be found in the annex on page 66.

[EXAMPLE]

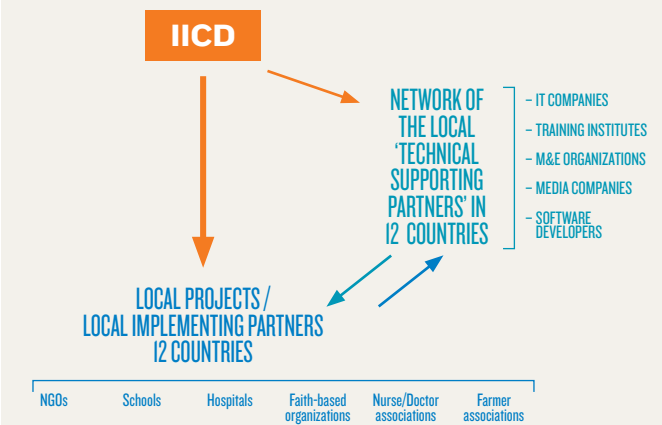## A MOBILE APP FOR FEWER MALARIA-RELATED INFANT DEATHS

Mobile telephones and a mobile app help community health workers in Mali prevent, diagnose and treat malaria. The IICD-supported programme trained 50 community health workers to use mobile phones and a special mobile app to collect data during visits to households in poor communities near the capital city of Bamako. They reached some 50,000 community members, leading to the treatment of more than 2,200 malaria patients so far.

The data collected also helped trained specialists at nearby health centres improve patient case management and target prevention campaigns, diagnosis and treatment in a more efficient and cost effective way. The mobile phone app provides a standard format for risk assessment. Its use, moreover, strengthens case documentation and accelerates communication between health workers and clinics via text messages, images and audio.

The project aims to reduce malaria-related infant deaths by 30%. Results so far are very promising, showing a 19% increase in the proportion of children with malaria treated within 24 hours of falling ill. A 20% increase was registered in the number of house calls made by health workers, and response times were reduced by 200%.

The programme is being implemented with IICD's Malian partners – a local NGO called Muso Ladamunen and the mobile operator Orange Mali. In 2013, the programme will be expanded in Mali and replicated in Senegal, thanks to a grant awarded to IICD by the Innovation Working Group (consisting of NORAD, the mHealth Alliance, the United Nations Foundation and WHO). IICD and its partners will expand the programme to involve another 150 community health workers in Mali and 100 in Senegal within two years. The expansion is being technically supported by telecom provider Sonatel-Orange, and carried out in close collaboration with French NGO RAES.

↳ MODEL OF IICD: ENHANCING CAPACITIES OF IMPLEMENTING PARTNERS AND SUPPORTING PARTNERS

IICD

NETWORK OF THE LOCAL 'TECHNICAL SUPPORTING PARTNERS' IN 12 COUNTRIES
– IT COMPANIES
– TRAINING INSTITUTES
– M&E ORGANIZATIONS
– MEDIA COMPANIES
– SOFTWARE DEVELOPERS

LOCAL PROJECTS / LOCAL IMPLEMENTING PARTNERS 12 COUNTRIES

NGOs   Schools   Hospitals   Faith-based organizations   Nurse/Doctor associations   Farmer associations

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PARTNERS IN THE NORTH

In 2012, IICD took full advantage of various partnering opportunities, broadening involvement in all sectors of our activities. We further professionalised our Northern alliances by defining a clear partnership strategy, investing in relationship-building and acquiring staff competences in managing partnerships. We also designed an internal structure to increase our flexibility and responsiveness to upcoming partnership opportunities and to ensure efficiency of workflows.

Looking ahead, a 2013 focus will be to further expand the network of Northern partners contributing to IICD as a competitive and financially strong organisation with a portfolio of innovative and sustainable projects and pilot initiatives.

Programme partners

IICD is an expertise organisation, experienced in applying ICT to specific development-relevant themes. Our strong reputation is reflected in our expanding partnerships with private-sector foundations, international NGOs, and other development institutions. They increasingly recognise the added value of our services and products, which leads them to engage us in introducing an ICT component to supplement their existing programmes or to co-design new ones.

In 2012, IICD initiated new programmes together with a range of new partners. The Innovation Working Group – made up of the Norwegian Agency for Development Cooperation (NORAD), the mHealth Alliance, the United Nations Foundation and the World Health Organization (WHO) – awarded IICD a grant for its mobile community health programme in Mali and Senegal (see box). This is being implemented by IICD, telecom provider Sonatel-Orange and the French NGO RAES. We took part in the Ethiopian Livestock Programme (see box), funded by the US Agency for International Development (USAID), in a consortium led by CNFA (an international livelihoods-focused consultancy). Also in Ethiopia, the Liberty Foundation supports an IICD programme using ICT to raise the quality of primary school teaching. The Swiss Agency for Development and Cooperation (SDC) supports our health management information systems programme, which is being implemented in a number of hospitals in Tanzania.

IICD's largest programme remains Connect4Change, which we implement in a consortium involving ICCO, Cordaid, Edukans and Akvo, with 'Text to Change' as a preferred partner. This is in addition to alliances with other partners, including the World Bank, Heifer International, the Progreso Foundation and Oxfam Novib.

IICD provided a number of consultancy services in 2012 on ICT4Development. Partners included the Bill and Melinda Gates Foundation (regarding the assessment of an Agriculture Dashboard) and Cordaid (Results-based Financing).

THE ETHIOPIAN LIVESTOCK PROGRAMME

As part of a consortium and funded by USAID, IICD is part of a five-year programme to improve the lives of Ethiopian meat and dairy farmers and their families by providing them better access to markets and market prices. Contributions of IICD and its local Ethiopian partners include the development of an online market information system that makes use of IICD's ample experience in this area. We previously developed similar market information systems for farmers in the Oromia region of Ethiopia and in Bolivia.

IICD will also apply its experience in designing an ICT-enabled monitoring and evaluation system for the programme.

The consortium programme as a whole will invest some US $35 million over five years. The project contributes to the Government of Ethiopia's Agricultural Growth Programme, which aims to raise agricultural productivity and market access for key crops and livestock products in targeted districts with increased participation of women and youths. As such, it could generate 2,600 new farm jobs and improve livelihoods and nutrition for 200,000 households.

Private businesses

The general trend in business-NGO partnerships is changing, with such alliances increasingly focused on creating shared value. IICD has moved with this trend. We have strategically invested in partnerships to foster innovation and capitalise on expertise and other resources that IT companies are eager to contribute to ICT-related development activities. Our aim, thus, is to forge alliances that provide our business partners with real, value-adding involvement in our development programmes. We engage our private business partners in opportunities that best fit their business strategy, corporate social responsibility (CSR) interests and availability of expertise and products. This has enriched our portfolio of projects, as well as making us more innovative and competitive.

Continuing their involvement in 2012, Inter Access (a Dutch IT service provider) supported IICD projects in four countries, contributing IT and management expertise. Another Dutch company, 1Zero (specialists in information analysis and data processing), collaborated with Ethiopian IT designers to build an information system for farmers. We welcomed new partnerships as well: with the Vodafone Foundation Netherlands to support our mobile health project in Ghana and with Seneca (a Dutch content management system developer) to create a mobile app for health workers, also in Ghana. IICD joined a consortium led by the mobile operator Orange, and composed additionally of Orange-Mali and IER (the Malian Agricultural Research Service) to implement a mobile telephone-based farmer information service funded by GSMA (a global association of mobile operators).

Furthermore, we provided consultancy services on information systems for farmer cooperatives to UTZ Certified, and we launched 'Give IT Now', a campaign providing Dutch companies opportunities to donate used hardware to support the purchase of environmentally-friendly ICT equipment in developing countries.

[EXAMPLE]

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IICD PARTNERSHIP WITH VODAFONE TELLS TEENS ABOUT SEX

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IICD and the Vodafone Foundation Netherlands are working together on a mobile telephone-based sex education app. The goal is to provide teens the facts they need to prevent unwanted pregnancies and halt the spread of sexually transmitted diseases and HIV/Aids. IICD's m-Health project also supports young people by training youth leaders to educate their peers, providing them access to ICT centres in rural health clinics where they can base their outreach. Mobile phones are well suited for getting information about health and sex to the youth. The mobile phone-based quizzes, text messages and mobile encyclopaedia on sexual and reproductive health will reach more than 5,000 young people.

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Vodafone's 'World of Difference' programme further supports IICD by enabling four young Dutch experts to work in Ghana for a year to assist in the implementation of the project, which is being implemented with the additional help of 'Dance4Life', another Dutch NGO.

Knowledge-sharing partners
In 2012, IICD's key knowledge partnerships activities revolved around two main themes:
– Consolidating IICD's activities related to learning from practice
– Establishing collaborations with universities and research institutes to realise impact studies

IICD concluded three action research programmes with the support of PSO (a learning and practice centre for Dutch development organisations). These focused on facilitating learning for social change, gender learning in action, and capacities for enabling ICT-led social innovation. These programmes resulted in publications, articles, seminars and speaker slots for IICD staff and partners to share the insights generated. The Connect4Change consortium was also key in generating emerging insights about the use of ICTs to accelerate improvements in education, health and economic development.

IICD was invited as a keynote speaker at the United Nations Infopoverty World Conference in New York and at the European Space Agency's AP Water Inaugural Workshop ('Space for Water'). IICD continued to collaborate with the Technical University Delft and Royal Holloway University of London to explore the value of the capability approach and ICT4Development, and with UNCTAD participating in a panel discussion related to private-sector development at the World Summit on the Information Society (WSIS) Forum in Geneva. IICD also organised activities and devised collaboration mechanisms with other universities and research institutions. An example was technology-oriented research and awareness work with the Network Institute of the VU University Amsterdam on linked data, voice-based services and 'green' IT practices.

Additionally, IICD shared its ICT4Development and social innovation experience and knowledge as a key member in diverse networks and alliances. In 2012, we became a member of the steering committee of the Mobiles for Education (mEducation) alliance, and we continued serving on the boards of the Global Knowledge Partnership Foundation and Agri-ProFocus.

Finally, the Dgroups Partnership continued to bring together organisations committed to facilitating development-related online dialogues and communities. Next to IICD, in 2012 the partnership had 17 members: CIDSE, CTA, DFID, ECDPM, FAO, FARA, Helvetas, Hivos, ICCO, INASP, NRI, KIT, RWSN, SAP International, SDC, CTA and UNECA (for full information see www.dgroups.info).

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 private-sector foundations, private businesses, NGOs and from multilateral institutions such as the World Bank. More information about our funding partners is provided in the section on institutional finances.

CONSULTANCIES //
WE SAW A CLEAR INCREASE IN PAID CONSULTANCY SERVICES ON ICT4DEVELOPMENT, ESPECIALLY IN THE HEALTH AND ECONOMIC DEVELOPMENT SECTORS. IICD PROVIDED SUCH SERVICES TO THE BILL & MELINDA GATES FOUNDATION. WITH CORDAID, WE IMPLEMENTED A RESULTS-BASED FINANCING SYSTEM IN ZIMBABWE. IN THE PRIVATE SECTOR, WE ADVISED UTZ CERTIFIED ON FARM INFORMATION SYSTEMS FOR FARMERS' COOPERATIVES.

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↳ LIST OF INTERNATIONAL PARTNERS AND CLIENT ORGANISATIONS

3.2 COMMUNICATIONS

OUR COMMUNICATION PHILOSOPHY IS THAT A MAXIMUM NUMBER OF OUR TARGET GROUPS SHOULD BE REACHED WITH AS LITTLE MONEY AS POSSIBLE. THIS APPROACH FREES UP RESOURCES FOR USE TO TRAIN AND SUPPORT OUR PARTNERS IN AFRICA AND LATIN AMERICA. IN 2012, WE REACHED NGOS, DONOR AGENCIES, IT COMPANIES AND PUBLIC-SECTOR PARTIES VIA VARIOUS MEDIA CHANNELS. A NEW TARGET GROUP THIS YEAR WAS YOUNG DUTCH PROFESSIONALS. WE APPROACHED THIS GROUP TOGETHER WITH OUR PARTNERS VODAFONE FOUNDATION NETHERLANDS AND DANCE4LIFE.

We increased our efforts to gain free publicity, which resulted in more articles in Dutch newspapers and international online magazines than in any previous year.

Our communication strategy in 2012 was geared towards five 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's products
We used various media, such as online and social media, printed publications and events.

ONLINE AND SOCIAL MEDIA

Social media and the Internet continue to be IICD's main communication channels. In 2012, we significantly increased our visibility through these platforms. The number of people who added IICD to their 'circle' on Google Plus almost doubled and likes, followers, shares and views on Facebook, Twitter and Flickr continue to grow rapidly. The number of website visitors

registered was lower than in 2011. This is because we switched to a new measuring tool that is more accurate. Unfortunately, this also meant that we had to adjust our expectations. Alongside the rapid increase of attention in other channels, we expect the number of website viewers to grow again in 2013. In addition to our activity in other media, IICD's bi-monthly e-bulletin 'Logon4Development' keeps collaborators and supporters up to date on our activities and those of our partners in the different countries. By the end of 2012, 'Logon4Development' had 2,040 subscribers.

PRINTED PUBLICATIONS

We produced seven hard-copy publications in 2012 to inform target audiences about our work. The annual report was translated into Dutch, and we created a booklet with infographics to display the results of IICD's work in an intuitive and effective way. We also published short reports about our approach in several countries and a learning report on the results of five years of ICT4Economic Development.

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↳ IICD IN SOCIAL MEDIA IN 2012

TWITTER	FOLLOWER NUMBERS INCREASED FROM 2,249 TO **3,353** @IICD	**WEBSITE**	WWW.IICD.ORG WELCOMED **51,748** UNIQUE VISITORS
FACEBOOK	FRIENDS INCREASED FROM 578 TO **1,072**	**Scribd.**	**16,802** READS OF IICD DOCUMENTS AND PUBLICATIONS
GOOGLE PLUS	THE NUMBER OF PEOPLE THAT ADDED IICD TO THEIR CIRCLE, ALMOST DOUBLED TO ABOUT **1,100**	**YouTube**	A TOTAL OF **15,855** VIEWS AND **9** NEW VIDEOS IN 2012
FLICKR	**500** VIEWS PER WEEK		

Printed publications 2012:
– IICD Annual Report 2011
– IICD Jaarverslag 2011 (Dutch summary annual report)
– Infographic booklet to accompany the IICD Annual Report 2011
– ICT4Economic Development: Five Years of Learning
– Improving the Quality and Affordability of Health Care in Africa through an e-Health Package
– ICT-led Social Innovation Process: Feedback, Evaluation and Lessons Learned in Designing ICT for Development Programmes
– ICT for a greener economy: recommendations to the platform Rio+20

IICD IN THE PRESS

IICD had a successful year in the press. Articles appeared in *de Volkskrant* (a major national newspaper that reaches 746,000 subscribers in the Netherlands) and Spits! (a free Dutch newspaper distributed to 1.4 million readers via the public transport network). A Radio Netherlands Worldwide broadcast featured IICD, and items were published in well-read international online magazines such as *The New Agriculturalist* and *HumanIPO*.

We recognise the importance of continuously investing in relationships with the press. Diligence in this regard enabled us to publish a four-page feature article in the magazine of the Dutch Chief Information Officers (CIO) organisation on our 'Give IT Now' initiative. Another great example was the ample coverage of the Vodafone Foundation Netherlands, IICD and Dance4Life support of a sexual reproductive health programme for young people in Ghana. For the campaign, we sought out young professionals in the Netherlands to speak for us. The high profile of the spokespeople and the press contacts of the three organisations led to numerous stories in the media.

Our website offers a more complete list of IICD press clippings for 2012 (www.iicd.org/about/press/iicd-in-the-press).

ICONNECT ONLINE

iConnect Online, a platform for discussion and exchange, remains IICD's main channel to bring practitioners together in a wider ICT4Development community to discuss opportunities and issues. Most iConnect participants are from Africa and Latin America. Via the platform, they share blogs, news items, events and other resources that may be of interest to local and global ICT4Development communities.

EVENTS

IICD's main event in 2012 was 'Fill the Gap!' This is an annual event, organised together with development organisation Hivos. The overarching theme for 2012 was 'Moving Beyond the Mobile Hype'. The event's main speaker was Jonathan Gosier, founder of the East African software development company Appfrica.

After a successful trial run in 2011, the international cross-media festival 'Picnic' again invited IICD to host a session about ICT4Development. We were happy to accommodate it.

CASE: STRONGER EMPHASIS ON VIDEO

Getting personal stories out and showing results of our work was one of the main aims of our video strategy in 2012. We launched nine videos on our YouTube channel. These included a video with examples and results of our entrepreneurship programme and a promotional video for young professionals to work in Ghana (in collaboration with Vodafone Foundation Netherlands and Dance4Life). In 2013, we will continue to use this personal and results-oriented focus in our videos.

CHILDREN AT CCORCA CESIP SCHOOL
USE COMPUTER PROGRAMMES IN
THE CLASSROOM TO WRITE TEXT
AND POEMS, BOTH IN QUECHUA
AND SPANISH.

ORGANISATION

4.1 ORGANISATIONAL DEVELOPMENTS

AT THE CLOSE OF 2012, IICD HAD 32 EMPLOYEES (20 WOMEN AND 12 MEN), 30 FULL-TIME EQUIVALENTS IN TOTAL. OF OUR EMPLOYEES, SEVEN WORKED PART TIME AND 25 FULL TIME. STAFF WAS DIVIDED OVER THREE TEAMS: COUNTRY PROGRAMMES, COMMUNITY RELATIONS AND CENTRAL SERVICES.

The Management Team (MT) consisted of Caroline Figuères (Managing Director and MT chairperson), Stijn van der Krogt (Director of Country Programmes during the first part of the year), Suzanne van der Velden (Director of 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 seven countries.

Absences due to illness and maternity leave decreased to 4% in 2012 from 4.3% in 2011.

↘ ORGANOGRAM IICD

Board of Trustees

International Advisory Board

Managing Director – Management Team

Human Resources Adviser

Country Programmes

Community Relations

Central Services

↘ DIVISION STAFF AND FTE

32 EMPLOYEES
30 FTE

20 WOMEN

12 MEN

3 TEAMS

7 COUNTRIES
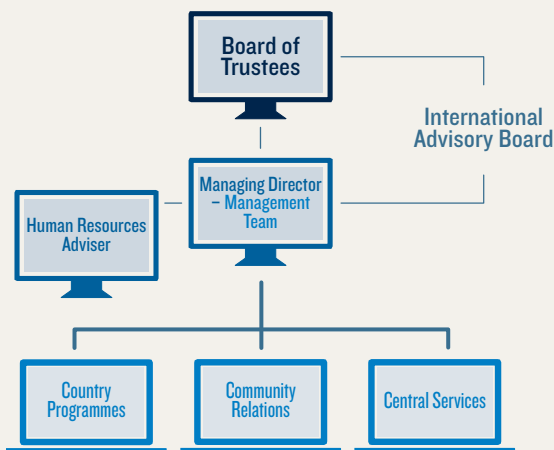
4% ABSENCES
ILLNESS AND MATERNITY LEAVE
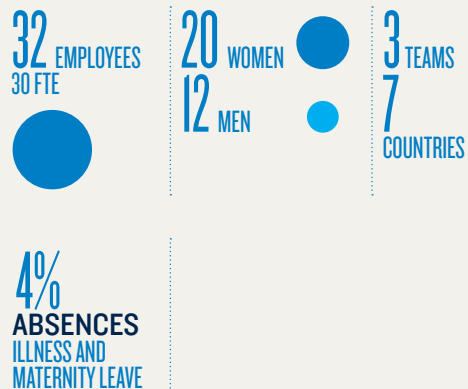
4.2 HUMAN RESOURCES

THE ORGANISATIONAL CHANGES INTRODUCED IN 2011 TO ENABLE IICD TO EFFECTIVELY IMPLEMENT THE CONNECT4CHANGE PROGRAMME WERE REVIEWED AND ADJUSTED WHERE NEEDED IN 2012.

In response to foreseen changes in funding mechanisms in the Netherlands, IICD is diversifying its funding base. In 2012, we explored different organisational scenarios together with the Board of Trustees to prepare ourselves to cope with the new context. As a result of this exploration, sector development units were identified as a valuable working structure. This meant a gradual shift within the organisation towards a thematic orientation. In order to make the most of staff competencies and knowledge we introduced matrix management.

As a next step to reinforce the new way of working, we actively implemented improvements in our organisational culture. The 'Sounding Board', an informal employee representation body that was introduced in 2011, was evaluated by staff. In collaboration with the MD, the Sounding Board plays a key role in ensuring effective internal communication.

This year's 'Team Days' provided staff opportunities to assess what values are present within the organisation and how these values influence individuals and the organisation as a whole in day-to-day work. That greater awareness, and the value matrix that was developed, were felt in improved individual, team and organisational performance.

STAFF DEVELOPMENT
–

Review and evaluation meetings took place between staff and team leaders to discuss work plans and targets as well as to review staff competences and create personal development plans. In this way, we continued to ensure that a foundation for personal development remained in place for all IICD professionals. The review and evaluation system confirmed that developing competences are well aligned with organisational targets.

Several individual and team training events were organised during the year, including a 'partnership brokering' training session and a tutorial on proposal writing.

HEALTH AND SAFETY
–

In 2012 we continued implementing the recommendations of a risk analysis undertaken in 2011. Adjustments were made to the climate control system and a building safety inspection was carried out, with minor issues addressed. Finally, we updated our safety and evaluation procedures.

4.3 FACILITATING CO-CREATION AND JOINT LEARNING

IICD'S LEARNING AND KNOWLEDGE-RELATED ACTIVITIES AIM TO IMPROVE ICT4-DEVELOPMENT PRACTICE, TO INCREASE THE EFFECTIVENESS OF OUR WORK AND THAT OF OUR PARTNERS, AND TO INFORM THE EFFORTS OF THE LARGER INTERNATIONAL DEVELOPMENT COMMUNITY. KNOWLEDGE SHARING AND LEARNING ARE, IN FACT, PILLARS OF IICD'S ICT-LED SOCIAL INNOVATION PROCESS. KEY ELEMENTS IN THIS OVER THE YEARS HAVE BEEN NATIONAL AND INTERNATIONAL KNOWLEDGE-SHARING NETWORKS, LEARNING EXCHANGE VISITS, REFLECTION AND LEARNING WORKSHOPS AND ONLINE PLATFORMS. ALL OF THESE ALLOW THE GENERATION AND SHARING OF LOCALLY RELEVANT EXPERIENCES AND INSIGHTS, IN TURN, INFORMING THE MANAGEMENT AND STEERING OF PROGRAMMES AND CONSORTIA IN WHICH IICD IS INVOLVED.

IICD must be alert to the types of intervention strategies and support that generate the best results at the levels of our programmes, partner organisations and end-users. Our 2012 monitoring and learning activities focused on mutual reflection, together with our partners. These exercises raised three questions: How can ICT-led social innovation processes generate capacity? What successes and challenges were encountered? How can process support be further strengthened?

IICD also completed a set of key research trajectories exploring how collaborative learning from practice could be optimised. These action research activities were supported by PSO, the learning and practice centre for Dutch development NGOs and their partners. They furthermore informed the design and facilitation of the second year of the Connect4Change consortium's monitoring and learning activities (see box 'Shaping up co-creation').

LEARNING IN CONNECT4CHANGE

Twelve ICT4Development learning workshops were organised for all Connect4Change partner organisations in Africa and Latin America. Following from the country-based reflections, two international learning events took place in 2012 (focused on the consortium's education and health programmes). These enabled peers working with ICTs in similar fields to learn from one another's experiences and contribute to advancing the state-of-the-art in the areas of ICT4Education and ICT4-Health. These events culminated in consortium-wide learning days, where the collective experiences of partners and consortium members were drawn upon for broader reflection and planning.

This 'double loop' learning and monitoring spread throughout the course of the year. The process allowed Connect4Change

consortium partners to integrate developments as implementation progressed, to validate whether the consortium was doing the right things, and to uncover insights and patterns to guide further work. Apart from generating new insights on how effective and sustainable ICT4Development programmes are designed and deployed, the learning and monitoring activities had a clear inspirational and motivational effect. They thus imbued participants with a keen shared sense of purpose.

IICD'S LEARNING CIRCLE

IICD's learning circle builds on, and feeds into, activities at various levels, starting from within individual partner organisations and within a particular sector or country, through to international sector-focused initiatives and consortium-wide activities, and back.

– Feedback questionnaires. Completed by our partners

– ICT4Development learning workshops on social innovation and capabilities. At the country level per development sector

– Cross-country learning events. Two of these took place in 2012, one in the health sector and one in education

– Connect4Change learning days. At IICD headquarters involving all consortium members

ANSWERING THE 'SO WHAT' QUESTION: IMPACT EVALUATIONS

In 2012, we forged new partnerships to embark on a set of impact evaluations the likes of which are new to IICD's work. IICD's monitoring and evaluation (M&E) systems have in the past been primarily focused on enabling social learning processes at the level of our partner organisations and networks. This was based on IICD's strategic decision to use evaluations for learning and improvement of ICT4Development. However, given the nature of the Connect4Change programmes that IICD is facilitating, and the opportunities they provide for structural, multi-annual and comparative analysis, IICD added a new dimension of evaluation activities to its portfolio. These range from experimental research designs to case studies. Next to these, IICD is a member of the Joint Evaluation Trust (see box).

SHAPING UP CO-CREATION

One organisational learning research activity focused on gaining clear insight into the capacity and competences required by Southern development organisations to effectively and sustainably integrate the use of ICT into their programmes.

During a two-phased action research programme, IICD partners first identified capacity aspects which they had experienced as essential in integrating and sustaining the use of ICT in their work. Regardless of whether organisations were working in the education, governance or health sectors, there was remarkable overlap in the types of individual, organisational and institutional competences that they found to be vital.

Partner organisations participating in the programme stated that the research triggered transformational learning on their part. It inspired organisations to look at the (ICT) skills and knowledge gained and generated over the course of the IICD-supported initiative. At the same time, it encouraged them to reflect on how these experiences had influenced their organisational capacity to help shape the way the sectors in which they operate work.

This research and reflection process helped IICD to further refine its capacity-building approaches, shifting from a focus on enabling partners' learning through training and knowledge-sharing activities, to co-creating the ICT-led social innovation process and joint learning from programme experiences.

JOINT EVALUATION TRUST

Together with other Dutch development consortia, IICD, as lead agent for the Connect4Change consortium, became a member of the Joint Evaluation Trust in 2012. The Trust coordinates and sets out rigorous external and independent evaluations. These look at the impact the Connect4Change activities in relation to the Millennium Development Goals (MDGs), capacity development and the strengthening of civil society. Baseline studies of selected projects were rounded off in 2012. The MDG studies for Uganda (on ICT4Health) were led by Wageningen University and Research Center and those for Ethiopia (on ICT4Education and ICT4Economic Development) were led by the University of Groningen. Final assessments nearer the end of the Connect4Change programming will show the impact of our interventions in comparison to the baseline situation.

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 THEIR 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.

IICD is proud to be ISO 9001:2008 certified. We implement twice yearly management reviews 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 two external audits in 2012. The financial audit was conducted by PwC in 2012. The audit was positive, noting that "IICD balances control with flexibility and that employees place priority on internal control". Furthermore, PwC recommended that the financial department be included in future assessments of partner organisations in the South.

In 2012, Lloyds Register conducted two external audits. This was in order to fulfil the ISO regulation requiring that three assessments take place between certification and renewal of the certificate. Because we aim for the second renewal in July 2013 our second assessment took place in December 2012.

The assessment found that IICD's management system continues to comply with the ISO 9001:2008 standard. According to Lloyd's Register, "The organisation shows proper attention for the market [it] operates in and for the satisfaction of [its] customers,

i.e. those parties furnishing funds (governmental and private)." Existing policies were reviewed, revised and supplemented where needed in the area of risk management, salary structure, compensation days, conflicts of interest and social media.

CORPORATE SOCIAL RESPONSIBILITY
—

IICD acts on its commitment to corporate social responsibility in all of its day-to-day operations. We are a signatory of the UN Global Compact. In this spirit, we strive to minimise waste and purchase environmentally friendly supplies from ethical, fair trade vendors. To reduce adverse 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' REMAINED KEY CONCEPTS IN THE INTERNATIONAL DEVELOPMENT DISCOURSE IN 2012. IICD CONTINUED TO UNDERTAKE SEVERAL ACTIVITIES THAT SHOW OUR COMMITMENT TO OPERATING OPENLY AND TRANSPARENTLY.

IATI STANDARD
–

Like the Dutch and the 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. Being a trendsetter in this practice, the information on all Connect4Change projects was made publicly available via Akvo RSR, and displayed on openaid.nl. In 2012, our partners added additional information on 78 projects online.

'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 in Internet within the global development sector, particularly open access. But it also observes considerable challenges to successfully implementing open access principles throughout the development sector and among its stakeholders. In particular, it has proven difficult to match skills, methods, knowledge and technologies to the ambition of maximising the benefits of the Internet.

IICD's Managing Director is a 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 and meets the CBF standard. Being awarded this declaration is of great benefit for IICD, as organisations recognised as such 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.

ANBI: PUBLIC BENEFIT ORGANISATION
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IICD was declared by the Dutch Tax Administration to be an 'public benefit organisation' – *algemeen nut beogende instelling* (ANBI). This entails that donations to IICD are deductible from taxable income.

COFFEE FARMER CONTACT THE BWERA INFORMATION CENTRE USING HER MOBILE PHONE TO FIND OUT MORE ABOUT THIS PESTICIDE BEFORE USING IT

RURAL INFORMATION SUPPORT (RIS) ENABLES FARMERS TO INCREASE THEIR INCOME BY LINKING TO BETTER MARKETS AND ACCESSING MARKET INFORMATION.

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 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.

BOARD OF TRUSTEES

IICD is governed by a six-member Board of Trustees. IICD trustees are, without exception, leading representatives of the Dutch private, public and 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's supervision of IICD management 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 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 by an assembly of the Board at which all of the remaining members are present or represented by fellow trustees.

The Board designates from among its members a chairperson and secretary-treasurer. Resolutions of the Board are passed by an absolute majority of the votes cast. Each member of the Board is entitled to cast one vote. If votes are tied the chairperson decides the matter. The Board may take legal decisions only at meetings at which at least two thirds of the members are present (see further IICD statutes).

The Board of Trustees has the balance sheet and the statement of income and expenditure audited by a certified external accountant before proceeding to their adoption.

In 2012, the Board of Trustees consisted of the following members:
- Jozias van Aartsen (Board Chairperson), Mayor of the City of The Hague
- 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 (Board member until June 2012)
- 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) (Board member until June 2012)
- Bernard Uyttendaele (Board Secretary and Treasurer), Managing Director of Azure Nederland, B.V. (Board member until June 2012)
- Mirjam de Bruijn, Professor Dr. at Leiden University and the African Studies Centre (Board member from June 2012)
- Henk Sol, Chaired Professor of Business and ICT and Founding Dean, University of Groningen (Board member from June 2012)
- Jelle Jager, Chief Financial Officer at the Voedingscentrum (Board Treasurer from September 2012)

In 2012, Gerd Junne, Henk Molenaar and Bernard Uyttendaele were replaced by Henk Sol, Mirjam de Bryn and Jelle Jager. Whilst Gerd June's term came to an end, Henk Molenaar was replaced to avoid possible conflict of interest and Bernard Uyttendaele left for professional reasons.

Though no longer an active participant in the Board of Trustees, His Royal Highness, Bernard van Oranje, founder of Levi9 Global Sourcing, remains an honorary trustee, in recognition of his continued support as a special IICD ambassador.

In March 2012, the Board of Trustees reviewed the criteria for evaluation of its operations. That evaluation, which took place in June, looked first of all at the composition of the Board in terms of its individual members interests, technical and developmental knowledge, administrative experience, stakeholder and generational representation, and gender equity. Secondly, the assessment looked at the quality and frequency of management information, as well as the relationship between the Board of Trustees and the IICD International Advisory Board, Managing Director, staff and partners. Thirdly, the quality of Board decision making was evaluated and the extent to which it had a noticeable impact on the development of the organisation. In 2012, the Board of Trustees met five times.

MANAGING DIRECTOR

The IICD foundation has an office to prepare and carry out the decisions of the Board of Trustees. Management of that office is entrusted to a Managing Director. The Board of Trustees appoints the Managing Director and may suspend or dismiss him or her. The remuneration and the terms of employment of the Managing Director is approved by the Board. Remuneration and terms of employment of other IICD personnel is decided by the Managing Director. The Managing Director is accountable to the Board of Trustees, has access to the meetings of the Board and is entitled to an advisory vote.

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 World Bank, 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.

In September 2011, Figuères became President of the Global Knowledge Partnership Foundation (GKPF). She is a member of the board of Agri-ProFocus Foundation and the RAIN Foundation. She serves as a member of the Partos' 'Open for Change' advisory committee.

INTERNATIONAL ADVISORY BOARD

Dutch views and ideas about matters related to ICT4Development 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 Board of Trustees institutes this international board of at least eight and not more than 20 persons. Members of the IAB are appointed for a period of three years and resign according to a roster compiled by the Board of Trustees. A member resigning according to the roster may be re-appointed for one period of two years.

The IAB is made up of key figures from a range of countries. All of its members are deeply committed to ICT4Development. IAB members act as IICD ambassadors on the international stage. The IAB further plays an important role in formulating IICD's strategy, regularly advising the Managing Director, invited and uninvited, on proposed strategic developments and reviewing existing approaches. A copy of all IAB recommendations are sent to the Board of Trustees. Members of the IAB may be invited by the chairperson of the Board of Trustees to attend meetings of the Board.

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In 2012, the IAB consisted of six members:
– Ingrid Hagen (Chairperson per 1 January 2011), Director, Strategy and Strategic Funding, Cordaid (IAB member until June 2012)
– Eduardo Monge, Project Development and International Relations Officer, Omar Dengo Foundation, Costa Rica
– Jan Pronk, Professor Emeritus of the Institute of Social Studies and Visiting Professor at the United Nations University for Peace (UPeace), as well as 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
– Patricia Mechael, Executive Director, mHealth Alliance, USA

A number of former members of the Board of Trustees and IAB 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, MDG Advisor at UNDP Millennium Villages Project, (Uganda)
– Aida Opoku-Mensah, Director of ICT, Science and Technology Division at United Nations (Ethiopia)
– Anne-Rachel Inné, Chief Operations Officer AFRINIC (Mauritius)

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. The Board of Trustees and staff are required to sign each year the IICD Code of Conduct. The organisation has an anti-corruption sanction policy and actively discusses and monitors issues of conflict of interest.

COMPLAINTS PROCEDURE

IICD strives to be a reliable and transparent organisation. We treat complaints made by partner organisations and clients seriously, whether they are made in the Netherlands or abroad. To this end, IICD has introduced a clearly-defined complaints and appeals procedure.

POLITICAL AND HEALTH AND SAFETY RISKS

IICD's focal countries are not considered to be fragile states, and there is in principle limited danger of any outbreak of war or political instability. Nonetheless, situations can change rapidly, as events in Mali last year showed. IICD therefore actively analyses risks and prepares country risk profiles, and the Management Team actively monitors developments. Furthermore, IICD consults closely with local partners on changing situations. 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 either stay or evacuate. In such situations, IICD follows the advice of 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.

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OPERATIONAL RISKS
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To promote a healthy workplace, IICD has taken appropriate measures in line with Dutch occupational health and safety guidelines. 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.

COMPUTERS ARE USED IN POKOT AND TURKANA TRIBES' DISTRICTS TO IMPROVE THE QUALITY OF EDUCATION. THE OBJECTIVE IS TO REDUCE THE DROPOUT RATE OF PRIMARY SCHOOLS STUDENTS.

FINANCE

6.1 FINANCIAL OUTLINE

IN 2012, THE FINANCIAL DEPARTMENT CONTINUED TO STREAMLINE ITS PROCESSES TO ENSURE GREATER TRANSPARENCY AND EFFICIENCY.

MAIN SOURCES OF FUNDING
—

In 2012, IICD received € 8,816,256 in funding. As in previous years, IICD's main funder in 2012 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.

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 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 2012, 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.

This annual report is based on the full annual accounts IICD 2012 as formally determined on 26 April 2013.

BALANCE SHEET AS AT 31 DECEMBER 2011
(after profit appropriation)

ASSETS	31-12-2012 €	31-12-2011 €
FIXED ASSETS		
Tangible fixed assets	36,813	25,426
Totals	**36,813**	**25,426**
CURRENT ASSETS		
Receivables & prepaid expenses	187,031	652,622
Cash & bank	980,334	813,329
Totals	**1,167,365**	**1,465,951**
TOTAL ASSETS	**1,204,178**	**1,491,377**

LIABILITIES	31-12-2012 €	31-12-2011 €
RESERVES & FUNDS		
Continuity reserve	207,987	207,987
Earmarked reserve	98,326	0
Totals	**306,313**	**207,987**
SHORT TERM LIABILITIES	897,865	1,283,390
TOTAL LIABILITIES	**1,204,178**	**1,491,377**

STATEMENT OF INCOME AND EXPENDITURE FOR 2012

	Actual 2012 €	Budget 2012 €	Actual 2011 €	Budget 2013 €
INCOME				
Own fundraising	225,494	1,031,250	119,682	860,000
Third party	–	–	–	–
Government grants	8,565,927	8,446,250	8,614,240	8,168,000
Financial income	24,835	20,000	55,870	50,000
TOTAL INCOME IICD	**8,816,256**	**9,497,500**	**8,789,792**	**9,078,000**

Due to a change in the Dutch Accounting Standard 650 (effective from January 2012) where the following applies: 'grants that are not received directly from government, but via an organisation that awards or divides these grants subject to the same conditions'. And to show comparative figures the amount of € 65,563 in 2011 moved from third party to government grants.

EXPENDITURE				
OBJECTIVE				
Country Programmes	7,189,305	7,758,000	7,156,930	7,262,850
Thematic Network	507,570	697,500	462,710	554,050
Seed Funds	212,466	100,000	122,400	50,000
Corporate Services	485,393	535,000	503,623	837,550
	8,394,734	**9,090,500**	**8,245,663**	**8,704,450**
FUND RAISING				
Own Fundraising	36,544	90,000	45,686	60,150
Government grants	146,174	200,000	182,744	155,450
	182,718	**290,000**	**228,430**	**215,600**
MANAGEMENT & ADMINISTRATION	**140,478**	**117,000**	**184,922**	**157,950**
TOTAL EXPENDITURE IICD	**8,717,930**	**9,497,500**	**8,659,015**	**9,078,000**
SUM OF INCOME AND EXPENDITURE	**98,326**	**–**	**130,777**	**–**
APPROPRIATION OF SUM				
RESERVES				
Continuity reserve	0	0	130,777	0
Earmarked reserve	98,326	0	0	0
TOTAL APPROPRIATION	**98,326**	**0**	**130,777**	**0**

SPECIFICATION AND ON-CHARGE EXPENSES TO DESTINATION

Destination	Objectives				Income Fundraising		Management & Administration	Total 2012	Budget 2012	Total 2011	Budget 2013
	COUNTRY PROGRAMMES €	THEMATIC NETWORK €	SEED FUNDS €	CORPORATE SERVICES €	OWN FUNDRAISING €	GRANTS €	€	€	€	€	€
Expenses											
DIRECT COSTS											
Grants and contributions	843,014	168,466	212,466	173,061				1,397,007	1,434,000	1,252,446	1,555,000
Outsourced activities C4C	4,624,000							4,624,000	4,624,000	4,624,000	4,624,000
Publicity and communication	–	–	–	–	848	3,394	–	4,242	622,500	44,770	25,000
SUPPORT COSTS											
Personnel	1,402,364	276,113	–	254,315	29,065	116,258	101,726	2,179,841	2,263,000	2,039,408	2,418,000
Housing expenses	111,380	21,930	–	20,198	2,308	9,234	8,079	173,129	175,200	165,164	172,500
Office and general expenses	208,547	41,061	–	37,819	4,322	17,289	15,128	324,166	373,500	494,299	268,500
Depreciation charges	–	–	–	–	–	–	15,545	15,545	5,300	38,928	15,000
TOTAL EXPENSES	**7,189,305**	**597,570**	**212,466**	**485,393**	**36,544**	**146,174**	**140,478**	**8,717,930**	**9,497,500**	**8,659,015**	**9,078,000**

OBJECTIVES & FUNDRAISING COSTS:

All expenses and hours directly related to Objectives & Fundraising are taken up in the above stated specification.

The on-charge of indirect time and expenses to Objectives & Fundraising are based on time spent registered in an hour registration system.

The hour registration is checked and monitored on a regular basis.

MANAGEMENT & ADMINISTRATION COSTS:

The on-charge of people and department which fall under management & administratien are: Managing Director (20%),

Human Resources (20%) and Central services (20%), in accordance with the time spent. This on-charge is in line with the guideline from VFI.

	2012	2011
% costs Own Fundraising	16.2%	38.2%
% costs Obtaining Grants	1.7%	0.0%
% costs Objectives (income)	95.2%	93.8%
% costs Objectives (expenditure)	96.3%	95.2%
% costs Management & Administration	1.6%	2.1%

The % cost own fundraising in 2012 are reduced with 22% because of two factors.
1: Some staff members left IICD and replacement took up more time than expected.
2: More income is generated

Total income	€ 8,816,256
Income own fundraising	€ 225,494
Costs for Objectives	€ 8,394,734
Costs for Fundraising	€ 182,718
Costs Management & Administration	€ 140,478

Total number of FTE in 2012 =	30.0
Available for Objectives in 2012 =	26.6 FTE
Available for own Fundraising in 2012 =	0.4 FTE
Available for Grants in 2012 =	1.6 FTE
Available for Management & Administration =	1.4 FTE

ACCOUNTING PRINCIPLES

GENERAL

The annual accounts are arranged according to 'Guideline 650 Fundraising Institutions'. The objective of this directive is to give a better insight into the costs of the organisation and expenditure of the resources in relation to the objective for which these funds were brought together. In addition, the revised guideline has a more transparent lay-out than the old version and has to be used uniformly by every fundraising institution.

TANGIBLE FIXED ASSETS

Tangible fixed assets are valued at purchase price minus depreciation, determined on estimations of their economic life span. Tangible fixed assets which are applied as part of the objective are depreciated in full. In the notes to the tangible fixed assets this is, as far as it is relevant, additionally clarified. For the value of the assets on behalf of the operational management, a fund assets operational management will be retained at the end of the financial year at the expense of the earmarked reserve.

RESERVES AND FUNDS

The equity of the foundation are in place in order for the organisation to achieve its objectives. The equity is divided into reserves and funds. Reserves are earmarked by IICDs Board of Trustees, whereas funds are earmarked by third parties, like private individuals and/or corporate sponsors. The reserves within IICD consist of a continuity reserve and an earmarked reserve.

OTHER ASSETS AND LIABILITIES

The other assets and liabilities are valued at par value. The valuation of accounts receivable is made by deduction of a provision because of irrecoverability based on the individual valuation of the accounts receivable.

INCOME

The income consists of the proceeds from contributions, donations, grants and other income which are ascribed to the financial year concerned. Donations are accounted for in the year in which these were granted. Losses are taken into account if they originate in the financial year in question and as soon as these are anticipated.

FOREIGN CURRENCIES

On the balance sheet amounts in foreign currencies have been converted to euros at the exchange rate prevailing on the balance sheet date. Currency differences arising from changes in exchange rates at the balance sheet date are dealt within the statement of operating income and expenses.

GIFTS IN KIND

During the year IICD entered into agreements with a number of ICT consultancy organisations whereby these organisations provided their services free of charge. These gifts in kind are valued against fair value in The Netherlands. This rate has been included as income under own fundraising. Processing gifts in kind does not affect the result and the equity, but only the volume of income and expenses. The income is accounted for under the income from own fundraising. The expenses are accounted for where they are usually accounted for.

pwc

Independent auditor's report

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

The accompanying summary financial statements, which comprise the summary balance sheet as at 31 December 2012, the summary statement of income and expenditure for the year then ended, and related notes, are derived from the audited financial statements of Stichting International Institute for Communication and Development for the year 2012. We expressed an unqualified audit opinion on those financial statements in our report dated 26 April 2013. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Stichting International Institute for Communication and Development.

Management board's responsibility
The management board is responsible for the preparation of a summary of the audited financial statements in accordance with the accounting principles as described in the notes.

Auditor's responsibility
Our responsibility is to express an opinion on the condensed financial statements and the related explanatory notes based on our procedures, which we conducted in accordance with Dutch Law, including the Dutch Standard 810 "Engagements to report on summary financial statements".

Opinion
In our opinion, the summary financial statements derived from the audited financial statements of Stichting International Institute for Communication and Development for the year 2012 are consistent, in all material respects, with those financial statements, in accordance with the accounting principles as described in the notes.

The Hague, 17 June 2013
PricewaterhouseCoopers Accountants N.V.

Original has been signed by M. van Ginkel RA

6.3 FUNDRAISING

ACCESS TO SUFFICIENT FUNDING IS KEY TO IICD'S WORK; OUR CORE IN-COUNTRY ACTIVITIES DEPEND ON IT. IN 2012, IICD REALISED THE FIRST PROMISING RESULTS OF A NEW FUNDRAISING APPROACH, SURPASSING TARGETS SET AT THE START OF THE YEAR. OUR FUNDRAISING STRATEGY EMPHASISES DIVERSIFICATION OF BOTH SOURCES OF INCOME AND THE PORTFOLIO OF PARTNERS THAT CONTRIBUTE TO OUR PROGRAMMES. WE ALSO INVESTED IN FURTHER PROFESSIONALISATION OF OUR FUND-RAISING ACTIVITIES.

IICD secures institutional funding from various public, private and non-profit partners. In 2012, IICD partnered with Dutch and international private foundations, multilateral organisations, international NGOs, Dutch NGOs and Dutch private-sector companies, as well as ministries and government agencies.

OBJECTIVES
–

IICD's multi-annual strategy set modest fundraising expectations for 2012. The objective was "to create a fertile foundation for our fundraising activities up to 2016". Our aim was to raise €300,000, mostly from partnerships in the North. This is in addition to funds received from DGIS for the Connect4Change consortium. Our actual funds far exceeded our expectations with over €1.2 million raised in 2012. These contributions are for activities realised in the year under review and for coming years.

RESULTS
–

The results of our fundraising activities in 2012 surpassed our targets at the start of the year. IICD's largest funders and client organisations were mainly private foundations

(the Bill & Melinda Gates Foundation and Liberty Foundation), international institutions (the World Bank), and international NGOs (e.g., Cordaid, PSO and Oxfam Novib).

We received contributions in-kind (staff time) as well as in the form of computers and other hardware and software donated by private-sector companies (e.g., Inter Access, the Vodafone Foundation Netherlands), private foundations and NGOs. IICD received in kind contributions worth approximately € 125,000.

A key aim of IICD is to ensure that our partners and activities achieve independent sustainability. 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 funding generated in this way in 2012 was 15% of IICD's income.

IICD's main funder remained DGIS, which supported the Connect4Change consortium with €8,168,556, of which €4,624,000 was transferred to consortium partners and €3,544,556 was IICD funding. Total non-DGIS funding represented 34% of IICD's income.

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EVALUATION OF THE FUNDRAISING POLICY
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Beyond received contributions, we evaluated the outcomes of our fundraising policy. In terms of sectors, partnerships in ICT4Economic Development brought us the most opportunities – in terms of both number of successful proposals and amount of funding awarded. We were also successful in the ICT4Health sector, with 36% of the funds requested granted, though less so in ICT4Education, with 7% of requested funds granted.

In terms of types of organisations, we were most successful in approaching private-sector foundations, followed by large institutions, international NGOs, private businesses and knowledge institutions. Furthermore we saw a clear increase in paid consultancy services in ICT4Development, especially in the health and economic development sectors. This was in part a reflection of our continued attention to relationship-building, acquisition and account management competences of our staff. IICD takes great care to invest in building long-term contacts with a wide network of prospective partners.

FUNDRAISING COSTS
–

IICD strictly adheres to international standards regarding fundraising costs. In 2012, IICD spent just 16.2% of its own revenues for fundraising. The Dutch foundation that monitors fundraising by charities, the CBF, recommends this not exceed 25%.

↘ NEW FUNDING – 2012

OVER
€ 1.2
MILLION

OVERVIEW LOCAL PARTNERS IICD

PARTNER LIST ICT4ECONOMIC DEVELOPMENT PROGRAMME

COUNTRY	IMPLEMENTING PARTNERS	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
	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
Burkina Faso	Nian Zwe	Projet d'acces a l'information pour la production agricole et un meilleur acces du marché a travers les TIC dans la région du centre ouest
	Nununa (new name of UGPPK)	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 FADEFSO
Ethiopia	ADAA	ICT in agriculture
	FCE	
	HUNDEE	
	OSRA	
	ERSHA	
	CDI	
Kenya	ADS-Nyanza	ICT in agriculture
	Elreco	ICT in agriculture
	HSHC	ICT in agriculture
	ACK WRCCS	ICT in agriculture
	FIT Resources	ICT in agriculture

Mali	CRCR	ICT in agriculture – Jèkawili ka dunkafa sabati
	Senekunnafonibulon	ICT in agriculture – Senekunnafoni Bulon
	MOBIOM	ICT in agriculture
	Coprokazan	ICT in agriculture – Les TIC au service de l'approvisionnement et la commercialisation des amandes et du beurre de karité
Peru	Asociación Nacional de Productores Ecológicos del Perú (ANPE)	Gestión de Información y comunicación para el desarrollo económico en tres Ecoferias regionales Cusco, Ancash y Cajamarca"
	Instituto para una Alternativa Agraria (IAA)	Familias campesinas de 8 regiones del Perú mejoran su producción y 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 Ecológica del Perú (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 TIC en microfinanzas (PRACTICOS)
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)	

PARTNER LIST NON-C4C ICT4ECONOMIC DEVELOPMENT PROGRAMME

Kenya	Progreso Foundation (Northern partner)	Strengthening the capacity of coffee cooperatives in effective use of ICT

PARTNER LIST C4C ICT4EDUCATION PROGRAMME

COUNTRY	IMPLEMENTING PARTNERS	PROJECT NAME
Bolivia	APCOB	Educación en la interculturalidad
	CEPAC	Comunidad educativa TIC para el cambio
	Educatic	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
Ethiopia	Ilu Women and Child Integrated Development Association (IWCIDA)	ICT integration in school management and teaching and learning
	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)	
Ghana	The Northern Presbytery of the Presbyteran Church of Ghana	ICT for Educational Development (I-FED)
	Savana Signatures	Integration of ICT in Education Project (IIEP)
	PEPS-C	Business Development Support Services for Vocational Schools (BDS-VS)
	WADEP	Integrating ICT in teaching and learning (IITL)
	IBIS	Building capacity teachers and school administration to improve teaching and learning, integrate pedagogical capacity building of schools to integrate ICT in the class-room
	GINKS	Knowledge sharing ICT in education
Kenya	Nairobits	Integration ICT in youth training institutes with the Ministgry 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
	LEC-Kenya	Integration ICT in teaching and learning primary education
Malawi	ACEM	Using Ict To Improve Quality In The Provision Of Basic Education In Malawi
	Emmanuel TTC	
	Don Bosco Youth Technical Institute	ICT For Quality Education
	Namitete Technical College	
	Mchitanjiru schools	
Peru	CADEP JMA	Formación docente EIB con TIC en Chumbivilcas, Cusco
	CESIP	Educación pertinente y de calidad en comunidades rurales de Ccorca y Anta (Cusco)
	Fe y Alegría 44	Las TIC en el proceso de enseñanza y aprendizaje
	Tarea	Fortalecimiento de la identidad y las capacidades comunicativas de docentes y niños/as 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 Comeptency (RWECO)	
	Health Needs Uganda (HNU)	Improving school management and community participation
	Catholic Education and Research Development Organization (CEREDO)	
	Transform Uganda (TU)	
	Child Restoration Outreach (CRO)	
	Church of Uganda- education department (CoU-Educ)	
	Mango Tree	Development local language materials for communities and primary schools
	CEREDO	
	Lango Child and Community Development Federation (LACCODEF)	Improving school management and community participation
	Forum for African Women Educationalists Uganda Chapter (FaweU)	Improvement live skills for girls and child performance monitoring in TTCs and primary education
	ELECU	Mosique
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 and its 20 District Resource Centres
	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 entres for Skills Training in Zambia (this single project is implemented jointly by CYPRO and NYRC in their respective regions)
	Ndola Youth Resource Centre (NYRC)	
	Ministry of Youth	
	Zambia Association for Research and Development (ZARD)	'Careermate' – project to provide online and offline career information to young people
	Careermate	
	Zambia College of Distance Education (ZACODE)	ICT in Open and Distance Learning

PARTNER LIST C4C ICT4HEALTH PROGRAMME

COUNTRY	IMPLEMENTING PARTNERS	PROJECT NAME
Ghana	Association of Church Development Projects (ACDEP)	Improving Efficiency in Communication and Health Services (IECHS)
	Christian Health Association of Ghana (CHAG)	Using ICT to improve access and efficiency
	Social Enterprise Development Foundation of West-Africa (SEND)	Data collection for health monitoring (Partme II)
	GINKS	knowledge sharing activities ICT in health
Malawi	National Organization of Nurses and Midwifes of Malawi (NONMM)	Improved ICT-skills for continuous professional development
	Nkhoma Hospital	Improving Homes Based care and ART
	Catholic Diocese of Mzuzu	Improve data management and communication of community home-based care programme
	Catholic Diocese of Chikwawa	
	Catholic Diocese of Blantyre	
	Catholic Diocese of Mangochi	
	Rumphi District Health Office	
	Bolero Rural Hospital	
Mali	Centre d'Expertise et de Recherche en Télémédecine et e-Santé (CERTES)	Pact E-santé
	ASACO N'Tomikorobougou	@mkoullel - Community health prevention
	ASACO Kalaban Koura	
	CERTES	
	AAAG	Multimedia for ASACOs (Provia-ASACO)
	Fédération nationale des associations de santé communautaires du Mali (FENASCOM)	
	Centre d'Expertise et de Recherche en Télémédecine et e-Santé (CERTES)	
	Muso Ladamunen	Mobiles Against Malaria (MAMMA)
	Centre d'Expertise et de Recherche en Télémédecine et e-Santé (CERTES)	
	Santé-Sud	SGI - Community Health Centre Management System
	CERTES	
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	Evangelical Lutheran Church Tanzania (ELCT)	Computerisation of Hospital Information System
	Evangelical Lutheran Church Tanzania (ELCT)	Telemedicine
	Evangelical Lutheran Church Tanzania (ELCT)	District Health Information Systems
	Roman Catholic Church Mwanza	
	African Inland Church Tanzania (AICT)	

PARTNER LIST NON-C4C ICT4HEALTH PROGRAMME

COUNTRY	IMPLEMENTING PARTNERS	PROJECT NAME
Zimbabwe	Ministry of Health, Zimbabwe	Results-Based Financing
Zambia	General Nursing Council Zambia (GNCZ)	Establishment of a study material production and multimedia center
Uganda	Agency for Cooperation Research and Development (ACORD)	ACORD Youth Health and ICT Project
	Community Empowerment for Rural Development (CEFORD)	ICT for HIV/AIDS and SRHR services
	Health Action Rights Group	Connect to Project
Tanzania	St. Francis referral hospital	Establishment of an ICT-system for St. Francis referral hospital
Ghana	ACDEP Ghana	World of Difference

ICT4D NETWORK PARTNERS

COUNTRY	CONTRACTED PARTNERS
Bolivia	TICBolivia
Burkina Faso	Yam Pukri
Ethiopia	DEC
Ghana	GINKS
Kenya	Informal network
Mali	G@TIC
	TIC-Sante
Malawi	WOLREC (t.b.d.)
Tanzania	Afya Mtandao
	CSSC
Uganda	I-Network
Peru	Ruta del Sol
	Consorcio Agroecológico
Zambia	OneWorld Africa

TECHNICAL SUPPORTING PARTNERS

COUNTRY	CONTRACTED PARTNERS
Bolivia	Enbolivia.com: support to AOPEB, CIOEC and FAUTAPO in the functional and technical (re)design of databases.
	Educatic: support to CEE in the production of educational materials.
	Agrecol: support to ProInpa and IRFA in the implementation of multimedia applications.
Burkina Faso	Yam Pukri
	Bamig
Ethiopia	Digital Opportunity Trust Ethiopia
	In collaboration with TTC: Apposit
	University of Amsterdam on student-centered learning
Ghana	Savanna Signatures
	GINKS
	BoldTech Solutions
Kenya	African eDevelopment Resource Centre
	Computers for Schools Kenya
	Ministries – GoK
	The Local Expertise Centre Kenya – LEC (K)
	Mfarm
Mali	AIS
	Cyberkene
	CERTES
Malawi	UltiNets
	XTRA MEDIA
	Technobrain
	EEDF
Uganda	I-Network
	LEC-Uganda
	Local consultants and trainers
Tanzania	NGO Medical colleges/schools
	AfyaPro Foundation/NPK Technologies (HMIS, accounting software)
	D-Tree (Mobile applications)
	ITEDO (ICT, process innovation)
	UDSM (ICT, data analysis, HIS, health informatics)
	InfoMed (ICT and telemedicine)
	NeSC
Peru	ASITIC
	Santiago Kerrigan Consultor
	Enbolivia.com: support to IAA in the functional and technical design of an integrated database
	ICT4D Multimedia Consultor Napoleón Calcina
	Educatic: support to Education partners in the production of educational materials
	Imaginar.org (IICD Train the trainer methodologies)
	The connecting company: support to PROMUC
Zambia	Digital Ice
	Trio-Consult
	Pencil Case Studios
	SMSize
	Pool of independent IT Consultants
	Bongo Hive

IICD has more than 16 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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