Creating an ICT4D Strategy
Keys = Sponsorship + Partnership
Definition

ICT4D is . . .
### Examples of What we Classify as ICT4D at CRS

<table>
<thead>
<tr>
<th>ICT4D</th>
<th>Back-Office (not ICT4D)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• CommCare</td>
<td>• Sun Financials</td>
</tr>
<tr>
<td>• SMS service to query agriculture market prices</td>
<td>• Gateway</td>
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<tr>
<td>• Farmbook</td>
<td>• iFormBuilder used as part of a bar-coded office inventory system</td>
</tr>
<tr>
<td>• Pre-Paid Debit Cards Distributed to Emergency Victims</td>
<td>• ACCESS SMC (Malaria meds supply chain)</td>
</tr>
<tr>
<td>• iFormBuilder</td>
<td>• Supply chain from procurement through final distribution site</td>
</tr>
<tr>
<td>• eValuate</td>
<td>• Mobile money to pay partners/staff/vendors (except vendors providing goods directly to beneficiaries)</td>
</tr>
<tr>
<td>• Seed fairs supported with thunderplugs and barcoded vouchers</td>
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<tr>
<td>• Mobile data collection for M&amp;E</td>
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<tr>
<td>• Perinatal counseling enabled by recorded messages on mobile phone</td>
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</tr>
<tr>
<td>• Tools to support geospatial analysis of M&amp;E data</td>
<td></td>
</tr>
<tr>
<td>• Tools to support statistical analysis of M&amp;E data</td>
<td></td>
</tr>
<tr>
<td>• Supply chain end point to track delivery of goods/services to beneficiaries</td>
<td></td>
</tr>
<tr>
<td>• Mobile money – direct cash transfers to beneficiaries</td>
<td></td>
</tr>
<tr>
<td>• Mobile money – to pay vendors providing goods directly to beneficiaries</td>
<td></td>
</tr>
<tr>
<td>• Biometrics used at the point of interaction with beneficiaries</td>
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</tbody>
</table>

The purpose of a system differentiates it as ICT4D. A given tool or technology can be classified as ICT4D for some applications and back-office for others.
At CRS we consider ICT4D to be information and communication technologies used during interactions with or used directly by beneficiaries and the technology to manage information resulting from those interactions.
Definition

**ICT4D** is . . .

Strategic Purpose & Guiding Principles

Vision ...

Principle 1  Principle 2  Principle 3  Principle 4
Our Vision: CRS digital solutions improve the quality of programs delivered to beneficiaries.
As guiding principles, CRS’ aspires to follow the Principles for Digital Development:

1. Design with the User
2. Understand the Existing Ecosystem
3. Design for Scale
4. Build for Sustainability
5. Be Data Driven

6. Use Open Standards, Open Data, Open Source*, and Open Innovation
7. Reuse and Improve
8. Address Privacy & Security
9. Be Collaborative

*Clarification about open-source:

When it provides the most effective option, CRS may pursue commercial software if it allows open data and follows open standards. In addition, CRS relies on vendors to provide software support and maintenance.
Definition

ICT4D is . . .

Strategic Purpose & Guiding Principles

Vision ...

Principle 1  Principle 2  Principle 3  Principle 4

Key Business Drivers for ICT4D @ CRS
Business Drivers for ICT4D @ CRS

When present for a particular program, one or more of these external drivers can be an impetus for applying ICT4D.

- Need to enable improved quality and/or timeliness of service to our beneficiaries
- Be cost effective at scale to increase our reach
- Position for thought leadership and convener about the effective application of ICT4D

- Need decision support tools to aggregate and analyze data so programs can mature from data poor to data driven to data led
- Donors demand greater transparency through data sharing
- Increasing expectations from donors for sustainable programs
**Definition**

ICT4D is . . .

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**Strategic Purpose & Guiding Principles**

Vision ...

Principle 1  Principle 2  Principle 3  Principle 4

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**Key Business Drivers for ICT4D @ CRS**

...  ...

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**Strengths & Weaknesses**

...  ...

...  ...
Data aggregation & analytics

Mobile data collection at scale

Narrow toolset

Convener and influencer
Use case: Data collection

Use case: Data management

Use case: Data analysis

Alignment with signature program areas

ICT4D as program component versus program enabler

Governance and resource prioritization

Value of ICT4D – measuring effectiveness

Standardization versus flexibility

Organization structure

Competencies

Initiation and scaling

Communications
Big Aspirations (set high, visionary bar)

Tight focus (and allow reality to catch up with rhetoric)

More data is better

Data minimalism

Narrow definition of ICT4D (tech that is part of program delivery)

Broad definition of ICT4D (tech supporting program delivery)

Standardization/scale/re-use (agency focus)

Flexibility/one-off solutions (project focus)
**ICT4D** is...
CRS is organized to effectively and efficiently integrate ICT4D
CRS effectively applies digital services tailored to signature program areas.
CRS programs use systems that enable accurate data-informed decision making.
Definition

ICT4D is ...

Strategic Purpose & Guiding Principles

Principle 1
Principle 2
Principle 3
Principle 4

Key Business Drivers for ICT4D @ CRS

Vision ...

Results Framework

Implementation Plan

Strengths & Weaknesses

... ...

Study Topics

Topic 1
Topic ...
Topic n
### Vision

CRS digital solutions improve the quality of programs delivered to beneficiaries.

### Statement of Work

**SO1:** CRS is organized to effectively and efficiently integrate ICT4D

<table>
<thead>
<tr>
<th>IR 1.1:</th>
<th>CRS has clear ICT4D governance and aligned roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>IR 1.2:</td>
<td>Evidence of ICT4D effectiveness is rigorously assessed</td>
</tr>
<tr>
<td>IR 1.3:</td>
<td>CRS staff have capacity for effective use of ICT4D</td>
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**IR 2.1:** CRS’ portfolio of digital services meets sector-specific needs

**Output 1.1.1:** Transparent governance is established through a cross-divisional ICT4D advisory group

**Output 1.1.2:** ICT4D roles and responsibilities at country, regional, and global levels are clarified

**Output 1.1.3:** ICT4D is integrated into project design / proposal development

**Output 1.1.4:** ICT4D leads are defined in each signature program areas

**Output 1.2.1:** Studies are completed measuring ICT4D effectiveness in select projects

**Output 1.2.2:** System is established to track ICT4D usage and outcomes

**Output 1.2.3:** A toolset is available to country programs to assess the effectiveness of ICT4D in their programs

**Output 1.3.1:** ICT4D competencies are defined for job families

**Output 1.3.2:** Digital literacy is increased to develop individuals who are technically savvy across areas of functional expertise

**Output 1.3.3:** ICT4D portfolio of tools is reviewed bi-annually

**Output 1.3.4:** ICT4D KM / GIS

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**Output 2.1.1:** Transparent governance is established through a cross-divisional ICT4D advisory group

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**Output 2.1.3:** ICT4D KM / GIS

**Output 2.2.1:** CRS endorses and actively promotes the Principles for Digital Development

**Output 2.2.2:** CRS follows a common approach to integrate and scale ICT4D across programs

**Output 2.2.3:** ICT4D adherence to the Principles for Digital Development is assessed annually

**Output 2.3.1:** Partners and CRS have a shared understanding of the life cycle of digital services

**Output 2.3.2:** Sustainability plans are developed when designing ICT4D solutions

**Output 2.3.3:** A roadmap for strengthening partners’ use of ICT4D solutions is developed for select projects

**Output 2.4:** ICT4D KM / GIS

**Output 3.1.1:** Data reporting, visualization and mapping tools are readily available

**Output 3.1.2:** CRS staff have the skills to use data reporting, visualization and mapping tools

**Output 3.2.1:** Data standards are defined for a pilot sector

**Output 3.2.2:** Warehouse created for storing program data

**Output 3.3.1:** Data privacy, security and archival protocols are in place

**Output 3.3.2:** CRS has secure systems for program data

**Output 3.4.1:** Data sharing protocols are defined and implemented

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**Cross Cutting Output:** CRS leverages its thought leadership in ICT4D through an influence agenda targeting governments and multi-lateral institutions

**SO2:** CRS effectively applies digital services tailored to signature program areas

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<tbody>
<tr>
<td>IR 2.2:</td>
<td>CRS adheres to the Principles for Digital Development</td>
</tr>
<tr>
<td>IR 2.3:</td>
<td>Partners sustainably use digital services introduced by CRS in select projects</td>
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**SO3:** CRS programs use systems that enable accurate data-informed decision making

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<tr>
<th>IR 3.1:</th>
<th>CRS program decision-making is informed through data analysis</th>
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<tbody>
<tr>
<td>IR 3.2:</td>
<td>CRS deploys systems that enable data aggregation beyond individual projects</td>
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<td>Partners and CRS have a shared understanding of the life cycle of digital services</td>
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<table>
<thead>
<tr>
<th>Role</th>
<th>What's Changing?</th>
<th>What's In It for Me?</th>
<th>What is Needed From Me?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Directors</td>
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<tr>
<td>DRD PQ's</td>
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<tr>
<td>DRD MQ's</td>
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<tr>
<td>Regional Technical Advisors</td>
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<tr>
<td>Country Representative + Country Managers</td>
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<td></td>
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<tr>
<td>Program Managers / Chiefs of Party</td>
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<tr>
<td>Monitoring &amp; Evaluation (M&amp;E) Staff</td>
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<tr>
<td>Heads of Ops (HOOPS)</td>
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<td>Heads of Programs (HOPS)</td>
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<tr>
<td>Technical Advisors (HQ)</td>
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<td>IDEA Staff</td>
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<tr>
<td>Bus Development Field Staff</td>
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<tr>
<td>Country ICT Managers</td>
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<tr>
<td>RISAs / RIMs</td>
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<tr>
<td>Country/Project ICT4D Officers</td>
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</tbody>
</table>

**FY16 ICT4D Strategy Refresh - Communication and Engagement Plan**

<table>
<thead>
<tr>
<th>Week</th>
<th>Communication or Activity</th>
<th>Audience</th>
<th>Format</th>
<th>Facilitator</th>
<th>Status</th>
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<tbody>
<tr>
<td>7/18/2016</td>
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<td>8/15/2016</td>
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</tbody>
</table>
ICT4D Strategy FY16 - 18

VISION: CRS digital solutions improve the quality of programs to beneficiaries

ALIGN
- Organize to effectively and efficiently integrate ICT4D
- Clarify ICT4D governance and align roles
- Assess evidence of ICT4D effectiveness
- Develop staff capacity to effectively apply ICT4D

APPLY
- Apply digital services tailored to signature program areas
- Develop ICT4D portfolio for sector-specific needs
- Adhere to Principles for Digital Development
- Enable partners to sustainably use digital services

ANALYZE
- Use systems that enable data-informed decision making
- Inform program decisions using data analysis
- Aggregate data beyond individual projects
- Safeguard privacy of field data
- Enable field data sharing
Our Vision: CRS digital solutions improve the quality of programs delivered to beneficiaries.