



**ACACIA PI TEAM MEETING 2002**

**REPORT**

**Aberdare National Park -Nyeri, Kenya**  
**28<sup>th</sup> April - 2<sup>nd</sup> May 2002**



## **Introduction and Background**

In October 2000 the Acacia initiative commenced its transformation from a special programme to a regular PI following internal consultations and an external assessment. This second phase involved both structural and programming changes. The first meeting of the new (phase 2) Acacia took place in April 2001 in West Africa.

This report documents the second Acacia PI team meeting, which took place in the beautiful surroundings of the Aberdare Country Club Nyeri, Kenya, from Monday 29<sup>th</sup> to Wednesday May 1<sup>st</sup>.

There were a total of twelve participants from HQ, the regional Office (RD), Acacia (ESARO and WARO) Mozambique (project officer) and communications (See annex 1). Meeting notes were taken by Ramata Thiuone, Laurent Elder, Heloise Emdon, and, Florence Etta.

The **objectives** of the meeting were:

- To review progress to-date in program delivery since the last team meeting with a view to assessing team performance, building on strengths and addressing any weaknesses;
- To review contexts within the Centre, regionally (NePAD etc) and globally (G8 Dotforce - ICA, WSIS etc) to focus the PI positions vis-a-vis these;
- To finalize the team work plan (+ pipeline) and discuss approaches to program delivery, and professional development;
- To discuss and adopt a strategy for systematic dissemination of Acacia research results/outputs; and
- To determine resource allocation policies and RX strategies for program delivery including other operational issues.

Some of the expected **outputs and/ outcomes** were:

- PI Team and Regional (+L&D) Progress Reports
- Acacia Pipeline (FY 2002-3): innovative regional and continental projects w.r.t new Acacia programming directions & contemporary ICT environment.
- Acacia PI Workplan
- Concrete proposals on Acacia's involvement in regional and international ICT activities/fora
- Dissemination strategies for Acacia's research results
- Notional budgetary allocation for Program delivery and travel

The proceedings are reported by day to allow for a chronological flow of events. The social opening of the meeting took the form of an unforgettable dinner at a Nairobi restaurant appropriately called the Carnivore on Sunday 28<sup>th</sup> April.

## **DAY 1      29/4/02**

Following a three-hour journey from Nairobi in the morning, the first of 23 10-30 minute sessions of the meeting commenced after lunch with a short welcome address given by the Team Leader. All participants stated their expectations for the meeting and a rank ordering of all expressed expectations was undertaken to identify the four most important ones. The stated expectations and the results of the ranking exercise are reproduced in Annex 11. By tally, bonding, programming and administration better integrated, understanding the Acacia comparative advantage and identity in a changing African ICT context, the role of a research organization, were among the most important expectations.

Three of the five reports slated on the agenda for the first day were given. All reports and presentations made at the meeting as well as documents prepared are listed in Annex IV and are available electronically.

### **DPA's Report**

Some salient points made and issues raised in the DPA's report included the following:

- Acacia achievements for the year engender pride
- ICT4D a worldwide PA and world wide links and learning is important
- What has been learned?
- Contexts for differential programming (Asia, Americas and Africa)
- The recently prepared Map of Internet: "Out of Africa" depicting the current continental picture was briefly discussed. The point was made that it conveyed many messages. Of interest was what message it had for Acacia.
- New developments and global ICT activism reinforced Acacia's pitch and continued relevance.
- African Connectivity Institute a possibility in the near future. A proposal had been prepared by the DPA in collaboration with Laurent Elder.
- ICT4D What focus? It was reiterated that the program area is not information and communication sociologies nor information and communication anthropologies, but information and communication technologies and this ought to be reflected in the programming

The report identified the following important issues as in need of attention/action:

- Balance in
  - a) Programming across the 3 research themes,
  - B) Human resources available in the team,
  - C) Regions
- Manageable Workload and clarity in business/work process and procedures
- Professional development for team members

## TL Report

The TL's report highlighted the following:

- ◆ Appropriations by theme/categories and by region which showed that technology research, conferences and workshops were given low priority in the period
- ◆ Some of the unfinished team business was identified as was the issue of Acacia's profile, L &D documentation and closing the loop on Telecentres, Schoolnets and NAACs. It was pointed out that it would be important to monitor and document the institutional arrangement with DBSA.
- ◆ The proposal for large interregional projects as opposed to smaller projects was made and debated at some length. The strengths and possible pitfalls were identified and no consensus was reached.

At lunchtime the digital video of the Uganda telecentre and school net experience was shown.

**The WARO Report**, underscored the following for successful programming; understanding contexts e.g. the emerging private sector concern with social responsibility, recognizing new opportunities and demands, e.g. continuing expectations for ICT effects in education, and governance, as well as persisting barriers created by the requirements for local content reflecting indigenous knowledge, designing for illiteracy and weak research capacity.

The report also noted that co-ordination of the multiple actors in addition to regional and institutional collaboration was necessary while acknowledging competition as part of the game. In reaction to the presentation, it was pointed out that members of the team needed to be better acquainted with key issues and actions as well as the actors and interests e.g. Privatisation, liberalisation. How this is to be achieved was not however decided or debated.

## DAY 2

30/4/02

The second day started with a recapitulation and summary of Day 1 discussions and presentations which itself generated discussions especially with regard to the question of whether the videos represented research. Concern was raised in respect of the focus countries for phase 11 with particular reference to the absence of South Africa on the list presented in the DPA's report.

Key points and decisions from 9 of the stated agenda items discussed are represented below. Discussions of the PI evaluation plan and the external assessment were postponed until June during the program area meeting.

## **Southern Africa Presentation**

The major thrust of the historical presentation was project directed and the issues concerned questions of decision making in this regard e.g. Inhambane: should it be replicated? It was also pointed out that there was a lot of donor activity around the Mozambique ICT plan and that it is important for Acacia to focus on strategic partnerships with focus countries.

## **RD's Presentation: NEPAD and Regional presence**

Connie's presentation on NEPAD explained and discussed why it is different from former plans, pointing out that 3 African leaders are seen as the originators and therefore wondered about the leaders of the rest of the continent? Some common criticisms and perceived problems of the plan such as "Is Nepad only another way for Africa to get money from donors?" "How is the African Union implicated in Nepad?", were discussed. Also dealt with in the presentation was the issue of **Regional presence**. Participants were informed that a number of reports on the subject were being prepared and inputs to these were solicited.

## **Learning and Development**

The presentation, in addition to outlining the conceptual and operational dimensions of L & D, asked the question, "What should the KAs do? To which the following answers emerged.

- Need to focus on knowledge and wisdom for the digital age
- Need to move quickly while maintaining quality
- Need to have KA working with projects from the beginning
- Need to do more secondary research (let's not only look at IDRC sources of info).

The nature, quality and utility of progress or technical reports was debated and although the need for good technical reports was evident, participants were advised not to link the task of KAs with PCRs especially since PCRs were being re-engineered at the center level.

## **Global Issues**

A presentation of these by the DPA briefly traced the history of the Dot force noting its imminent completion and wrap-up, and the continuation of its work by the UNICT Task force. It was reported that IDRC will remain involved (G. Todd working on the world summit on information society WSIS).

## **Partnerships**

The presentation noting that the year is “a year of ICTs” on account of the big events lined up such as the G8 and Dot Force presentation, and the WSIS, pointed out the increasing propensity of donors to favor regional projects, and the diminishing importance of private-public partnerships. The point was stressed that Acacia needed to nurture a few strategic partners. It was decided that; L. Elder will represent Acacia at the Bamako 2002 WSIS meeting, where Mike Jensen will conduct a workshop on the recently released internet map ‘Out of AFRICA’ as the creator.

## **Acacia: New Program Focus(Framework)**

The discussion anchored by the TL revolved around the following questions;  
How do we use the framework to guide projects and program development?  
What programming approach to adopt in the 14 focus countries and those not explicitly named.

Discussions reaffirmed the three research foci as policy, technologies and content/software and underlined the following:

- Technology research: technology for development, focus on applications, focus on hardware, software or orgware in key development sectors.
- Policy research: applied research, state of the art practices, generating data and information on/for policy, capacity building, enabling understanding of /for technology policy issues.

Programming approach in expanded countries.

- Reason for selecting countries: opportunities for learning, pro-poor projects, and opportunities for partnerships. These may require review
- What to do with non-Acacia countries: generally do not program there, if justified however could be explored

Acacia in **North Africa**

- Need for a part-time consultant to commence ASAP noted.
- MERO suggested poverty reduction and livelihoods as key areas
- Some project proposals already in hand (2 from Egypt on ICTs and education and 1 from Morocco on ICTs and ENRM).

## **Dissemination**

The presentation highlighted the need for action on two fronts; preparations and actual dissemination. In pursuit of the former, two activities were proposed and endorsed: an extensive all inclusive mailing list should be prepared as well as a full list of Acacia reports and studies. And in respect of the latter, an Acacia conference with the proposed (RF) title ‘Who’s information Society Is it (Who’s IS is it?)’ was decided for February 2003 in South Africa.

A complementary presentation by Chantal Schryer of the communications unit based on the Communication Pyramid Strategy and closely related to the dissemination ideas of Acacia, proposed a close working relationship in support of a possible IN-FOCUS book. Acacia's readiness and willingness to proceed was established and it was suggested that Bill Carmen could start the process after the articulation of and discussion of roles and responsibilities for those likely to be involved in the PI and Communications Unit.

**DAY 3**

**1/5/02**

Owing to the number of items still on the agenda in need of attention, two groups were formed to work simultaneously; one group on the pipeline and work plan and the other on the Acacia web papers/series

The following decisions were taken in respect of the **Acacia web papers**.

- In collaboration with EU, Communications and ICT4D to develop the programme for execution etc  
(**Ramata co-ordinating**, Florence, Fred Carden, R.Charbonneau, J.Peppal)
- Web papers now to be based on the themes of the PI as opposed to the earlier country focus.
- Moderators for each paper (choice of moderator based on their personal passion for the subject matter):
  - Poverty reduction: Luc Savard
  - People Dev.:
  - Information opportunities:
  - Networks: Steve Song
  - Partnerships: Alain Berranger
- Plenary decision to have outside consultants to do the moderation to ensure that it is done and on time
- KA Tasks:
  - Create discussion groups for each web paper to include one individual each from Acacia, a researcher and an ICT activist/practitioner
  - Identify and engage moderators
  - Prepare plan, which will be assessed in June at ICT4D meeting
- Plan a Pilot discussion/session with MIMAP at Ottawa OPM
- Date and venue for web paper workshop: October, Dakar

## **Draft Program for web papers workshop**

**October, Dakar**

### **Day 1**

**Debrief discussion groups**

**The web book process (Training moderators) R.Charbonneau**

### **Day 2**

**Screens and draft papers in break out groups**

### **Day 3**

**Peer review of drafts and screens**

**Later**

**Pilot test with journalists and sample audience (International development agencies, policy makers digital activists) etc.**

Plenary discussions which followed the group presentations were largely concerned with administrative issues.

## **Work plan & Other PI activities**

The Acacia budget and work-plan was drafted as reflected in the detailed pipeline to be completed.

The Team Leader reminded PO's of their responsibilities for the following;

- PCR's,
- monitoring,
- managing overdue projects,
- quarterly reporting to team leader and contributing information to the website and newsletter.

The team was reminded that there were currently 30 outstanding PCR's, a consultant has been commissioned to do 3 in ESARO and an RSP budget of \$15 000 is available for the remaining 27. Most of these are from the ROSA closure, which files are currently in Ottawa.

PCR's that fall due this financial year will be the responsibility of the PO's.

## **Travel**

Travel plans were also indicated and PO's requested to submit travel plans. Each PO has \$27 000 for travel.

## **Conferences**

A list of conferences and workshops was completed indicating which will be funded from travel budget and which to be funded from outside. A list of criteria to guide conference attendance was proposed but not debated.

### **Acacia International Conference**

Tentative Date: First week February, 2003

Venue: Sun City, SA,

Participants: Approx 200

To be followed by Acacia team meeting

Conference committee: Chair; Laurent, E (RX) Asssitance; HE, Organiser/strategist; CS.

Conference to be discussed at ICT4D June meeting to allow for early public notification July ( 6 month notice) and canvas for IDRC Presidents' support and possible attendance.

### **Professional development**

Professional training for the Acacia team in technology and policy development was considered a key action point for this financial year and the DPA promised to raise the issue with Chris Smart.

An initial budget of \$10 000 was proposed for training of project beneficiaries and Acacia staff, with the possibility of linking the training to the Acacia conference in SA, Feb 2003

### **Plans in respect of Team Leader's maternity leave**

Edith will be able to conclude the following:

- The ICT-Kenya RSP (May)
- National ICT policy for Kenya
- Digital empowerment of refugees, (with Makerere University)
- DrumNet Portal the new PO will need to pick up some of these.

### **Internal team communication**

Regular progress reporting was re-affirmed as a useful tool for recording accomplishments in the period being reported. Some additions /improvements to the report to be considered were.

A line or two on:

- learning that happened in the quarter
- Other interesting learning aspects beyond the work
- Overdue project updates, PCRs due by PO
- Changes in the environment

The weekly DPA phone calls with team members to remain and it was suggested the new acting team leader should continue this practice.

Tele-discussions of Team Leader and regions: once a month

Research Officer to keep the work-plan updated to inform discussions and load work-plan on Intranet. Research Officer to take team through new technical tools e.g. OPA at ICT4D team meet

### **Southern African Office Administration**

Difficulties were identified with the administration of the Southern Africa office including the discontinuities in Mozambique, the spending and expenditure level of authority given to the Southern African PO which left the PO unable to spend money without authority from ESARO. Heloise was requested to develop a set of recommendations for the new Regional Controller, ESARO to resolve the difficulties.

## **OPM & Other Ottawa Events**

**ICT4D all staff meeting:** Strathmere House, North Gower June 11-13 & 17 a.m.

**Acacia Team meeting:** 10<sup>th</sup> & 14<sup>th</sup>

**7-minutes of fame:** Alioune requested (in absentia) to represent Acacia

**Gender Panel:** Day Two of OPM. EO leading with documentary and operational support from RT and FE

**Meeting with President and VPs;** ICT4D Team. 15-minute presentation from Acacia

**Digital display:** More other photos to be sent to Ricardo.

**Commonwealth of Learning:** 3 Acacia team members invited to attend.

## **Acacia Web Papers**

Five web Papers to be prepared this financial year at Dakar, October

Other web book “Half the Sky” next year to be available for presentation at conference on women and ICTs (*Where women are powered*) being planned for June or September in Ottawa next year.

## **Resource Expansion: (Rx)**

Laurent’s report on resource expansion gave projections for Acacia support

## **Institute for Connectivity**

Industry Canada asked ICT4D, and RF to prepare proposal for an institution within the framework of an incubator for entrepreneurship, university libraries, regional forums for venture capital from north with the mandate to engender technical research, linking with Europe, North America and Africa to be discussed at Kananaskas, June 29, G8 meeting with the possibility that the Canadian PM would adopt and propose. If successful, working with the NAACs through partnerships is a possible future direction.

Four years of IDRC/Canada support to ensure sustainability

## **Small Grants:**

A proposed project idea to be discussed in Ottawa at ICT4D. Florence offered to collate suggestions. PO to send suggestions to Florence.

## **Acacia communications Strategy**

The Presentation highlighted the need for:

- Clear concise and simple key messages which focus on research achievements and innovations.
- Appreciation and sensitivity to target audience e.g. IDRC, Canada, Public, Private sectors, development and research communities (beneficiaries), development community (donors) Government agencies, Policy Makers Africa, etc.
- Integrate communication and dissemination strategies in all projects.
- A variety of communication channels and tools:  
Website, Multi-media, e-dissemination (newsletter), Pins, Conferences, Workshops

(For the distribution of the Acacia newsletter and e-dissemination, POs to provide full and updated mailing list e-list including beneficiaries, and All POs to contribute all url's, digital media for linking to Acacia website).

- Outstanding tasks/actions to be completed  
New Website

***Other communications actions/activities already in the works:*** 1000 CD-ROM copies of the Telecentre digital videos being prepared for distributed at the G8 and to IDRC networks.

***Suggestions for the immediate future:***

**During G8 Summit:** Introductions to media, Press Release, ICT4D interviews with media  
A strategy for the Internet: Out of Africa map and other products e.g. Of Mice and Modems and IWTC CD-ROM.

### **Evaluation**

The final evaluation (report sent out to all and attached to this report as Annex V) showed that the meeting was hugely successful on the operational elements although it was overly crowded. Perhaps this was responsible for the near absence of inspirational or visionary and higher order discussions, the one exception being the intervention on NEPAD.

**ANNEX 1**  
**Meeting Participants**

Edith Adera Team Leader	(ESARO)
Luis Barnola	(Ottawa)
Alioune Camara	(WARO)
Laurent Elder	(WARO)
Heloise Emdon	(ESARO)
Florence Etta	(ESARO)
Connie Freeman, RD	(ESARO)
Richard Fuchs, DPA	(Ottawa)
Gladys Githaiga	(ESARO)
Marielle Rowan	(Mozambique)
Chantal Schryer	(Ottawa)
Ramata Molo Thioune	(WARO)

## ANNEX 11

### Team Meeting Expectations

1. Orientation
2. Bonding
3. Cross Region Learning
4. Getting Pumped
5. Programming and Administration better integrated
6. Help with Learning and Development and Acacia becoming a learning organization-
7. Common View on our learning focus coalesces with our research themes. .
8. Improved Project Management and PCR Management (Workplan)
9. How our dissemination plan is going to work in an integrated way that we all understand.
10. Regional political and wider context
11. Faces to email addresses
12. Regional office dimensions
13. Acacia linked to global activities in Asia and the Americas
14. Building the service relationship between Communications and Acacia.
15. Getting the bigger picture idea of what we're doing.
16. Understanding the Acacia comparative advantage and identity in a changing African ICT context. The role of a research organization?
17. Ensuring that we understand the programming priorities.
18. What is the Acacia niche and how can we be unique?
19. How fast can we channel our research results?
20. Systematisation of dissemination of Information. Effective implementation of dissemination strategy (listserves etc.)

**Please select FOUR priority expectations for this meeting. You may tick against the respective expectation number or list the expectation number below and submit the completed form to Gladys. Thank you**

### Expectations Rank Ordered

Expectation No	Number choosing as important For PI	Rank
1	0	
2	5	1st
3	2	
4	2	
5	4	2nd
6	1	
7	0	
8	1	
9	0	
10	0	
11	1	
12	0	
13	1	
14	3	3rd
15	1	
16	4	2nd
17	2	
18	3	3rd
19	2	
20	3	3rd

**ANNEX I11**  
**LIST OF WORKSHOPS AND CONFERENCES 2002**

NAME	TITLE OF WORKSHOP/CONFERENCE	DATE	VENUE	PURPOSE
Laurent Elder	Bamako 2002 (WSIS)	28-29 May 2002	Bamako (Mali)	WSIS
	PAN-Commonwealth Forum on Open Learning	29 July -2 August 2002	Durban (South Africa)	Open Learning
Heloise Emdon	Computer Fair and Brainstorming	21-24 May 2002	Gallagher Estate, Midrand (South Africa)	Leading Edge Technology show and issues
	Prof. Mike Patton	15 May 2002	Pretoria	Learning Trends in Project Monitoring and Evaluation
	Course: Master's class for Telecommunications	29-31 May 2002	Johannesburg (South Africa)	Increase knowledge in the ICT Sector /Technology
	4 Annual African and Computing Telecoms Summit	5-8 August 2002	Safari Park Hotel-Nairobi (Kenya)	Inter alia-Open Source Software discussion
	World Association of Christian Communicator			Annual Subscription to Media Development
Ramata Thioune	ICT4D and OPM	10-20 June 2002	Ottawa (Canada)	
	Gender and ICT	26 -27 June 2002	Ottawa (Canada)	
	Acacia Toolbook	5-9 May 2002	Nairobi (Kenya)	Editing Acacia Tool Book
	Methodological Workshop on Training for Project Staff	July 2002	Dakar (Senegal)	Training workshop with outcome mapping to project staff for monitoring
Florence Etta	Knowledge Management and International Development	29 - 31 May 2002	Maputo (Mozambique)	Increased understanding, new strategies and frameworks for effective KM
	ICT4D and OPM	10-20 June 2002	Ottawa (Canada)	
	COL Gender and ICT workshop	26 -27 June 2002	Ottawa (Canada)	
	International Congress Women's World	21-26 July 2002	Kampala (Uganda)	To take stock of gains and continuing challenges on agenda focussed research

	5-8 August 2002	Safari Park Hotel- Nairobi (Kenya)	Open Source Software etc	4 <sup>th</sup> Annual African and Computing Telecoms Summit
	9 <sup>th</sup> International AWID Forum	3-7 October 2002	Mexico City (Mexico)	Share ideas and forge action plans for change
	CODESRIA 10 <sup>th</sup> General Assembly	8-12 December 2002	Kampala (Uganda)	Rethinking African Development "Role of ICTs, the place of intellectuals"
Marielle Rowan	Knowledge Management	29-31 May 2002	Maputo (Mozambique)	To develop a community of African knowledge change agents working in development
	Millennium Symposium	November 2002	Maputo (Mozambique)	Follow-up to 1996 "towards and information society symposium" *Visit from Heloise and Richard
	MAAC Meeting	June 2002	Maputo (Mozambique)	Agenda to be developed
Alioune Camara	Ecole d' efi sur la NTIC	August 2002	Dakar (Senegal)	Information, Sensitisation, Training
	REFORMA	25-26 June 2002	Montreal (Canada)	Partnerships/Extension of Network

## ANNEX IV

### List of Workshop Documents and Presentations

Meeting Fact Sheet	<i>Florence Waiyaki</i>
List of Upcoming Workshops and Conferences	<i>(G. Githaiga)</i>
Workshop Agenda:	<i>Edith Adera</i>
Facilitation Tips:	<i>Florence Etta</i>
Annual DPA Report to the Board:	<i>Richard Fuchs</i>
PI Team Progress Report and EARO Regional Report:	<i>Edith Adera</i>
WARO Regional Report:	<i>Alioune Camara, Ramata Thioune, Laurent Elder</i>
South Africa Regional Report:	<i>Heloise Emdon</i>
Learning and Development Review and Update:	<i>Ramata Thioune &amp; Florence Etta</i>
Learning and Development Review and Update (Presentation):	<i>Ramata Thioune</i>
Regional Perspective and Priorities (NePAD Etc):	<i>Constance Freeman</i>
Acacia Partnership:	<i>Laurent Elder</i>
Opportunities for Partnerships:	<i>Laurent Elder</i>
Acacia Partnership Report 2002:	<i>Laurent Elder</i>
Acacia Pipeline 2001-02	
Acacia Appropriations by Research Focus (Presentation):	<i>Edith Adera</i>
Prospectus 2001-2005:	
Acacia North Africa:	<i>Eglal Rached</i>
Acacia Dissemination Strategy Presentation:	<i>Florence Etta</i>
Acacia Dissemination Strategy:	<i>Florence Etta &amp; Ramata Thioune</i>
Acacia Book Series:	<i>Ramata Thioune &amp; Florence Etta</i>
Summary Table of WARO Projects:	<i>Ramata Thioune</i>
Acacia (ESARO) Project Product List:	<i>Florence Etta</i>
Acacia Web Papers:	<i>Florence Etta</i>
Acacia Evaluation Plan:	<i>Florence Etta</i>
Acacia Work Plan:	<i>Edith Adera/Luis Barnola</i>
Acacia Pipeline:	<i>Edith Adera/Luis Barnola</i>
Acacia External Communication (PR) Strategy:	<i>Chantal Schryer</i>
Communications Pyramid:	<i>Chantal Schryer</i>
Acacia Brochure (English)	
Acacia Brochure (French)	
Acacia Newsletter Vol.1 Issue 1 (September 2001)	
Acacia Newsletter Vol 1 Issue 2 (December 2001-February 2002)	
Acacia Prospectus (October 2001)	
Meeting Evaluation Form:	<i>Florence Etta</i>

## ANNEX IV

### ACTION/TASK MATRIX

Action/Task	Timeline	Responsible/s
<p><b>Work plan</b> Completion and update</p> <p>PCRs, monitoring, Quarterly reports shared among all Information for the web-site Professional development</p> <p>World summit on information society (WSIS). Represent Acacia at the Bamako 2002 WSIS meeting</p> <p>Conduct a workshop at the Bamako 2002 WSIS meeting on the internet map 'Out of AFRICA'.</p> <p>Part-time consultant for MERO</p> <p>OPA familiarization</p> <p>Prepare administrative/financial recommendations for the new Regional Controller</p>	<p>Feb. 2003/FY</p> <p>26-27 May</p> <p>ASAP</p> <p>ICT4D team meet</p>	<p>Research Officer, POs TL</p> <p>POs, Team leader</p> <p>Team</p> <p>POs, Team leader</p> <p>DPA, Team members</p> <p>G. Todd</p> <p>L. Elder</p> <p>Mike Jensen</p> <p>TL/RD MERO</p> <p>LB, Team</p> <p>Heloise</p>
<p><b>Acacia Web papers</b> Co-ordination Discussion with Luc Savard Create discussion groups for papers Identify and engage moderators Prepare plan for meeting with MIMAP</p>	<p>June ICT4D meeting</p>	<p>RT Ramata RT, FE RT RT</p>
<p><b>OPM etc</b> ICT4D staff meeting</p> <p>7-minutes of fame</p> <p>Gender Panel Meeting with President and VPs Commonwealth of Learning workshop</p>	<p>11-13 &amp; 17<sup>th</sup> June</p>	<p>All</p> <p>Alioune Camara</p> <p>Edith Adera All FE, HE, RT</p>

<b>Acacia Team meeting:</b>	10 <sup>th</sup> & 14 <sup>th</sup>	All
<b>Small Grants</b>	10 <sup>th</sup> & 14 <sup>th</sup>	FE, with support from all
<b>Travel Plans</b> POs to submit travel plans to Edith by for approval	Friday 11 May	POs, TL
PI evaluation  Discussion of the evaluation plan and external assessment	June ICT4D Meeting	FE, RT
<b>Dissemination</b>  Extensive all inclusive mailing list  List of Acacia reports and studies  Framework capturing and dissemination of all project outputs ( repository?)  Process for IN-FOCUS book to commence with the articulation of and discussion of roles	June 1 <sup>st</sup>	FE  RT, FE & LB  LB, RT & FE  Bill Carmen
<b>Resource Expansion: (Rx)</b> Project Briefs and nature of collaboration sought  To be placed on intranet		POs, LE  LB

## ANNEX V TEAM MEETING EVALUATION

### Introduction and Background

The second Acacia PI team meeting, took place in the beautiful surroundings of the Aberdare Country Club Nyeri, Kenya, from Monday 29<sup>th</sup> to Wednesday May 1<sup>st</sup>.

There were a total of twelve participants (see list in Annex). Each of the 12 participants was expected to complete an eleven-item meeting evaluation questionnaire (see Annex 1 attached). Eleven participants returned evaluations. One participant made an early departure before the conclusion of the meeting to attend to other official duties.

### Response Patterns

Qualitative responses are reproduced verbatim to retain their richness and originality and average scores have been calculated for the quantitative ones.

The analysis is by item since the items were not too many and the report follows the plan and structure of a similar report prepared in 2001 (Fuchs, R.).

In response to the first item, which asked participants the three things they liked **MOST** about the meeting, the following statements were made:

- Meeting colleagues/team, Team spirit (mentioned by three participants), Team camaraderie, Bonding, Friendly
- *Being inspired and motivated by acacia's work*
- *The Regional Director, RD's presence and insightful comments and inputs, Local (ESARO) Support (RD and Gladys)*
- *Learning more about Acacia and its program*
- *Having an opportunity to contribute to Acacia's success*
- *The venue, wonderful scenery*
- *Substantive discussions on transnational issues and PI directions*
- *Information sharing*
- *Getting a bigger picture – strategizing*
- *Decision taking, flexibility and participation*
- *Having face-to-face time with each other*
- *Dividing up the pot - getting a hold of the money, the great leadership delegation manner of both RF and EA*
- *Discussions, exchange, transparency*
- *Documentation*
  - **Meeting other team members**
- *Prioritisation of dissemination/closing the loop/Communication in agenda*
- *Cross regional learning*
- *Well organized and focused on objectives/content*
- *Opportunity for in-depth understanding of program directions, Team input, Quick”*

**The things least liked;**

- *“Not enough time, too much on agenda, tight agenda and difficult to respect timing, time limit, moving too often, Not enough time to cover agenda items*
- *The rain*
- *Not enough online access*
- *Uncertainty about personnel issues i.e. .how maternity leave will be dealt with, Uganda project Officer*
- *No discussions about how to inform partners about meeting decisions*
- *More time to discuss project ideas*
- *Not very clear work planning and pipeline not successfully finalized*
- *Would suggest professional facilitation and independent to the team*
- *No Internet connection!*
- *Sometimes discussions shallow because time insufficient*
  
- *Consensus not pursued sometimes imposed”*

**Item Ranking:**

Participants were asked to rank six dimensions of the meeting using a 10-point scale with 10 being the highest score.

The table below presents the responses, which place the venue as the star dimension and, timing a key dimension of meetings, was given the lowest score both of which are highlighted in the table. The nature/wildlife visits, with the lowest score, were arranged to provide a break from the meeting but the weather was not very favourable.

Item	Participant Scores											Average
<b>Venue</b>	10	10	9	7	10	9	7	10	10	10	9	9.2
<b>Content</b>	9	10	10	8	8	10	9	10	9	-	9	8.4
<b>Visits</b>	3	-	-	7	-	8	2	4	5	-	-	2.6
<b>Facilitation</b>	7	10	8	8	9	9	7	9	9	6	9	8.3
<b>Timing</b>	8	5	-	6	8	10	6	8	7	9	9	6.9
<b>Closure/ Conclusions</b>	7	10	-	8	9	9	7	9	9	7	9	7.6

All the participants indicated that they would wish to participate in other such meetings in the future citing the following reasons:

- *“Helps team planning*
- *It is an important momentum for team work and strengthens team spirit*
- *Because it is useful and essential for working efficiently*
- *Useful to share ideas and hear what others are doing which might influence own work*
- *As a team member to learn from colleagues and to meet face-to-face*
- *Team development, work plan activity*
- *The meeting and the process give insight into the programming process, places programming within context*
- *Opportunity to reflect on programming, work process and allows team interaction*
- *Absolutely necessary to have a full team meeting at least once a year*
- *Fundamental to our work*
- *Great learning exercise”*

Participants were asked to state what aspects of the meeting they would **change/drop** or **retain/maintain** were it to be held again:

**Three** of the eleven participants would **change nothing** and those who would, identified the under-listed as changes they would like to see.

- *“Crowded agenda, rushed discussions,*
- *A tight agenda for 2 days (it is not enough)*
- *Time constraints, traveling too often (we loose time) extend length of meeting (for discussion of issues)*
- *Invite the Ugandan Project Officer inform how maternity leave will be dealt with. Need at least one PO to lead a content issue, opportunity to tell content not just talk about work plan, need more time for pipeline organization, trip to venue too far*
- *Work planning process (have it done in advance in a simpler format e.g. using last FY’s work plan)*
- *Time allocated (more time)*
- *Would spend more time on work plan and general discussion, would implement better facilitation less presentations more interaction*
- *More reps from other IDRC Divisions (e.g. ITMD),3 days, integrate with project visits.*

*The following aspects would be **retained/maintained**:*

- *“Content, timing*
- *The agenda (programme content)*
- *Inclusive nature of participation, venue was great*
- *Right timing excellent*
- *Excellent provision of materials before the meeting*
- *Programming issues, global regional contextual understanding*
- *More team building time, participation of all especially Ottawa staff (Luis, RF + Chantal) and bring evaluation unit also!*

- Changing agenda to meet needs, comraderie, balance for discussion
- Open meeting to other participants, content
- Great venue, visits (but better)
- Discussion on global /transnational issues, Update on programs/PI directions and achievements, presentation and discussion on regional issues”

The entire meeting experience was given an average score of 7.6 out of 10 and participants were **unanimous** that the **meeting was a success** and **all personal expectations for the meeting were met**.

However the following additional comments were made:

- “Improvement of timing in order to avoid a too tight agenda which does not allow much time for discussions
- Good meeting, great venue
- *Leave sometime for discussion of general issues on ICT4D (Telecoms, education, etc.)*
- *Where possible visit to a local appropriate project for group learning*
- *Seems like we have a wining team*
- *Well organized*
- *Would encourage improved online exchange before the meeting, I would strongly encourage that the project information/pipeline is reviewed shortly before the meeting (online) and /or more time is spent on this activity (thank you very much for this fine meeting)*
- *Maybe 1 or 2 outside presenters*
- *Timelines were not given”*

The following **agenda items were suggested** by 8 participants for the follow-up meeting planned for June in Ottawa:

- Focus on global activities (Linkages with PAN Americas)
- Acacia 3
- Open source (what it means for us)
- Facilitate information @ infoservices available (OPA, IDRIS, WCMS, etc)
- Acacia Conference
- Time to discuss our projects (WARO, EARO, SARO)
- Discussion of MAP (Internet Out of Africa, Jensen/IDRC, 2002)
- As highlighted during meeting + Small grants project modus operandi
- Follow-up of NePAD issues
- Address upcoming issues (conference, publications)
- Final work plan

## ANNEX 1V

### Evaluation Questionnaire Acacia Team Meeting April - May 2002

1. The three things I **liked most** about the meeting:

- 
- 
- 

2. Three things I **liked least** about the meeting:

- 
- 
- 

3. On scale out of 10 (10 highest score) I would rank ( - ) as:

- Venue	1	2	3	4	5	6	7	8	9	10
-Content	1	2	3	4	5	6	7	8	9	10
-Facilitation	1	2	3	4	5	6	7	8	9	10
-Timing	1	2	3	4	5	6	7	8	9	10
-Closure/Conclusions	1	2	3	4	5	6	7	8	9	10

4. I Would \_\_\_\_\_ Would Not \_\_\_\_\_ want to participate in this type of meeting again.  
Why? \_\_\_\_\_  
\_\_\_\_\_

5. If this meeting was to hold again, I would **maintain** the following exactly as they were.

- 
- 

6. If this meeting was to hold again, I would **drop** or **change** the following:

- 
- 

7. On a scale out of 10 I would give the overall experience of the entire meeting a \_\_\_\_\_?

8. In my opinion the meeting: a) Succeeded  
b) Did not succeed with the stated objectives

9. Any other observations you'd like to share with the organizers?  
(Pls use reverse side)

Thank you.