

## **Exit strategy**

### **Exit strategy at the level of partner organisations**

IICD has an integrated approach to supporting project partner organisations. The overall aim is to help partners develop all the necessary competencies to be able to independently formulate, implement and sustain ICT activities as part of their key development programmes. In specific cases the project partner organisation hands over the activities to the beneficiaries or end users. This is achieved by applying a balanced mix of strategies involving project support, advice, capacity development, monitoring and evaluation, knowledge sharing, and lobbying.

As far as project partners concerned: Project support

- The partner organisation formulates a five-year project proposal with the support of IICD. This proposal identifies the overall objectives and outputs and compiles a financial plan for the whole period. This allows the partner to anticipate the human resources that will be required in the long term as well as the financial implications for the organisation.
- The partner organisation and IICD sign a two-year partnership agreement which includes funding for the project investments, human resources and operational costs. After this period has ended, the partner is expected to secure its own funding, either by integrating the costs and revenues in the overall institutional budget, through contributions from beneficiaries, and/or funding agreements with other development partners.
- In cases where the partner has proven to be a reliable partner and able to achieve the agreed results, but has not been able to reach full sustainability, IICD can consider extending the partnership agreement and funding for one additional year.

Project advice

- During the five-year period of the project proposal, IICD provides both decision-makers and project staff with regular strategic and technical advice on project formulation, project implementation, and fund-raising.

Capacity development

- Project-related capacity development support in the area of soft and technical skills is integrated as part of the partnership agreement for the two-year period, plus possible project extensions.
- The group of partner organisations in a country also benefits from capacity development activities during this two-year period which may not be on their own request but on the request of another project partner and are provided by local training partners and IICD.

Evaluation

- During the five-year period, the partner organisations can benefit from participating in evaluation activities which are provided through the local Monitoring and Evaluation (M&E) partner and IICD.

Knowledge sharing and lobbying

- The partner organisations can benefit from participating in knowledge sharing and lobbying activities which are organised by the local ICT for Development network and IICD. Knowledge sharing and lobbying activities focus mainly on the national level, but also include cross-country learning events.

Up-scaling programs

- In selected cases, the set time periods for partner agreements and funding can be extended, particularly when a partner organisation can collaborate with IICD in the large-scale up-scaling of projects in collaboration with other development partners.

Concerning local support partners

These partners are considered partners delivering services to the project partners. IICD has a long term relationship with these partners and will last as long as the partners want to and actually do deliver the services agreed upon, and meet the standards required. In order to support them to deliver the best possible service IICD supports them through

Capacity development

- Capacity development support in the area of soft and technical skills as indicated by the project partners as being important.
- Capacity development in training and facilitation skills.

#### Advice

- As part of the cooperation agreement between the training partner and IICD or the M&E partner and IICD the partners can always ask for and count on advice from IICD staff members.
- Feedback is an integral part of the relationship between IICD and the partners

#### **Exit strategy at the country level**

IICD works with partner organisations in a maximum of three sectors per country. Work with partner organisations in a sector starts on the basis of Roundtable workshops. These workshops are attended by key stakeholders from a chosen sector and can be organised every one to three years. As a result, in each country, IICD supports partners in varying stages of support. This means that activities in a country can extend from 7 to 11 years.

- During this period, partner organisations can voluntarily participate in activities that are not specific for projects and are organised for the group of partner organisations, including capacity development, evaluation and knowledge sharing and lobbying activities.
- After this period, partner organisations can continue with their activities independently of IICD. The continuation of the ICT for Development networks in particular is promoted as they allow partners to continue sharing experiences at both the national and international level.
- Changes in the situation might force IICD leave earlier or stay longer.