



TRANSFORMING KNOWLEDGE INTO PROGRESS

Enabling the Drivers of Social Change through ICTs

ANNUAL REPORT 2014

A blue-tinted photograph of a person sitting under a tree, looking at a laptop screen. The person is wearing a light-colored shirt and a dark vest. The background shows the branches of a tree and a bright sky.

Table of Contents

Editorial Chairman's Message	03
Key Results	04
ICT4Economic Development	07
ICT4Water and Climate Resilience	12
ICT4Education	13
ICT4Health	18
Learning, Impact and Knowledge Sharing	24
Collaborations	30
Advisory Services	32
Organisation and Finance Overview	35

EDITORIAL

Welcome to our *annual report magazine*, made to share our activities, learning and results over the past year. IICD's work was impactful in 2014. Alongside our donors, staff, network, global and local partners we were able to design, implement and sustain digital technology that benefited the livelihoods of people in 14 African and Latin American countries.

It was a year in which:

We saw mobile phones and coverage becoming more affordable and available in remote areas of Burkina Faso. This created tremendous opportunities to break barriers in access to important knowledge for Burkinabé farmers. The annual transaction value of traded cereals and shea through the market platforms exceeded EUR 98million in 2014 and thousands of farmers are now able to sell their produce at a fair price through a digital system.

We saw Solomon Salifu, a young Ghanaian man, participate in one of our programmes on increasing economic opportunities. Solomon explains that thanks to the digital skills programme of IICD he sees a brighter future. He has a platform to market himself, broaden his network and expand his professional experience. Like for Solomon, IICD offered similar services to 160,000 young and adult entrepreneurs in multiple countries.

We worked with low-cost, low-energy *LearnTabs* as a support tool for overburdened teachers so that they could better manage their overcrowded classrooms in Malawi and deal with the shortage of learning materials.

We connected the mothers and children of the remote Malawian village of Jombo to crucial healthcare services. By being trained in using mobile applications, community

health workers are now able to offer the necessary services to pregnant women and young children.

We expanded our work with the Telecom provider Orange, with whom we have successfully collaborated for the past four years. IICD and Orange teamed up to offer agricultural information services to Malian smallholder farmers. This year, we were able to connect close to 180,000 farmers to valuable knowledge that helps them to increase their earnings.

We welcomed new partners, like ESA, GIZ, Netherlands Space Office, Airbus Defense and Space Netherlands, Wageningen University, CARE, Microsoft, the World Bank, Aquanet, Heifer, the Dutch Embassy in Ghana, and others.

The potentialities of ICT can accelerate social and economic development, and the content of this *annual report magazine* shows where we did that and how we did it. At IICD we believe that the digital technology in itself is 10% of the game. In order for people to reap the benefits of technology beyond the duration of a project, it is essential to enhance capacities of leaders, implementers and users so that they sustain these tools.

Our work would not have been possible without the dedication and collaboration of our staff, global network of ICT4D professionals, and local and international partners. Grateful and proud of what IICD did for organisations and individuals in Africa and Latin America in 2014, I am looking forward to continuing our work in 2015.

Warm regards and take care,
Suzanne van der Velden - Managing Director IICD

CHAIRMAN'S MESSAGE | Karel de Beer - Chairman of the Board of Trustees IICD

Next year marks our twentieth year of existence. Since our founding, we have witnessed many changes and have seen a technological evolution that offers a pathway for progress in human development. We have also seen the strengthening of local capacities, which has allowed organisations like ours to conceive and deliver development programmes enhanced by digital technology. This annual report shows how connecting technology to local capacities can support human development in agriculture, education, and entrepreneurship.

The way the world perceives international development led by Europe has radically changed. European countries, once known for their generosity, have drastically decreased their development assistance. This can partly be explained by the recent financial crisis and partly by changing public perceptions regarding international solidarity. Although the environment in which we find ourselves is exceptionally challenging, we believe that with the resilience of our staff and with the help of the Board

of Trustees, we are committed to continue this important and needed work for many years into the future.

Strengthening local capabilities to foster social change is at the core of IICD. Technology changes easily and quickly but people and the environments in which they live do not adapt as swiftly. It is in these complex and challenging environments where we work and can have the most impact with ICT for development. Over the past year, we have been reassured that our programmes and our work with partners can have a big impact. I am very proud of our colleagues and partners who have once again given their best efforts to achieve the ambitious objectives we have set.

I wish to thank the international staff of IICD for their commitment and hard work. My final thanks go to Caroline Figuères who has been our Managing Director for the past 7 years and was in charge throughout 2014.

KEY RESULTS¹



IICD 33 EMPLOYEES

IN 2014, IICD CONTINUED TO LEAD THE **CONNECT4CHANGE** CONSORTIUM, WHICH CONSISTS OF ICCO, CORDAID, EDUKANS AND AKVO, WITH TTC AS A PREFERRED PARTNER.

2014 TOTAL INCOME: EUR 10,355,885



8.4% SPENT ON MANAGEMENT & ADMINISTRATION, FUNDRAISING AND CORPORATE COMMUNICATIONS
91.6% SPENT ON PROJECTS, CAPACITY DEVELOPMENT, KNOWLEDGE SHARING AND EVALUATION

ICT4ECONOMIC DEVELOPMENT

MORE THAN 670 PRODUCER ORGANISATIONS INTEGRATED ICTs INTO THEIR OPERATIONS

TOTAL OUTREACH: +580,000 SMALL-SCALE FARMERS/PRODUCERS

INCLUDING:
+126,000 MEMBERS OF PRODUCER ORGANISATIONS ADVISED ON INTEGRATING ICTs IN THEIR WORK & 300,000 WHO RECEIVED INFORMATION VIA RADIO



12% INCREASE
ANNUAL REVENUE PER PATIENT
NKHOMA HOSPITAL (MALAWI)²



747 HEALTH FACILITIES
INTEGRATED ICTs IN
THEIR DAILY ACTIVITIES



+1.4 MILLION PEOPLE
RECEIVED HEALTH INFORMATION
BY SMS, RADIO OR TV



+98 MILLION EUROS
TOTAL VALUE OF TRANSACTIONS
(SIMAGRI PLATFORM, BURKINA FASO)



+160,000 SMALL-SCALE PRODUCERS
AND ENTREPRENEURS
USED ICT TO ACCESS PRODUCTION
AND MARKET INFORMATION

"ICTs including computers, radio listening sessions, text messaging, and video learning sessions have helped us to reach our objective of assisting the local farmers to get access to information about the market and production, which has enabled them to improve their social and economic livelihoods".
-ADS Western Region, Kenya



ICT4HEALTH

+7,600 HEALTHCARE WORKERS REACHED BY ICT

+7.8 MILLION PEOPLE BENEFITTED FROM ICT SOLUTIONS

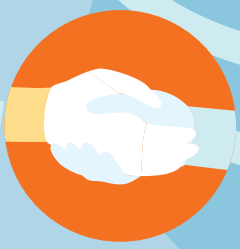
OTHER HMIS BENEFITS REPORTED AFTER IMPLEMENTING AFYAPro:
-MORE COSTS RECOVERED PER-PATIENT
-FEWER PATIENTS ARE BEING LOST TO BILLING
-OVERALL REVENUE HAS GROWN



+200,000 FARMERS
USED SMS-BASED
MARKET INFORMATION
SOLUTIONS



95 SCHOOLS
BENEFITED FROM
SCHOOL MANAGEMENT
INFORMATION SYSTEMS (SMIS)



**25-50% INCREASE OF
TOTAL ANNUAL TURNOVER**
OF THE FARMER ORGANISATIONS
PARTICIPATING IN THE PROGRAMME



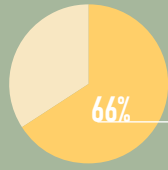
+65,500 STUDENTS
INCREASED LEARNING
PERFORMANCE DUE TO ICT



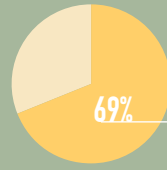
IICD'S NETWORK OF PARTNERS & TECHNICAL ADVISORS

+90 LOCAL PARTNERS
+80 PROJECTS
14 COUNTRIES IN AFRICA AND LATIN AMERICA

LOCAL PARTNER SATISFACTION LEVELS WITH THE ADVICE PROVIDED BY IICD



**IICD COUNTRY
MANAGER ADVICE**



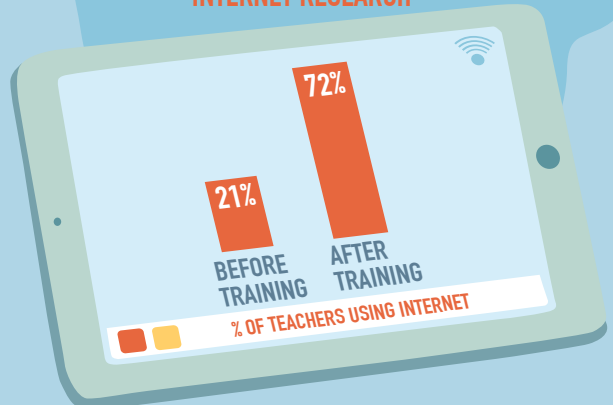
**IICD TECHNICAL
ADVICE**

"Before when the District officer sent a request for data we would have to do it time and time again [by hand] and now we can just type it up. The data requests damaged the learning in the school ... now instead of spending one full day going through the data we can just prepare it on the computer more quickly."
- School administrator, Ghana

"It's only been 6 months that we are using the HMIS, but I can tell you that we can already see that the system imposes more transparency at all levels and makes petty fraud more difficult - we have 40% more income at the level of patient registration and at the level of the Pharmacy the revenues over the past 3 months have more than doubled."
- Dr. Cisse (CSCOM Yirimadjo), Bamako



INTERNET RESEARCH



TEACHERS INCREASED THE USE OF INTERNET TO PLAN AND PREPARE THEIR LESSONS

ICT4EDUCATION

MORE THAN 123,000 STUDENTS AND NEARLY 6,000 TEACHERS BENEFITTED FROM THE USE OF ICT TO ACCESS AND DEVELOP EFFECTIVE LEARNING METHODS AND MATERIALS

764 SCHOOLS USED ICT TO ACCESS AND DEVELOP EFFECTIVE LEARNING METHODS AND MATERIALS

+600 SCHOOL ADMINISTRATORS AND GOVERNMENT OFFICIALS USED AND ACCESSED ICT FOR EDUCATIONAL MANAGEMENT

ABOUT IICD

The International Institute for Communication and Development (IICD) is a non-profit foundation specialised in designing, implementing, and sustaining ICT as a tool and driver for development.

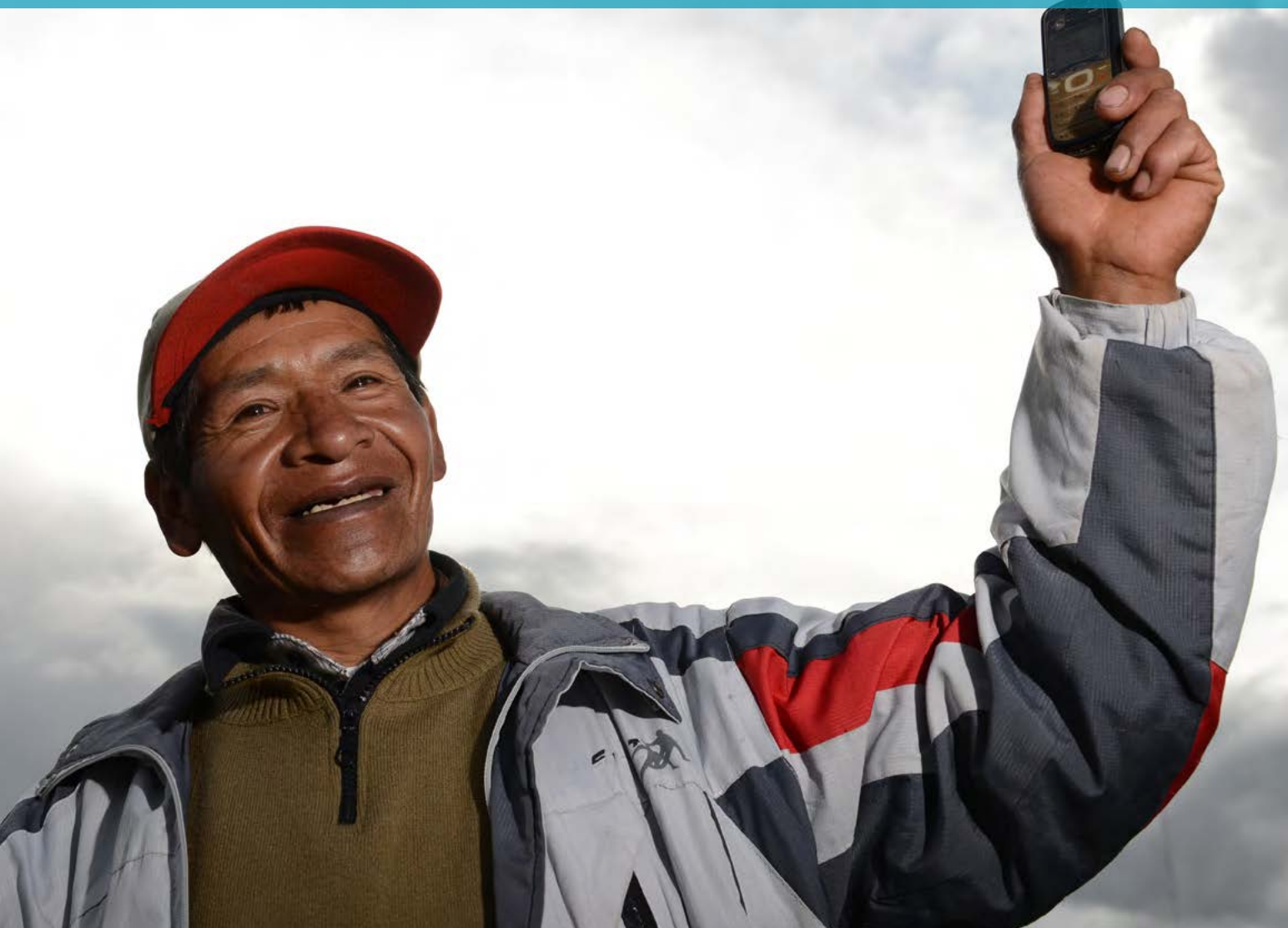
At IICD, we aim to build upon local capacities and connect people to technology so that they can learn, work, and earn in a smart way. Our goal is to enable the disadvantaged to benefit from technology far beyond the length of a development programme. Over the last two decades, we have developed and refined a successful

approach that ensures high adoption rates and the sustainability of technology solutions.

Throughout 2014, we worked with a network of international and local partners from the non-profit, public, and private sectors to foster high-impact changes in 14 countries across Africa and Latin America in the fields of economic development, health, education, and water and climate resilience. The crosscutting theme of our work and programmes has been gender with an additional focus on youth.

“IICD gives us constant and ongoing advice, which helps us rethink the way in which we work. In this last phase of implementation, we were advised to unify all the experience and the learning gained from the project’s implementation, which will help us to design a set of integrated solutions and will allow us to scale-up proposals dynamically.”

Centro de Estudios Sociales y Publicaciones (CESIP)
IICD’s partner in Peru





ICT4Economic Development

The expansion of the smallholder-farming sector is one of the most promising areas of growth in the fight to alleviate poverty. Despite this growth, smallholder farmers remain underprivileged and lack access to the information required to improve their productivity and profitability.

In the Economic Development sector, our focus is on advisory services and on implementing projects in which ICT tools are used to support farmers, entrepreneurship, and youth employment.

In 2014, we continued to lead the Connect4Change initiative. The Connect4Change Economic Development programme aims to strengthen the capacity of farmer organisations and smallholder farmers so that they can work independently and effectively with ICTs. Our work on this programme has had wide implications. It has improved how farmer organisations operate, opened communication channels between value chain stakeholders, and enabled vulnerable small-scale producers to access markets, extension expertise, input, and financial services. Such access enables farmers to increase their crops, sales volumes, and income.

2014 also brought progress to our work on youth economic empowerment through programmes that equip youth with market-relevant skills and increase their employability. Youth participating in our programmes received practical, job-oriented technology training combined with vocational, business, and soft skills. In our effort to increase employment among trained youth, we worked to strengthen ICT use in vocational training and experimented with entrepreneurship support activities and youth-led social business ventures in collaboration with the local private sector.

In 2014, our Economic Development programme included more than 30 projects in seven countries across Africa and Latin America. We also supported more than 670 producer organisations to integrate ICTs into their daily operations. This enabled more than 160,000 small-scale producers and entrepreneurs (45% female) to use ICT to access production and market information.

Examples of Our Work

In collaboration with the telecom operator Orange Mali and several other Malian organisations, we commercially launched the market price and agricultural information service Sènèkèla. This consists of an SMS/USSD information service that provides farmers with market price information of locally grown crops, as well as a call centre staffed by agricultural experts who provide information on production techniques for farmers. By September of 2014, the Sènèkèla customer base had reached nearly 180,000 users (mostly through the USSD channel).



Sènèkèla in 2014
Call centre:
 9,000 users
 +14,000 calls
USSD service:
 189,000 users
 250,000 connections

A marketing campaign played a fundamental role in the successful introduction of Sènèkèla's mobile agri-services in the regions of Sikasso and Koulikoro. An advertising campaign aimed at expanding the customer base drew more than 150,000 new users during the summer of 2014.

“Before the formation of Tech Support, I was a humble IT tutor who was just managing my way in the competitive world of IT. But since I joined Tech Support, my professional life has never been the same. Tech Support gave me an enabling platform to market myself, broaden my professional network and more importantly model my personality with incredible professional experience. I can confidently say that with Tech Support the future is really looking brighter and I am proud to be a member of it.”

Solomon Salifu

In Ghana, we have been working on an ICT-led youth employability programme that equips youth with market-relevant ICT skills (from basic computer skills and hardware maintenance to more advanced courses in website and app development, software tailoring, etc.). This programme also delivers soft and business skills in parallel to prepare pupils to enter the workforce successfully. By collaborating with the private sector, we support youth transitioning into jobs and facilitate business opportunities for graduates to start up group enterprises. As part of this programme, we have been working with the *Tech Support* Groups, organisations in which youth gain hands-on experience by working on ICT projects for the public and private sectors. In 2014, the *Tech Support* Groups tailored School Management Information Systems, developed websites for Ghanaian and international companies, networked for ICT labs, and trained teachers on ICT.

“Since joining Tech Support Ghana about 2 months ago, I feel like I can actually earn a living on these skills, especially compared to those I completed at Senior High School. The other day I managed to fix my cousin's computer, which had been down for the past 6 months. Although I did this for free I hope to do this again soon and earn an income for it.”

- Mark Kubuga

In Bolivia, the Coordinadora de Integración de Organizaciones Económicas Campesinas, Indígenas y Originarias de Bolivia (CIOEC) developed ICT capacities of 25 new producer organisations in the use of mobile phones and the RIM platform (Red de Inteligencia de Mercados or Market Intelligence System). The platform contains socio-economic data about indigenous farmer organisations,

ICT4Economic Development | Results



+670

producer organisations integrated ICTs into their operations

+580,000

small-scale farmers & producers reached:

+160,000 small-scale producers and entrepreneurs used ICT to access production and market information

+126,000 members of producer organisations advised on integrating ICTs in their work

+300,000 accessed information via radio

SMS-based market information platforms:

+200,000

farmers used IICD's SMS-based market information solutions to make more informed sales & marketing decisions by accessing up-to-date market information on their mobiles phones.

+€98 million

Total value of transactions (Burkina Faso, 2014)

OVER
160,000

SMALL-SCALE PRODUCERS AND ENTREPRENEURS used ICT to access production and market information (45% of which were female)

25-50%

INCREASE OF TOTAL ANNUAL TURNOVER of the farmer organisations participating in the programme

“ICTs including computers, radio listening sessions, text messaging, and video learning sessions have helped us to reach our objective of assisting the local farmers to get access to information about the market and production, which has enabled them to improve their social and economic livelihoods.”

Anglican Development Services (ADS) Western Region, Kenya

production figures, inventories, supplier lists, and opportunities, including online transactions. Through an integrated RIM and the *Vusion* platform, producers are able to send and receive information about supply and demand of a variety of agricultural products. CIOEC has

recently involved public institutions to host workshops to spread the use of the RIM platform and develop capacities of producers.

Mobile Literacy Training Enables Women Entrepreneurs to Make Informed Decisions [Ethiopia]

Almaz Delgeba is a woman entrepreneur who lives in the Lera, Berebera district of the Selta zone in the Southern Nations and Nationalities Region (SNNPR) of Ethiopia. As a leader of a dairy association with 13 members scattered in a rural setting, she is in charge of facilitating interactions between members so they can exchange market information and announce upcoming meetings.

Almaz is a middle-aged woman with six children. This makes moving about the village and facilitating interactions very challenging tasks. This all changed when she got a mobile phone and training tailored for women entrepreneurs as part of USAID's AGP-LMD project. We served as one of the partners in this project and led the ICT capacity building programme for women entrepreneurs, livestock market data collectors, and private dairy associations that are project partners.

"At the beginning, the only thing I knew was how to receive and make phone calls. The practical training on how to use more of the tools on my mobile phone is now helping me to exchange timely market information and also to manage some parts of the

finance in a better way," said Almaz. "There have been many cases when I had to use my mobile for emergency calls to the animal health workers when the milking cows got sick. Timely treatment enabled them to recover."

Almaz still finds it challenging to recharge her mobile. Her village does not have electricity, which results in her having to travel to a nearby rural town to recharge. That said, she always notes that the benefits outweigh the costs. "Our association," she adds, "which began with three heifers a year ago is now supplying milk to the nearby café". It is through her mobile phone that she can check prices of milk in other towns before setting them for the association.

"Within the next 3 to 6 months, my plan is to buy a better mobile with more tools as what I have now sometimes cuts off in the middle of a conversation. I will make sure that the new one includes a radio as it will teach me about different things while I perform my duties."



ICT4Agriculture Advisory Services

In 2014, we supported several organisations with ICT solutions in their operations and programmes. We were also involved in the implementation of ICT4Agriculture programmes and activities partnering with organisations such as CNFA, USAID, the World Bank, Orange, and the Bill & Melinda Gates Foundation.

Advisory services in 2014:

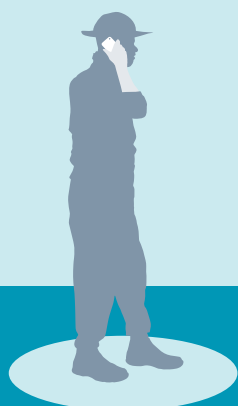
- USAID / CNFA - Agricultural Growth Program-Livestock Market Development (AGP-LMD) - Ethiopia
- World Bank / CARE - Climate Smart Initiative - Ethiopia
- World Bank - ICT Enhanced Services for Women Farmers in Irrigated Agriculture, Zambia
- Bill & Melinda Gates Foundation - Assessment of the TOTO Dashboard
- Netherlands Space Office / Ministry of Foreign Affairs The Netherlands – CommonSense for 'Geodata 4 Agriculture and Water' - Ethiopia

(For more detailed information go the Advisory Services section on page 32)

SimAgri: Farmer-Driven Platform for Products, Services and Opportunities for Burkinabe Farmers [Burkina Faso]

Goal: Improve the ability of farmers to sustainably increase productivity, access markets, and increase income.

SimAgri in 2014 Platform:
 4,800 subscribers
 +60,000 queries via SMS
 +€98 million (Total value of transactions)



As part of the Connect4Change programme, we collaborated with ICCO, TTC, and APROSSA-Afrique Verte to co-develop the platform SimAgri. The main driver for the development of this platform was the challenges in Burkina Faso's agricultural sector. Burkinabe farmers fundamentally lacked access to input, support services, markets, credit, and critical information required to increase the benefit from their agricultural activities. "Farmers are now operating in a market economy where they need to have the right information at the right moment so they can maximise their profit", said Philippe Ki, coordinator at Burkinabe food security organisation Aprossa-Afrique Verte.

As mobile phones become more affordable and mobile coverage widens, the potential of mobile-based solutions has created a tremendous opportunity to break barriers in

access to important services, particularly in emerging economies.

"In comparison to other market price systems, which mainly collect and diffuse market prices to an 'anonymous' audience, the strength of SimAgri is that it 'knows' its users. It can thus also be used to send all kinds of other information to particular groups of farmers, or the other way around to allow these farmers to send information and data to other stakeholders", says our Country Programme Manager Francois Laureys.

SimAgri was conceived in a way that it could easily be replicated in other countries in the sub-region. After Burkina Faso, the consortium wants to start operations in Mali and at present, is analysing the possibility to expand to Niger and other neighbouring countries.

ICT4Economic Development - Knowledge Sharing

In 2014, we at IICD continued to share insight and lessons from our programmes with national and international networks. As an organisation, we played an active role in expertise sharing at numerous ICT4Economic Development forums such as WSIS+10 High-Level Event in Geneva, the EU's eChallenges e-2014 conference in Belfast, Value Added Services 2014 in Johannesburg, GSMA's The Mobile 360 Series Africa event in Cape Town, AfricaWorks! in Leiden, and Impact Sourcing at Scale by the Rockefeller

Foundation in Johannesburg. We have also been part of the Advisory Group of the Forum on Communication for Development and Community Media for Family Farming (FCCM) organised by FAO in Rome and co-organised an event called 'Using ICTs to make agriculture an attractive and profitable proposition for young people' together with IFAD and CTA in Rome. Members of our team also shared their insight in various online platforms including ICT Update and e-agriculture.org.

Partners in ICT4Economic Development:



akvo.org
back it happen



orange



Agri Pro Focus



THE WORLD BANK



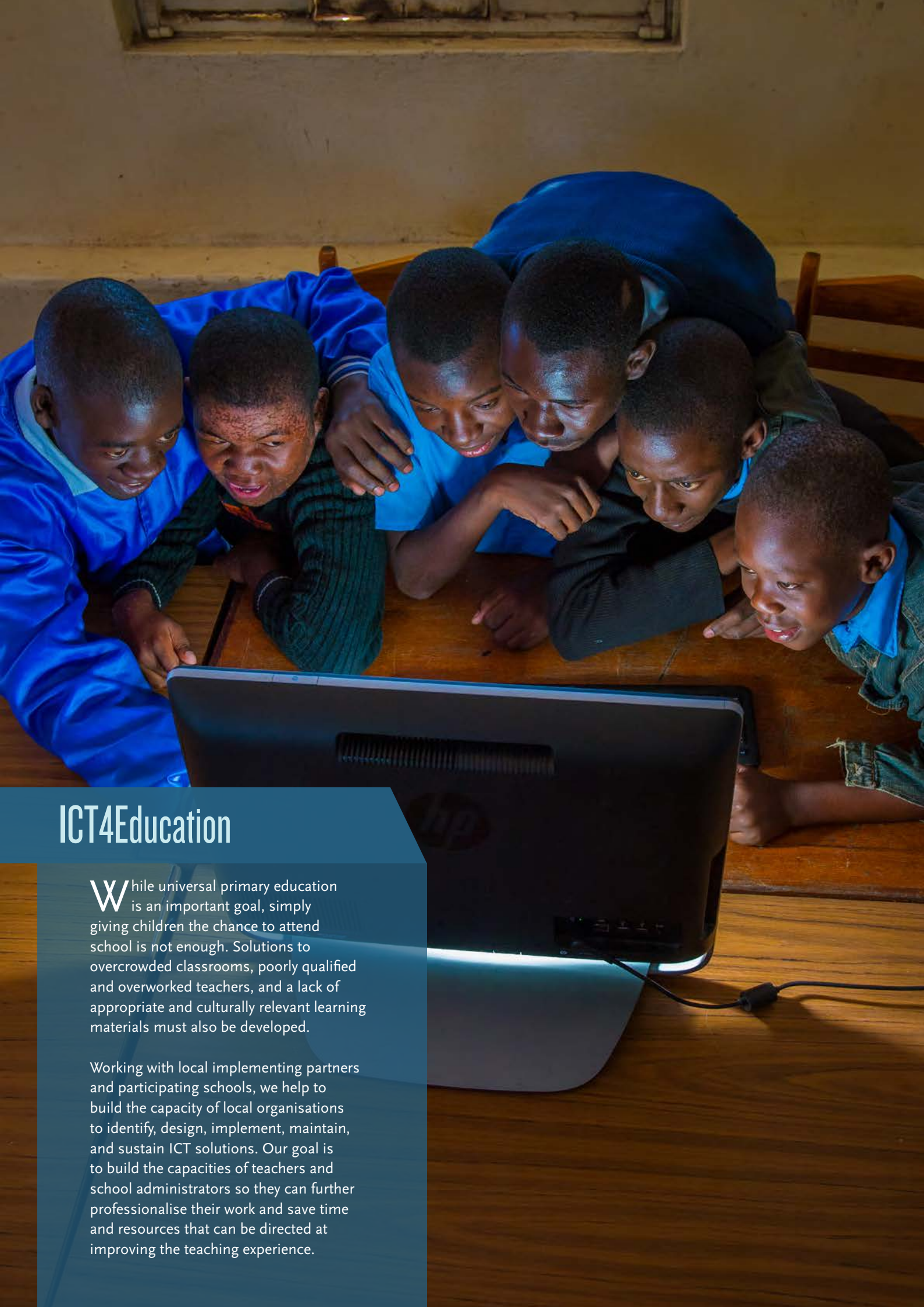
ICT4Water and Climate Resilience

The goal of our work in the water and climate resilience sector is to use ICT to empower people, organisations, and government bodies to alleviate the chronic challenges relating to water management, water sanitation and hygiene (WASH), and climate resilience.

In 2014 in Peru, we initiated and developed a pilot project that uses Cloud Radio and weather sensors to provide farmers information, data, and knowledge on climate resilience and agricultural practices. This project, called RadioClima is being carried out in collaboration with our partners IOT Labs and RAE-Peru. It aims to raise awareness among agro-ecological producers of 4 regions in Peru on the effects of climate change on agricultural activities, farmers' households, and their different environmental and socio-cultural contexts. This is done through the digital cloud and local radios as radio is still the most reliable and wide-spread method of communication for farmers. Our integrated digital cloud radio solution has the potential to meet the information demands of over 1 million rural farming families who have been effected by climate change and who live in places where access to information and resilience training are often not available. The project also helps to disseminate best practices on resilient agriculture as well as ancestral knowledge regarding climate change. The project stimulates information sharing on climate prevention and adaptation measures at the level of farmer families, local organisations, and communities. With this information,

agro-ecological smallholders are able to adjust their farming strategies.

At the end of 2014, we were selected to be the lead consultant for an 18-month project (January 2015 to June 2016) that would use ICT-enhanced services to assist subsistence farmers in Musakashi in the Zambian Copperbelt. The goal of the project is to reach 1800 households and enable more than 400 women farmers to make a smooth transition from rain-fed to irrigated agriculture while also helping them improve their yield and diversify their crops. The project is funded by the Swedish International Development Agency (SIDA) and is managed by the World Bank. It is closely linked to the Irrigation Development and Support Project (IDSP) which aims to "increase yield per hectare and the value of diverse products marketed by smallholders benefitting from investments in irrigation in selected sites served by the project in Zambia". Together with key stakeholders, our role is to investigate ways in which ICT can be used to help women farmers in Musakashi to switch to irrigated agriculture, improve planting (particularly regarding the use of fertilisers) and marketing, and improve bulking and transportation. Rural finance and livestock will also be examined.



ICT4Education

While universal primary education is an important goal, simply giving children the chance to attend school is not enough. Solutions to overcrowded classrooms, poorly qualified and overworked teachers, and a lack of appropriate and culturally relevant learning materials must also be developed.

Working with local implementing partners and participating schools, we help to build the capacity of local organisations to identify, design, implement, maintain, and sustain ICT solutions. Our goal is to build the capacities of teachers and school administrators so they can further professionalise their work and save time and resources that can be directed at improving the teaching experience.

“ICT has helped transform the classroom environment through enabling access to course information and boosting the passion in both teachers and students to search for information and remain up-to-date. Administratively, data has been digitised and the retrieval of statistics is now easy.”

Administrative staff
Don Bosco Youth Training Center, Malawi

In 2014, we focused on five specific intervention areas in ICT4Education:

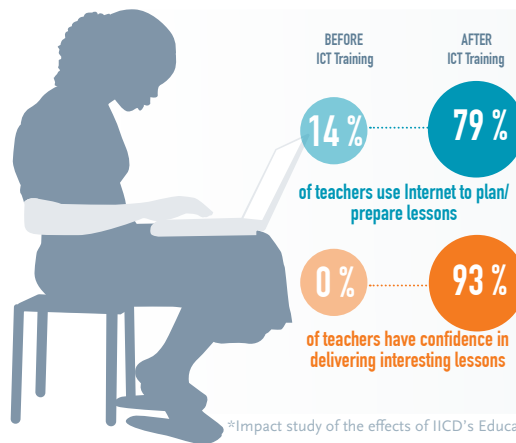
- The efficiency and effectiveness of school management
- ICT in the classroom for enhanced quality of teaching and learning methods
- Improved quality of digital and locally relevant teaching materials
- Greater participation of parents in planning and the monitoring of teaching and learning
- ICT in education policy development

A Focus on Teachers

At IICD, our ICT4Education programme helps teachers create stimulating and relevant digital learning content for their students. It also helps parents become more involved in their children’s education and broadly improves the quality and reach of basic education. The professionalisation of teachers continues to be a strong theme in our ICT4Education programme.

Examples of Our Work

In Bolivia, we had a noteworthy success in the implementation of the Educando online platform (<http://www.educando.edu.bo>), which offers 217 educational videos for primary and secondary teachers and pupils. Our platform gives teachers the ability to create culturally relevant and visually rich educational content that students find more interesting than the conventional chalk and blackboard. In total, 235,174 users visited the platform between September 2013 and March 2015. The year 2014 showed that the platform had a consistently steady number of visitors - around 8000 per month. Broadly speaking, the ICT4Education programme in Bolivia focuses on improving teaching, learning, and school management through ICT. It also focuses on developing ICT supported teaching and learning materials and lobbying the government to support the broader use of ICT.



In 2014, we collaborated with local partners to improve teacher competences through training in active learning methods.

“ICT has changed my way of teaching. I get more interactive with students because I can access more information for them. I interact more with them and they get motivated because I bring a variety of teaching methods by using a projector. They want to learn that ‘new’ thing, and in learning that they get more knowledge and they can interact with others and learn a lot.”

Faith Kashu – Teacher (Ilkerin Primary Boarding School, Kenya)

*Impact study of the effects of IICD’s Education Programme in Zambia (2013)

95

SCHOOLS
benefitted from
School Management Information System (SMIS) in 2014

[Ethiopia (83), Kenya (8), Ghana (4)]

The introduction of School Management Information Systems has allowed schools to have a better control system of their present and past student records, which translates into better reporting and increased transparency.

Through digital school management systems, 271 schools in 8 countries increased the efficiency and effectiveness of their school management. While 176 of these schools improved simple administration tools, 95 rolled out more advanced school management information systems such as those in Ethiopia, Kenya, and Ghana.

“Before, when the District officer sends a request for data, we would have to do it time and time again [by hand] and now we can just type it up. The data requests damage the learning in the school ... now instead of spending one full day going through the data we can just prepare it on the computer more quickly.”

School administrator in Ghana

SMIS
SCHOOL
MANAGEMENT
INFORMATION
SYSTEM

ICT4Education | Results



+764
schools used ICT to access and develop effective learning methods and materials

+123,000 students, **6,000** teachers
benefitted from the use of ICT to access and develop effective learning methods and materials

+14,300
students in vocational training institutes used ICT to access effective learning methods and materials

223
parents & grassroots education organisations used ICT for monitoring of education indicators

Online education platforms:

+235,000
users visited the online Platform 'Educando' in Bolivia (from September 2013 to March 2015).

OVER
65,500

STUDENTS increased learning performance due to ICT

“It has brought a big change to teachers and students – if we did it all [teaching administration] by hand it was quite difficult and time consuming - now we can just print it here, and it saves us much time.”

Teacher in Ghana

Affordable Tablets for Turning Overcrowded Classrooms into Collaborative Learning Spaces [Malawi]



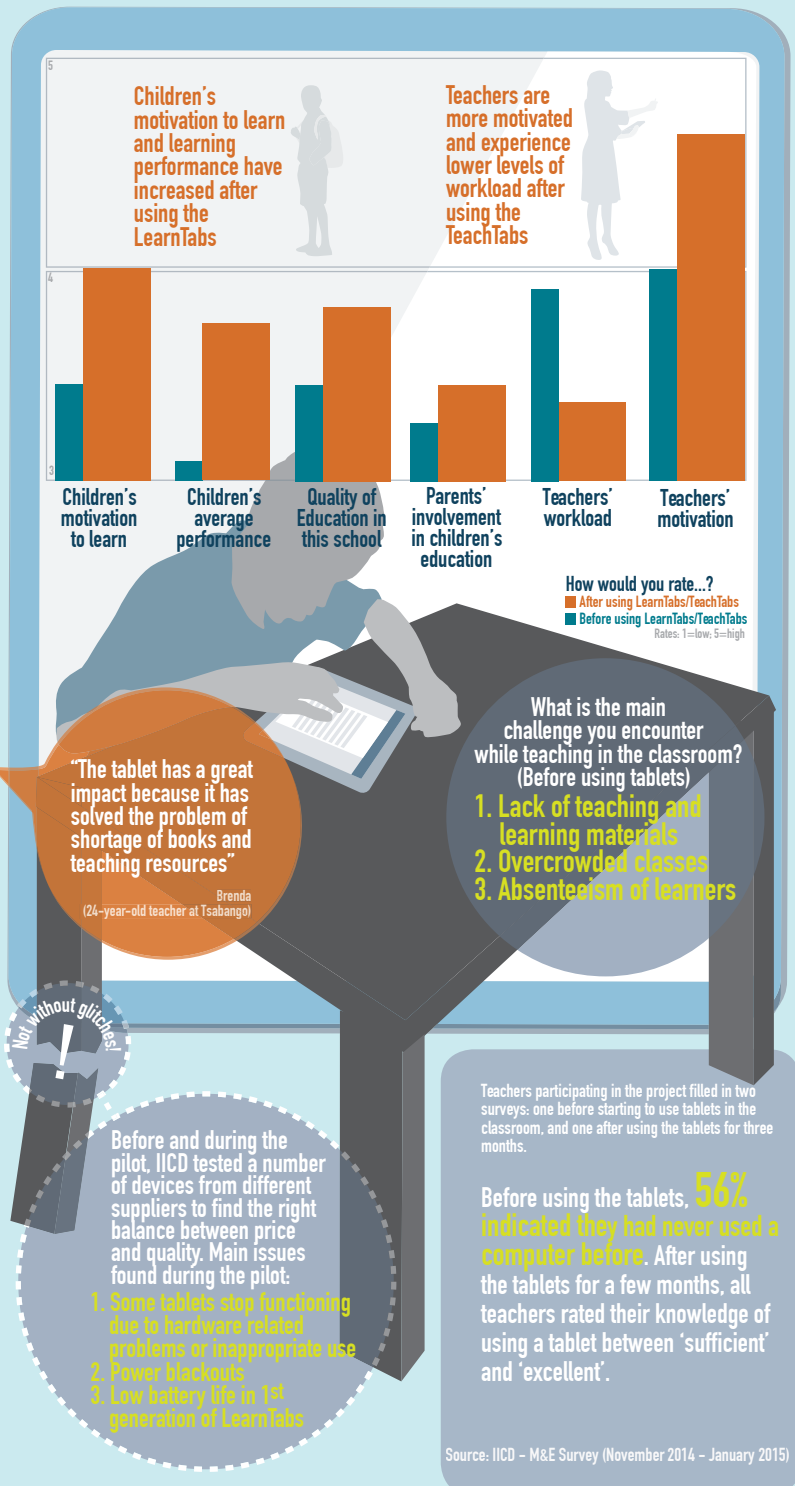
At IICD, we continue to use and believe in our tried and true ICT4Education interventions. That said, our experience in the field is that continuous innovation is crucial to addressing the needs of the communities we work in. In many classrooms in Sub-Saharan Africa, 80 students per teacher is a common reality. In Malawi, these numbers can even reach an astounding 120 to 150 per classroom, leaving one teacher to attempt to deliver a lesson to many students with different needs and perspectives.

At IICD, we are always searching for innovative ways to offer effective and efficient solutions. In doing so, we introduced our TeachTab and LearnTab in

2014. In partnership with the Don Bosco Youth Technical College, we piloted our in-house-developed low-cost tablets in one primary school and one teacher training college in Malawi. To ensure not only the relevance of educational material but also local ownership of the project, we also partnered with the Malawi Institute of Education (MIE). The educational content on our tablets is based on the digital curriculum developed by the MIE. In parallel, teachers work with the MIE guide to develop their own lessons based on the curriculum.

In practice, the TeachTab and LearnTab multiply the number of teachers in the classroom by allowing each one to reach more students at once. In using the TeachTab, teachers can control the whole classroom and monitor what students are doing with the LearnTabs. Teachers can install or block applications remotely and broadcast text, presentations, videos, or audio to all devices at once. The TeachTab also allows the teacher to interact with and prompt questions to the whole classroom at once using the interactive whiteboard function. Using the LearnTab, students can work in small groups, collaboratively post answers to quizzes prompted by teachers, or edit the same document or project together.

Tablets offer certain advantages that make them very appealing for ICT4Education projects: they are portable, low energy, affordable, and offer interactive capabilities. While standard tablets come pre-assembled and with a particular set of capabilities and functions, we take advantage of the rapidly dropping cost of hardware and order individual components of tablets and assemble them with basic software that allows the teacher and students to interact simultaneously. The result of this is a solution that not only is much more practical but is also more affordable than installing a traditional computer lab or other ICT solutions.



In Ethiopia, Stichting Liberty continued to support IICD in providing access to digital learning materials and training for 150 teachers in 8 schools, reaching 6,000 students. The eight Nekemte Catholic Secretariat (NCS) supported schools in Nekemte and Dembi Dollo have been acknowledged by the communities they serve and by the local government for their high quality of teaching and for the quality of students' results. In November 2014, we organised a knowledge-sharing event in Gimbi, to share best practices among the eight schools of the NCS and link principals and teaching staff from the different schools located in rural and urban areas.

ICT4Education Advisory Services

- Ministry of Education and Community Development (MOECD) of Suriname - Development of the national policy and Strategy on ICT in Education in Suriname.

ICT4Education - Knowledge Sharing

In 2014, we presented our ICT4Education programme at eLearning Africa (Uganda), eChallenge (Belfast, Northern Ireland), mEducation Alliance (Washington, US), Nuffic Open Educational Resource Seminar (NL).

'Exploring the Future of Technology & Learning in Developing Countries' [The Netherlands]

In 2014, we hosted our annual International Advisory Board Meeting in The Hague (NL). A public side-event called 'Exploring the Future of Technology & Learning in Developing Countries' brought together EduTech experts Michael Trucano (Senior Education & Technology Policy Specialist – the World Bank), Ronda Zelezny-Green (Senior Digital Learning

and Content Development Manager - Government & Regulatory Affairs - GSMA), and other prominent members of the EduTech community to discuss the future of technology use in education and learning in developing countries. Participants discussed what decision-makers should be investing in with regard to the future use of technology in education.

.....

"Change happens because of people. It might be enabled by new technologies that appear, but it is the people who are at the heart of this, people driving change. Thinking about this from a human-centred perspective, thinking about how people who want to make positive change in their lives and the lives of their communities can use technology as part of that change process is a relevant and appropriate way of thinking about it. IICD has been doing this stuff for quite a long time, it's one of the oldest institutions that I know of in the world that has been devoted to technology use for development purposes in developing communities around the world and as a such, it has a great store of knowledge, resources, expertise and experience, and historical perspective. A lot of people come to technology use, see what's happening now and what's coming next and forget about the lessons of the past. This historical perspective about appropriate human-centred approaches to development and the relevance of technology in that, is what I enjoy about my conversations with IICD"

.....

Michael Trucano (Senior Education & Technology Policy Specialist - World Bank)

.....

"IICD's added value is that it works very locally. That for me is a distinct quality that IICD brings to the table: projects of local relevance collaboratively implemented in a sustainable manner. And you don't often see that in international development! There are organisations and people who talk about lasting empowerment of project stakeholders in developing contexts, but then if you go visit their project even a few months later after the funding ends, it's no longer operational. I think IICD does a good job in maintaining links and programmes that matter to people."

Ronda Zelezny-Green (Senior Digital Learning and Content Development Manager - Government & Regulatory Affairs - GSMA)



ICT4Health

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

“With the paper-based system, some tests or procedures are lost or altered as the patient’s paper files have to go from the ward to the pharmacy to accounts and then back to the ward. Now the bill can be generated at the click of a button as the patient is being discharged. We also are able to know how many beds are occupied as well as what the expected revenue is, which we can then compare to the actual revenue. Even for drugs we know the prescription and number of pills given and the amount the patient is supposed to pay at any time.”

Healthcare representative
Nkhoma hospital, Malawi

In 2014, we supported 24 ICT-based programmes and projects in the health sector in Ghana, Kenya, Malawi, Mali, Senegal, Tanzania, Uganda, and Zimbabwe. Out of these projects and programmes, 19 were financially supported by the Connect4Change consortium while 6 were backed by others such as the Vodafone Foundation Netherlands, the World Bank, ESA, and Norad. In 2014, 747 health facilities integrated ICTs in their daily activities, and our projects and programmes in the health sector reached out to 7,600 healthcare workers and more than 7.8 million people who, directly or indirectly, benefitted from our ICT solutions.

Examples of Our Work

In general, our interventions have been aimed at strengthening health systems in Ghana, Mali, Malawi, Tanzania, Uganda, and Zimbabwe. Some examples include the design, development and introduction of Management Information Systems (MIS), Performance-Based Financing (PBF) Systems, systems for peer consultation and professional learning and various mobile-based tools supporting the registration and referral of patients and exchange of administrative information between health workers in the community, health facilities and hospitals. In this programme, a PBF database was developed and implemented in 392 hospitals and health facilities to strengthen the quality of care.

In the follow up phase, a voucher verification system was developed to support building the demand for material

and child healthcare. The system works by issuing vouchers to women and children who are entitled to free healthcare. These vouchers can be quickly and easily verified using an electronic verification system when the patient visits a clinic. The system was designed, built, and tested and will be implemented in 6 health centres in 2015. To measure the impact of electronic Management Information Systems on health systems, research is currently being done in Tanzania and Malawi. The results and findings of the research will be available in 2015.

When it comes to preventative healthcare, we have predominantly supported local NGOs that focus on improving health in specific communities. Many of these interventions in Ghana, Mali, Malawi, and Uganda are mobile-enabled and make use of targeted SMS-campaigns related to maternal health, sexual and reproductive health rights (SRHR), and family planning issues. In Uganda, the social enterprise Health Child aims to reduce maternal and child health mortality and has introduced a mobile application that allows tracking of both financial and health indicators from community saving groups. These groups, comprised on average of 25-30 community members and with the help of saving schemes, meet weekly to discuss health-related topics and save money for delivery kits and other necessities for pregnancy and delivery. Health Child’s field staff uses a mobile application to measure the progress of these community saving groups in Jinja, Lira, and Apac.

We are active in the following areas of intervention:

- **Continuous professional development and telemedicine:** we equip health workers in isolated areas with secure platforms for peer consultation and eLearning. This allows them to consult peers at a distance when making diagnoses and treating patients. It also allows them to advance their knowledge and skills so that improvements can be made in the quality of healthcare.
- **Health prevention:** we use ICTs to distribute vital information on how people can mitigate health risks and access healthcare services more efficiently, quickly, and on a large-scale so that the health of the community can be improved.
- **Health system strengthening:** we introduce Electronic Management Information Systems (MIS) and Mobile Referral Systems (MRF) to support clinical decision making and improve health planning, management, and reporting. This is achieved through easier referral and registration processes, better accessibility of patient data, faster and more accurate billing, and improved stock management. These systems benefit frontline health workers, health facilities, and hospitals.
- **Health monitoring and surveillance:** we use ICT enabled solutions to improve and advance data collection on health indicators to monitor health risks and improve case management and health prevention activities.



+7.8 million
people benefitted from IICD-supported projects and programmes in the health sector, including:

+1.4 million
people received health information by text messaging, radio or TV.

+7,600
healthcare workers reached by ICT.

HMIS

Nkhoma Hospital in Malawi:

Since the implementation of the HMIS more costs have been recovered per patient, fewer patients are being lost to billing, and overall revenue has grown -with annual per patient revenue increasing by 12% after implementation of AfyaPro (2010-2013)-. Similar results and cases have been documented from other AfyaPro deployments in more than 20 facilities in Tanzania and Zimbabwe.

747

HEALTH FACILITIES
integrated ICTs in their
daily activities

“It’s really nice to have the information of the patient ready at hand. When the patient enters the room, we can see the diagnoses and drugs that were prescribed previously. Therefore we don’t need to ask basic questions to the patient. The patient feels very happy that the clinician knows their medical history.”

Healthcare representative in Malawi

Ebola awareness campaign: Mobile Phones Used for Ebola Prevention [Mali]

In 2014, we supported the Ministry of Health in Mali with an information and sensitisation campaign to prevent the spread of Ebola. Although at the outset of the outbreak, the disease did not affect Mali, the situation caused serious worry given Mali's 858 km border with Guinea.

The awareness campaign that we supported was based on collaboration between several partners including TTC, MUSO Ladamunen, and Le Centre d'Expertise et de Recherche en Télémédecine et E-Santé (CERTES) who worked together to support the Direction Nationale de la Santé in Mali with an interactive SMS-led campaign.

The way the system worked was that people in Mali sent SMSs with the word EBOLA to the short code 36011 and received messages in return regarding Ebola for the coming 2 days. The messages people received contained information on disease characteristics, prevention, transmission, protection, and where to report cases of Ebola. The target areas were Bamako and two health districts bordering Guinea. This service was free of charge.

The campaign reached 23,750 people and included the use of verification questions to check how well information was being understood. Our staff in the Netherlands and our Technical Adviser in Mali made use of past experience, networks, and knowledge of the local context to provide the Direction Nationale de la Santé (DNS) with advice and skillsets needed to carry out this kind of ICT-enabled campaign successfully. In addition to this, our local partners also provided technical support and human resources required during the different stages of the campaign.

On the 18th of January 2015, Mali was declared Ebola free after having recorded its first case of Ebola in October 2014 with 300 subsequent contact cases under investigation throughout this period.¹ "The success of national and international efforts in containing the outbreak in Mali was notable and rightly commended by the United Nations Mission for Ebola Emergency Response (UNMEER) among others."²

As part of our commitment to continuous professional development, we have launched, in collaboration with NONM (the National Organisation for Nurses and Midwives in Malawi) an eLearning platform that allows nurses and midwives to take 90% of the required courses for licence renewal online. In 2014 alone, the platform was introduced in 17 facilities and registered 1400 nurses and midwives.

Though our support of health monitoring and surveillance projects is limited, the work we have done thus far with local organisations in Ghana and Mali have proven to be successful. In Ghana for instance, the SEND Foundation has been using smart phones, laptops, and an electronic participatory monitoring and evaluation tool (PARTME) based on

an open data kit (ODK) in combination with an SMS-platform and interactive voice response (IVR) to collect data on access and usage of health services among farmer families in 52 districts of 4 regions in the Upper East and North of Ghana. The data gathered is used to feed the dialogue between service providers, local government, and the District Citizen Meeting Council (DCMC) within each district to further improve health services for the poor. The action plans resulting from this dialogue are being monitored with use of the PARTME tool. A recent evaluation showed that 88% of the data is now being collected electronically. The main benefits of the tool are convenience (52%), time-efficiency (32%), and ease of data-management (28%).

[1] https://www.internationalsos.com/ebola/index.cfm?content_id=443

[2] Ebola crisis: Mali says it has no more cases: <http://www.bbc.com/news/world-africa-30875317>

mHealth Solutions Breaking Barriers to Improve Access to Maternal Healthcare [Malawi]

Insufficient and poor maternal healthcare is an issue that has harmful effects in the most isolated and rural communities of Malawi. At IICD, we have been working to improve maternal and child health by building the capacity of trusted health workers through the use of mHealth solutions.

In villages like Jombo, which is located in the remotest part of the southern region of Malawi, people have to walk 10 km to reach the nearest health facility. There is an extensive road network but, during the rainy season, the roads are unusable. Further, communication services within and outside villages remain challenging at best.

Through a series of human-centred design practices and with our design thinking methodologies (round table and solution design workshops), better communication with health workers, improved data management, and reduction of maternal deaths were identified as key targets for this mHealth solution. After testing potential solutions together with our local technical partner UltiNetS, over 100 community health workers (CHWs) were trained in using the mHealth application

'CommCare'. With this Java application, the CHWs register pregnant women and follow up on their antenatal care visits. Subsequently, they register the new-borns with the same application and follow up on vaccinations for the first two years. Complicated cases can also be registered and followed by the CHWs. The mobile platform is used for reporting, referring patients to health facilities, and receiving feedback from central health facilities such as hospitals.

At the onset of the project, some users found it difficult to analyse and generate reports using CommCare at a health facility level. Due to the importance of data analysis and report generation to monitor progress, identify imaging problems, and make decisions, we advised that this application should be complemented with a Hospital Management Information System (HMIS). This allows the capturing of more data at a hospital level, which can help in interpreting the CommCare data. The hospital is in the process of implementing an HMIS, which will improve the analysis of the generated data and help in decision-making.

"The CHWs are very happy. First because of having the technology itself, as it's always good to learn something new, and also because when they visit the mothers they feel more appreciated because they are communicating directly with the hospitals. They are working harder with these technologies."

Marcpoly (ICT Officer of Mangochi)



Registrations in Chikwawa, Mangochi and Blantyre (as of November 2014)

1900 pregnant women
1985 infants

The project is showing promising signs towards the reduction of maternal and child mortality rates: from **4 to 1** and **70 to 40** deaths per year respectively (in Chikwawa)

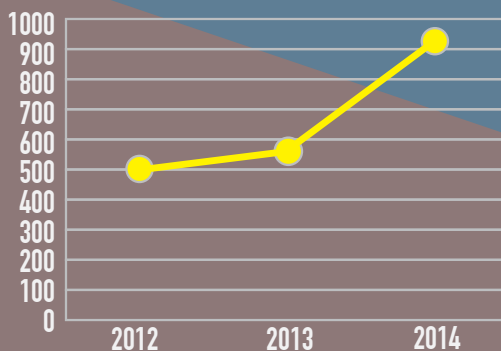
Jombo
(village in remotest part of the southern region of Malawi)

10 Km walk

Montfort Hospital
(nearest health facility)

Number of women who **attended antenatal 3 times or more:** (in Mangochi)

+100 community health workers (CHWs) trained



In Mali, we supported our local partner CERTES to develop a Management Information System software particularly for the needs of the Malian health sector. The software offers a variety of modules such as patient registration, stock supply, and health insurance. These functions support the workflow in health facilities and allow for better management, planning, and easier and quicker reporting.

A survey on satisfaction among hospital management and staff of 6 facilities in which CINZAN was implemented resulted in positive responses. All respondents stated that the implementation of the HMIS had a positive effect on transparency, management, and total revenues and that the quality of care in the health centre had improved (mainly due to the lessening of administrative issues).

“It’s only been 6 months that we are using the HMIS, but I can tell you that we can already see that the system imposes more transparency at all levels and makes petty fraud more difficult - we have 40% more income at the level of patient registration and at the level of the Pharmacy the revenues over the past 3 months have more than doubled.”

Dr. Cisse (CSCOM Yirimadjo, Bamako)

HMIS HOSPITAL MANAGEMENT INFORMATION SYSTEM

ICT4Health Advisory Services

- Royal Dutch Embassy Ghana - ‘Towards eHealth 2.0 in Ghana – Strengthening performance and cost-effectiveness of the health system using ICT - A programme and opportunities for private and public initiatives.’
- European Space Agency –Satellite-enhanced Telemedicine and E-Health for Sub-Saharan Africa (eHSA) programme. Study on Sustainability, Liability & Business Aspects

ICT4Health - Knowledge Sharing

- mHealth Forum 2014 (Washington DC, US),
- GET Health (Dublin, Ireland)
- mHealth SHOP (Accra, Ghana)
- SANNAM general meeting, (Johannesburg, South Africa)
- Mobile 360 (Cape Town, South Africa)
- Mobiles4Development (Dakar, Senegal)

54/10037

Yitima
Bat Stade 26 Mars
Rue 652 - Porte 42
Tel: 75 26 44 60 / 66 57 57 69

gato jininkali Sèben

Togo an'a jamu Aissata Sèben

Sogoma / Tilefa / Wulafa / Sufu

8371919 Du nimbro: 5 4 - 1 1 4

himu Nauba Ce don / Muso don

6-11 / San 1-3 / San 4 / San 5

2. Suro

4. Kunun sogoma

6. Kunasini sogoma

8. A mena

calen i ka awa walima ayi ta jabila)

2. Fen dunnenw bse faanol	Awa <input type="checkbox"/> / Ayi <input checked="" type="checkbox"/>
4. Fari kolaya hake ka ca ni 39°C	Awa <input type="checkbox"/> / Ayi <input checked="" type="checkbox"/>
6. A fanga banna a te se ka wulika sigi, a te se ka taama	Awa <input type="checkbox"/> / Ayi <input checked="" type="checkbox"/>



Learning, Impact and Knowledge Sharing

Throughout 2014, we continued to measure the impact of our programmes across Africa and Latin America. We did this by measuring the outcomes of our capacity development interventions as well as the effects of the work of our partners in schools, hospitals and farmer organisations. Through our three-level M&E framework, we aim to uncover the underlying change processes and effects of ICT usage on development outcomes.

Our three-level M&E framework measures:

1. The effects of our work in building capacity within our implementing partners
2. The effects of ICT4D interventions on intermediary organisations: e.g. hospitals, schools, and farmer organisations.
3. The effects of ICT4D interventions on end users: e.g. nurses/doctors, teachers, and farmers.

Impact Studies

Sector: Education
Country: Ghana & Zambia
Project partner: Savana Signatures (Ghana), Mpelembe Secondary School (Zambia)

Topic:
 The impact of the C4C education programme on teacher capacity to make effective use of ICT in enhancing teaching and student learning outcomes (attainment and participation in school)

Expected completion: July 2015
Research Partner: Jigsaw Consult

Sector: Health
Country: Malawi
Project partner: Nkhoma Hospital

Topic:
 The impact of the AfyaPro Hospital Management Information System on hospital finances, considering specifically the value for money of HMIS solutions in health systems in low and middle-income countries.

Expected completion: May 2015
Research Partner: University of Edinburgh

Sector: Health
Country: Ghana
Project partner: SEND Ghana

Topic:
 Assessing the impact of the use of ICT in the participatory monitoring and evaluation of pro-poor health policies in 55 districts in Ghana.

Expected completion: July 2015
Research Partner: Jigsaw Consult

Sector: Health
Country: Ghana
Project partner: Association of Church Development Projects (ACDEP)

Topic:
 Assessing the impact of Connect4Change health interventions in ACDEP's ICT in Community Health Project in Ghana's Upper East and Northern Region, with a specific focus on the impact of the use of mHealth solutions on the capacity of peer educators and health workers.

Expected completion: October 2015
Research Partner: Utrecht University

Sector: Economic Development
Country: Bolivia
Project partner: FAUTAPO

Topic:
 Assessing the impact of the use of Geographic Information Systems (GIS) and ICT supported internal control systems for quality certification at the level of FAUTAPO as an association, at the level of member producers organisations, and at the level of individual producers.

Expected completion: July 2015
Research Partner: Instituto de Estudios Avanzados en Desarrollo (INESAD)

Sector: Economic Development
Country: Bolivia
Project partner: PROFIT RURAL

Topic:
 Investigating the impact of the use of ICT-enabled financial services solutions in PROFIT RURAL's support to agricultural producer organisations, producer group leaders and individual producers.

Expected completion: July 2015
Research Partner: Instituto de Estudios Avanzados en Desarrollo (INESAD)

Additional Research Activities

Sector: Health
Country: Uganda
Project partner: Jinja Diocese Health Office

Topic:
 Exploration of ICT adoption and appropriation processes among (end-) users of ICT-enabled solutions at public and faith-based health facilities associated with the Jinja Diocese Health Office.

Expected completion: April 2015
Research Partner: VU University Amsterdam

Sector: Health
Country: Malawi
Project partner: National Organisation of Nurses and Midwives of Malawi

Topic:
 Exploration of adoption, appropriation and use of ICT and ICT-supported continuous professional development (e-CPD) by nurses and midwives in Malawi.

Expected completion: April 2015
Research Partner: VU University Amsterdam

Sector: Cross-cutting
Topic:
 Ethnographic exploration of the phenomenon of 'ICT4D Champions' in our networks, exploring their characteristics, motivations and personal development paths in relation to becoming advocates for ICT as a tool for development, as well as their network-making roles in geographic or thematic ICT4D ecosystems.

Expected completion: September 2015
Research Partner: Leiden University

Research Partners:



Impact Study: IKON-TELEMEDICINE [Mali]

In Mali, health personnel are spread widely between the capital and more rural areas. More than half of the socio-sanitary staff is situated in Bamako with little personnel working in remote areas where the need is great. Furthermore, there is a general shortage of health specialists and a particular shortage in the regions outside the capital.

Impact Study

Research carried out in 2014 by Jigsaw Consult investigated the impact of the IKON tele-radiology project, which was set up in 2005 and has since expanded to eight hospitals across Mali. The research explores the development of the IKON network and the factors that have affected the uptake of tele-radiology in Mali's regional hospitals and the benefits of tele-radiology to patients, doctors, and hospitals. It also explores how tele-radiology impacts the quality of healthcare in Mali, and the current economic model at IKON.

The study concluded that IKON presents a new model of implementing telemedicine in a developing context, which moves away from cross-border medicine and toward developing in-country expertise networks. The study shows that the use of tele-radiology contributed to:

- The improvement of diagnostic abilities by regional doctors
- The improvement of prescribed treatments
- The reduction of the need for patients to travel
- The reduction of professional isolation for regional doctors
- Improved learning opportunities for regional doctors

"The tele-radiology programme has connected

the University Hospital in Bamako to all seven regional hospitals in Mali and one private health clinic. Between 2005 and 2013, X-ray and mammogram images from 5,628 patients were read by tele-radiology. Radiologists provided the sole diagnosis for 29% of cases (i.e. the referrer did not make a diagnosis) and altered the regional doctor's diagnosis in 12% of cases. The proportion of cases for which regional doctors gave no diagnosis decreased from 93% to 24% over the same period, indicating an increase of doctor confidence and incentive to test diagnoses. The percentage of cases for which regional doctors made an inaccurate diagnosis decreased to 3% in 2013." (J Telemed Telecare April 2015)

According to IKON's programme Manager, Dr Mohamed Sangaré, our model of working through local partners has been critical. *"IICD played an important role in supporting IKON's methodology and development. IICD facilitated an initial meeting of stakeholders, supported ongoing discussions between stakeholders, increased the capacity of teams and hospital staff through training, financed planning and implementation of the pilot phase, and promoted the project in other countries and to other organisations. Implementation was all managed locally, increasing local ownership and sustainability."* (Lydia Tanner - IKON impact study, 2014)

"The IKON network demonstrates the catalytic impact of investing in individuals and of ensuring their ownership of a project. Professor Touré and Dr. Sangaré both emphasised the positive role IICD played in giving them freedom to develop the tele-radiology network, which has ensured that the programme really does 'belong to Mali'

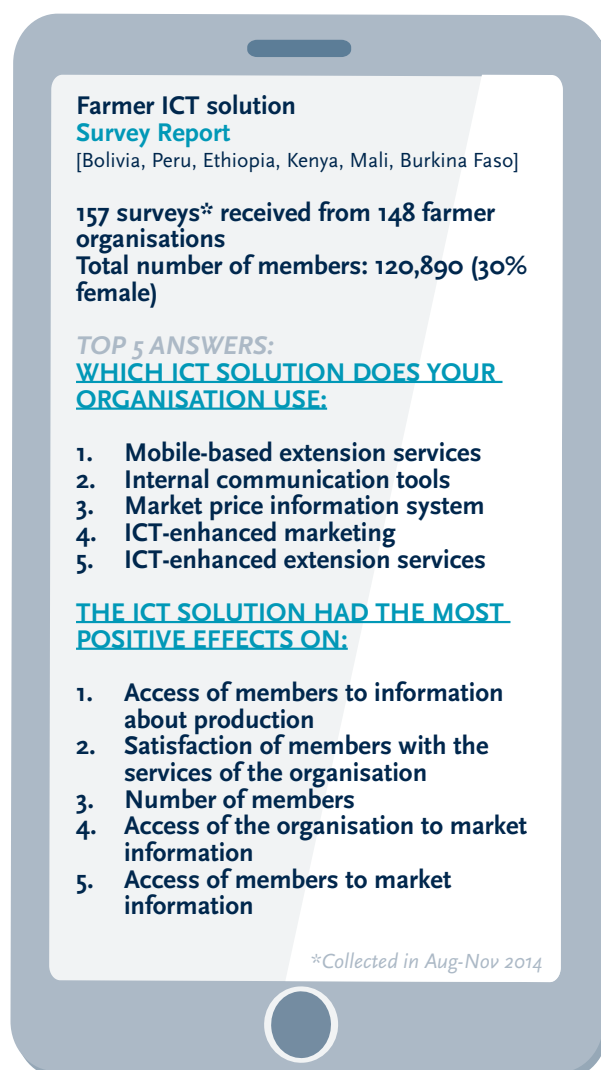
Lydia Tanner of Jigsaw Consult

IICD M&E Surveys

In addition to the impact studies, one of our main M&E data collection exercises in 2014 was the design and deployment of surveys to collect information from the most critical link in the chain of change: intermediary organisations whose integration of ICT tools and solutions in

their work allows them to better serve their clients.

The intermediary organisations surveyed for our work in Economic Development, Health, and Education were comprised of farmer organisations, health facilities,



and schools. The surveys generated valuable insight into how the organisations are using ICT solutions in their programmes, the main ways in which they are using these tools, and the successes and challenges they have encountered. The following statistics show the number of surveys collected from the intermediary organisations and the respective reach of their services:

Farmer ICT solutions:

We collected feedback on the use of Farmer ICT solutions based on surveys that were filled in by leaders of farmer cooperatives in Kenya, Ethiopia, Mali, Peru, and Bolivia. 157 surveys collected from 148 farmer organisations, representing a total of 120,890 members (70% male, 30% female).

Hospital Management Information System solutions:

Feedback was collected on the use of HMIS solutions from hospital/clinic directors, administrators, and nurses involved in data management in Uganda, Tanzania, and Mali. 38 surveys were collected from health facilities of which 15 came from hospitals and 23 came from health centres. The combined facilities treated a total population of 1,073,237 patients recorded in the HMIS systems (41% male, 59% female).

School Administration Systems:

We collected feedback on the use of School Administration Systems from heads of schools in Ethiopia, Ghana, Kenya, Malawi, Peru, and Bolivia. 154 surveys collected from primary and secondary schools with a total number of 132,545 students enrolled in the systems (49% male, 51% female).

Joint MFS II Evaluations of the Dutch Ministry of Foreign Affairs development interventions

MFS II is the 2011-2015 grant framework of the Dutch Ministry of Foreign Affairs for Dutch NGOs implementing development interventions aimed at strengthening civil society in the Global South as a basis for structural poverty reduction. The joint MFS II evaluations programme provides an independent and external evaluation of the effective use of the MFS II funding towards three priority result areas:

- Contribution to the achievement of Millennium Development Goals (MDGs)
- Capacity development of Global South partner organisations
- Efforts to strengthen civil society

For Connect4Change, eight projects were randomly selected for inclusion in two country evaluation studies: Ethiopia and Uganda. In 2014, the end-line measurements were conducted. The final results are expected with the completion of the MFS II funding framework in 2015.

Sector	Health	Health	Education	Education	Education	Economic Development	Economic Development	Economic Development
Project partner	Health Child Uganda	Jinja Diocese Health Office	Ayssaita Teacher Training College	New Vision in Education Association	Education For Development Association (EFDA)	HUNDEE - Oromo Grassroots Development Initiative	Oromia Self-reliance Association	Ethiopian Rural Self Help Association
Country	Uganda	Uganda	Ethiopia	Ethiopia	Ethiopia	Ethiopia	Ethiopia	Ethiopia
Evaluation studies	-The contribution to reaching the Millennium Development Goals -Capacity Building -Strengthening Civil Society	-The contribution to reaching the Millennium Development Goals	-The contribution to reaching the Millennium Development Goals -Capacity building	-Capacity building	-Strengthening Civil Society	-The contribution to reaching the Millennium Development Goals Capacity building	-Capacity building	-Strengthening Civil Society

Knowledge Sharing

Our learning and knowledge related activities aim to increase the effectiveness of our work and the work of our partners to improve ICT4D practice and support the efforts of the larger international development community.

- National knowledge sharing and learning mechanisms include face-to-face ICT4D Learning Workshops, online networking, and lobby and advocacy activities with key sector decision makers at the national level.
- Cross-country knowledge sharing and learning exchanges bring together the people who design and implement ICT-enabled social change initiatives from different countries, providing opportunities for exchanging experiences and contributing new insight to the current body of knowledge.
- Learning, good practice, and impact insight derived from our and our partner

organisations' on-the-ground experiences contribute to the regional and global understanding of the benefits of ICT4D. We get this insight into the world through publishing in relevant practitioner and policy oriented online communities as well as through leading international events.

In 2014, particular attention was paid to exploring the effects on gender dynamics when ICTs are introduced and integrated in education, economic development and health work. Ensuring that ICT-enabled solutions serve the interests of both men and women and broadly, people with different demographic profiles, required a thorough understanding of differing interests and usage opportunities. A thorough understanding of the barriers to adopting and benefiting from information-based services was also required.

Gender in ICT-enabled Social Innovation

Learning Event

The Connect4Change consortium dedicated its 2014 Learning Days event to exploring its programme and partner experiences on the challenges, successes, and shortcomings of ensuring gender responsiveness to ICT-enabled social innovation programmes. The event generated insight into the diversity of gender-responsiveness of C4C partner organisations, with different approaches to assessing and responding to the differing ICT adoption interests and needs of users.

It is often difficult in ICT-supported development initiatives to predict which factors contribute to motivation and adoption of ICT use by particular groups with different gender and socio-economic characteristics. Any predictions that are made require an agile management approach to testing and combining technological and social triggers to encourage adoption and associated changes in behaviour or work processes.

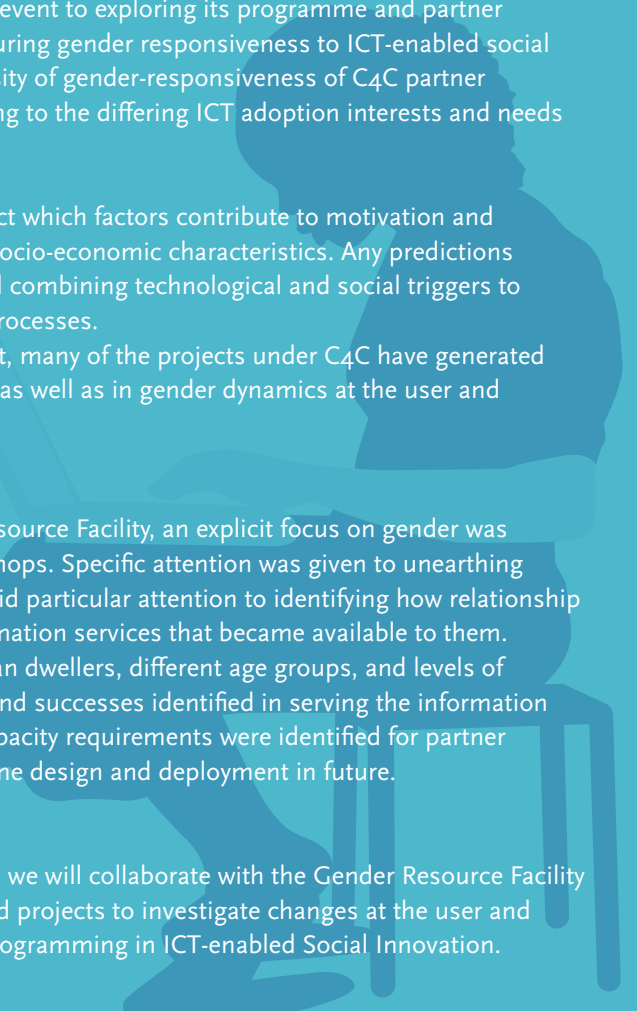
Despite gender being paid insufficient explicit attention at the outset, many of the projects under C4C have generated interesting insight into changes occurring at an organisational level as well as in gender dynamics at the user and beneficiary level.

National Peer-to-Peer Exchanges

With support from the Dutch Ministry of Foreign Affairs' Gender Resource Facility, an explicit focus on gender was introduced in the subsequent 2014 National ICT4D Learning Workshops. Specific attention was given to unearthing gender related lessons and insight derived from our projects. We paid particular attention to identifying how relationship dynamics between male and female users changed due to the information services that became available to them. Further, we looked at the changing dynamics between rural and urban dwellers, different age groups, and levels of hierarchy in professional functions. On the basis of the challenges and successes identified in serving the information and communication needs of different audiences, organisational capacity requirements were identified for partner organisations to be better able to be gender responsive in programme design and deployment in future.

Research & Documentation

To further deepen insight derived from implementation experiences, we will collaborate with the Gender Resource Facility in 2015 on generating in-depth research case studies among selected projects to investigate changes at the user and beneficiary level, and derive good practices for gender-responsive programming in ICT-enabled Social Innovation.



Articles Published In Local, National and International Media and News Outlets

- Youth4life: een platform voor Keniaanse jongeren over seks en seksualiteit (Vodafone Foundation - Mobiles for Good) - in Dutch
- Making a difference (NairoBits Trust - African Youth Online, Dec 18)
- ICTs give Burkinabe Women access to the lucrative international Fair Trade and organic shea butter market (Yenkasa Africa, Dec 3)
- Mobile technology reduces maternal mortality (All Ghana News, Nov 11)
- Early results from Orange Sènèkèla (GSMA, Nov 3)
- SMS Awareness Campaign to Prevent Ebola in Mali (The Drum Beat 675 | Comminit.com, Oct 27)
- Malinese boeren melden zich massaal aan bij digitale infodienst (IPSnews, AfrikaNieuws, Oneworld.nl Oct 21) - in Dutch
- Online forum targets youth with facts on safe sex (Business Daily Nairobi, Oct 15)
- Los ciudadanos de países pobres deben conformarse con una banda ancha de 10 Mbps (Tendencias21.net, Oct 15) - in Spanish
- New Mobile Platform Seeks to Empower Kenyan Youth (HBR, Oct 13)
- Afrika bloeit, Afrika bloedt (Volkskrant, Oct 11) - interview with Mirjam de Bruijn (IICD Board of Trustees) - in Dutch
- More than 70% of teachers increase confidence in delivering interesting lessons through ICT (ITU - SIS Newslog, Oct 9)
- Sexuality Education Relevant To Students (Ghana.gov, Sep 16)
- ICT in the Classroom for Quality Education (EdITLib)
- Locally relevant learning materials for rural schools through Digital Offline Libraries in Peru (ITU - SIS Newslog, Sep 1)
- Quand le téléphone portable révolutionne l'agriculture (Journalducameroun.com, Aug 27) - in French
- Using mobile to fight child abuse in Malawi (FaceofMalawi.com, Aug 22)
- ICT-Enhanced Advocacy: Mobilizing Communities around Children's Rights (ITU-SIS Newslog, Aug 21)
- ICT for Health: Five Years of Learning (DB Click: Health Communication, Aug 13)
- Affordable Tablets for Turning Overcrowded Classrooms into Collaborative Learning Spaces (ITU, July)
- ICTs to improve primary education in Lilongwe, Malawi - FAWEMA (Zodiak Broadcasting Station (ZBS), July 17-20)
- Fawema initiates SMS project to address Malawi girl-child abuse (Nyasa Times, July 16)
- FAWEMA to Fight Child Abuse via SMS Project (Zodiac Online, July 15)
- FAWEMA intensifies child protection campaign in Lilongwe (The Oracle, July 10)
- Flitsend surfen in elke uithoek (NRC Handelsblad, July 11) - in Dutch
- Get to know your customers and build services around them, operators told (Human IPO, June 27)
- Malawi schoolkids given tablet computers: Bringing teaching up to date (Nyasa Times, June 22)
- Five ways of engaging the youth in agriculture (ICT Update, May 15)
- Health sector services remain bleak (DailyNews Online Edition, May 7)
- Mobile Agricultural Information Services in Mali by Sènèkela (mm4d.org, May 4)
- ICTs bolstering business and life skills of entrepreneurial women in Peru (ITU, April 22)
- Sènèkela : un nouveau produit de Orange Mali dédié au monde agricole (Maliactu, April 4)
- Appui technique au monde rural malien: Orange Mali apporte sa pierre à travers "Sènèkèla" (aBamako, April 1)
- Fawema equips pupils with Sexual reproductive health rights skills (Nyasa times, March 24)
- Via je mobieltje leren over seks (Viva, March 5) - in Dutch
- Yam Pukri pour un usage judicieux des TIC (cio mag, March)
- Mobieltjes en Condooms tegen #HIV (Viva, February 24) - in Dutch

Our Publications in 2014

- ICT Solutions for Inclusive Agricultural Value Chains
- ICT in the Classroom for Quality Education
- ICTs in Education (*Video*)
- mHealth
- ICT for Health: Five Years of Learning
- The Advantages of Digital Monitoring and Evaluation Solutions



Collaborations

Today's is a world of increasing complexity, especially in the ICT4Development field. Strategic and lasting partnerships bring unique competitive advantages and are crucial for achieving sustainable development. At IICD, we collaborate with a range of local, national, and international partners from the public, private, and non-profit sectors. We also work intensively with a network of implementing and supporting partners in programme countries and on knowledge sharing. In doing so, we contribute not only to our own programmes but also to ICT4D practices at large. Due to our strong network and relationships with clients and funders, we have been able to successfully expand our interventions in 2014.

INTERNATIONAL PARTNERS

For our programme delivery we partnered with a range of international organisations including GIZ, Wageningen University, Oxfam, Cordaid, ICCO, DutchSpace, RAES, Heiffer, Aquanet, Dance4Life, SNV, CARE, InterAccess, CNFA, Orange, and others.

For our programme Connect4Change (C4C), we operated in 14 countries in Latin America and Africa and carried out more than 80 projects in collaboration with our C4C partners: ICCO, Akvo, Cordaid, and Edukans, and TTC as a preferred partner.

LOCAL PARTNERS

In the implementation and growth of our programmes, we work with technical and supporting partners to access local expertise, networks, and resources and to build long-term relationships with communities and local stakeholders. Technical supporting partners—such as local ICT businesses, software developers, and training institutes—are based in project countries and allow us to keep up with the growing demand for ICT4Development expertise and to be

more efficient in delivering assistance. Building local expertise in our technical partners contributes to the rise of a private ICT sector in the countries where we work and builds capacities to meet the growing demand for locally developed tools and techniques. Our project partners—including organisations like national NGOs, doctors' and nurses' associations, farmer organisations, and government ministries—are responsible for implementing the projects we support.

INCOME

Donors and clients in the public, private, and non-profit sectors provide resources for our activities. In 2014 we delivered services funded by:

The Dutch Directorate General for International Cooperation (DGIS), the Dutch Embassy in Ghana, the Liberty Foundation, the Netherlands Space Office,

the European Space Agency (ESA), the World Bank, USAID, GSM-Association (GSMA), the Vodafone Foundation, USAID / CNFA, Agri Pro Focus, Cordaid, ICCO, SNV, Oxfam, Terrafina, Dance4Life, the World Bank / CARE, the Inter American Development Bank (IADB), and the Bill & Melinda Gates Foundation.

IICD IS TRUSTED BY:





Advisory Services

At IICD, we increasingly offer a range of advisory services to organisations to support them in ICT4D strategy development and implementation. We have also done consultancies in the sectors of economic development, agriculture, and health.

In the economic development sector, we are currently working with the Climate Smart Initiative (CSI) in Ethiopia. CSI is a World Bank supported initiative that aims to strengthen two Ethiopian food security programmes – the Productive Safety Net Programme (PSNP) and the Household Asset Building Programme (HABP). In this role, we support CSI to make government plans and activities more “climate smart” in six states in Ethiopia. The present Ethiopian reality is one where a lack of rain is sharply reducing crop yields, the grazing quality and productivity of livestock are quickly decreasing, and higher temperatures are causing crop failure and livestock disease. In realising the urgency of the situation, CSI is bringing climate smart information to the mainstream so that resilience to climatic shock can be cultivated and so that people’s livelihoods can be strengthened and diversified. As part of this consortium, which is led by CARE Ethiopia, we aim to improve the flow of information while also improving availability, access, and local decision-making. The initiative will use innovative and cost-effective approaches for sharing weather warnings and market information as well as to enhance the food programme decision-making process. The initiative also aims to use ICT to increase the capacity of Farmer/Pastoral Training Centres (FTCs) to share climate smart information and to mainstream climate resilience messages in order to enhance community climate adaptation and promote sustainability.

Another Ethiopian programme we are involved in is the ‘Geodata Alliance’, which aims to increase income and productivity of 200,000 Ethiopian farmers. The project, called ‘CommonSense’, will provide food producers and their supporting networks with three crucial information services related to Geodata: farm management

information, loan services, and insurance. Activities started in January 2015 and Alterra, Dutch Space, Apposit, the Ethiopian Ministry of Agriculture, Achmea, Ekko/Terrafina, Nyala Insurance L.C., Farm Africa, and Facilitators for Change are involved as partners. The services the alliance provides are based on satellite data, weather and crop models, best practices, market information, and other data from partner know-how and networks in the Netherlands and Ethiopia. To enhance self-sustainability of the CommonSense project, we facilitate the process on how to transform data into usable information so that farmers can fully benefit. This involves building the capacity of users, both in individuals and organisations, by training them in the use of appropriate technologies, and providing information to meet their particular needs and demands.

In health, we completed a range of consultancy projects for organisations like the European Space Agency (ESA) and the Dutch Embassy in Ghana. Some of the projects included studies on sustainability, liability, and the business aspects of Satellite-enhanced Telemedicine and eHealth in Sub-Saharan Africa and the analysis of opportunities for private and public initiatives to strengthen performance and cost-effectiveness of the health system in Ghana.

In late 2014, the World Bank selected us to lead an 18-month consultancy project in the Zambian Copperbelt region. The project delivers ICT enabled services to assist subsistence farmers to make a smooth transition from rain-fed to irrigated agriculture thus helping them improve their yield and diversify their crops. The project is funded by the Swedish International Development Agency and aims to reach 1800 households and 400 women farmers.



Agricultural Growth Program-Livestock Market Development [Ethiopia]

Client organisation: CNFA/USAID

The *Agricultural Growth Program - Livestock Market Development (AGP-LMD)* is a five-year USD 38 million project aiming to 1), foster the growth and competitiveness of meat, live animal, and dairy value chains 2), ensure an enabling environment to support the growth and competitiveness of these livestock value chains and 3), address the needs of the chronically vulnerable populations through nutrition-based interventions and linkages with other USAID-funded programmes in Ethiopia.

AGP-LMD's broad objective is to improve the income and nutritional status of smallholder farmers through targeted investments in selected livestock value chains. In turn, these investments must increase the productivity and competitiveness of the value chains to the benefit of smallholders. In keeping with the principles of the US Feed the Future Initiative, the CNFA draws upon a skilled consortium of leading Ethiopian and international development organisations, combining proven livestock and dairy value chain development experience, with expertise in health, nutrition, gender equality, and information and communication technologies.

The promotion of ICT solutions is a crosscutting objective integrated into the programme's components. Our role in the CNFA consortium is to facilitate a technological approach supportive of the livestock sector by designing, adapting, and using appropriate ICT solutions for LMD value chains. For this purpose we employ a cyclical methodology that allows agility and continuous improvement: we start with initial assessments of information and communication gaps including technological competencies and capacities. Next, we co-create with local technical experts a solution/information system and follow with planned, executed, and experiential learning pilots of ICT solutions. The results of the pilots build the final livestock sector oriented ICT solution. This increases beneficiaries' access to relevant knowledge and improves their market-oriented skills. We continuously look at the gaps we have identified and seek new ones and other developments to continue improving the intervention.

As part of this consultancy we have:

- Conducted a gap analysis of the Hazard Analysis and Critical Control Points (HACCP) web-based needs for selected meat export abattoirs to comply with quality control (the Hazard Analysis and Critical Control Point is an international quality assurance standard procedure for meat export abattoirs).
- Conducted an ICT gap analysis and supported the design of a web-based solution to increase communications and visibility of the Ethiopian Dairy Processors Association and the Council of Islamic Affairs for halal slaughtering.
- Developed software for the Animal Disease Notification and Investigation System (ADNIS) for the Ministry of Agriculture.
- Provided technical advice and the design of a web portal for the Ethiopian Meat Producers and Exporters Association. The association has used this portal since early 2014 to promote the meat industry and strengthen market linkages. The website gives members from the meat exporting abattoirs greater visibility and ultimately greater markets.
- Worked directly with the Federal Ministry of Trade to rebuild and use a National Livestock Market Information System.
- Provided technical advice and design support for the pre-implementation phase of the Ethiopian Animal Identification and Tractability System; a system that enables the Ministry of Agriculture and other key LMD partners to track cattle from one point to another within the value chain.
- Trained and coached:
 - Women entrepreneurs on how to use mobile devices to improve communications and access to market information.
 - Livestock market data collectors on the value and use of ICT for data collection, analysis, and dissemination.
 - Government ICT officers (at the regional Bureau of Agriculture and Bureau of Trade) on basic computer competencies and capacities.



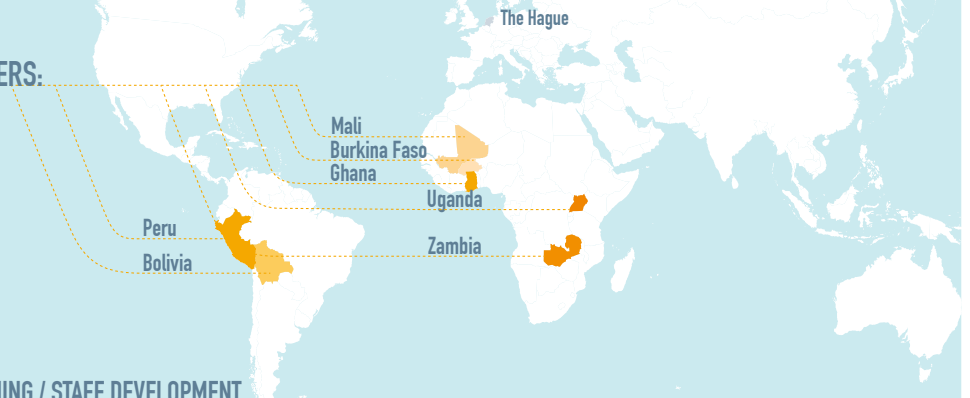
ORGANISATION & FINANCE OVERVIEW

ORGANISATION

HUMAN RESOURCES

33 STAFF MEMBERS OF **14** NATIONALITIES (and two interns) 34.1 FTE in 2014

& 7 DECENTRALISED TECHNICAL ADVISERS:



1,294.50 HOURS OF IICD STAFF TRAINING / STAFF DEVELOPMENT
THIS RESULTS IN 5 DAYS TRAINING PER YEAR PER STAFF MEMBER (internal seminars, individual and group trainings)

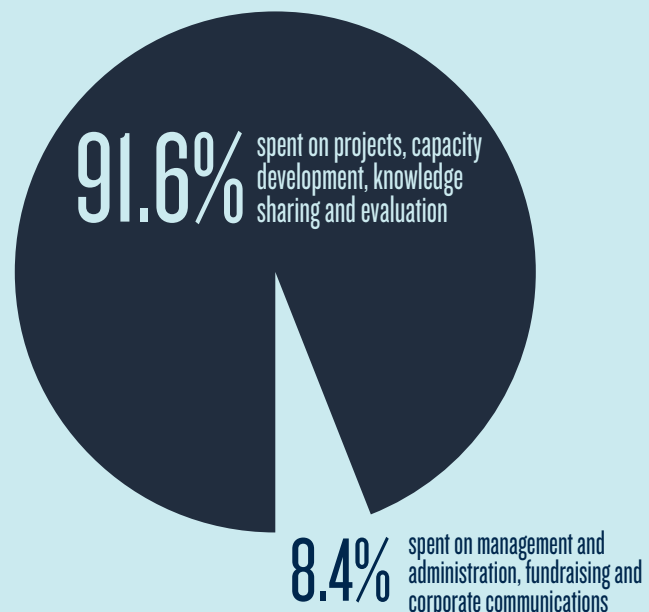
QUALITY AND ACCOUNTABILITY

In 2014, IICD renewed its ISO 9001:2008 certification and received the Central Bureau of Fundraising (CBF) 'declaration of no objection', a statement affirming IICD's status as a non-profit organisation of high quality and allowing us to more easily conduct fundraising activities in the Netherlands. IICD was also declared by the Dutch Tax Administration to be a 'public benefit organisation' (Algemeen Nut Beogende Instelling), making donations to IICD deductible from taxable income.

FINANCE OVERVIEW

This annual report is based on the full annual accounts IICD 2014 as formally determined on May 7, 2015.¹

IICD's Total Income in 2014: €10,355,885



[1] IICD's annual accounts are available on request at the IICD secretariat.

BALANCE SHEET AS AT 31 DECEMBER 2014

(after profit appropriation)

ASSETS	31-12-14	31-12-13
	€	€
FIXED ASSETS		
Tangible fixed assets	23,821	26,070
Totals	23,821	26,070
CURRENT ASSETS		
Receivables & prepaid expenses	419,830	396,249
Cash & bank	1,523,832	1,191,753
Totals	1,943,661	1,588,001
TOTAL ASSETS	1,967,482	1,614,071
LIABILITIES		
	31-12-14	31-12-13
	€	€
RESERVES & FUNDS		
Continuity reserve	207,987	207,987
Earmarked reserve	958,016	446,789
Totals	1,166,003	654,776
SHORT TERM LIABILITIES	801,481	959,295
TOTAL LIABILITIES	1,967,482	1,614,071

STATEMENT OF INCOME AND EXPENDITURE FOR 2014

	Actual 2014 €	Budget 2014 €	Actual 2013 €
INCOME			
Own fundraising	696,433	783,000	562,691
Third party	-	-	-
Government grants	9,636,938	9,033,200	9,265,882
Financial income	22,514	20,000	23,893
TOTAL INCOME IICD	10,355,885	9,836,200	9,852,466
EXPENDITURE			
Objective			
Country Programmes	7,682,251	8,326,700	7,804,379
Thematic Network	1,209,003	556,500	980,817
Seed Funds	322,438	224,500	83,177
Corporate Services	268,729	926,000	350,205
	9,482,422	10,033,700	9,218,578
Fundraising			
Own Fundraising	62,777	37,500	33,900
Government grants	173,454	146,000	135,598
	236,231	183,500	169,498
Management & Administration	126,006	119,000	115,927
TOTAL EXPENDITURE IICD	9,844,659	10,336,200	9,504,003
SUM OF INCOME AND EXPENDITURE	511,227	(500,000)	348,463
APPROPRIATION OF SUM OF INCOME AND EXPENDITURE			
RESERVES AND FUNDS			
Continuity reserve	0	0	0
Earmarked reserve	511,227	-500,000	348,463
TOTAL APPROPRIATION	511,227	-500,000	348,463

Specification and on-charge expenses to destination

Destination	Objectives				Income Fundraising		Management & Administration	Total 2014	Budget 2014	Total 2013
	Country Programmes	Thematic Network	Seed Funds	Corporate Services	Own Fundraising	Grants				
Expenses										
Direct costs										
Grants and contributions	628,167	712,089	322,438	54,542				1,717,236	1,936,800	1,657,615
Outsourced activities C4C	5,126,400							5,126,400	5,126,400	5,086,400
Publicity and communication	-	-	-	-	28,507	36,374	-	64,882	25,000	16,274
										-
Support costs										
Personnel	1,570,356	404,803	-	174,484	27,917	111,670	89,975	2,379,205	2,588,000	2,283,499
Housing expenses	121,678	31,366	-	13,520	2,163	8,653	7,030	184,410	175,000	168,922
Office and general expenses	235,650	60,745	-	26,183	4,189	16,757	13,615	357,141	470,000	274,961
Depreciation charges	-	-	-	-	-	-	15,386	15,386	15,000	16,332
Total expenses	7,682,251	1,209,003	322,438	268,729	62,777	173,454	126,006	9,844,659	10,336,200	9,504,003

Objectives & Fundraising costs:

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

Management & Administration costs:

The on-charge of people and department which fall under management & administration 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.

	€		2014	2013
Total income	10,355,885	% costs Own Fundraising	9.0%	6.0%
Income own fundraising	696,433	% costs Obtaining Grants	1.8%	1.5%
Costs for Objectives	9,482,422	% costs Objectives (income)	91.6%	93.6%
Costs for Fundraising	236,231	% costs Objectives (expenditure)	96.3%	97.0%
Costs Management & Administration	126,006	% costs Management & Administration	1.3%	1.2%

Total number of FTE in 2014 = 34,1

Available for Objectives in 2014= 30,8 FTE

Available for own Fund raising in 2014= 0,4 FTE

Available for Grants in 2014= 1,6 FTE

Available for Management & Administration in 2014= 1,3 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. The financial statements have been prepared in accordance with the statutory provisions of Part 9, Book 2 of the Dutch Civil Code and the firm pronouncements in the Guidelines for Annual Reporting in the Netherlands as issued by the Dutch Accounting Standards Board. The accounting policies have been consistently applied to all the years presented.

In general, assets and liabilities are stated at the amounts at which they were acquired or incurred, or current value. If not specifically stated otherwise, they are recognised at the amounts at which they were acquired or incurred. The balance sheet and income statement include references to the notes.

Comparative figures

The accounting policies have been consistently applied to all the years presented. Only for comparative reasons (where applicable) the comparative figures have been changed. These changes have had no impact on the result and Equity as at 31 December 2013 or 1 January 2014.

ACCOUNTING POLICIES FOR THE BALANCE SHEET

Estimates

The preparation of financial statements in conformity with the relevant rules requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. If necessary for the purposes of providing the view required under Section 362, subsection 1, Book 2 of the Dutch Civil Code, the nature of these estimates and judgements, including the related assumptions, is disclosed in the notes to the financial statement item in question.

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. Equipment is depreciated over its estimated useful life as from the inception of its use. Future depreciation and amortisation is adjusted if there is a change in estimated future useful life.

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 IICD’s 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. The reserves are at the free disposal of IICD.

Receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost. If payment of the receivable is postponed under an extended payment deadline, fair value is measured on the basis of the discounted value of the expected revenues. When a receivable is uncollectible, it is written off against the allowance account for receivables.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, bank balances and deposits held at call with maturities of less than 12 months. Bank overdrafts are shown in current liabilities on the balance sheet. Cash and cash equivalents are stated at face value.

Employee benefits

Salaries, wages and social security contributions are taken to the terms of employment, where they are due to employees.

IICD has applied the liability method for pension plans. The premiums payable for the financial year are charged to the result. Changes in the pension provision are also charged to the result. The amount in the pension provision is the best estimate of the unfunded obligations as at balance sheet date.

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. IICD assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. If any such evidence exists, the impairment loss is determined and recognised in the income statement. All liabilities are short term and therefore less than 12 months.

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. The financial statement is presented in euros, which is the functional and presentation currency of IICD. Foreign currency transactions in the reporting period are translated into the functional currency using the exchange rates prevailing at the dates of the transactions.

Foreign currency transactions in the reporting period are translated into the functional currency using the exchange rates prevailing at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the rate of exchange prevailing at the balance sheet date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates are recognised in the income statement.

Exchange differences arising upon the settlement or conversion of monetary items are recognised in the income statement in the period that they arise

ACCOUNTING POLICIES FOR THE INCOME STATEMENT

Income

The income consists of the proceeds from own fundraising, 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.

Gifts in kind

During the year 2013 IICD entered into agreements with a number of ICT consultancy organisations whereby these organisations provided their services at a reduced hourly rate or in some cases free of charge. These gifts in kind are valued against fair value in The Netherlands. This difference between their commercial rate and the rate charged to IICD 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. This is no longer applicable in 2014.

Amortisation and depreciation

Intangible assets are depreciated over their estimated useful lives as from the inception of their use. Future depreciation and amortisation is adjusted if there is a change in estimated future useful life.

Result

Profit or loss is determined as the difference between the realisable value of the goods delivered and services rendered, and the costs and other charges for the year. Revenues on transactions are recognised in the year in which they are realised.

Selling expenses and general and administrative expenses

Selling expenses and general and administrative expenses comprise costs chargeable to the year that are not directly attributable to the cost of the goods and services sold.

AUDITOR'S REPORT



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

Borrie Accountants B.V.
Jan Leentvaarlaan 1
P.O. Box 8565
3009 AN Rotterdam
The Netherlands
Telephone +31 (0) 10 266 77 33
Telefax +31 (0) 10 266 78 08
Email rotterdam@borrie.nl
C. of C. 24315255

INDEPENDENT AUDITOR'S REPORT

The accompanying summary financial statements on pages 37 to 41, which comprise the summary balance sheet as at 31 December 2014, the summary statements of income and expenditure for the year then ended, the specification and on charge expenses to destination, and related notes, are derived from the audited financial statements of Stichting International Institute for Communication and Development for the year ended 31 December 2014. We expressed an unqualified audit opinion on those financial statements in our report dated May 7, 2015. 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 Standard 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's responsibility

Management is responsible for the preparation of a summary of the audited financial statements on the bases described in note Accounting principles.

Auditor's responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Stichting International Institute for Communication and Development for the year ended 31 December 2014, are consistent, in all material respects, with those financial statements, in accordance with the accounting principles as described in the notes.

Rotterdam, June 26, 2015
Borrie Accountants B.V.

The original was signed by drs. M.J. Verhoeve RA

CORPORATE GOVERNANCE

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. Our partners are represented in national ICT4development networks based in each of our focal countries.

Board Of Trustees

IICD is governed by a five-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. 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.

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. The Board of Trustees financial compensation in 2014 was EUR 1,361.34 per quarter of a year.

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. In 2014, the Managing Director, Caroline Figuères, had a total salary of EUR 135,823.

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 no 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.

Board of Trustees

Karel de Beer (Chairman from July 2013)

Former Dutch ambassador and former Director General at Dutch Ministry of Foreign Affairs, The Hague

Mirjam de Bruijn

Professor of Contemporary History and Anthropology of West and Central Africa at Leiden University

Jelle Jager (Treasurer)

Financial Manager at the Voedingscentrum

Jalbert Kuijper

Founding Partner at Open Industries

Henk Sol

Chaired professor of Business and ICT and Founding Dean, University of Groningen, the Netherlands

Honorary member:

His Highness Prince Bernhard van Oranje-Nassau, van Vollenhoven

Founder Levig Global Sourcing

International Advisory Board

Kentaro Toyama

W.K. Kellogg Associate Professor of Community Information at the University of Michigan School of Information.

Fellow of the Dalai Lama Center for Ethics and Transformative Values at MIT.

Michael Trucano

Senior Education & Technology Policy Specialist and Global Lead for Innovation in Education at the World Bank

Patricia Mechael

Principal and Policy Lead at HealthEnabled

Adjunct Professor at Johns Hopkins School of Advanced International Studies

Eduardo Monge

Project Development and International Relations Coordinator at Omar Dengo Foundation

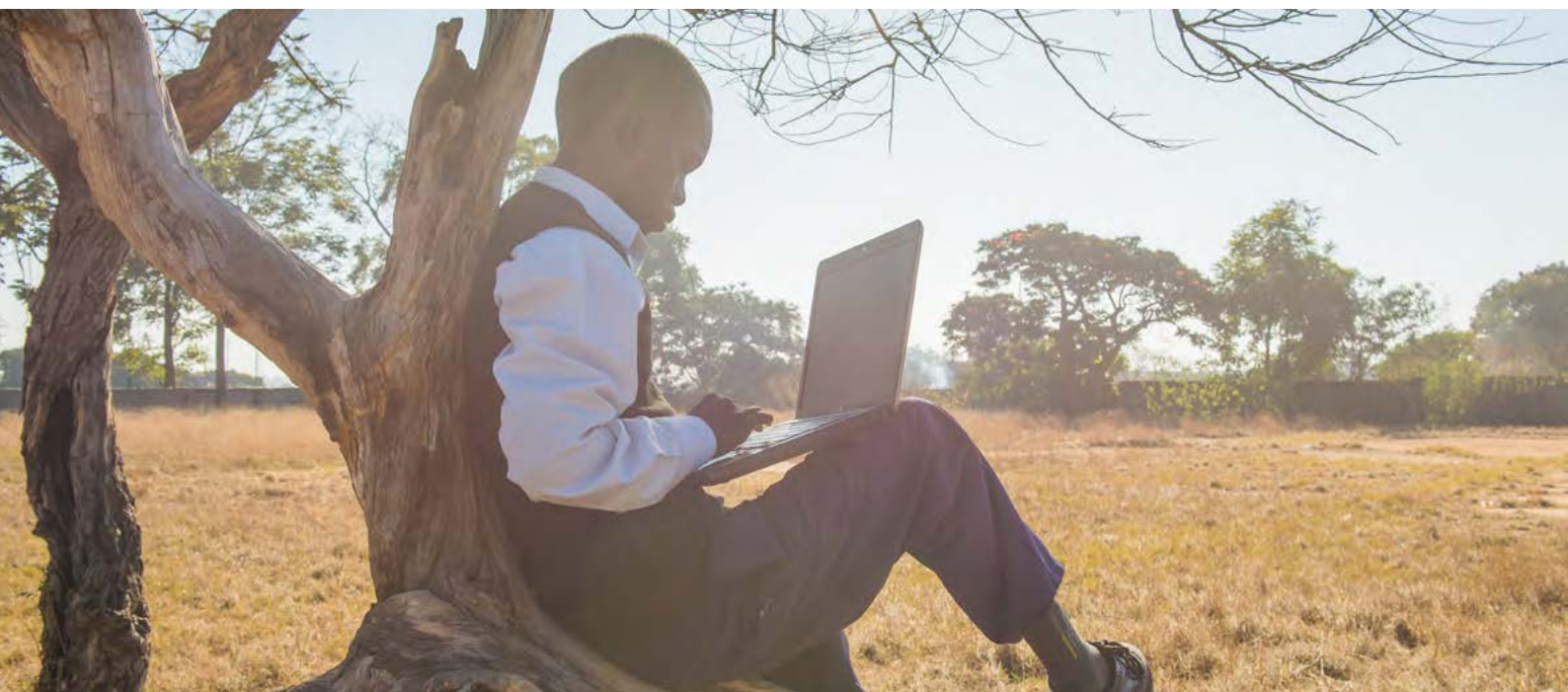
Alain Wouters

Founder/Managing Director of Whole Systems

Adjunct Professor of Leadership at IEDC-Bled School of Management

Jan Pronk (*honorary member*)

Visiting Professor United Nations University for Peace (UPeace)





@iicd



facebook.com/iicd.org

information@iicd.org

www.iicd.org



International Institute for Communication and Development

Raamweg 5 / 2596 HL The Hague, the Netherlands

Phone: +31 (0) 70 311 73 11 / Fax: + 31 (0) 311 73 22

Copyright © IICD 2015

Photos: Gareth Bentley, Nicolas Villaume, Roel Burgler, Ina Dicko, Olivier Rios



Algemeen Nut
Beogende Instelling

ANBI