

CARISNET 2 Project “ Integrating and empowering the Caribbean ICT4D stakeholders; Unleashing the transformation potential” :
Report of the monitoring using the Outcome Mapping Methodology

Submitted by DevNet, November 2009

Background

The Outcome Mapping methodology developed by IDRC was selected by the CARISNET 2 Project team to help with the monitoring and evaluation of the project. In March 2008, Beatrice Briggs conducted a training workshop during which the concepts of Outcome Mapping were shared. During this workshop, the project team started to work on some of the documentation which is part of the methodology.

The project team recognised that the project as designed did not easily translate into the tools used as part of the methodology. The behaviour change paradigm resulted in some interesting discussions about what the project was seeking to achieve and presented an opportunity to be innovative in terms of some of the strategies which the project would undertake to achieve its objectives. The team member who was responsible for documenting the methodology is Vidyaratha Kissoon from DevNet.

Stage 1 : Intentional Design

The first stage of the methodology develops the Programme Framework which examines the who? What? Why and how of the project. The project team devised a Vision Statement and a Mission statement for the project.

The project team recognised that in order to achieve its vision, there were four boundary partners which the project was going to influence. These are

1. Thematic Facilitators (or Channel Managers) – the people in CIVIC who would be responsible for facilitating the discussions and animating the different thematic interest groups or channels.
2. ICT4D Managers – the people in the Caribbean who are responsible for implementing ICT4D initiatives
3. French and Spanish speaking members of the network
4. Regional ICT Steering Committee (CISC)- convened by the CARICOM Secretariat to be an advisor on ICT4D policy issues

This document shows the compilation of the worksheets associated with the outcome mapping methodology and which reflects the implementation process.

Stage 2 : Outcome and Performance Monitoring

The self assessment tools were used to develop the framework for the outcome monitoring. This work started at the training workshop.

Stage 3: Evaluation Planning

The project team did not get to this stage since there were so many delays in the implementation of the web platform which resulted in dissatisfaction in the CIVIC community about the unavailability of the platform to influence their work.

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1. Programme Framework CARISNET 2 Project

<p>Vision: Caribbean citizens and government are collaborating across borders and boundaries to find creative, sustainable solutions to the issues they face. Citizens have a direct voice in government planning and decision-making. Governments provide full access to information about their processes, decisions, data, etc. Citizens are talking to each other. Organizations work efficiently, making excellent use of resources and human creativity for sustainable economic development in the region.</p>	
<p>Mission: Over the next 12 months CARISNET 2 will contribute to unleashing the social transformation potential of ICT for development by strengthening the CIVIC network, providing training, supporting online thematic discussion and the participative development of a two-year work plan, with the members of the Caribbean ICT Virtual Stakeholders’ Community (CIVIC).</p>	
<p>Boundary Partner 1: : Thematic facilitators</p>	<p>Outcome Challenge 1:</p> <ul style="list-style-type: none"> • The thematic facilitators will be using the CIVIC platform to manage discussions between CIVIC members about the themes. They will be familiar with the tools and will be able to motivate the thematic groups to produce outputs such as position papers, responses, project proposals etc
<p>Boundary Partner 2: ICT 4 D managers</p>	<p>Outcome Challenge 2:</p> <ul style="list-style-type: none"> • The ICT4D managers will use the information they get from CIVIC to learn how to integrate the use of ICTs to achieve their sectoral objectives within their countries. Examples of sectors are health, education, governance, disaster management.. etc
<p>Boundary Partner 3: French and Spanish speaking members of CIVIC network</p>	<p>Outcome Challenge 3:</p> <p>The French and Spanish speakers will be participating in CIVIC at the same level of English speaking members.</p>
<p>Boundary Partner 4: Regional ICT steering committee</p>	<p>Outcome Challenge 4:</p> <ul style="list-style-type: none"> • The CARICOM Regional ICT Steering Committee (CISC) will use CIVIC as a resource for consultation on documents and positions on the CARICOM ICT Agenda. The members of the CISC will be members of CIVIC.

2. Progress Markers

<i>Outcome Challenge 1:</i>	
The thematic facilitators will be using the CIVIC platform to manage discussions between CIVIC members about the themes. They will be familiar with the tools and will be able to motivate the thematic groups to produce outputs such as position papers, responses, project proposals etc	
Expect to see thematic facilitators :	
1	Attend and participate actively in training session
2	Participate in review and modification of these progress markers
3	Thematic facilitators reply to enquiries from subscribers to their channels, suggest new discussions and present issues of importance to the region to their group
4	Thematic facilitators create their channels
Like to see thematic facilitators :	
5	Introduce new sources of information to enrich their thematic area (eg, conduct web searches, bring in experts, etc.)
6	Suggest improvements to website
7	Participate in monitoring process (especially in of use of online translation tool and of their own progress)
8	Participate in meetings/teleconferences of the thematic facilitators
9	Promote CIVIC in their region or networks
10	Encourage development of joint projects among members of the thematic group
11	Request additional training to improve their effectiveness as facilitators
12	Train a successor
Love to see Thematic facilitators :	
13	Take a leadership role in CIVIC
14	Advocate for ICT issues at regional and international level
15	Thematic facilitators lead collaborative project proposal development and theme group members participate in collaborative project implementation

<i>Outcome Challenge 2:</i>	
<ul style="list-style-type: none"> The ICT4D managers will use the information they get from CIVIC to learn how to integrate the use of ICTs to achieve their sectoral objectives within their countries. Examples of sectors are health, education, governance, disaster management.. etc 	
Expect to see ICT4D managers :	
1	ICT4D Managers quote or reference resources and discussions from the CIVIC network in their work
Like to see ICT4D managers :	
2	ICT4D Managers regularly request, from the CIVIC membership, information needed for their work
Love to see ICT4D managers :	
3	ICT4d managers, are collaborating with technicians, policy makers and development practitioners are collaborating on initiatives through CIVIC

Progress Markers

<i>Outcome Challenge:</i> The French and Spanish speakers will be participating in CIVIC at the same level of English speaking members.	
Expect to see French and Spanish speakers :	
1	French and Spanish speaking members subscribe to CIVIC at a higher rate than historically
Like to see French and Spanish speakers :	
2	Exchanges are being made in other languages than English inside the network – on the platform or using the other tools
Love to see French and Spanish speakers :	
3	French and Spanish speaking members subscribe to CIVIC at a higher rate than English speaking members
4	Exchanges in French and Spanish increase in rate compared to exchanges in English

PROGRESS MARKERS

<i>Outcome Challenge:</i>	
<ul style="list-style-type: none">The CARICOM Regional ICT Steering Committee (CISC) will use CIVIC as a resource for consultation on documents and positions on the CARICOM ICT Agenda. The members of the CISC will be members of CIVIC.	
Expect to see the Regional ICT Steering Committee:	
1	ICT steering committee request inputs to CIVIC for policy making and integrates them into its documents
Like to see the Regional ICT Steering Committee:	
2	There is a formal agreement in which ICT steering committee links organically with CIVIC as its the multistakeholder think tank
Love to see Regional ICT Steering Committee:	
3	CIVIC becomes the “think tank” behind the ICT steering committee

3. Strategy Maps

OUTCOME CHALLENGE 1:			
<ul style="list-style-type: none"> The thematic facilitators will be using the CIVIC platform to manage discussions between CIVIC members about the themes. They will be familiar with the tools and will be able to motivate the thematic groups to produce outputs such as position papers, responses, project proposals etc 			
STRATEGY	CAUSAL	PERSUASIVE	SUPPORTIVE
STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP		Train channel managers at CIVIC 2.0 event	Develop channel managers charter in mailing list
STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT	CIVIC platform developed		

Outcome Challenge 2:			
<ul style="list-style-type: none"> The ICT4D managers will use the information they get from CIVIC to learn how to integrate the use of ICTs to achieve their sectoral objectives within their countries. Examples of sectors are health, education, governance, disaster management.. etc 			
STRATEGY	CAUSAL	PERSUASIVE	SUPPORTIVE
STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP		Training in ICT4D policy at CIVIC 2,0 event	Support continued development of policies highlighted by group at CIVIC 2 event
STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT		Establishment of channel on regional ICT policy	

OUTCOME CHALLENGE 3:			
<ul style="list-style-type: none"> THE FRENCH AND SPANISH SPEAKERS WILL BE PARTICIPATING IN CIVIC AT THE SAME LEVEL OF ENGLISH SPEAKING MEMBERS. 			
STRATEGY	CAUSAL	PERSUASIVE	SUPPORTIVE

STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP	UNIBE event in DR, civic 2.0 event	Civic platform Meetings in Haiti	Develop Translation systems for mails
STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT			Multilingual web site. platform

OUTCOME CHALLENGE 4:			
<ul style="list-style-type: none"> THE CARICOM REGIONAL ICT STEERING COMMITTEE (CISC) WILL USE CIVIC AS A RESOURCE FOR CONSULTATION ON DOCUMENTS AND POSITIONS ON THE CARICOM ICT AGENDA. THE MEMBERS OF THE CISC WILL BE MEMBERS OF CIVIC. 			
STRATEGY	CAUSAL	PERSUASIVE	SUPPORTIVE
STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP		Invite CISC members to CIVIC 2.0 event Invite CARIB IS Project Staff to event	Develop a signed agreement with CISC for CIVIC to provide inputs
STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT			

4. Monitoring Plan

Monitoring Priority	Who will use the info?	Purpose of the info?	When is the info needed?	Who will collect the info?	How often will it be collected?	How will it be collected?	Proposed Monitoring Tool
Program Strategy: Online translation tool	Project team	Project management	Every 3 months at team meetings	Diversity coordinator (Stephan)	Monthly	Software	Adaptation of strategy journal
		Final IDRC report	March 09			Survey and/ or interviews to gauge user satisfaction	
		Preparation of new of 2-yr proposal	Jan-Mar 2009				
	Thematic facilitators	Reports to project team on use in their sectors	Monthly	Thematic facilitators			
	Donor?	Compare results with strategies used in other projects					
Program's Organizational Practices: monthly posting on CIVIC lists	Project team	Monitor responses to postings and changing perceptions of CARISNET	Every 2-3 months at team meetings; At year end - measure perceptions	DevNet/Vidyarat ha Kissoon	Monthly	Tracking responses; Content analysis; Year-end survey?	Adaptation of performance journal
Boundary Partner's Achievement of Outcomes: Thematic facilitators	Project team	Project management			Valerie Gordon		Outcome Journal
		IDRC final report					
		Preparation of new of 2-yr proposal					
		Future case study, publications					

Monitoring Priority	Who will use the info?	Purpose of the info?	When is the info needed?	Who will collect the info?	How often will it be collected?	How will it be collected?	Proposed Monitoring Tool
	Thematic facilitators	Self assessment and periodic reports to project management team					

5. Outcome Journals

Work Dating from/to: march 2008 to July 2009

Contributors to Monitoring update:

Outcome Challenge:		
<ul style="list-style-type: none"> The thematic facilitators will be using the CIVIC platform to manage discussions between CIVIC members about the themes. They will be familiar with the tools and will be able to motivate the thematic groups to produce outputs such as position papers, responses, project proposals etc 		
<i>Low = <40%</i> <i>Medium = 41% to 60%</i> <i>High = >=61%</i> <i>NE – not evaluated</i>		
EXPECT TO SEE THEMATIC FACILITATORS		Who?
LMH		
H	1. Attend and participate actively in training session	PROJECT MANAGERS
L	2. Participate in review and modification of these progress markers	MONITOR
L	3. Thematic facilitators reply to enquiries from subscribers to their channels, suggest new discussions and present issues of importance to the region to their group	MODERATOR
NE	4. Thematic facilitators create their channels	MODERATOR
Like to see THEMATIC FACILITATORS		
NE	5. Introduce new sources of information to enrich their thematic area (eg, conduct web searches, bring in experts, etc.)	MODERATOR
NE	6. Suggest improvements to web platform	NOT EVALUATED
NE	7. Participate in monitoring process (especially in of use of online translation tool and of their own progress)	MONITOR
NE	8. Participate in meetings/teleconferences of the thematic facilitators	PROJECT MANAGER
M	9. Promote CIVIC in their region or networks	ALL

NE	10. Encourage development of joint projects among members of the thematic group	
NE	11. Request additional training to improve their effectiveness as facilitators	
NE	12. Train a successor	MONITOR
LOVE TO SEE THEMATIC FACILITATORS		
M	13. Take a leadership role in CIVIC	
H	14. Advocate for ICT issues at regional and international level	
M	15. Thematic facilitators lead collaborative project proposal development and theme group members participate in collaborative project implementation	
<p>DESCRIPTION OF CHANGE: The name “thematic facilitator” was changed to “channel manager”. CIVIC members volunteered to become channel managers and participated in the training in the Dominican Republic for the channel managers. The delay in the platform resulted in delays to their work. Some of the channel managers sought input from the wider CIVIC on matters pertaining to their area of interest , and were able to consolidate positions for advocacy. Some channel managers also continued to take leadership roles on their areas of interest.</p>		
<p>CONTRIBUTING FACTORS & ACTORS: Yacine Khelladi and Stephane Bruno conducted the channel managers training. Yacine Khelladi as part of the moderator of CIVIC shared information which some of the designated channel managers used to stimulate further discussions in the wider mailing list.</p>		
<p>SOURCE OF EVIDENCE: CIVIC discussion list and mailing group. The beta platform was established and some of the channel managers edited to put in the description of their channels</p>		
<p>LESSONS & REQUIRED PROGRAM CHANGES/REACTIONS: The Channel Managers who were trained remained eager to work on the new platform.</p>		

WORK DATING FROM/TO: MARCH 2008 TO JULY 2009

CONTRIBUTORS TO MONITORING UPDATE:

Outcome Challenge:		
The ICT4D managers will use the information they get from CIVIC to learn how to integrate the use of ICTs to achieve their sectoral objectives within their countries. Examples of sectors are health, education, governance, disaster management.. etc		
Low = <40% MEDIUM = 41% TO 60% HIGH = >=61% NE – NOT EVALUATED		
Expect to see ICT4D managers		Who?
LMH		
L	1 ICT4D Managers quote or reference resources and discussions from the CIVIC network in their work	
Like to see ICT4D managers		
L	2 ICT4D Managers regularly request, from the CIVIC membership, information needed for their work	
Love to see ICT4D managers		
NE	3 ICT4d managers, are collaborating with technicians, policy makers and development practitioners are collaborating on initiatives through CIVIC	
DESCRIPTION OF CHANGE:		
The CIVIC members continue to use the mailing list for asking questions, either to individuals or through the larger discussion and to seek feedback on issues of interest. There were invitations to thematic meetings and conferences during the period under review.		
CONTRIBUTING FACTORS & ACTORS:		
ICT4D managers participated in a training programme during the CIVIC 2.0 event. A survey after the training revealed that some of the trainees used the material in their own policy work or shared with colleagues in different sectors. A policy group was formed in		

Belize.
SOURCE OF EVIDENCE:
LESSONS & REQUIRED PROGRAM CHANGES/REACTIONS: <i>“As a spin-off, the College where I teach is currently engaged in extensive policy review. The methodology used for Internet policy is often useful in that field also.”</i> feedback from one of the participants in the ICT4D policy training

Work Dating from/to: march 2008 to July 2009

CONTRIBUTORS TO MONITORING UPDATE:

Outcome Challenge: The French and Spanish speakers will be participating in CIVIC at the same level of English speaking members.		
Low = <40% MEDIUM = 41% TO 60% HIGH = >=61%		
EXPECT TO SEE FRENCH AND SPANISH SPEAKERS		Who?
LMH		
OOO	1 French and Spanish speaking members subscribe to CIVIC at a higher rate than historically	MODERATOR
Like to see FRENCH AND SPANISH SPEAKERS		
OOO	2. Exchanges are being made in other languages than English inside the network – on the platform or using the other tools	MODERATOR
LOVE TO SEE FRENCH AND SPANISH SPEAKERS		
OOO	3. French and Spanish speaking members subscribe to CIVIC at a higher rate than English speaking members	MODERATOR
OOO	4. Exchanges in French and Spanish increase in rate compared to exchanges in English	MONITOR

DESCRIPTION OF CHANGE: The rate of subscription remained the same. There were subscriptions by French and Spanish speakers , but at the same rate.
CONTRIBUTING FACTORS & FACTORS: The project team had planned for a translation tool which would be integrated in the mailing list and platform This was not implemented and may have contributed to the limited subscriptions.
SOURCE OF EVIDENCE: Mailing list
LESSONS & REQUIRED PROGRAM CHANGES/REACTIONS: The CIVIC events were held in non-English speaking countries . This resulted in some members joining CIVIC after those encounters.

WORK DATING FROM/TO: MARCH 2008 TO JULY 2009

CONTRIBUTORS TO MONITORING UPDATE:

Outcome Challenge: The CARICOM Regional ICT Steering Committee (CISC) will use CIVIC as a resource for consultation on documents and positions on the CARICOM ICT Agenda. The members of the CISC will be members of CIVIC.		
Low = <40% MEDIUM = 41% TO 60% HIGH = >=61%		
EXPECT TO SEE CISC	Who?	
LMH		
L	1 ICT steering committee request inputs to CIVIC for policy making and integrates them into its documents	Monitor
Like to see CISC		
L	2. There is a formal agreement in which ICT steering committee links organically with CIVIC as the multi-stakeholder think thank	MONITOR

LOVE TO SEE		
NE	3. CIVIC becomes the “think tank” behind the ICT steering committee	MONITOR
DESCRIPTION OF CHANGE: The representation of CIVIC on CISC is through DevNet. The CISC did not meet as often as intended for various reasons. Some of the persons who participated in CISC also attended the CIVIC 2.0 event.		
CONTRIBUTING FACTORS & ACTORS:		
SOURCE OF EVIDENCE: MAILING LIST		
LESSONS & REQUIRED PROGRAM CHANGES/REACTIONS: The management of the CISC is vested in the CARICOM Secretariat. The staff from the secretariat are part of CIVIC . The information exchange could be better between the Steering committee and the Secretariat.		

5.1 Results of Monitoring of Strategy Maps: Thematic Facilitators

<p><i>Outcome Challenge:</i>The thematic facilitators will be using the CIVIC platform to manage discussions between CIVIC members about the themes. They will be familiar with the tools and will be able to motivate the thematic groups to produce outputs such as position papers, responses, project proposals etc</p>			
Strategy	Causal	Persuasive	Supportive
<p>Strategies and Activities Aimed at a Specific Individual or Group</p> <p>Done Partial Not Done Can be done away with</p>	<p>Identify and invite candidates to CIVIC event and training workshops; ; provide support for attendance</p> <p>Pay stipend for 6 months of facilitation</p> <p>1 year commitment; collaborative development of ToR and progress markers</p>	<p>Training in online facilitation techniques;</p> <p>provide contact information for civic members who can be/should be involved in theme group;</p> <p>assist them in identifying regional/global sources of information/support – e.g. other networks/theme discussions</p>	<p>Project team members support for thematic facilitators</p>
<p>Strategies and Activities Aimed at Individual or Group’s Environment</p>	<p>Website/platform</p>		

5.2 Results of Monitoring of Strategy Maps: ICT4D Managers

<p><i>Outcome Challenge:</i> The ICT4D managers will use the information they get from CIVIC to learn how to integrate the use of ICTs to achieve their sectoral objectives within their countries. Examples of sectors are health, education, governance, disaster management.. etc</p>			
STRATEGY	CAUSAL	PERSUASIVE	SUPPORTIVE
<p>STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP</p>	<p>Identify and invite candidates to CIVIC event and training workshops; provide support for attendance</p>	<p>Conference training in project proposal writing</p>	<p>Online peer support</p> <p>Project team contact: Yacine</p>
	<p>Plan interactive conference activities that will promote potential ICT4D managers getting to know each other</p>		
<p>STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT</p>	<p>Website</p> <p>Monitoring of join proposal development by thematic facilitators</p>	<p>Educate CISC members about the role of the network and the ICT 4d managers</p> <p>Post article on website related to collaborative initiatives</p>	

5.3 Results of Monitoring of Strategy Maps: French/Spanish speakers

OUTCOME CHALLENGE: The French and Spanish speakers will be participating in CIVIC at the same level of English speaking members.			
STRATEGY	CAUSAL	PERSUASIVE	SUPPORTIVE
STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP	Automatic translation tool for mail		Diversity coordinator (Stephan)
	Interpretation at event plenaries		Help desk (human support with/translation on request)
STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT	Policy requiring translation of all official CIVIC documents in all 3 languages	Outreach to non CIVIC members in DR	
	Provide guidelines (rules) for writing to facilitate translation		
	Hold CIVIC meeting in DR		
	Website		

5.4 Results of Monitoring of Strategy Maps: Regional ICT Steering committee

Outcome Challenge: The CARICOM Regional ICT Steering Committee (CISC) will use CIVIC as a resource for consultation on documents and positions on the CARICOM ICT Agenda. The members of the CISC will be members of CIVIC.			
STRATEGY	CAUSAL	PERSUASIVE	SUPPORTIVE
STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP	Invite CISC to join CIVIC		Project team contact: DevNet
	CIVIC to exercise rights as CISC members (speak out, participate)		
STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT	Engage CARICOM and chair of CISC directly	CARSINET consortium members call on ministers	
	Provide CIVIC members with information packets to help them to lobby national governments to put on topic of ICT steering committee on HOG agenda		
	Website		

6. Monitoring Ourselves : Organizational Practices

Practice	Key Actions	Results/Lessons learnt
1. Prospecting for new ideas, opportunities, & resources	<ul style="list-style-type: none"> • Look for new donors, develop unified approach • Search Global Knowledge Partners and other similar sources for new ideas • “Veille technologique” (be alert for cutting edge ICT4D) – ideas: create special platform on website, use data mining software, Google service, interactive e-zine, dedicated staff person (perhaps same one that provides support for thematic facilitators) • Interact with relevant professional and ICT groups to get them involved 	<p>The project team was focussed on trying to get the platform launched so as to ensure that other actions could be followed.</p> <p>CIVIC members helped to share information about CIVIC with their colleagues in professional associations.</p>
2. Seeking feedback from key informants	Operational audit	This was not done. However, the CIVIC members kept asking questions about the status of the platform and the other activities and the project team sought to reply to concerns.
3. Obtaining the support of your next highest power	Develop and maintain Ministerial contacts	Some of the project team talked about CIVIC with their Government contacts
4. Assessing and	Use OM for P, M&E Develop “brand” (identity) for CARISNET	The Outcome Mapping tool was not used fully. The Carisnet brand identity has to be developed, the

Practice	Key Actions	Results/Lessons learnt
(re)designing products, services, systems, and procedures		CARISNET team is involved in another project – the ACTIVATE project
5. Checking up on those already served to add value	Regular (monthly) posting on CIVIC lists	The delays in the web platform proved to be a contentious point with the members of CIVIC and after a few months, it was difficult to keep posting about the problems without them being fixed.
6. Sharing your best wisdom with the world	Prepare, publish and present success stories and case studies	There was not enough time to get any success stories. The survey of the persons who attended the ICT4D policy training will be made available on the website
7. Experimenting to remain innovative	Being able to respond to changes in the ICT4D environment to take up new challenges	There were no opportunities during the project time.
8. Engaging in Organizational Reflection	Set aside time in regular meetings for reflection, evaluation	This was done, the focus however was on trying to get the web platform implemented so that it could be used and the failure to get the platform in time resulted in a blow to the morale of the project team

Final Submission November, 2009