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Evaluation Report

Evaluation of Spider´s Project and Research Performance 2011-2013

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Abbreviations and Acronyms

0ECD	The Organisation for Economic Co-operation and Development
CIPESA	Collaboration on International ICT Policy in East and Southern Africa
DAC	Development Assistance Committee (OECD)
DGF	Democratic Governance Facility (Uganda)
DSV	Department of Computer and Systems Sciences, Stockholm University
HIVOS	Humanist Institute for Cooperation (Netherlands)
ICT	Information and Communication Technology
ICT4D	Information and Communication Technology for Development
IT	Information Technology
KTH	Kungliga Tekniska Högskolan – Royal Institute of Technology
NGO	Non-governmental Organisation
NIMC	Not In My Country
SEK	Swedish Kronor
SIDA	Swedish International Development Cooperation Agency
SPIDER	Swedish Programme for ICT in Developing Regions
SU	Stockholm University
TIU	Transparency International Uganda
UNICEF	United Nations Children's Fund
WOUGNET	Women of Uganda Network
WSIS	World Summit on the Information Society

1.   Executive Summary

This report contains the findings, conclusions and recommendations from an evaluation performed in April/May 2014 by an international team from the Swedish company Indevelop. The findings and recommendations are based on an online survey, a review of selected project and programme documentation, qualitative interviews with Spider staff, project partners and other stakeholders, which included a field mission to Uganda.

The Swedish Programme for ICT in Developing Regions – Spider - was established in 2004 as a resource centre for ICT for Development (ICT4D) with the aim of supporting innovative use of ICT for poverty reduction and development. The programme is based at the Department of Computer and Systems Sciences (DSV) at Stockholm University, The thematic focus areas of SPIDER are democracy, education and health, and the emphasis is on low cost and high quality technology; free and open source software and mobile technology. Special attention is given to projects with youth empowerment and cultural creativity elements. The geographical focus is on the following countries: Bangladesh, Bolivia, Burkina Faso, Cambodia, Ethiopia, Kenya, Mali, Mozambique, Rwanda, Tanzania, Uganda, and Zambia.

For the period 2004 – 2014 Spider has received a total of 132 Mio SEK in support from Sida, and Spider is still fully dependent on the Sida grant despite efforts to seek core funding from other sources.

The evaluation shows that the overall strategy is well aligned with the Swedish priorities for international development, and the project partners find the cooperation with Spider extremely relevant. But the majority of the projects, which have been examined in more detail as part of the evaluation, have difficulties in living up to the desired standards of innovation and scalability. The strategy document Spider 2.0. describes the strategy as follows:

> *"Spider will support projects with catalytic seed funding of 1-2 years of duration to generate long-term growth, up-scaling, and lasting impact. Projects will be organised into thematic and/or geographic networks, to ensure synergistic collaboration and cross-breeding."*

The majority of the projects examined as part of the field mission to Uganda are more general development projects than ICT projects and both the previous Spider management and the project partners explain that the local development components are more important for the projects than the technology aspects. That means that the projects are still valuable for the end-beneficiaries, but generally they do not contribute to ground-breaking new solutions or approaches in ICT4D.

At the project management and implementation level, Spider still needs to improve its performance. One issue is the administration and overhead expenses of Spider, where half of the total budget is spent on staff, office rent and other administrative costs. It can be argued that a substantial part of the staff resources are spent on actual project implementation and not on administration – there is no clear border between project implementation and administration, but 50 % of the budget spent on these budget lines is far more than the standard in other development organisations, which receive public funds. The recommendation is to make a clear distinction between administration and project implementation.

Spider is also in a process of improving its procedures for project design and implementation. Sida has repeatedly asked the organisation to start using a results based approach, which would improve the quality of the projects and the reporting on outcomes and impact. Spider has taken serious measures to improve in this field by organising training for all staff, but the on-going projects are still generally focusing on activities instead of impact. Spider should also look critically at its procedures for selection of project partners and for disbursement of funds.

Finally, Spider also needs to boost its visibility and do more to disseminate relevant information on ICT4D. It is one of the ambitions to be a significant knowledge broker, but according to the external experts Spider has not yet reached that position.
A summary of conclusions and recommendations is found in chapter 5 of this report.

2.   Introduction and background

The Swedish Programme for ICT in Developing Regions – Spider - was established in 2004 as a resource centre for ICT for Development (ICT4D) with the aim of supporting innovative use of ICT for poverty reduction and development.

In the application for funds for the period 2010-2014, this history of Spider is described in this way:

> *"SPIDER was created in 2004 in collaboration with ten Swedish Universities on the initiative of the Swedish International Development Cooperation Agency (Sida) and the Royal Institute of Technology (KTH). The first phase (July 2004 – December 2006) was financed with a grant from Sida of SEK 31 million and an allocation of SEK 3 million from KTH. In a second phase for 2007-2009, Sida has financed SPIDER with SEK 56 million matched by SEK 5 million from KTH.*
>
> *The idea behind the creation of SPIDER was to have a national resource centre to pool ICT resources in Swedish society to assist developing countries in bridging the digital divide by supporting capacity building and applications of ICT4D. The mission of SPIDER has been "to promote and diffuse Information and Communication Technology by building human capacity and enhancing knowledge for societal sustainability and progress in developing regions."*

Presently, Spider describes its vision as "an interconnected world built in the spirit of digital solidarity for future generations", and the mission of the organisation is "to support the innovative use of ICT for development and poverty reduction through synergistic partnerships, while strengthening the global ICT4D knowledge base through networking, brokering, and open sharing of information."

The programme is based at the Department of Computer and Systems Sciences (DSV) at Stockholm University, Spider receives an annual support of approximately 15 Mio SEK from the Swedish International Development Cooperation Agency (Sida), which corresponds to 75 % of the total budget. Other funders include Stockholm University and local partner organisations.

The thematic focus areas of SPIDER are democracy, education and health, and the emphasis is on low cost and high quality technology; free and open source software and mobile technology. Special attention is given to projects with youth empowerment and cultural creativity elements. The geographical focus is on the following countries: Bangladesh, Bolivia, Burkina Faso, Cambodia, Ethiopia, Kenya, Mali, Mozambique, Rwanda, Tanzania, Uganda, and Zambia.

Spider is presently developing a long-term, sustainable Strategic Vision and a Master Plan of Operations for 2015-2019. The future plans will be based on the lessons learnt from the previous programme phases, so the present evaluation should feed into this planning process.

The main evaluation questions as formulated in the Terms of Reference (attached as Annex 1) are:

1. Which expected and unexpected outcomes has Spider funded development projects contributed to? Please, also comment upon their relevance and effectiveness from a policy perspective (Swedish development cooperation policies, strategies and Spider's strategy 2.0) and upon the relevance and success of the catalytic seed funding model as such.

2. In which ways have the outcomes of Spider's research projects resulted in ICT4D knowledge (techniques and methodology) useful for: a) direct beneficiaries of development projects, b) policy-makers, c) development of local research capacity, d) ICT4D research?

3. How has Spider's ICT4D knowledge either directly or indirectly (by the use of networks) contributed to the capacity building of the development projects and research projects and their mutual interaction? (Please, focus particularly on relevance, efficiency and sustainability aspects.)

4. How has Spider developed over the period as a visible ICT4D centre/broker/agent? (Baseline: 2009 Evaluation and programme document.) Please, also comment on Spider's abilities to attract other funders than Sida and on Spider's normative influence on policy level

5. In what ways have Spider's projects generated generally applicable information on: Gender, youth and ICT (techniques and methodologies)? Is there any generally applicable information, systemised or not systemised, which can serve as a knowledge base? (Please, focus particularly on efficiency and effectiveness.)

The evaluation has been carried out during April and May 2014 by the Swedish consulting company Indevelop with a team consisting of Mr Per Oesterlund (Team Leader), Ms Sarah Gharbi (Project Manager), Ms Rachael Kadama (IT Consultant, Uganda) and Mr Matias Calvo (Online survey expert).

The evaluation team wishes to express its gratitude to all the institutions and individuals who provided essential information during the evaluation. It should be noted that this report contains the views of the team, which do not necessarily correspond to the views of Spider or Sida. All recommendations are subject to approval by Spider.

3.   Methodology

Three main methods have been applied for this evaluation: Qualitative interviews with Spider staff, beneficiaries and other stakeholders; a review of selected Spider documents and an online survey. These elements are described in more detail below.

3.1. QUALITATIVE INTERVIEWS

The evaluation team has conducted semi-structured interviews with a broad variety of stakeholders including

- Spider staff, management (current and past) and the chairman of the Spider board
- Researchers, who have worked with Spider
- Project partners and end beneficiaries of projects
- ICT4D experts not affiliated with Spider

A full list of persons interviewed is attached as Annex 2. Some interviews in Sweden and all in Uganda have been face-to-face, while others have been via Skype or telephone. The team interviewed stakeholders in Uganda during a field visit from 21 to 30 April 2014.

3.2. DOCUMENT REVIEW

All Spider projects submit a monthly written report about all activities, which means that the amount of documentation in relation to projects is considerable, and the team has not managed to read all documentation from all projects but has focused mainly on the reports from the projects in Uganda, which were visited by the evaluation team. Other documents reviewed include:

- Biståndspolitisk Plattform
- Sida's Strategy for capacity development and collaboration 2011–2013
- Spider applications and annual reports
- Agreement Sida – Spider
- Spider 2.0 Strategy and roadmap 2011-2015
- Research publications, funded by the Sida-budget
- Spider Evaluation 2009
- Selected Spider stories 2011-2013

3.3. ONLINE SURVEY

An online survey was developed by the evaluation team in close consultation with the Spider secretariat and distributed to 1.101 persons. At total of 125 full responses were returned corresponding to a response rate of 11,4 percent. This is better than normal

for this type of online survey, where a 6-10 percent response rate is considered satisfactory. One could however have expected an even higher response rate in this case given that the persons in the Spider database could be assumed to be active members of the Spider network and not just passive recipients of newsletters and other publications. All responses are included in Annex 3.

3.4. LIMITATIONS

The results of the online survey are quite clear and valid as a reflection of the views of Spider's partners. The responses may have a positive bias as those individuals who have taken time to respond may be those with the closest links to the organisation - and potentially the persons with the most positive views. Very positive feedback should be taken with a certain degree of reservation, while critical remarks should be taken seriously, because respondents might be closely affiliated with Spider. The survey results should not be taken as the final and only truth about the perceptions of Spider – but they are indications of the strengths and weaknesses and not least the potential of Spider.

In order to collect alternative views and opinions, the team has interviewed a number of external ICT4D experts, who are not part of the Spider network. These external experts have been identified via Internet searches on Google, Twitter, LinkedIn, Infodev and other sources, so the selection cannot be regarded as representative for the individuals and organisations working with ICT4D at a global level - but they represent some of the most active organisations.

During the field mission to Uganda, the team managed to meet almost all project partners, but it was not possible due to time constraints to meet more than two-three end-beneficiaries of the projects. The assessments of the Ugandan projects are based on the document review and the interviews with the implementing partners.

As described above, the working procedures of Spider results in monthly written reports from all projects, which amounts to a considerable amount of material. Within the time constraints of the evaluation, it has not been possible to read all progress reports from all projects, but the team has read a sufficient number to assess the general reporting pattern.

In fact, the design of the project proposals and the subsequent reporting constitute serious challenges for the evaluation, but even more so for Spider: the project proposals are very general in their description of expected outcomes - they are more focused on activities than on outcome or impact, and so is the reporting. Hence, it is very difficult to assess the degree to which Spider has contributed to lasting improvements of the living conditions of the populations in the countries of operation.

4.   Findings and analyses

This chapter will be structured according to the DAC criteria of relevance, effectiveness, efficiency and sustainability[1]. Recommendations regarding each of the themes will be included in this chapter in direct connection with the findings in order to facilitate the reading of the report, but the recommendations will also be repeated in the chapter "Conclusions and recommendations".

In order to understand the present challenges of Spider, it is necessary to look back at the history of the organisation. When Spider was formed it was against the backdrop of the preparations for and the implementation of the World Summit on the Information Society (WSIS), which had its first gathering in Geneva in December 2003.

The summit adopted a joint declaration in which the first article reads:

> *"We, the representatives of the peoples of the world, assembled in Geneva from 10-12 December 2003 for the first phase of the World Summit on the Information Society, declare our common desire and commitment to build a people-centred, inclusive and development-oriented Information Society, where everyone can create, access, utilize and share information and knowledge, enabling individuals, communities and peoples to achieve their full potential in promoting their sustainable development and improving their quality of life, premised on the purposes and principles of the Charter of the United Nations and respecting fully and upholding the Universal Declaration of Human Rights."*

Sida and the Swedish government wanted to support these initiatives, and Spider was created as a joint initiative of Sida and the Royal Institute of Technology (KTH) in collaboration with ten Swedish universities. The idea was to create a national resource centre to pool ICT resources in Swedish society to assist developing countries in bridging the digital divide by supporting capacity building and applications of ICT4D.

The first phase (July 2004 – December 2006) was financed with a grant from Sida of SEK 31 million and an allocation of SEK 3 million from KTH. In the second phase, 2007-2009, Sida financed Spider with SEK 56 million matched by SEK 5 million from KTH.

By 2009 the management and the board of Spider felt that it was time for the organisation to grow seriously bigger and an application for a grant of 150 Mio SEK for the period 2010 to 2014 was submitted to Sida. By that time, however, Sida's interest in Spider had decreased significantly. There was a feeling at Sida that the relations with Spider had become too close – for instance Sida could not ask for technical assistance by Spider without conflicting with general procedures of tendering, and the Sida

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[1] See http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm for details regarding each of the DAC criteria.

experts also felt that Spider was not adapting to the new results oriented approaches, which had become the norm in mainstream development work. Also, Spider's application was not considered sufficiently well documented.

At the same time, Sida commissioned an external evaluation of Spider, which turned out to be very critical of the organisation. Although the report is highly diplomatic in its language, it revealed that the organisation had serious problems defining its goals and strategies, and the implementation modalities and procedures were not adequate.

The result of these circumstances was that Sida granted 45 Mio SEK for the period 2010-2014 instead of 150 Mio as applied for by Spider. The support was only given on a number of specific conditions as written in the agreement between Sida and Spider:

- Spider must continue to try to broaden the funding base. It is important to decrease the dependency on Sida and to diversify the sources of funding.
- Spider must continue to develop its role and objectives.
- Spider must continue to specify and structure its ways of operating.
- Spider must continue to operate as a demand-driven organisation, which focuses on poverty reduction in the least developed countries, where Sida is already present.
- Spider must continue to broaden its network by including other actors.
- Spider must continue to develop methods for reporting measurable results corresponding to indicators and to document the effect of the activities/projects, which have received support. It should be possible for Spider to work with Result Based Management (RBM).

This meant that Spider had to fundamentally rethink its strategy while at the same time changing directors. The first director of Spider returned to work at Sida in February 2010, and his successor was only able to keep the position for seven months before she had to retire due to health problems, and her successor only took over in January 2011.

The situation in Spider at that time has been described to the evaluation team as very chaotic with administrative procedures being very problematic or missing entirely, , making it a major task to structure the daily operations. Some new procedures such as standard grants and project initiation without public calls for proposals are no longer suitable, but they were considered necessary at the time.

While Spider experienced lack of continuity at management level, there were also different opinions at board level about the overall strategies. This seems resolved by now, but Spider once again has a new director, who has only held the position since February 2014. Only 2-3 of the secretariat staff members have worked with Spider for more than a year, but the organisation is working hard to improve all procedures including project design, project management, monitoring and accounting. Since 2013 staff members have been trained in Results Based Monitoring and Spider has engaged

a full time consultant to improve and expand relations with partners and possible external funders. Both management and staff are very much aware of the weaknesses and steps are being taken to improve the efficiency of Spider.

This brief description of the history of Spider is very simplified - but the bottom line is that Spider has been through a turbulent time on many fronts, and the achievements and challenges should be seen in that light.

4.1. RELEVANCE

The criterion of relevance has many levels: Overall relevance in relation to Swedish government strategies; programme relevance in relation to Spider's own stated objectives and relevance in relation to project partners and end-beneficiaries.

Regarding Information and communication technology for development (ICT4D) the Swedish "Strategy for capacity development and collaboration 2011–2013[2]" states:

> *The objective of the area of activity is:*
> * *good skills and high capacity among various actors to facilitate the effective use of, and access to, Information and Communication Technology for Development (ICT4D).*
>
> *To achieve the objective, Sida will:*
> * *provide support to strategic ICT4D activities with an innovative approach. Access to, and the use of, new technology by women and girls in particular should be highlighted.*
> * *support national and international actors regarding capacity and methods development, as well as experience surveys.*
> * *stimulate collaboration between new and more established actors in the area.*
>
> *Sida is also to work for ICT solutions that promote human rights and democracy, and counteract corruption. ICT4D contributions within the framework of the present strategy should be seen as part of overall support in this area.*

The recent government document "Biståndspolitisk Plattform[3]" from March 2014 also contains priorities, which are in line with Spider's mission. The chapter on "Improved access to open and safe information and communication technology" reads:

> *Den globala digitaliseringen bidrar till den ekonomiska tillväxten och ger människor som lever i fattigdom tillgång till information, kunskap och möjligheter att själva påverka sin situation. Tillgången till ett öppet och fritt*

[2] Annex to Government Decision UF2010/46581/USTYR
[3] http://www.regeringen.se/sb/d/18423/a/

internet har en betydande roll i skapandet av ekonomisk tillväxt och bidrar till uppbyggnad av öppna, innovativa och motståndskraftiga samhällsstrukturer. Den bredare användningen av informations- och kommunikationsteknologi (ICT) spelar en allt viktigare roll för entreprenörskap, forskning, obbskapande och fattigdomsbekämpning.

Samtidigt står stora delar av världens befolkning utanför det globala informationssamhället. Det svenska biståndet ska bidra till att minska det digitala utanförskapet genom att förbättra fattiga människors – särskilt kvinnors och ungdomars – tillgång till och användande av öppen och säker ICT. Biståndet ska bidra till att stärka kapaciteten hos låg- och medelinkomstländer i fråga om infrastruktur, institutioner och säkerhet på ICTområdet.

After the dramatically reduced support (in relation to the application - but not in relation to the previous Sida support), Spider had to revisit the strategy, and that resulted in the document "Spider 2.0 - Strategy and roadmap 2011 - 2015", which is well aligned with the Swedish government strategies. Spider 2.0 describes the objectives as to:

- *Become an internationally recognised resource and competence centre in ICT4D.*
- *Function as a central node in a network of actors from universities, government, business, and civil society.*
- *Serve as a reliable source of trusted and scientifically grounded knowledge about ICT4D, based on a unique mix of project support and research.*
- *Combine networking and brokering of knowledge and expertise with support to innovative ICT4D projects in partner countries.*
- *Broaden ICT4D collaboration and funding.*

Regarding thematic focus Spider 2.0. reads:

Reflecting the priorities of Swedish development cooperation in ICT4D, Spider's work focuses primarily on the thematic areas democracy, education, and health. Spider follows a rights-based approach to development, with human rights, gender equality, and environment as crosscutting perspectives. This conceptual alignment ensures that Spider actively contributes to the realisation of Swedish development policies, especially the Policy for Global Development (PGD), which emphasises closer cooperation between actors in all sectors of society.
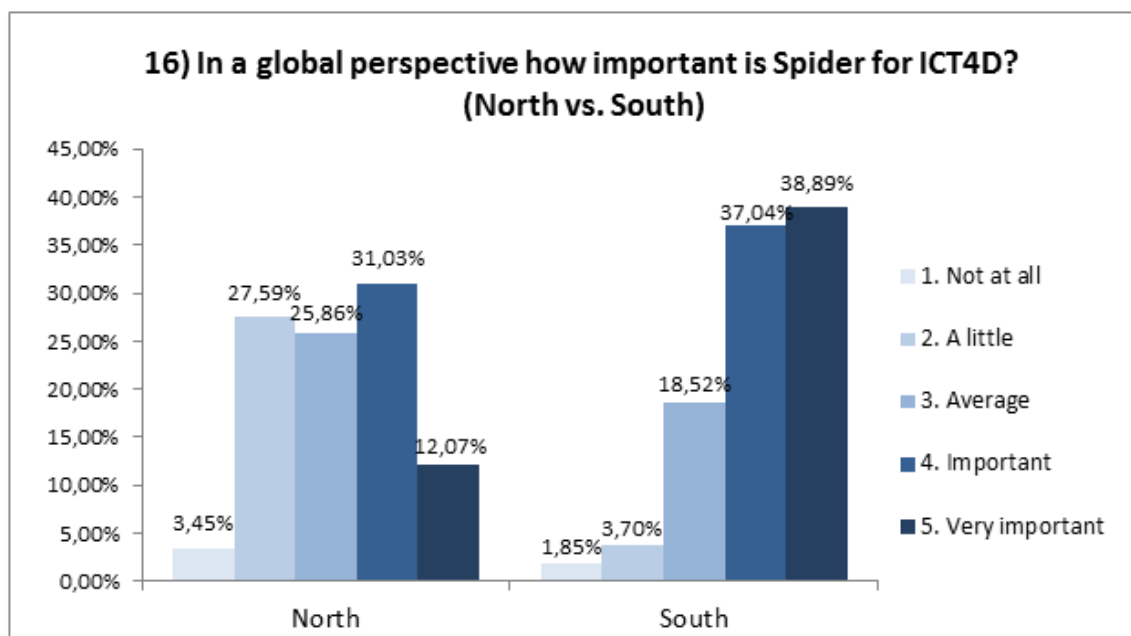
At project level, the partners interviewed in connection with this evaluation also state that Spider's interventions have been relevant to their work. Several organisations state that they would not have worked with ICT if it had not been for the support from Spider.

As can be seen from the online survey, especially the Spider contacts in the global South (here defined as Africa, Asia and Latin America) find Spider very important. Two thirds of the respondents find Spider "Important" or "Very important" for their country.

It is notable, however, that almost half of the network members in the global North (Europe and North America) label Spider "Not at all" important for their countries. When asked about Spider's importance in a global perspective, there is more consensus between North and South but there are still significant differences:

21) How important has the support from Spider been for your country? (North vs. South)
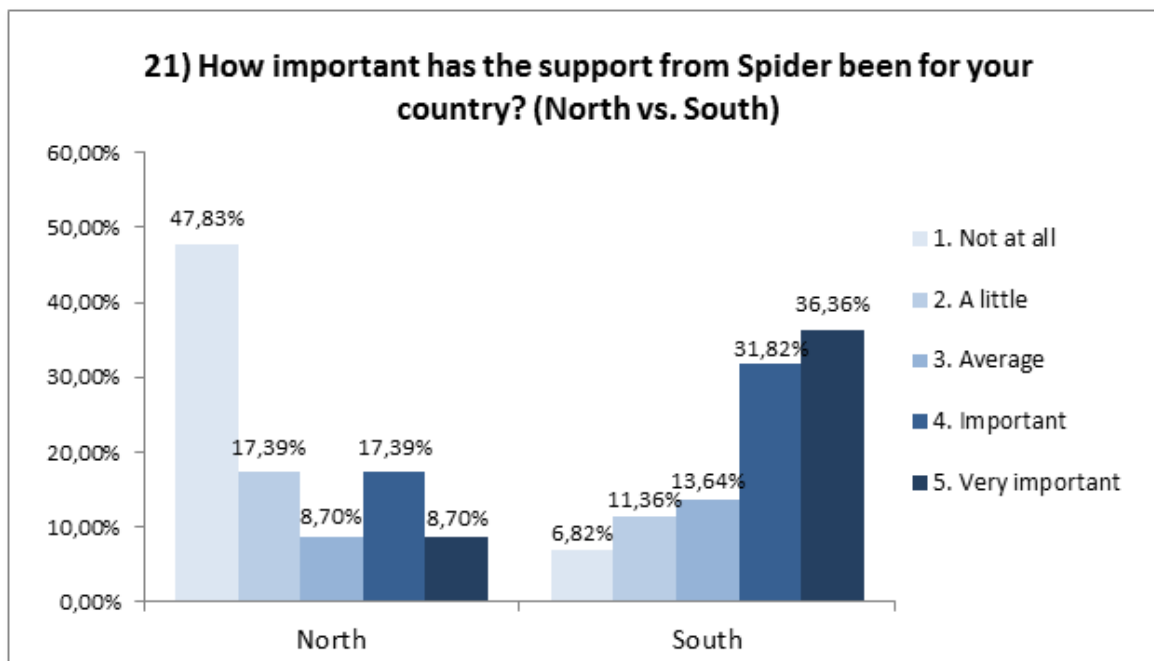
The difference in perspective is even stronger in the responses to the question about personal importance of Spider:

16) In a global perspective how important is Spider for ICT4D? (North vs. South)

14) How important is your interaction with Spider for your work? (North vs. South)
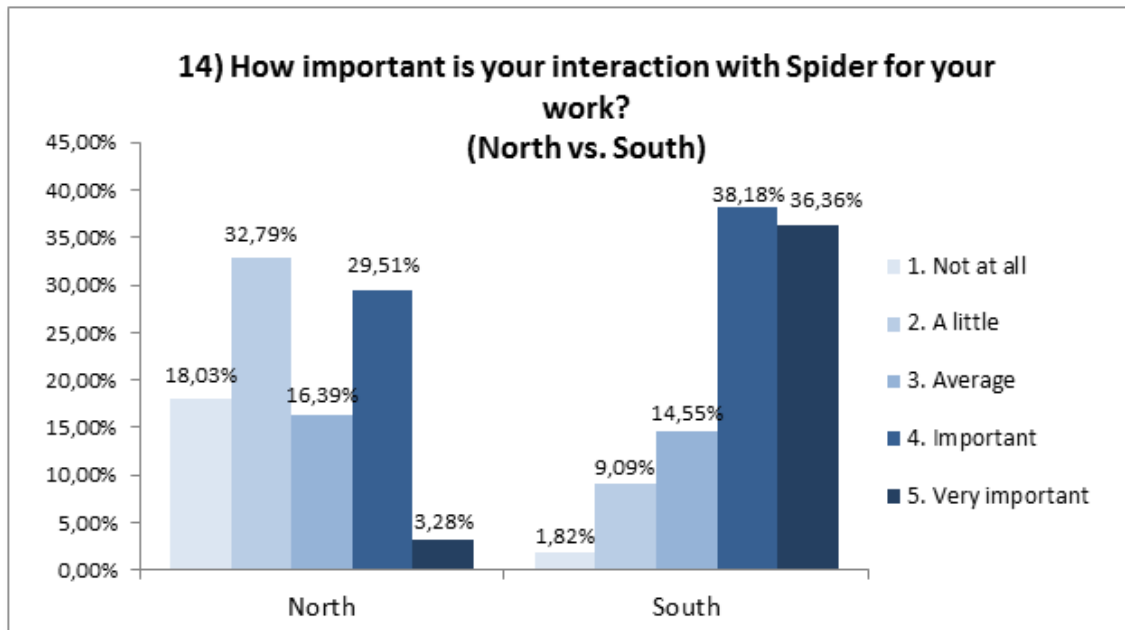
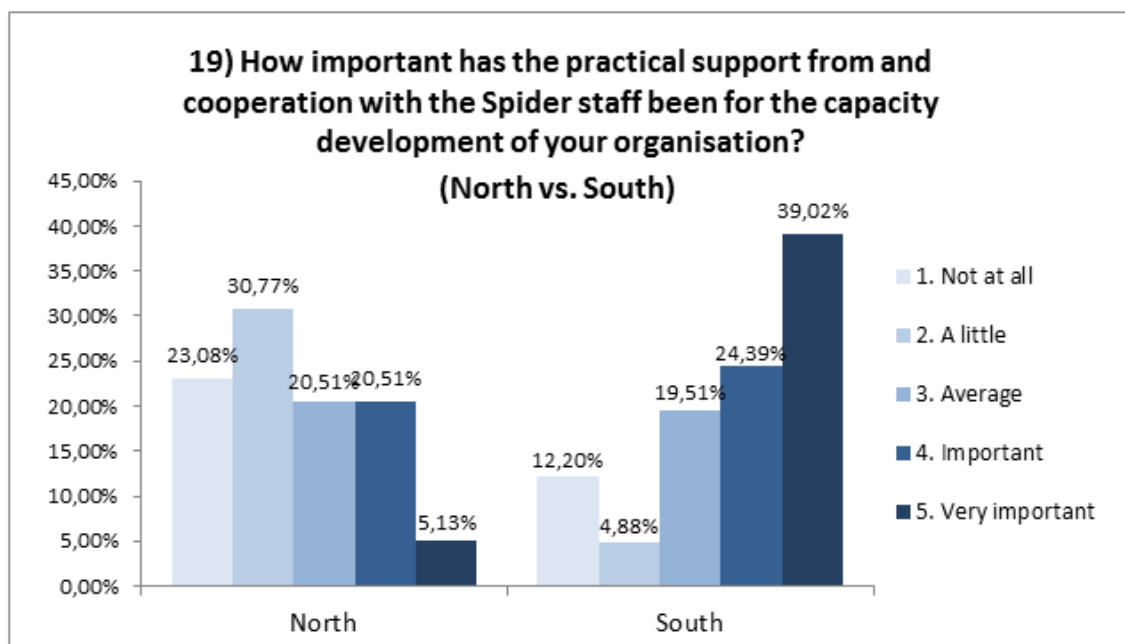Half of the respondents in the North state that Spider is not at all or only a little important for their work, while 75 % of the respondents from the South say the Spider is important or very important for their work - and a similar result is seen when asking about the importance of Spider in relation to capacity development. Only 5 % of the Northern respondents find Spider "Very important" for the capacity development of their organisations, while almost 40 % in the South find Spider "Very important".

19) How important has the practical support from and cooperation with the Spider staff been for the capacity development of your organisation? (North vs. South)

But while especially the South-based members of the Spider network see the organisation as both important and relevant, independent ICT4D experts interviewed

by the evaluation team are less positive. As mentioned previously in the report, these external experts are not necessarily representative of the global ICC4D community, but they are some of the most vocal.

Thus, it should be taken as a serious indication that they do not see Spider as the significant player, which the organisation is aspiring to be. Several experts mention that they were invited to conferences and seminars in the early days of Spider but have not really heard anything about Spider since that time. Neither the ICT staff at Sida nor the interviewed external experts see Spider as a prime source of knowledge and certainly not as centre for innovation in the field of ICT4D. For the Sida ICT experts, Spider seems to be only one of a number of possible partners, and closing down the help-desk function contributes to the perception. The help-desk was closed primarily because there was no demand for support from Sida or the Swedish Embassies, but also because general procurement rules prevent Sida from acquiring technical assistance without a public tender procedure.

The evaluation team has not been able to go into details with regard to all Spider projects, but the projects in Uganda, which have been researched in more detail, represent some weaknesses in relation to coordination with Ugandan national priorities and other donor organisations. Four of the main projects in Uganda are related to monitoring of health service delivery, and this seems to be a very popular activity for national and international NGOs and other organisations. In 2012 UNICEF produced this overview of ongoing eHealth and mHealth pilot projects in Uganda (the Spider projects are not included in this overview because they were not known to UNICEF and the Ministry of Health):
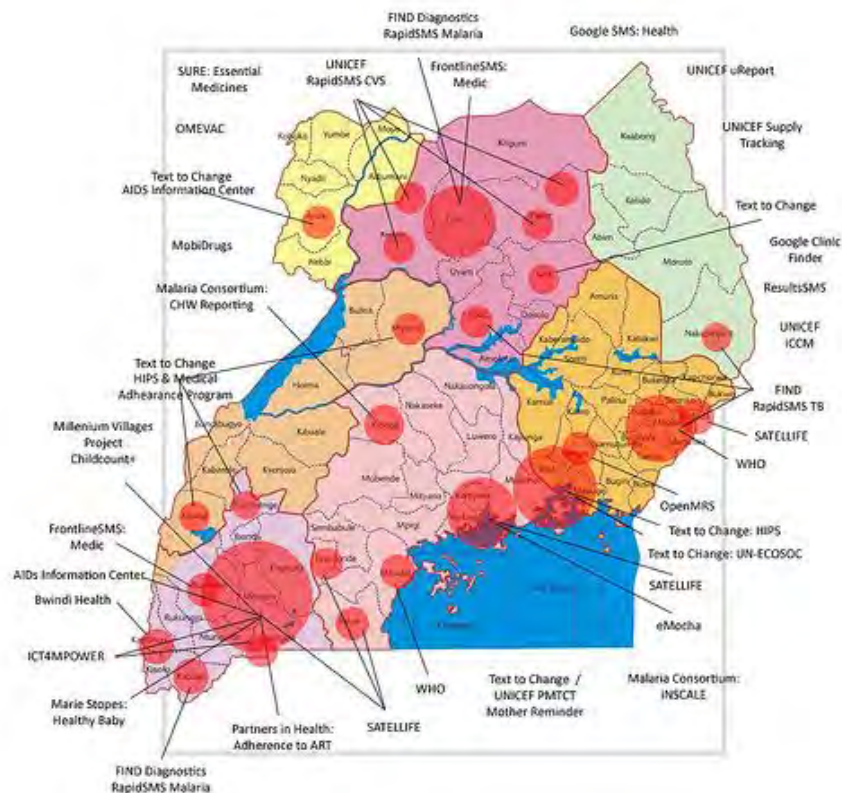
Map of mHealth pilots in Uganda by Sean Blaschke (Unicef Uganda)

The number of projects was so big and the confusion in the sector so serious that the Ugandan Ministry of Health in January 2012 called for a halt to all health projects unless coordinated with the national health strategy, but apparently this information did not reach the Spider secretariat. The document is attached as Annex 4.

Spider is not obliged to work with the government structures, but when the objective is to engage in ground-breaking ICT projects it is problematic to choose activities which are similar to the activities of so many other organisations. In the case of Uganda, this type of project was in direct competition with the national project mTrac (www.mtrac.org), which is a nationwide initiative, where citizens can give feedback via SMS if the local health centres do not live up to expectations. The mTrack system receives 500-1.200 SMS complaints every month, and the majority are complaints about rude behaviour of the health staff or reports about non-present staff. mTrac has so far referred 40 cases to the police.
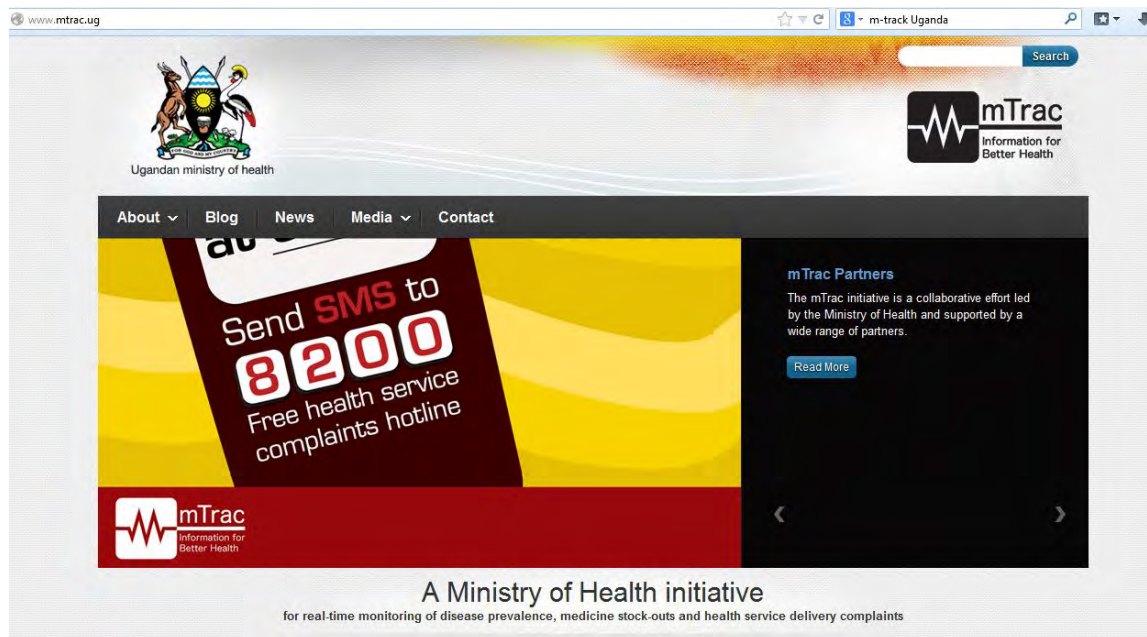
4.2. EFFECTIVENESS

International significance and visibility

The stated objective of Spider is to "*Become an internationally recognised resource and competence centre in ICT4D*" and to "*Serve as a reliable source of trusted and scientifically grounded knowledge about ICT4D, based on a unique mix of project support and research.*"

By 2011 it seemed that the organisation were well aware that this goal had not yet been reached. Instead of referring to documented impact or results, the Spider 2.0 document underlines the potential of the organisation:

> *Spider is well positioned to become an internationally recognised ICT4D broker, serving as a central node in a network of actors from academia, civil society, government and business. By combining concrete initiatives on the ground with scientific knowledge production, Spider can occupy a distinctive position in the global ICT4D community.*

It is a joke among communication specialists that the best place to hide a secret is on page two of a Google search - and although it is a joke, it has a core of truth, because the search algorithms on Google and other search engines are built on previous interest in the websites: How many visitors; how many links from other websites; how often is the content changed etc.
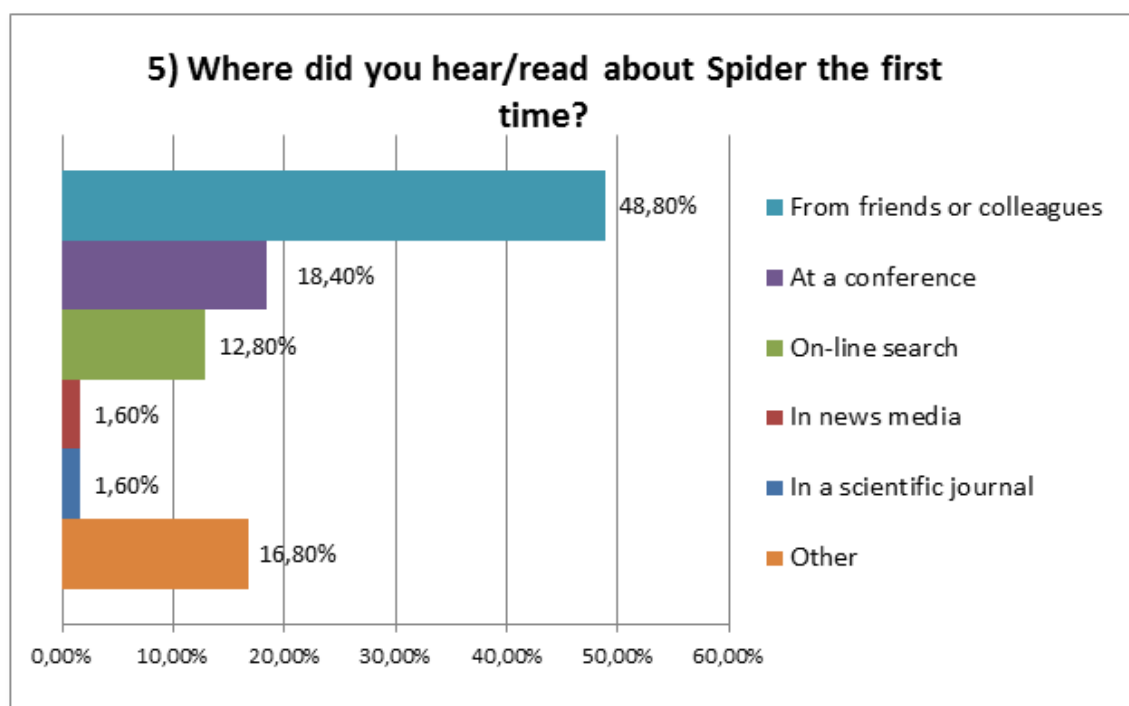
Nobody outside the search engine companies knows the exact parameters, but it is not a positive indicator of the influence of Spider that it only appears in the bottom of page

four (position number 39) of a search for "ICT4D". When searching on Google for "ICT for development", the DSV department of Stockholm University appears on position number 76, while Spider only appears on position 202 (two hundred and two). When searching for "ICT4D" on Yahoo, Spider appears as number 134 and the partner WOUGNET on position 98. Searching via Bing makes Spider appear on position 169 and the partner IPID on position 43.

These search results may differ from country to country and even from computer to computer depending on previous searches, but the general picture is that Spider is not well represented in any of the search engines.

Spider has a Facebook page (https://www.facebook.com/spidercenter) with around 500 "Likes", and this page seems to be updated on a regular basis. The Twitter account with 1.248 followers is also updated regularly. The LinkedIn group (http://www.linkedin.com/groups/Spider-1783200) with 167 members, however, has not been updated since May 2012.

The online survey conducted as part of this evaluation also shows that knowledge of Spider is primarily spread via word of mouth. Spider is not easily found via the Internet or via scientific journals as shown in this chart:

5) Where did you hear/read about Spider the first time?

Category	Percentage
From friends or colleagues	48,80%
At a conference	18,40%
On-line search	12,80%
In news media	1,60%
In a scientific journal	1,60%
Other	16,80%

Although Spider is not easily found on the Internet unless the organisation is known in advance, the Internet audience is quite loyal: More than 40 % of the individuals, who have visited the site, return to www.spidercenter.org, and this is a relatively high number. The statistics from Google Analytics also show that people either leave the site within the first ten seconds or the stay on the site for an average of 9 minutes. We define "Engaged users" as people, who stay for more than 10 seconds, and on average the site is visited by around 600 such engaged users every month.

User's Behaviour Indicators	All Visitors	Engaged Users (Visit > 10 seconds)
Total Visits	46,584	17,637
Unique visitors	28,963	11,166
Average Unique Visitors per month	1609	620
Pages per Visit (Avg. number of pages viewed per visit)	2.86	5.80
Avg. Visit Duration (hours : minutes : seconds)	00:03:24	00:08:59
Bounce Rate (leaves the site in the same page they entered)	58.65%	<0.01%
% Returning Visits (% of users that have visited the site before)	38.47%	43.08%

Geographic Distribution	All Visitors	Engaged Users (Visit > 10 seconds)
Europe	40.92%	47.82%
Africa	25.39%	27.14%
Asia	15.52%	11.37%
Americas	12.27%	9.07%
Oceania	0.87%	0.59%
(not set)	5.04%	4.02%

All in all, the pattern seems to be that Spider is highly appreciated within its own network and by people who get in touch with the organisation - but seen in a global scale the network is small, and ICT4D experts outside the network do not see Spider as a significant player. Spider has not managed to have a strong public presence like organisations such as Scidev (www.scidev.org) and the World Bank supported organisation InfoDev (www.infodev.org), which by the way also both receive support from Sida.

One of Spider's ambitions is to position itself as an international information broker. But that will require a close cooperation with the different existing and emerging communities of researchers, programmers and developers, which exist both in the most developed countries but even more so in countries like Kenya, South Africa, India, and Brazil etc. Cooperation with these communities of techies can only be established around practical activities - and one such activity could be the establishment of a web portal for ICT4D. At the moment there is no easy way into the world of ICT4D for organisations or individuals, who wish to get started or learn more.

In the field of communication the Communication Initiative Network (www.comminit.org) and its newsletter "The Drumbeat", have become "must-reads" for both practitioners and researchers, and something similar could be very useful in the field of ICT4D. Some of the external experts interviewed for this evaluation believe that it might be too late for Spider to take such an initiative, but the team recommends Spider to investigate the options. As it can be seen from the table below, more funding and training opportunities are on the top of the wish list among the network members - but so is more information about ICT4D innovation and research:

**13) What would make Spider more relevant for you?
(North vs. South)**

- Other
- More editions of the Spider newsletter
- More active participation in project preparation and implementation
- More training opportunities
- More links to scientific research
- More active promotion and facilitation of network events and activities
- More information about ICT4D innovation
- More funding opportunities

Recommendation:
Spider should investigate the need for and possible cooperation with other organisations on the creation of an authoritative web-portal along the lines of the Communication Initiative Network. Spider could take the lead but should involve as many as possible of the organisations working actively with ICT4D.

Choice of project types

While Spider engaged in larger projects during the first years of existence, a new strategy was developed after the reduction of the desired Sida support for the present programme phase. When Spider received 45 Mio SEK for the present phase instead of 150 Mio as applied for, the organisation opted for smaller projects as described in the strategy document Spider 2.0:

> *"Spider will support projects with catalytic seed funding of 1-2 years of duration to generate long-term growth, up-scaling, and lasting impact. Projects will be organised into thematic and/or geographic networks, to ensure synergistic collaboration and cross-breeding."*

The seed funding for each project was decided to be a fixed amount of SEK 500.000 for each project.

As mentioned in the chapter about relevance, the majority of the projects in Uganda are related to citizens monitoring of public service delivery, and they may all have been relevant for the local communities but the strategic value in relation to ICT4D innovation is very limited.

The methods of the delivery service monitoring vary from one project to the other: In the case of Transparency International, the channel is a call-centre with a toll-free number, in the CIPESA project citizens can upload complaints at the resource centre in Kasese, and in the WOUGNET project in Northern Uganda the local citizens were supposed to upload to a version of the Ushadidi platform (www.ushahidi.com), which has been a technical problem because of breakdown of the Ushahidi site and lack of internet accessibility in the chosen districts. And an interactive mobile application developed by Linnaeus University in Sweden was only operational a few months.

Nonetheless several of the Ugandan projects have received so-called up-scaling grants from Spider. Normally, one would expect up-scaling to be the process of using experience from a pilot phase to implement bigger projects or programmes. But in the case of the small health projects in Uganda, the up-scaling funds have primarily been used to continue the pilot projects. As one organisation explains: "We do the same - just in a different place under a different name".

The e-resource centre in Kasese in Western Uganda, which has received funds during two different phases of the CIPESA project, is also an example of a good project, which is relevant for the local community. But it was established by another Ugandan NGO with support from the EU via HIVOS, and the exit strategy of that project was that the running of the centre should be taken over by the local authorities. Hence the continued NGO support to the centre is not supporting the exit strategy of the original project, which was to create a project, which was not depending on continued donor funding. But naturally the continued support in the form of money for Internet connectivity and topping-up of the salary of the local project coordinator is highly appreciated by the local authorities.

Another Ugandan project is the cooperation with ToroDevelopment in the Western town of Fort Portal. This organisation cooperates with local radios about monitoring service delivery and exposing corruption.

This is also a project, which in itself is very recommendable and relevant - but it is not different from scores if not hundreds of communication projects in the African continent. One can question the strategic relevance of the project in an ICT4D context.

The same question can be raised in connection with one of the projects in Tanzania, which is highlighted as a showcase in the Spider publication "ICT for Anti-Corruption, Democracy and Education in East Africa". The project was called "Chanjo: Campaign Against Corruption Through Music, Mobiles And Social Media", and it was basically support to a nationwide concert tour of the Tanzanian musician Vitali Maembe. The project had a blog and it resulted in a film[4] about the project, which has been watched a total of 462 times, and these are the main technology elements of the project.

The previous director of Spider acknowledges that these projects are not innovative technology projects, and that this is a deliberate choice: "The D in ICT4D is more important than the ICT", as she states.

Others of the Ugandan projects are more technology focused, such as the "Makerere Mobiclass" project, which aims at developing a mobile phone application to support e-learning at the Makarere University in Kampala.

The single biggest project in Uganda was the ICT4MPOWER, which received a total of 8 Mio SEK from Spider. It was a joint project of the Ugandan Ministry of Health and Karolinska University Hospital in Sweden. The objective was to develop a digital platform for sharing of records for patients in Ugandan hospitals. The project produced a system, which will form the backbone of a new national patient register, and as such

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[4] https://www.youtube.com/watch?v=HWdP8oPC7yE

all involved stakeholders regard it as successful. But the entire implementation was marred by delays and mistrust between the stakeholders due (among other issues) to a dispute about intellectual property rights. This means that the ICT4EMPOWER does not stand out as the flagship for Spider and Swedish ICT4D support, which was the original intention, when it was launched in 2009.

The project "Not in My Country" (NIMC), which aims at reducing corruption and monetary and sexual extortion at the universities in Uganda and Kenya, is also a bit more technology oriented than the small delivery monitoring project. The concept is that students at the universities can reports abuses by their lecturers and they can rate the lecturers at the site www.notinmycountry.org. This project has received a total of 1 Mio SEK; it is operational, and it tackles a very serious issue in the East African education system, where many students have to pay money or provide sex to their lecturers in order to pass exams. But the project also represents some ethical dilemmas, which do not seem to have been subject to serious discussions within Spider: A lecturer can be labelled "The worst performing " teacher on the basis of 2-3 anonymous reports from students - and there is no feed-back mechanism, where the lecturers can defend themselves. This is hardly compatible with Swedish data ethics.

In conclusion, the projects in Uganda which the evaluation has looked into are relevant for the stakeholders but they are difficult to see as ICT projects, and the concept of up-scaling needs revision.

__Recommendations:__
Spider must define what the organisation considers ICT for Development, and also define the type of projects that are seen as strategically important. This is essential in order for Spider to define what makes the organisation different from all other development organisations - to define its unique added value.

While defining Spider's unique added value and choosing strategic project types, Spider should also define how the organisation understands the concept of up-scaling. A mere continuation of existing projects as has been the case in Uganda should not be considered up-scaling.

Project related research

One of the unique features of Spider is in fact the combination of practical project implementation and scientific research, where teams of researchers from North and South can jointly extract lessons learnt in the field of ICT4D. In the present programme phase, the links have become even closer: For each of the field projects, Spider has allocated 100.000 SEK to project related research. Unfortunately, however, this seems not to be a sufficient amount to encourage senior researchers to participate. It is not enough for senior scientists to receive travel grants, because they need also to compensate their universities for the time that they need to implement the research.

As a result, Spider receives very few research grant applications from senior researchers, while the grants are popular among Master's and PhD students.

Spider has tackled this problem by letting its own staff members be responsible for the project related research - including the previous Director, who headed the research related to the aforementioned concert tour project in Tanzania. In legal terms this perfectly acceptable, but the scientific value can be questioned when Spider staff are both project managers and researchers.

In other cases the researchers have not been Spider staff but very closely related to the Spider secretariat and the projects: The project "Not in my Country" was researched by one of the individuals, who took part in initiating the project, and several projects in Uganda have been researched by scientists, who are implementing other projects for Spider.

Apart from the issues of impartiality and scientific credibility, these close relations between project management and research raise the question whether Spider's network among researchers is sufficiently strong - and whether the present approach to research is viable. Most probably the main issue is the limited resources which can be allocated to research, and the root cause here is that Sida funds as a general rule are supposed to be spent in the developing countries and not in Swedish universities.

But development related scientific work including ICT4D research is nonetheless important, and Spider and Sida and other possible stakeholders with a broader perspective on development processes, such as the Department for Development Studies at the University of Lund, should jointly develop a model for how development related research could be supported by the Swedish government via Sida, the national Research Councils, relevant business enterprises and other possible sources.

Recommendation:
Spider should initiate a national dialogue on how Sweden could support development related scientific research. Stakeholders in this dialogue could be Spider, Sida, national research councils as well as other universities and relevant private companies.

4.3. EFFICIENCY

Selection of projects

It is a general rule in Sweden that goods and services should be procured in an open and transparent manner, and it is also a standard requirement in all Spider contracts with project partners that they must use tender procedures when procuring services and goods. The standard contract reads:

> *"Any party procuring goods and services with funds from the Spider financial grant shall conduct procurement using sound business practices. Opportunities for competition shall be utilised and tenders and tenderers shall be dealt with objectively in order to achieve equality of competition.*
>
> *A general rule is that tendering shall take place for all service tenders exceeding eight Swedish price base amounts annually set by the Swedish tax authority and for all tenders for goods that exceed two price base amounts. The 2012 price base amount is SEK 44 000."*

Of course selecting project partners is not the same as procuring goods or services but organisations operating with support from Sida are also expected to follow the principles of transparency when selecting partners. This, however, has not been standard procedure as Spider has only started a few projects on the basis of open calls for proposals. The explanation given by the previous director is that open calls for proposals result in far too much work in the evaluation phase and very few feasible projects. So instead most projects have been generated via the personal networks of the Spider staff and management.

In the case of Uganda the projects with CIPESA, TIU and WOUGNET are the result of a workshop organised by Spider in 2010, after which the invited participants could develop proposals. "Not in my country" was inspired by a Swedish Ph.D. student with connection to Spider and the Mobiclass project with Makarere started because a Ugandan student at a university in Sweden heard about Spider. And the ICT4MPOWER is the result of personal connections between Ugandan government officials and the Spider director at the time. Only the ToroDev project is the result of an open call for proposals.

The network approach was most probably necessary at the time, when Spider was very busy trying to streamline its procedures. And it is true that open calls for proposals demand many resources in the evaluation phase, but when dealing with public resources, transparency in allocation of funds must be the guiding principle.

__Recommendation:__
When initiating future projects, Spider should as a general rule have open calls for proposals. This does not exclude existing members from applying or exclude Spider from encouraging specific organisations to apply.

Disbursement of funds and accounting

The standard amount for projects during the period 2011-2014 has been SEK 500.000, which some organisations have received twice because they are implementing so-called up-scaling projects. This procedure was also a result of the need for an urgent internal restructuring back in 2011 and a desire to reduce the administrative burden of the Spider secretariat.

But this procedure effectively means that the project proposals were tailored to fit the financial frame instead of first designing a project and then developing a suitable budget. Similar procedures are used by other organisations for small grants. But grants of 500.000 SEK to NGO's in some of the poorest countries in the world cannot be regarded as small grants.

Another standard procedure has been the immediate disbursement of 90 % of the project grant upon signature of the contract between Spider and the project partners. Again the reason has been a wish to minimise the project administration, and the previous management of Spider finds this procedure justified, because the grants are relatively small. But for several of Spiders project partners, an amount of 500.000 SEK means the difference between existing or not, and it is not common practice in Sida or any other development agencies to disburse funds in this way. Normal practice would be payment of 20-30 % upon signature of the contract and subsequent payments upon reaching agreed milestones.

The payment of 90 % of the total project value from the beginning of the two-year projects does not mean that Spider does not follow the projects. In fact the projects are followed so closely that it tends to be micro management: All projects must submit a monthly written report, which is followed up by a monthly Skype call, and biannual financial reports plus annual audited accounts. This amount of reporting is a heavy administrative burden both for the projects and for the Spider secretariat.

In one area, however, Spider (and Sida) should demand more in-depth reporting and accounting, and that is with regards to funding from several sources. An example is Transparency International Uganda, which receives funding from Sida via at least four different channels: TIU receives funds from Spider for the health service delivery project; from the Swedish Special Initiative for Democratisation and Freedom of Expression[5] to the ICT4Democracy East Africa Network (originally funded by Spider); to the "Action for Transparency" project with FOJO Media Institute (also funded by the Special Initiative) – and finally also from the Ugandan Democratic Governance Facility (DGF), which is also partly funded by Sida. All funds contribute to cover similar activities of TIU, but the accounting takes place project by project, so there is no transparency about which funds are used for what.

Recommendations:
Spider should not work with standard grants but perform individual assessments of the project proposals. The budget should be adapted to the project instead of adjusting project activities to standard grants.

Spider should make new procedures for disbursement of funds where payments follow agreed and well defined milestones.

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[5] Swedish Special Initiative for Democratisation and Freedom of Expression

Spider should also consider revising the project management routines including the reporting requirement in order to become more cost-effective.

Spider and Sida should demand complete audited accounts including all income and all expenses from partner organisations in order to prevent the same project activities from being reported to several donors.

Administration and overhead expenses

It is not possible to make clear distinctions between project implementation and administration: Is it administration or implementation, when the Spider project officers participate in monthly Skype conferences with the project partners? But Spider does have problems with the ratio of administration versus project implementation no matter how the activities are defined: The total budget for the period 2011 – 2014 is 50 Mio SEK of which 45,5 come from Sida, and the total administration and overhead budget is 25,25 Mio SEK – 50 % of the total budget or 56 % of the Sida support.

Unfortunately this pattern is replicated at project level. One example is the WOUGNET Budget for 2011-2013: The total budget for this period was 119.365 Euro of which Spider provided 56.000 or around half. But the project spent more than 76.000 Euro (or 64 % of the total budget) on project management and office rent.

Another example is the CIPESA budget for 2011-2012, where the total project budget was USD 132.000 of which Spider contributed USD 92.000. The administration and overhead costs were USD 59.700, which is equivalent to 45 % of the total project cost or 64 % of the Spider contribution.

With such administration and overhead expenses in the Spider secretariat and in the implementing organisations it is not a satisfactory percentage of the funds, which reach the end-beneficiaries in the form of project activities on the ground.

Recommendation:
Spider should revise its working procedures in order to get a project-administration ratio, which is considerable closer to 90-10, which is the norm in most international organisations.

4.4. IMPACT

In the agreement for the present funding phase Sida is specifically asking for a results based approach: *"Spider must continue to develop methods for reporting measurable results corresponding to indicators and to document the effect of the activities/projects, which have received support. It should be possible for Spider to work with Result Based Management (RBM)."*

Spider and its projects partners have made quite an effort to incorporate an RBM approach, but there is still general confusion about the concepts, and the project

documents mistake "activities" and "results". One example is the logical framework for the WOUGNET project, which lists the following expected results:

- *Local CBO's and women mobilised to take part in the project. One visit made in each parish for six parishes per district.*
- *Three workshops held per district comprising of 40 participants*
- *One digital camera provided for every district*
- *Web portal set up and uploaded with information on corruption in the 5 districts*
- *One meeting held every quarter per district*
- *Documentary developed and bilinguals news prints produced every quarter*
- *One national dissemination conference held per year highlighting corruption findings from the five districts*
- *Monitoring visits conducted and project performance assessed*
- *An external consultant contracted to conduct a project evaluation exercise*

These may all be relevant activities – but they are not results or outcomes, and the weak logframes makes it practically impossible to assess the projects against desired results or outcomes.

This fundamental weakness is also visible in the Spider Annual Report for 2013, where all ongoing projects are listed with a small textbox labelled "Results". The quotes below are a few examples from these text boxes:

- *"The network continues to gain visibility and partners are actively engaged in its promotion."*
- *"A committed community with active leaders towards better health service delivery since the development pact signing"*
- *"Grassroots' partner E-Kasese resource centre hosted a citizen journalism training that was facilitated by Tor Development Network on March 21st-22nd, 2013:*
- *"VSAC quarterly meetings where bad governance issues are raise/reported"*
- *"KHRC produced credible data during campaigns focusing on the following key areas: bribery incitement, misuse of resources, integrity and malpractices."*
- *"Twenty five (25) rural women and youth gained skills in web.2.0. tools Ushahidi, twitter, monitoring service delivery, blogging, on-line documentation, Facebook, Skype, and advocacy and lobbying."*

These are all relevant activities, but they cannot be labelled results. The weaknesses in project design do, however, not mean that the projects do not create results at citizen level. There is anecdotal evidence about boreholes being restored; lazy teachers and nurses transferred; the school headmaster, who no longer acts as a motorcycle taxi etc., and some of these successes can be found in the publications "Spider stories"[6].

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[6] http://spidercenter.org/publications/spider-stories

Another good example is Transparency International Uganda, which is now operating a whistle-blower and complaints hotline for the national electricity company UMEME. That hotline is a replication of the call-centre, which TIU established as part of the Spider project.

But the evaluation team has not been presented with any evidence of ground-breaking research or new, innovative approaches or applications, which have changed global ICT4D practices or which have resulted in - or contributed significantly to - improved living conditions for the general populations in the countries of operation.

Recommendations:
The Spider secretariat should continue the ongoing efforts to implement a result based approach to project management with the aim of improving both project design and the ability to report on agreed goals.

Spider should be more strategic when choosing project activities. Instead of funding a large number of small projects, Spider should select a few projects and implement them well.

In order to create long-term impact, Spider should consider increasing its exchange programs for students – both for Swedish students to work and study in developing countries and for South based students to study in Sweden. Such exchange programs are likely to have a lasting impact both in Sweden and in the developing countries.

4.5. SUSTAINABILITY

In most developing countries including the ones where Spider operates, the governments as well as private companies invest heavily in IT infrastructure, but apart from the ICT4EMPOWER project in Uganda, spider has not been part in joint projects with governments or private companies.

At programme level Spider is still fully dependent on the financial support from Sida. It was part of the conditions for the present phase that Spider should seek core funding from other sources, and serious attempts have been made but so far without success. So if Sida should decide not to grant funds for the next phase, it would most probably mean the end of Spider.

At project level Spider has managed to secure 8,1 Mio SEK from the European Commission for the project iMentors, which has a total budget of 9,1 Mio SEK. At the iMentor website[7] the project describes itself as "*a one-stop-shop data warehouse on all e-infrastructure development projects of Sub-Saharan Africa. By mapping e-infrastructure initiatives, our aim is to help scientists, universities, research and education networks as well as policy-makers and international donors gain valuable insights on the gaps and progress made in the region and to enhance the coordination of international actors involved in ICT initiatives in this part of the world.*"

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[7] http://www.imentors.eu/

Some of the projects in the developing countries receive additional funding from other sources than Spider. According to the 2013 Annual Report, the 15 on-going Spider projects have received 44 % additional funding from other sources. But several of the projects, which the evaluation team visited in Uganda, declared that they would not be able to continue the projects without the support from Spider.

The organisation acknowledges the continued dependency on Sida funds as a major challenge, and a full-time fundraiser has been recruited in 2013.

__Recommendation:__
Spider should continue ongoing efforts to "decrease the dependency of Sida and to diversify the sources of funding" as stated in the contract with Sida for the present programme phase.

5.   Conclusions and summary of recommendations

The recommendations relating to each of the DAC criteria are included in the respective chapters in order to facilitate easy reading and direct connection between findings and recommendations. But for the quick overview, the recommendations are also repeated in this chapter.

In summary, Spider is facing a number of quite serious challenges, of which the sustainability issue is probably the most serious: After ten years of existence and a total contribution from Sida of SEK 132, Spider is still fully dependent on continued Sida support. Efforts to secure core funding from other sources have not yet yielded any results.

Spider wanted to upscale its activities significantly in 2009-2010, but Sida did not approve the application for 150 Mio SEK for the period 2010 – 2014. Instead Spider was granted 45 Mio SEK, which forced the organisation to rethink its strategy. This resulted in the strategy document Spider 2.0., in which the overall strategy was to support strategic ICT4D projects with seed funding of SEK 500.000 for two years.

The projects chosen, however, can generally not be regarded as particularly innovative. The evaluation team has not been able to analyse all projects in detail, but the majority of the projects visited in Uganda are very similar to other pilot projects in Uganda and elsewhere in Africa.

Spider also have some challenges with regards to implementation procedures: 90 % of the project funds are paid out to the project partners upon signature of the contracts, and the projects are generally focusing on activities instead of outcomes and impact.

When rethinking the strategy after receiving 45 Mio SEK instead of 150 Mio SEK, Spider reduced the activity budget, but not the staff and overhead budget with the result that half of the support from Sida is spent on programme management and overheads. At project level, some projects are also very heavy on staff salaries and office rent compared to the actual project activities.

The main recommendations for the future are:

- Spider should investigate the need for and possible cooperation with other organisations about the creation of an authoritative web-portal along the lines of the Communication Initiative Network. Spider could take the lead but should involve as many as possible of the organisations working actively with ICT4D.

- Spider must define what the organisation considers ICT for Development, and also define the type of projects that are seen as strategically important. This is essential in order for Spider to define what makes the organisation different from all other development organisations - to define its unique added value.

- While defining Spider's unique added value and choosing strategic project types, Spider should also define how the organisation understands the concept of up-scaling. A mere continuation of existing projects as has been the case i Uganda should not be considered up-scaling.

- Spider should initiate a national dialogue on how Sweden could support development related scientific research. Stakeholders in this dialogue could be Spider, Sida, national research councils as well as other universities and relevant private companies.

- When initiating new projects, Spider should as a general rule have open calls for proposals. This does not exclude existing members from applying or exclude Spider from encouraging specific organisations to apply.

- Spider should not work with standard grants but perform individual assessments of the project proposals. The budget should be adapted to the project instead of adjusting project activities to standard grants.

- Spider should make new procedures for disbursement of funds where payments follow agreed and well defined milestones.

- Spider should also consider revising the project management routines including the reporting requirement in order to become more cost-effective.

- Spider and Sida should demand complete audited accounts including all income and all expenses from partner organisations in order to prevent the same project activities from being reported to several donors.

- Spider should revise its working procedures in order to get a project-administration ratio, which is considerable closer to 90-10, which is the norm in most international organisations.

- The Spider secretariat should continue the ongoing efforts to implement a result based approach to project management with the aim of improving both project design and the ability to report on agreed goals.

- Spider should be more strategic when choosing project activities. Instead of funding a large number of small projects, Spider should select a few projects and implement them well.

- In order to create long-term impact, Spider should consider increasing its exchange programs for students – both for Swedish students to work and study in developing countries and for South based students to study in Sweden. Such exchange programs are likely to have a lasting impact both in Sweden and in the developing countries.

- Spider should continue ongoing efforts to *"decrease the dependency of Sida and to diversify the sources of funding"* as stated in the contract with Sida for the present programme phase.

Annex 1 – Terms of Reference

Terms of Reference for the Evaluation of Spider's project and research performance 2011-2013

Background

Spider is a Swedish resource centre and knowledge broker in ICT for Development (ICT4D). Building on bottom-up initiatives, Spider supports local organisations to meet urgent social needs. Spider is specialised in high-tech solutions in low-resource settings. We provide innovative approaches to ICT for development and poverty reduction, smart interventions with a lasting social impact. Spider is hosted by the Department of Computer and Systems Sciences at Stockholm University.

In September 2011, Sida agreed to support Spider with financial support amounting to MSEK 45 for activities carried out during the period 1 September 2011 – 31 December 2014. The programme description, dated 28 September 2009, which forms part of the Agreement, sets out a budget frame of MSEK 150 and includes the following four programme areas:
1. Integration of ICT in sustainable socio-economic development in partner countries.
2. Mainstreaming of ICT in development cooperation.
3. Development and strengthening of Spider resource base.
4. Generation and dissemination of ICT4D knowledge.
The programme objective is to support partner countries in harnessing the benefits of ICT through capacity building, information sharing and problem solving.

When the decision on support was taken nearly two years later, the programme budget was cut down to less than one third, programme area number two was taken out and the budget lines for the other areas substantially reduced. Meanwhile, since the original programme document was drafted, Spider had undergone a substantial change of staff, including leadership. The new Director, appointed in January 2011, was recommended by Sida to work on a Strategic Vision to complement the programme document and to further develop the programme in line with the Result Based Management approach.

At the time for the signature of the Agreement, a new strategy was ready: "Spider 2.0 – Strategy and Roadmap 2011-2015", which was adopted by Spider's board. Since then, "Spider 2.0" has constituted the base of Spider's yearly plans, progress reports and annual reports. With these complementing steering documents, Spider has taken the original programme design down to a more concrete level, by the development of a Result Assessment Framework (RAF), where the original programme areas in large terms have been translated into the following strategic areas:
1. ICTD Projects.

2. ICT4D Research.
3. Knowledge brokering.
4. Networks and partnerships.
5. Funding and sustainability.

When the budget was cut down, Spider decided to limit the development cooperation projects only to include support to catalytic seed-funding (each at a maximum level of MSEK 0.5) within democracy, education and health in six countries. The idea was to adapt the working-model to the budget realities and emphasise organisational learning as recommended in the Spider evaluation of 2009. The expected outcomes of each strategic area have been covered by yearly plans and reports, each with its own RBM logic. However, the original application and its LFA matrix could still be used as an instrument for programme follow-up on output level.

With the adapted working-model, the majority of the projects have been researched upon in joint partnership between Swedish and local academia. Some of these projects have also been subject to up-scaling grants. Spider has also strived to develop its role as a knowledge-broker. It is presumed that tangible results already can be recorded attributed to the present programme period. The evaluation shall take the results of the present agreement period (for the Sida agreement) as point of departure and complement Spider's final report of this funding. It will furthermore serve as in-put for Spider's long-term planning.

Among Spider's primary stakeholders, the following actors may be mentioned: Researchers and opinion makers in developing countries, project developers in developing countries (such as CBO's, NGO's, human rights commissions and academic institutions), funders and policy makers in Sweden and internationally as well as the Swedish Academia.

Evaluation Purpose and Objective

Purpose of the evaluation:

The evaluation of Spider's project and research performance shall, with the Result Assessment Framework of the present Sida-funded programme and "Spider 2.0" as a point of departure, serve as a contribution to the development of a long-term sustainable and Strategic Vision for Spider and a Master Plan of Operations for 2015-2019.

The specific evaluation objectives are to define:

> ➢ Results/outcomes of Spider funded development cooperation projects with Spider's RAF as a point of departure as this being presented in Spider's result analysis, partner reports, external sources, strategy documents and plans.[8]
> ➢ Results/outcomes of Spider funded research projects with Spider's result analysis, partner reports, external sources, strategy documents and plans as a point of departure.[9]
> ➢ Spider's own contribution to the outcomes of the development cooperation projects and the research projects (Spider's knowledge-brokering role).[10]
> ➢ Evidence of Spider as an internationally recognised ICT4D centre.[11]
> ➢ Generally applicable knowledge attributed to Spider's work within: gender, youth and ICT4D techniques and methodologies.[12]

Users of the evaluation:

> ➢ Spider and partner organisations, in particular those in developing regions
> ➢ Sida
> ➢ Potential future funding and project partners
> ➢ ICT4D actors in policy, practice and research

Scope and Delimitations

The evaluation will focus upon the implementation of "Spider 2.0" with an emphasis of the above mentioned Sida agreement and the activities until 2013.[13]

The field investigations related to this assignment will focus upon all of Spider's activities in Uganda within the three prioritised sectors (democracy, education and health). This includes approximately 10 project partners and MSEK 5. This geographical setting has been selected, since Spider has cooperated with a wide range of projects in Uganda and within all three sectors. Several of these projects have also, after Spider's result analysis, been subject to up-scaling support.

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[8] Mainly corresponds to programme area on social-economic development/ICT4D Projects.

[9] Mainly corresponds to programme area on generation and dissemination of ICT4D knowledge/ICT4D Research.

[10] Mainly corresponds to the programme area on development and strengthening of Spider resource base/Knowledge and brokering. But it also touches upon the programme areas Networks and partnerships and ways to plan for funding and sustainability.

[11] Mainly corresponds to the programme area on development and strengthening of Spider resource base/Knowledge and brokering but does also touch upon Networks and partnerships.

[12] Mainly corresponds to the programme area on development and strengthening of Spider resource base/Knowledge and brokering. But it also touches upon Networks and partnerships.

[13] Spider 2.0 embraces not only the Sida agreement, although the activities of this should be emphasised .

Organisation, Management and Stakeholders

Spider's Director will be over-all responsible for the quality of the assignment. The Partnership Manager will be responsible for contracting of the evaluation team and will be its contact person at Spider. The Spider staff with project responsibility will be answering to queries related to specific projects and partners and the Programme Administrator will in close cooperation with the project coordinator respond to queries related to the overall financial situation and the gathering of relevant documentation needed for the fulfilment of the assignment.

Stakeholders of the evaluation:

Firstly: The owner of the evaluation is the Swedish Program for ICT in Developing Regions (SPIDER) at the Department of Computer and Systems Sciences (DSV) at Stockholm University (SU), which in consultation with its board, will use the results in the elaboration of a long-term, Strategic Vision and a Master Plan of Operations.
Secondly: Since the evaluation is funded by Sida grants, Sida is a most important stakeholder. Sida will also assess new application/s for grant from Spider in 2014, which underlines Sida's role as a future, potential stakeholder. There are presently 3-4 units at Sida with direct interest in Spider's project activities.
Thirdly: Partner organisations, which have benefited directly from Spider's funding along with their respective project beneficiaries, constitute another important group of stakeholders.
Fourthly: Spider's partner universities in Sweden and other representatives for international academia represent a fourth category of stakeholders.
Fifthly: Other funders, policy makers and practitioners with interests in ICT4D constitute a fifth category.

The tenderer must in its tender specify how it intends to organise and manage the evaluation and how it will handle the quality assurance.

Spider foresees that the evaluators cover at least all the above mentioned five stakeholders' categories in their data collection with an emphasis on Spider's partner organisations in South and Spider's own staff. The draft report will be sent to Spider for comments, which will share the content with its strategic partners before the approval of a final evaluation document.
In order to contribute to the collective organisational learning, the recommendations of the evaluation report will be presented by a member of the evaluation team and discussed in a local partner-seminar in Uganda, whereby also other East-African, Bolivian and Cambodian partners will be participating (on-line).

1. Which expected and unexpected outcomes has Spider funded development projects contributed to?[14] Please, also comment upon their relevance and effectiveness from a policy perspective (Swedish development cooperation policies, strategies and Spider's strategy 2.0) and upon the relevance and success of the catalytic seed funding model as such.

2. In which ways have the outcomes of Spider's research projects resulted in ICT4D knowledge (techniques and methodology) useful for: a) direct beneficiaries of development projects, b) policy-makers, c) development of local research capacity, d) ICT4D research?

3. How has Spider's ICT4D knowledge either directly or indirectly (by the use of networks) contributed to the capacity building of the development projects and research projects and their mutual interaction? (Please, focus particularly on relevance, efficiency and sustainability aspects.)

4. How has Spider developed over the period as a visible ICT4D centre/broker/agent? (Baseline: 2009 Evaluation and programme document.) Please, also comment on Spider's abilities to attract other funders than Sida and on Spider's normative influence on policy level.

5. In what ways have Spider's projects generated generally applicable information on: Gender, youth and ICT (techniques and methodologies)? Is there any generally applicable information, systemised or not systemised, which can serve as a knowledge base? (Please, focus particularly on efficiency and effectiveness.)

Conclusions, Recommendation and Lessons Learned

The conclusions, recommendations and lessons learnt are supposed to mention tangible results (outputs and outcomes) of projects funded. A comparison and discussion of these is expected, but also a discussion about Spider's own strengths and weaknesses in delivering these results and its value added on the international ICT4D arena. Spider might use the conclusions, recommendations and lessons learnt to strengthen certain part of its organisation and/or to reorient its resources in order to better serve the needs of its stakeholders.

Approach and Methodology

The evaluators are supposed to present their approach and methodologies in their tender. Spider recommends the use of a mix of data collection methods and a participatory approach. It is important to include methodologies of the integration of learning aspects as regards the evaluation findings.

Time Schedule

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[14] Should there be any possible contribution to impact on societal level, this would of course also be interesting to have stated here.

The assignment shall be carried out approximately between 1 April and 15 June 2014.

Spider proposes the below estimated time schedule for the elaboration of the evaluators' work-plan. Small deviations of estimated times may be suggested by the consultants and accepted by Spider after consultation with partners.

Preliminary time schedule

Time	Expected Output – from evaluators	Activity
12 February		Advertisement/publishing of procurement notice, distribution of tender documentation.
12 February - 13 March		Tender period
14 March	Tender at Spider	Receipt and opening of tender
21 March		Contract award notice
1 April	Signed Contract	Signing of contract
1 april – 17 April		Document reading, preparations for field visit, interviews, data collection in Sweden and internationally
21/22 April – 9 May		Data collection and investigation in Africa
5 May – 15 May		Analysis of data and report writing
16 May	Draft Evaluation Report	Draft evaluation report submitted to Spider
20 May	Presentation in Stockholm	Presentation of findings at Spider Stockholm
26 May		Evaluators receipt of Spider's comments on draft report
31 May	Final Evaluation Report	Final evaluation report submitted to Spider
Approx 10-13 June	Presentation in dissemination seminar	One-day-dissemination-seminar with partners in East Africa.
15 June		End of assignment

Reporting and Communication

The reporting is expected to be delivered largely in accordance with above preliminary time schedule. The contact person at Spider during the tendering period is the Partnership Manager, who also would be the principal contact person at Spider for the team during evaluation.

The evaluators should adhere to the terminology of the OECD/DAC glossary on Evaluation and RBM as far as possible (www.oecd.org).

The approach and methodology used must be described explicitly and explained in the final report as well as all limitations. The consequences of these limitations shall also be discussed in the report.

The report shall contain recommendations, be 15-20 pages including a summary of 1-2 pages and written in English.

Resources

The estimated number of person-weeks for the evaluation is 9-11 (45 - 55 days) depending upon the composition of the team and levels of fees. The estimated time for investigations in field is approximately 4 person-weeks (20 days).

Evaluation Team Qualification

The team is foreseen to consist of 2-3 team members, of which it is recommended that one is based in the East-African region. The team leader is responsible for composing a team of relevant expertise for the evaluation process.

The team as a whole <u>must</u> have the following qualifications:

Documented expertise in the area of ICT4D.

Documented experience of knowledge creation processes and/or research in developing countries.

- ➢ Documented multi-year practical experience of evaluations of internationally funded development projects and programmes within human rights/democracy and education or health.
- ➢ Expertise in qualitative and quantitative methods, particularly in developing countries.
- ➢ Knowledge and experience of Result Based Management
- ➢ A profound knowledge of the context of East Africa/Uganda, preferably including professionals based in the region.
- ➢ Fluency in English

The team <u>merits</u> from:
- ➢ Knowledge of Sweden/Sida and Sida's for the assignment relevant policies, strategies and methods.
- ➢ Ability to read and speak Swedish.

Final Evaluation Report

References

List of project documentation (to be complemented with upon completion of ToR):

Agreement Sida – Spider dated, 20 September 2011
Spider application 2010-2014, dated 28 September 2009
Spider 2.0 Strategy and roadmap 2011-2015
Yearly plans for 2011-2013 submitted to Board
Progress Reports for the period September 2011 – December 2013
Annual Reports for 2011-2013
Project documentation on the Ugandan projects, incl result analyses.
Research publications, funded by the Sida-budget
List of Spider seminars during the period
List of partner universities and board members
Spider Evaluation 2009
Spider stories 2011-2013

Annex 2 –List of persons interviewed

NAME	POSITION/ORGANISATION	CONTACT DETAILS
Achiro, Hope, Ms	Deputy Director Monitoring - Medicines and Health Service Delivery Monitoring Unit	Achiro.h@mhu.go.ug +256 701725454
Akugizibwe, Solomon Mr.	Information Officer, Torodev	s.akugizibwe@torodev.kabissa.org +256 782 129 895
Amuriat, Gorettit Zavuga, Ms.	Programme Coordinator, WOUGNET	+256 772 420 376 zgamuriat@wougnet.org zgamuriat@gmail.com
Battenberg, Reinier, Mr	Director, Mountbatten, IT & Websites, Kampala	Reinier.battenberg@mountbatten.net www.mountbatten.net +256 758 801 749 +256 31 228 3937
Blaschke, Sean, Mr.	Health Systems Strengthening Specialist, UNICEF, Uganda	sblaschke@unicef.org +256 785 424 271
Borglin, Kerstin, Ms.	Director, Spider	Kerstin@spidercenter.org +46 (0) 7 768333983
Büttrich, Sebastian, Mr.	Research Lab Manager, IT University of Copenhagen	sebastian@less.dk +45 6043 4784
Chroona, Cecilia, Ms.	First Secretary, Programme Manager Democratic Governance, Peace and Security, Swedish Embassy, Uganda	Cecilia.chroona@gov.se +256 772 740 972
Emoit, George Stephen, Mr	Senior Finance Officer, Transparence International, Uganda	gemoit@tiuganda.org gsemoit74@gmail.com +256 779 042 766 +256 701 042 766
Ferreira, Mariela Du Rietz Concha, Ms	Communication Officer, Spider	mariela@spidercenter.org Phone: +46 (0)8 16 17 04
Hagen, Ingrid, Ms.	Director, Strategy and Strategic Funding, Cordaid, Netherlands, Former Chairman of the International Advisory Board of	Ingrid.Hagen@cordaid.nl +31-70-3136300

NAME	POSITION/ORGANISATION	CONTACT DETAILS
	IICD	
Hellström, Johan, Mr.	PhD Student, Stockholm University	johanh@dsv.su.se +46736892120
Hjertstrand, Ulrika, Ms	Project Manager, Strategic Partnerships, Spider	ulrika@spidercenter.org Office tel: +46 (0) 8 16 26 99 Cell phone: +46 (73) 270 43 57
Jensen, Mike, Mr.	Internet expert, Association for Progressive Communication, APC, Owner, Jensen Independent ICT Consulting, South Africa, IICD board member	mike@apc.org +2784 266 6610
Kahungo, Thembo, Mr	Coordinator, Kasese Women and Youth Advocacy Forum	kahunguofagie@gmail.com +256 774 041 548 +256 706 544 005
Kalemera, Ashnah, Ms.	Project Officer, CIPESA	ashnah@cipesa.org Tel: +256 773 325 435
Karberg, Jens, Mr.	ICT Advisor, Sida	Jens.Karberg@sida.se +46 767 905259
Landgren, Gunnar, Prof.	Chairman of the Spider Board	gl@kth.se +4687904222
Larsson, Ulf, Mr.	Project Coordinator, Spider	ulf@spidercenter.org Tel: +46 (0) 8 16 16 03 Mobile: +46 (0) 732 701 079
Mkwano, Ssenyonjo Aloysius Taddeo, Mr	Chairperson, People's Rights and Forum for Development, Kabarole District, Western Uganda	
Mumbere, Sam, Mr.	Coordinator, Kasese E-society Project	smmumbere@gmail.com +256 776 003 248 +256 705 199 116
Nalwoga, Lillian, Ms.	Project Officer, CIPESA	lillian@cipesa.org Tel: +256 712 204 335

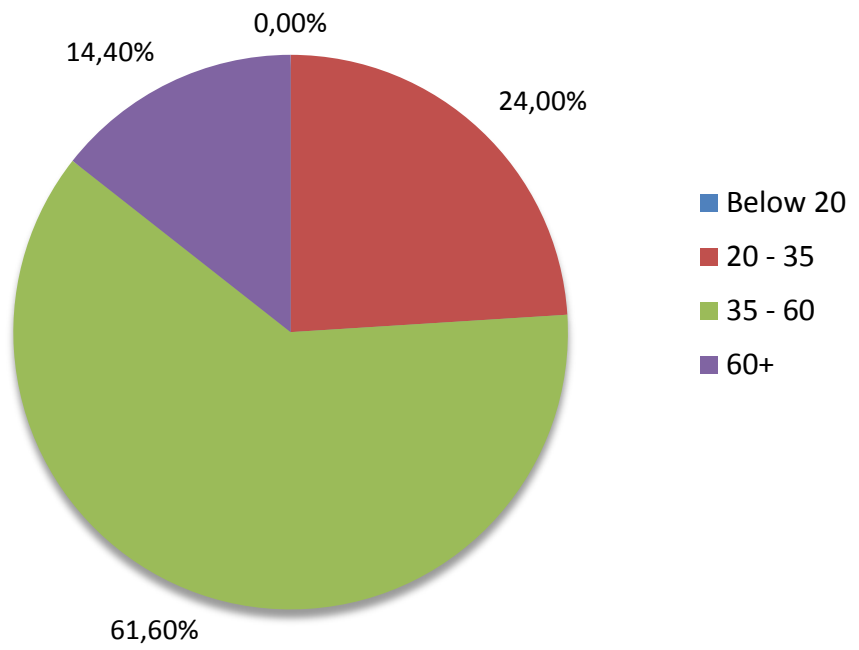| NAME	POSITION/ORGANISATION	CONTACT DETAILS
Nannozi, Judith, Ms	Uganda Contact person, "Open access: knowledge sharing and sustainable scholarly communication in Kenya, Tanzania and Uganda"	judith.nannozi@gmail.com +256-782-844-157 +256-706-608-275
Ofika, Akita Brenda, Ms	Project Officer, WOUGNET	Brendak.otiks@gmail.com +256 782 891 322
Ogwang, Simon Peter, Ms	Project Coordinator, Transparency International, Uganda	spogwang@tiuganda.org spogwang@gmail.com +256 783 256 392 +256 752 944 033
Okumu, Tito, Mr.	E-Learning Manager Makerere University	tokumu@iace.mak.ac.ug okumuoyana@gmail.com +256 772 441 905
Peña-López, Ismael, Mr.	Professor, Estudis de Dret i Ciència Política Universitat Oberta de Catalunya	ictlogist@ictlogy.net
Pettersson, Ola, Mr.	ICT advisor, Sida	Ola.Pettersson@sida.se
Roeer, Philip, Mr.	CEO, Laboremus (IT Company), Norway	philip@laboremus.no +47 92 21 94 41
Samuel, Nathan, Mr.	Project coordinator, Not in My Country, NIMC	nathan@notinmycountry.org Skype: nmcountry
Sarajeva, Katja, Ms.	Program Manager, Spider	katja@spidercenter.org Skype: katja.sarajeva Tel: +46 8 164902
Sher, Afzal, Mr.	Senior ICT Advisor Sida, First Director of Spider from 2004 to 2010	Afzal.sher@sida.se
Silco, John, Mr.	Executive Director, Ricnet, Uganda	www.ricnet.co.ug director@ricnet.co.ug +256 772 607 149
Soomre, Edna, Ms.	Project Coordinator, Spider	edna@spidercenter.org Tel: +46 (0)8 16 49 96

NAME	POSITION/ORGANISATION	CONTACT DETAILS
		Mob: +46 (0)73 461 1175
Tibenda, Stephen, Mr.	Secretary, People's Rights and Forum for Development, Kabarole District, Western Uganda	+256 772 845 566 +256 702 196 163
Tröften, Per-Einar, Mr.	ICT Advisor, Sida. Desk Officer for Spider	Per-Einar.Troften@sida.se +468 698 5539
Uimonen, Paula, Ms	Social Anthropologist, Former Spider Director	paula.uimonen@socant.su.se +46 768 882 663
Unwin, Tim, Mr.	Professor, Royal Holloway University, Chief Executive of the Commonwealth Telecommunications Organisation	Tim.Unwin@rhul.ac.uk
Wakabi, Wairagala, Mr.	Project coordinator, CIPESA	wakabi@cipesa.org Tel: +267 772 406 241
Friederici, Nicolas, Mr.	ICT Researcher, Oxford University	nicolas.friederici@oii.ox.ac.uk

Annex 3 – Online survey results

Complete Responses	**125**
Total Invited	**1101**
Response Rate	**11.4%**

Detailed results continued on next page.

1) Which age group do you belong to?

0,00%

14,40%

24,00%

61,60%

Legend:
- Below 20
- 20 - 35
- 35 - 60
- 60+

2) I identify my gender as...

27,20%

72,80%

Legend:
- Female
- Male

3) Where do you live?

- North America; 6,40%
- Latin America/Caribbean; 3,20%
- Africa; 35,20%
- Asia; 8,80%
- Australia/Oceania; 0,00%
- Europe; 46,40%
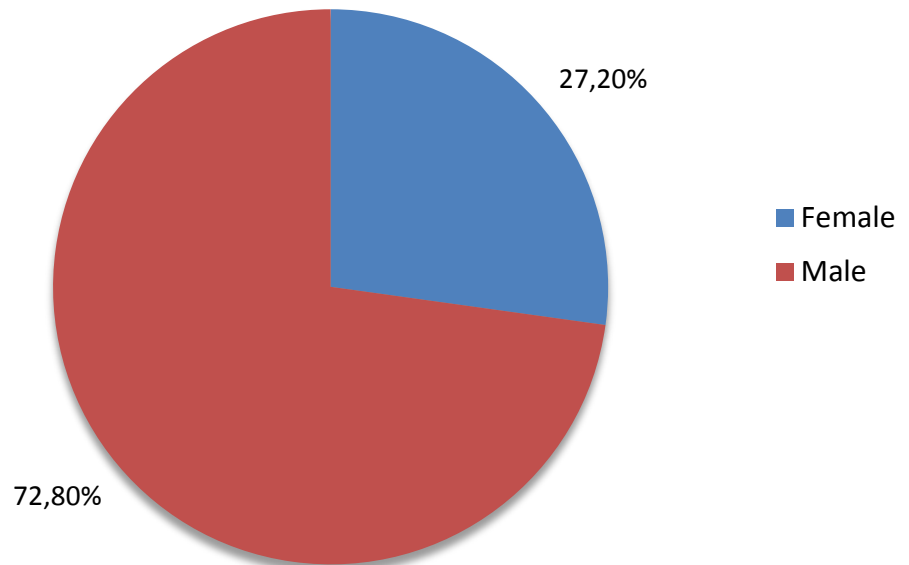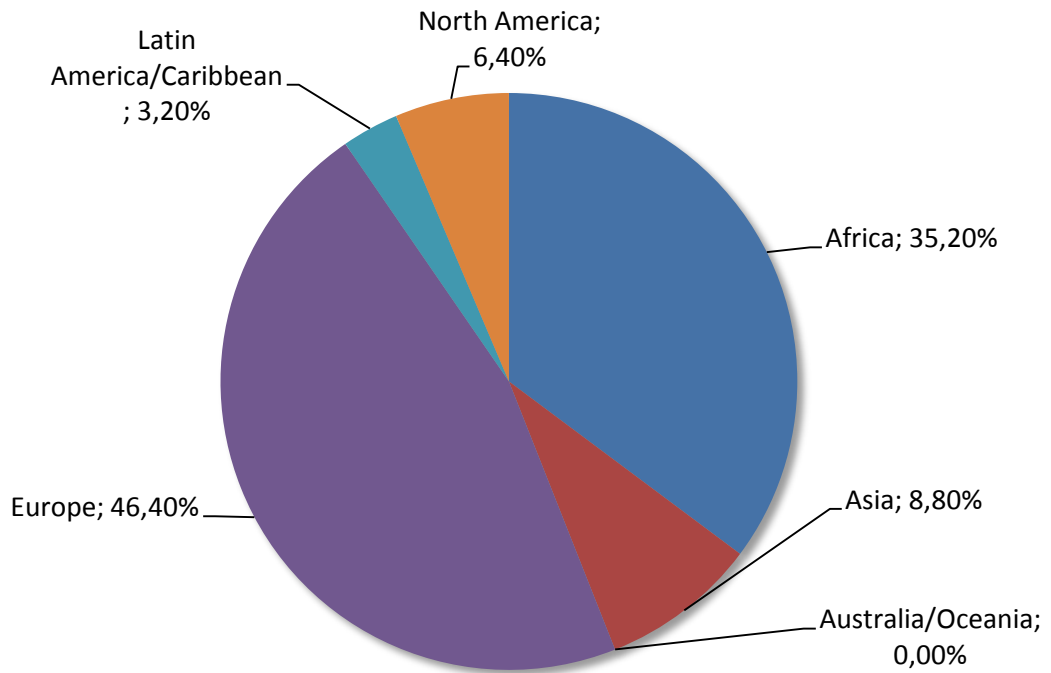
4) What is your highest level of education completed?

- Primary School; 0,00%
- Secondary School; 0,00%
- Vocational Training; 2,40%
- University (including Master, PhD, etc) ; 97,60%

5) Where did you hear/read about Spider the first time?

	Percentage
From friends or colleagues	48,80%
At a conference	18,40%
On-line search	12,80%
In news media	1,60%
In a scientific journal	1,60%
Other	16,80%
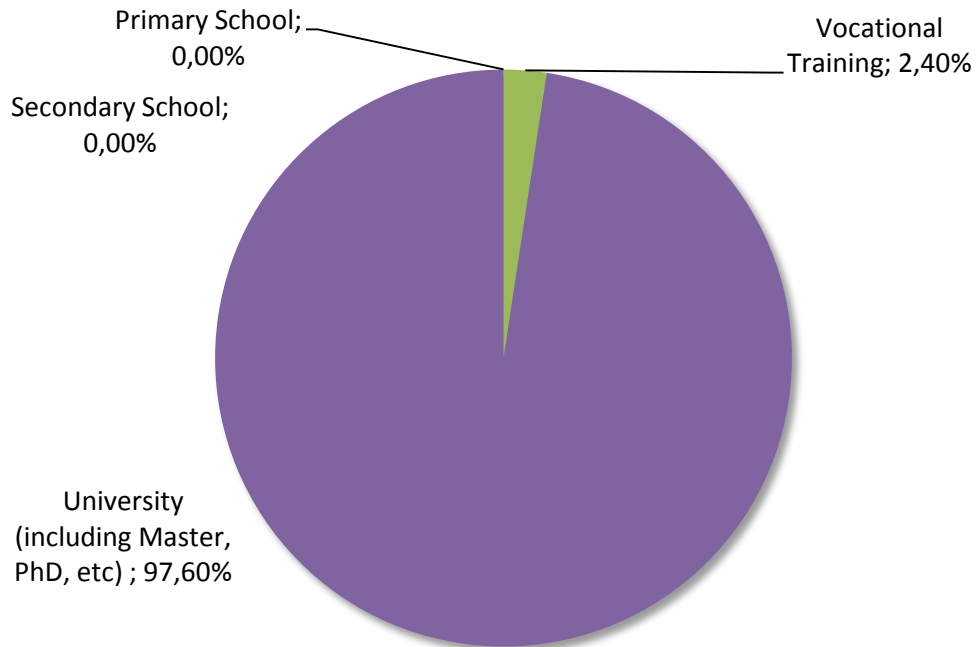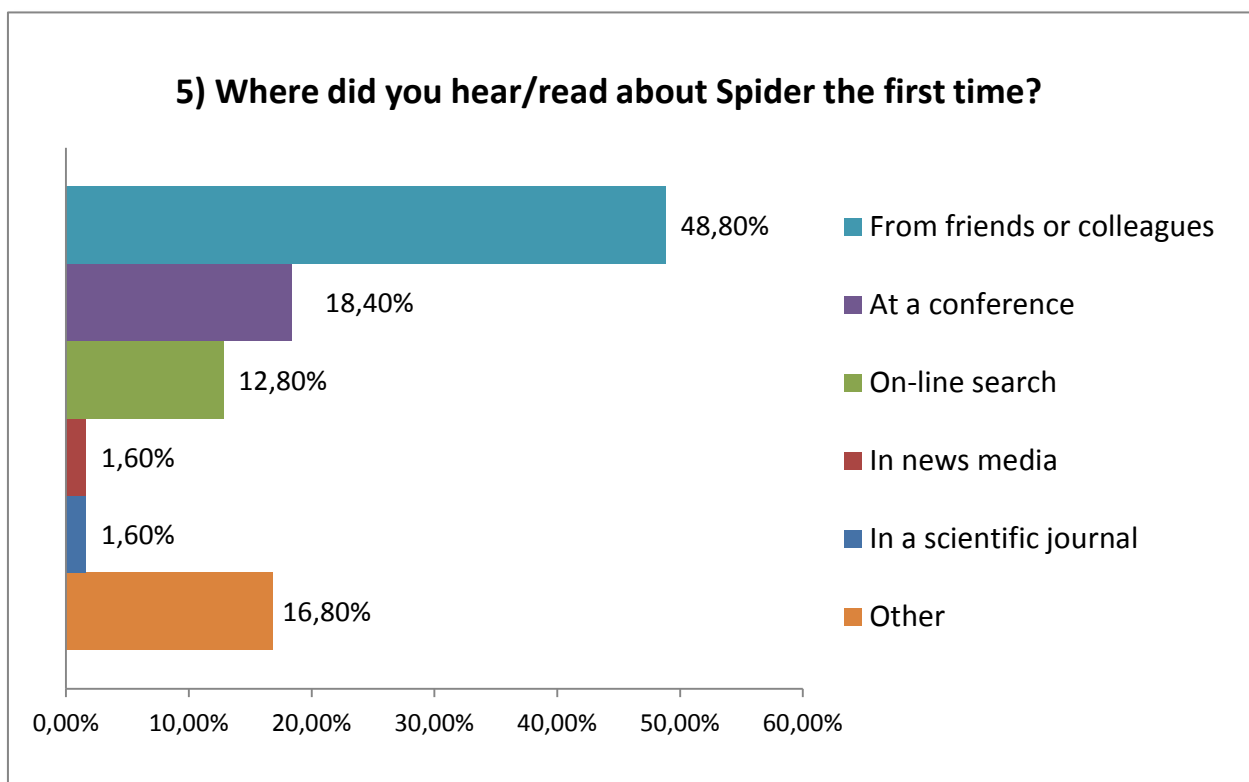
Other:

DSV poster in the hallway
Sida, Sweden
involvement from early beginning
DSV, Stockholm University
I was contacted by Spider
At the university
at university
Was part of the Steering committee
Was part in the creation of Spider
cofounder
Finder
Var med och grundade
My organisation received funding from Spider
Your email
school campus
ICT4D network in Cambodia
Not heard about Spider before
PhD research
While was being created
my supervisor

6) What is your relation with Spider?

Legend:
- No formal relation with Spider - just interested in ICT4D — 50,40%
- I am working in/member of an organization which received funds from Spider — 28,80%
- I work in one of the partner universities — 20,00%
- I am a member of a network supported by Spider — 16,80%
- I work with administration of Spider or funding of the organization — 4,00%
- I am an employee or former employee of Spider — 1,60%
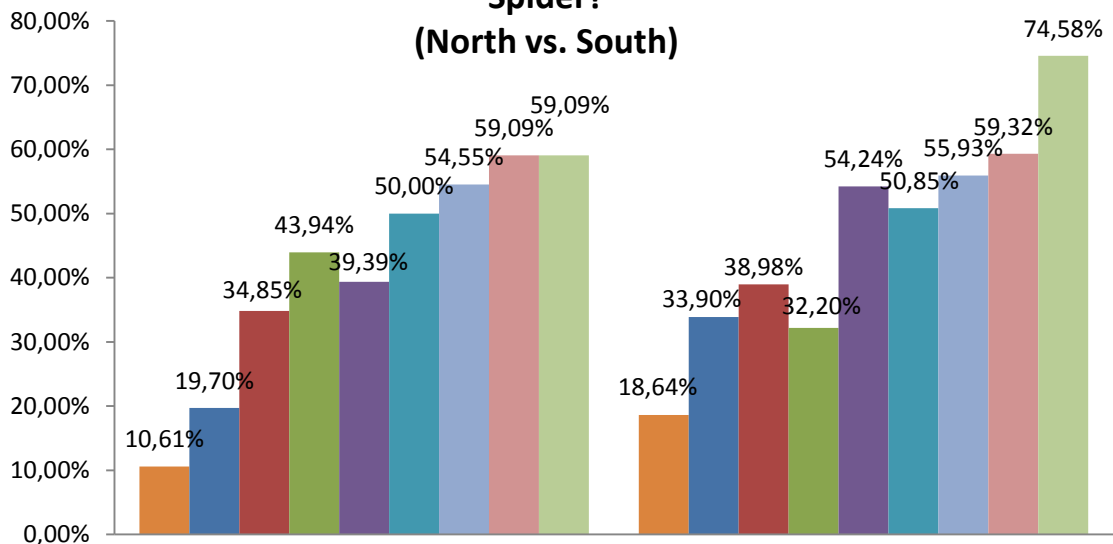- Other — 12,00%

Other:

Company interested in Spider's work
decisionmaker
head ICT4DEV program Delft University of Technology, the Netherlands
I have participated in conferences facilitated by SIDA
I have worked in an organization receiving funds from Spider
I was a member of a network supported by spider
I was once granted funding from Spider.
I worked in an organization that received funds from spider.
Receive funding support
researching on ICT4D in Aalborg University, Denmark
Sida consultancies
supervised 5 Tz PhD's and still keep incontact with former students. performed a short investigation in Mz to help a Mzteam start a smart card projet partly funded by Spider
volunteer
working at Sida

7) What do you see as the most important functions of Spider?

- 66,40% — To facilitate and support networks of researchers in the field of ICT4D
- 59,20% — To provide funding for projects
- 55,20% — To support research in the effectiveness of different types of ICT4D
- 50,40% — To facilitate transfer of knowledge North-South and South-South
- 46,40% — To develop new types of ICT4D projects
- 38,40% — To build a resource base of Swedish experts in the field of ICT4D
- 36,80% — To facilitate participation in conferences and professional networks for researchers from developing countries
- 26,40% — To inform about new technologies, applications and approaches
- 14,40% — To develop new technologies or applications

7) What do you see as the most important functions of Spider? (North vs. South)
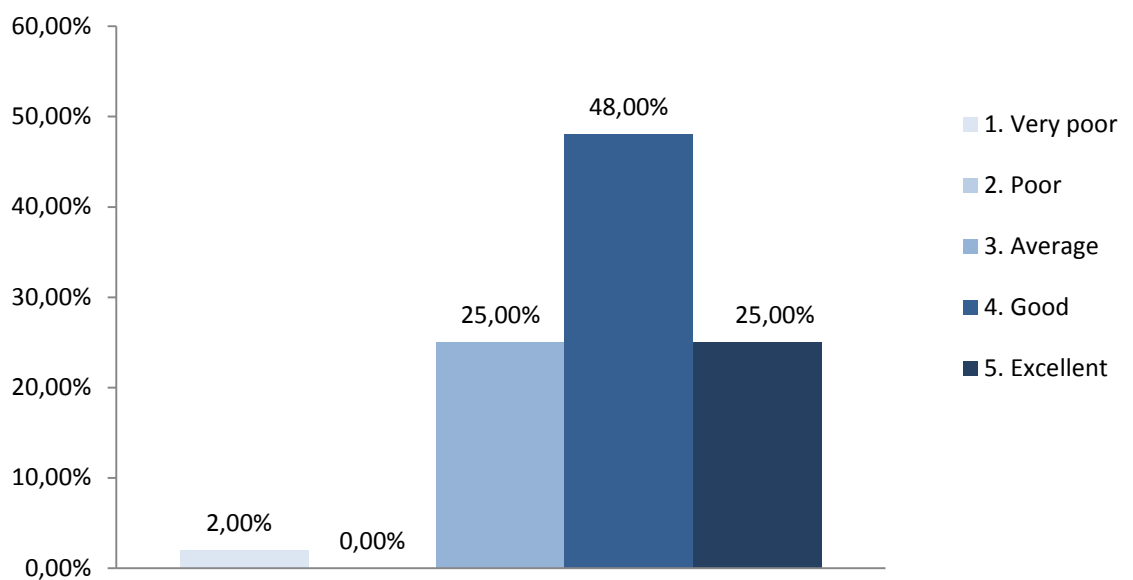
- To develop new technologies or applications
- To inform about new technologies, applications and approaches
- To facilitate participation in conferences and professional networks for researchers from developing countries
- To build a resource base of Swedish experts in the field of ICT4D
- To develop new types of ICT4D projects
- To facilitate transfer of knowledge North-South and South-South

8) How many research documents or other publications from Spider have you read?

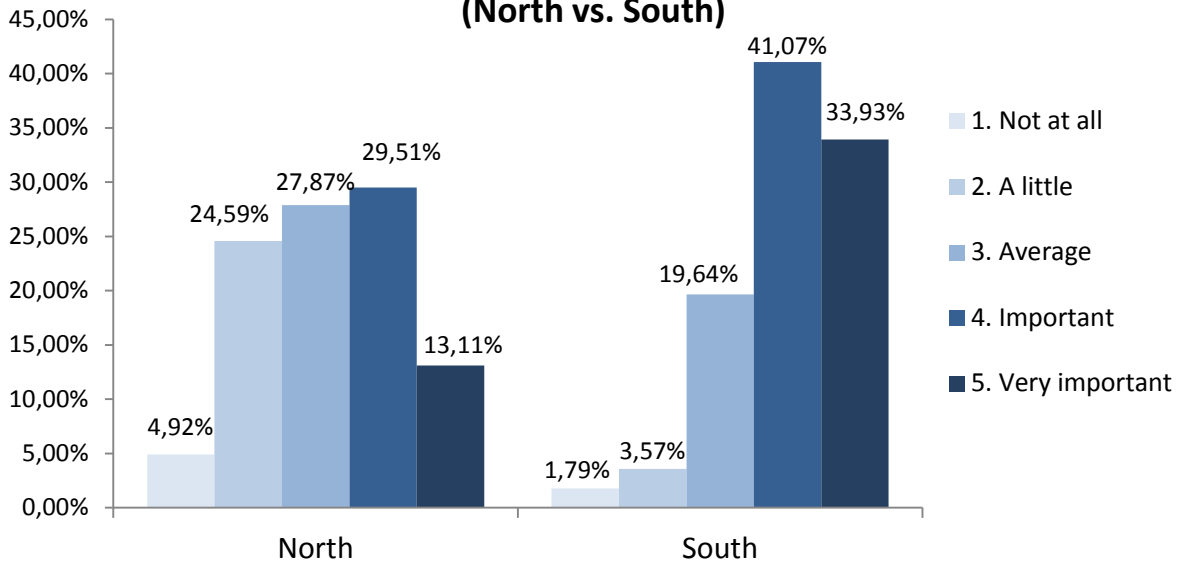- More than 20: 7,89%
- 11 – 20: 3,51%
- 6 – 10: 19,30%
- 1 – 5: 57,02%
- None: 12,28%
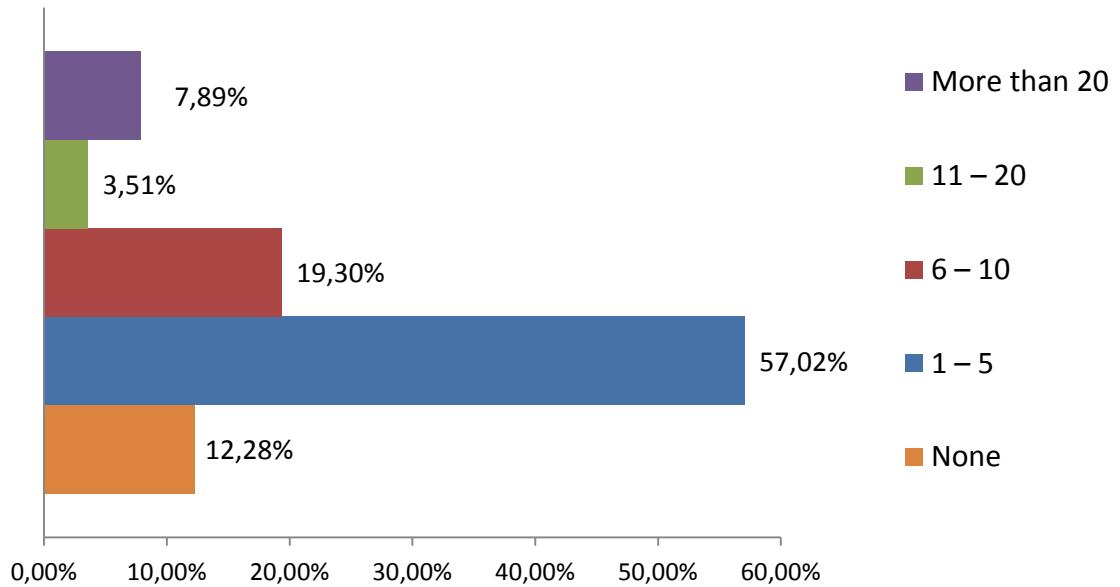
9) How do you rank the quality of the Spider publications?

- 1. Very poor: 2,00%
- 2. Poor: 0,00%
- 3. Average: 25,00%
- 4. Good: 48,00%
- 5. Excellent: 25,00%

10) How important is Spider for you as a source of information about ICT4D?

- 1. Not at all — 3,42%
- 2. A little — 14,53%
- 3. Average — 23,93%
- 4. Important — 35,04%
- 5. Very important — 23,08%
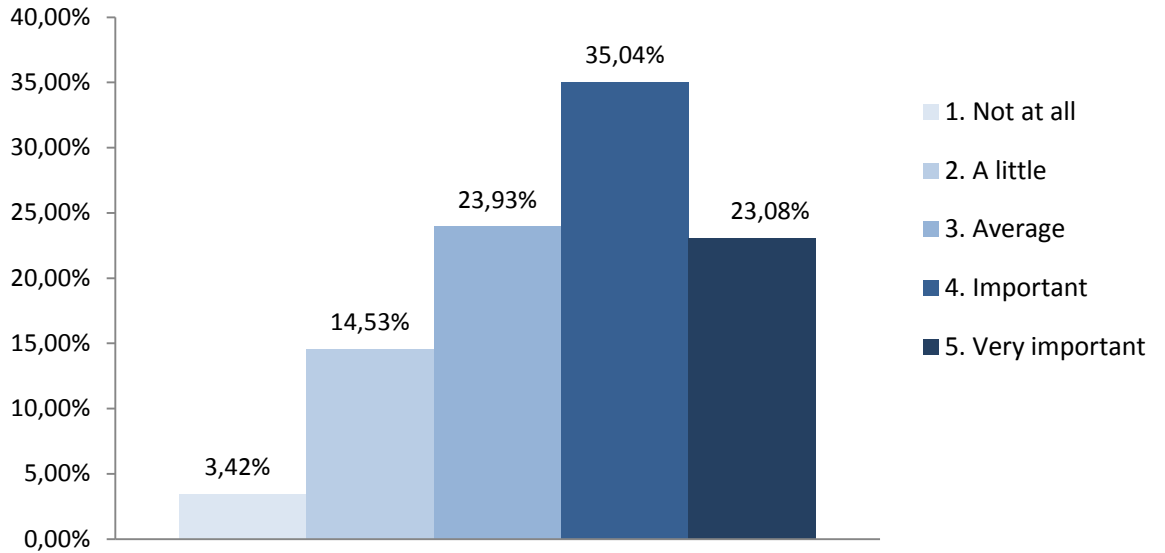
10) How important is Spider for you as a source of information about ICT4D? (North vs. South)

North:
- 1. Not at all — 4,92%
- 2. A little — 24,59%
- 3. Average — 27,87%
- 4. Important — 29,51%
- 5. Very important — 13,11%

South:
- 1. Not at all — 1,79%
- 2. A little — 3,57%
- 3. Average — 19,64%
- 4. Important — 41,07%
- 5. Very important — 33,93%

11) Which other sources of knowledge about ICT4D do you use?

Source	Percentage
Websites/portals/online discussion groups	76,00%
Scientific or technical journals	57,60%
Newsletters	53,60%
Social media	47,20%
News media	35,20%
Other	11,20%
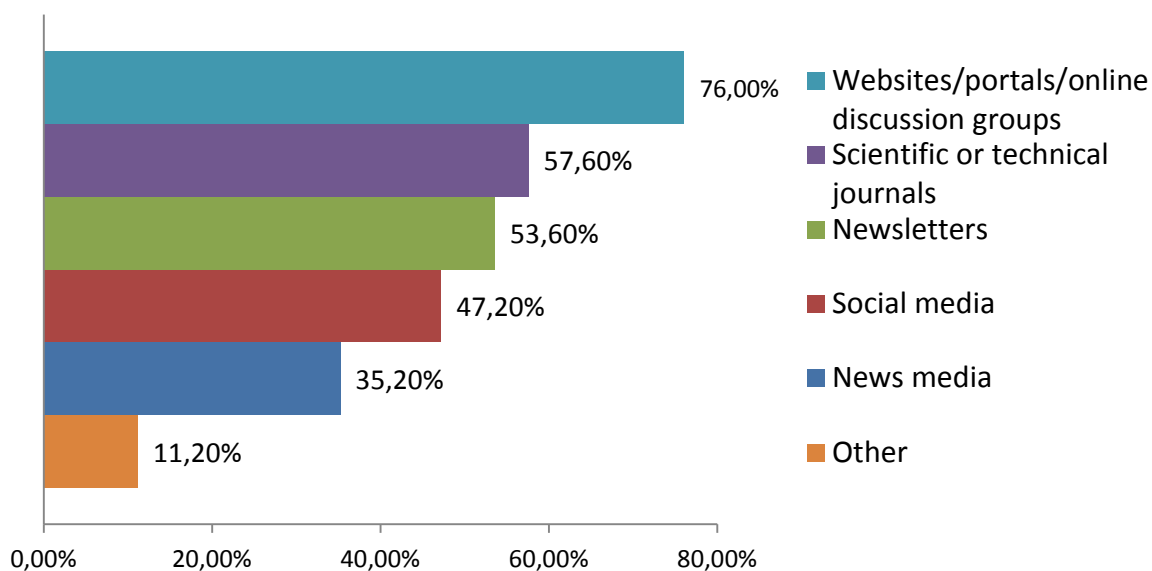
Other:

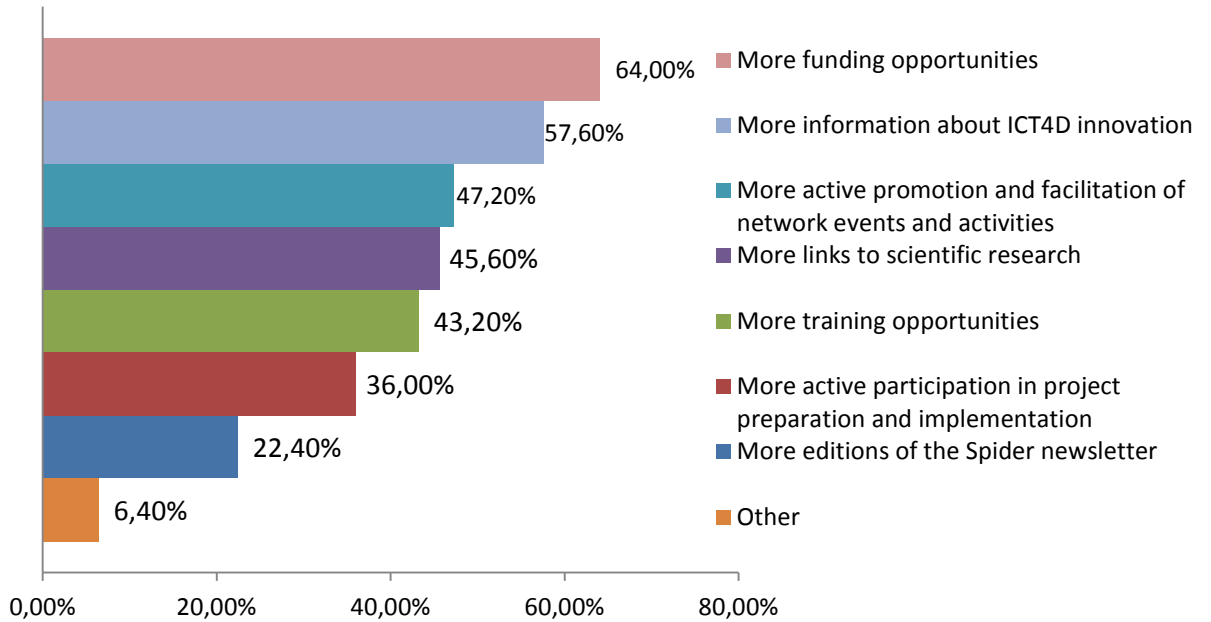| |
|---|
| Colleagues in developing countries. |
| conferences |
| Conferences and workshops |
| Conferences/workshops |
| consultants |
| From NGOs |
| ICT4D Networks |
| Participation at ICANN activities |
| Reports from international organizations |
| Seminars |
| Sida resources |
| Workshops and conferences |
| Zunia |

12) Which types of information about ICT4D are important for you?

Category	Percentage
Funding opportunities	72,80%
New project ideas	70,40%
Innovations – new gadgets and applications	53,60%
Calls for proposals	50,40%
Project completion and evaluation reports	48,00%
Information about conferences and other events	46,40%
Scientific reports	46,40%
Training opportunities	37,60%
Job opportunities	19,20%
News about individuals (new positions, projects etc.)	11,20%
Other	4,80%

Other:

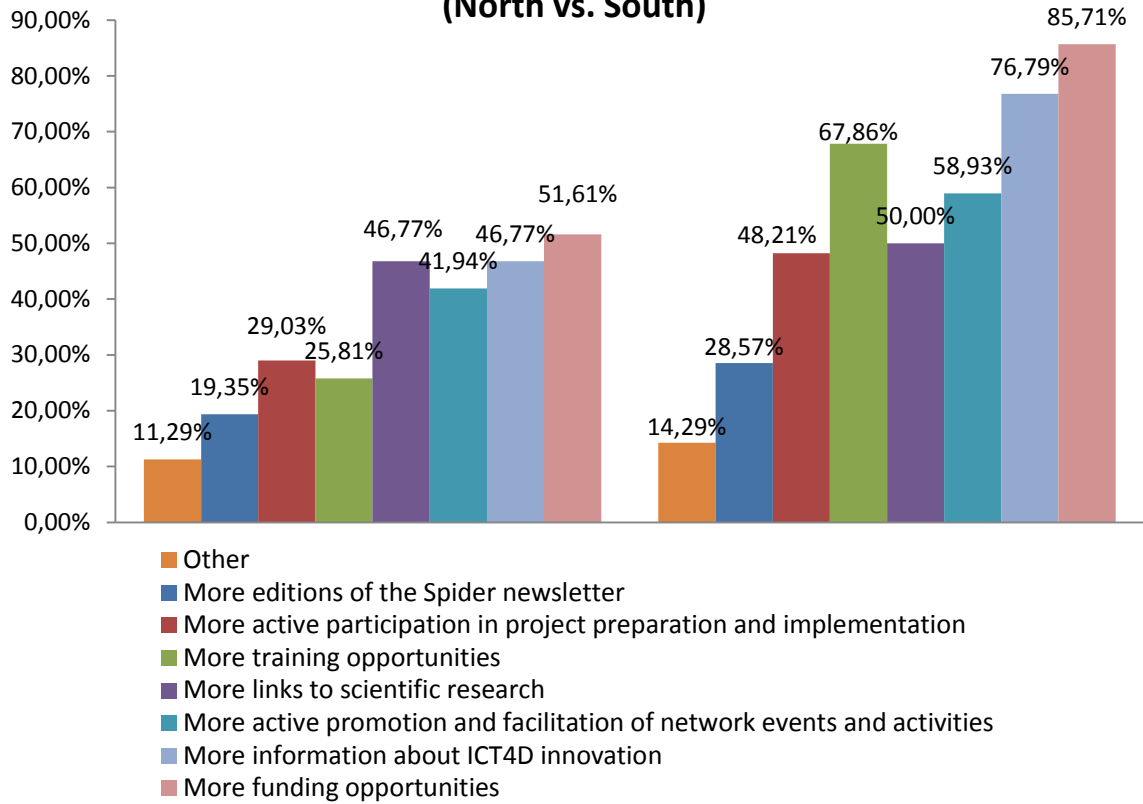| |
|---|
| Applications for poverty reduction |
| if you are a researcher or very interested person you will need all these sources mentioned! |
| Internet governance |
| no answer |
| Possible joint consultancies |
| White papers |

13) What would make Spider more relevant for you?

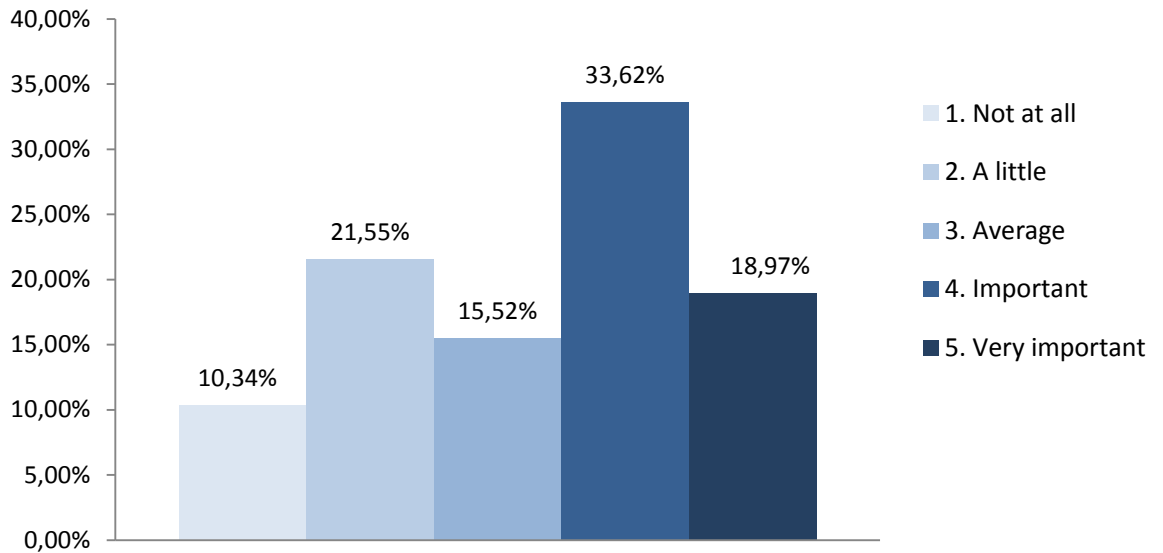| Category	Percentage
More funding opportunities	64,00%
More information about ICT4D innovation	57,60%
More active promotion and facilitation of network events and activities	47,20%
More links to scientific research	45,60%
More training opportunities	43,20%
More active participation in project preparation and implementation	36,00%
More editions of the Spider newsletter	22,40%
Other	6,40%

Other:

fewer admin burdens/reports
If we could integrate our students better in seminars at spider as well as junior ICT4D interns
more critical discussion of ICT4D in relation to social sciences
More detail about training opportunities that could be offered to clients
More evaluation of the impact of ICT4D projects
More job opportunities
newsletter at all because I have not got any in a long time
seminars with a bit less heavy-academic

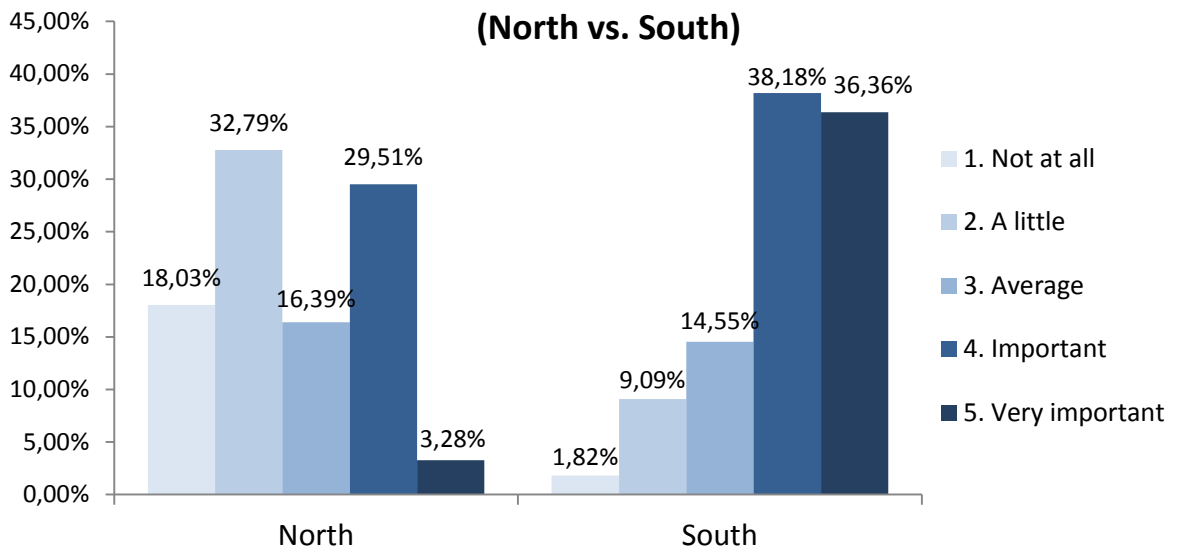**13) What would make Spider more relevant for you?
(North vs. South)**

Legend:
- Other
- More editions of the Spider newsletter
- More active participation in project preparation and implementation
- More training opportunities
- More links to scientific research
- More active promotion and facilitation of network events and activities
- More information about ICT4D innovation
- More funding opportunities

North values: 11,29%, 19,35%, 29,03%, 25,81%, 46,77%, 41,94%, 46,77%, 51,61%

South values: 14,29%, 28,57%, 48,21%, 67,86%, 50,00%, 58,93%, 76,79%, 85,71%

14) How important is your interaction with Spider for your work?

- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

14) How important is your interaction with Spider for your work?
(North vs. South)

- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

15) How many new personal contacts have you made via your interaction with Spider?
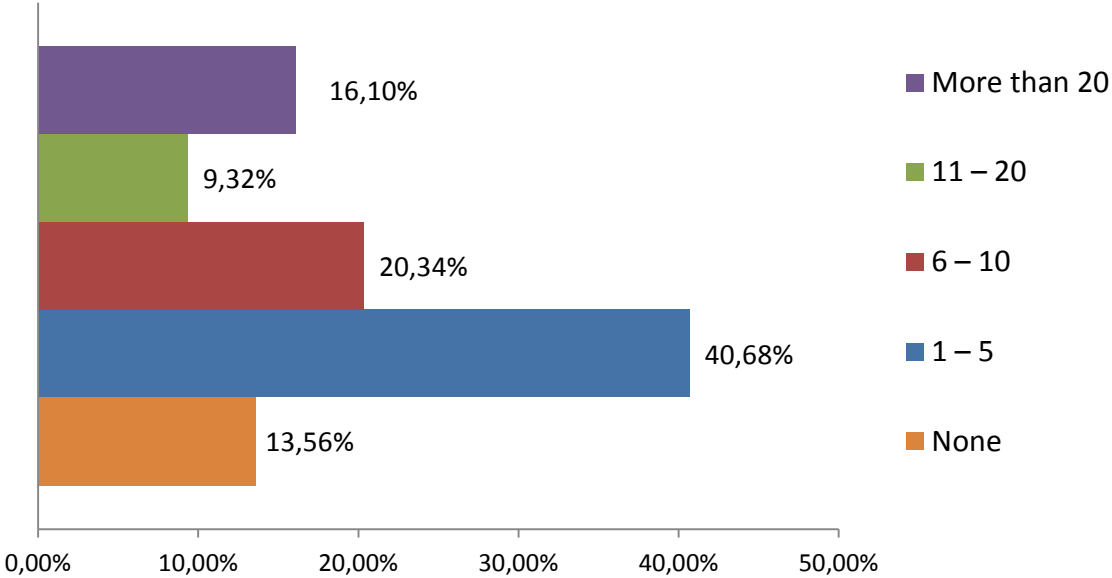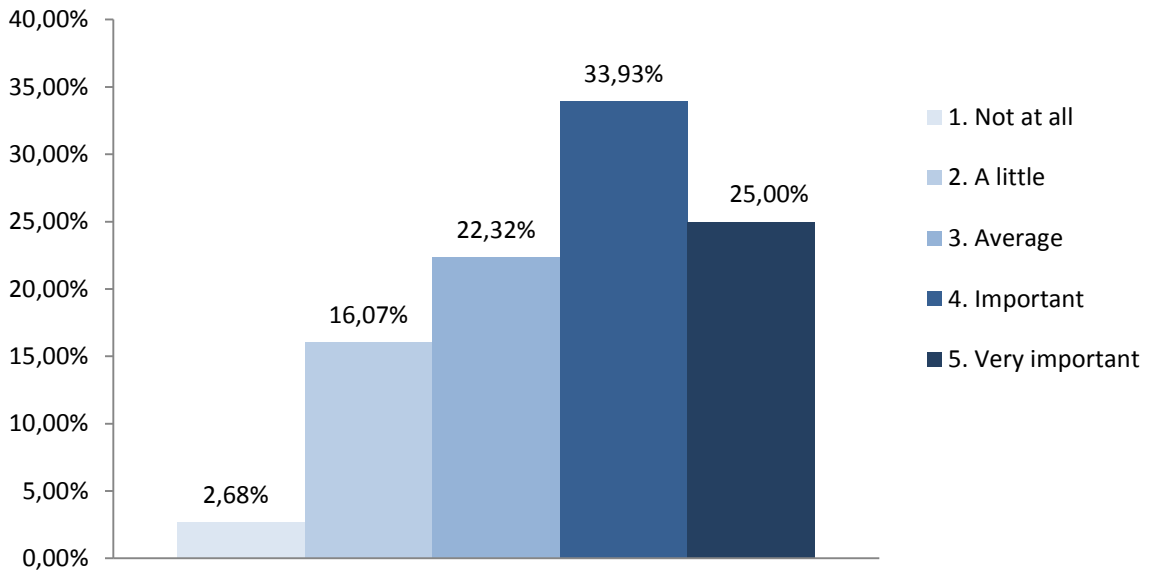
Legend:
- More than 20
- 11 – 20
- 6 – 10
- 1 – 5
- None

Data:
- More than 20: 16,10%
- 11 – 20: 9,32%
- 6 – 10: 20,34%
- 1 – 5: 40,68%
- None: 13,56%

16) In a global perspective how important is Spider for ICT4D?

- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

2,68%
16,07%
22,32%
33,93%
25,00%

16) In a global perspective how important is Spider for ICT4D? (North vs. South)

- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

North: 3,45% 27,59% 25,86% 31,03% 12,07%

South: 1,85% 3,70% 18,52% 37,04% 38,89%
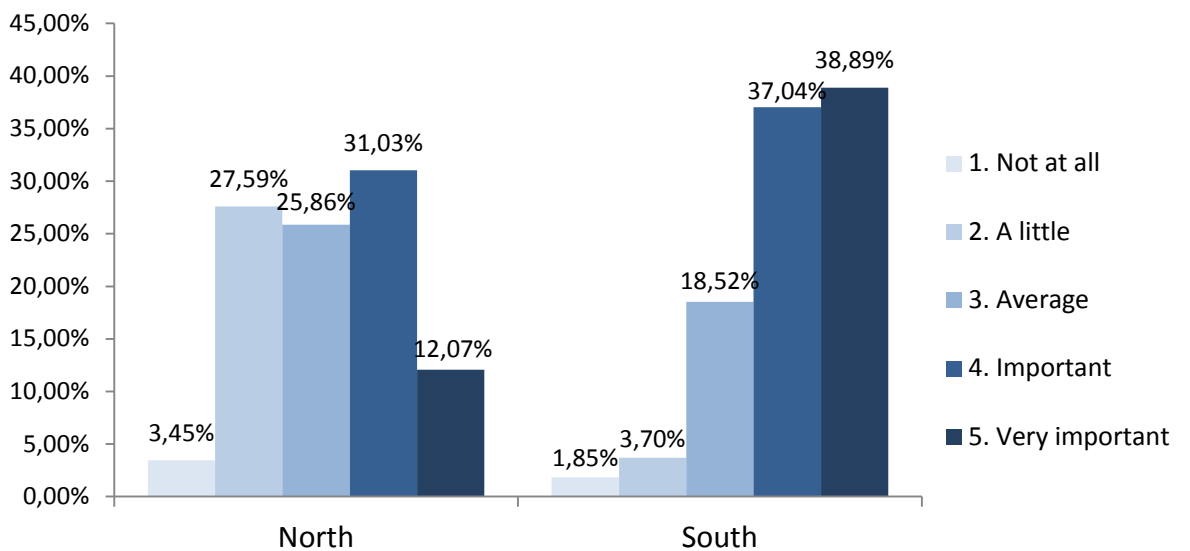
17) How many Spider activities which have resulted in better living conditions in developing countries, have you personally witnessed?

- More than 20: 0,00%
- 11 – 20: 6,32%
- 6 – 10: 16,84%
- 1 – 5: 50,53%
- None: 26,32%
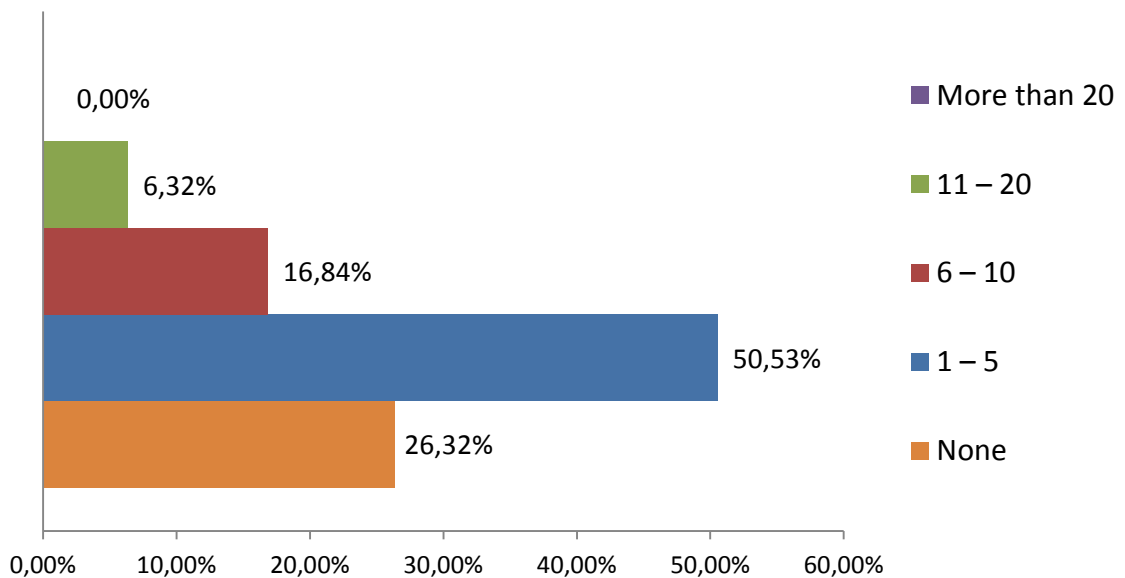
18) How important has the funding from Spider been for the organisational capacity development of your organisation?
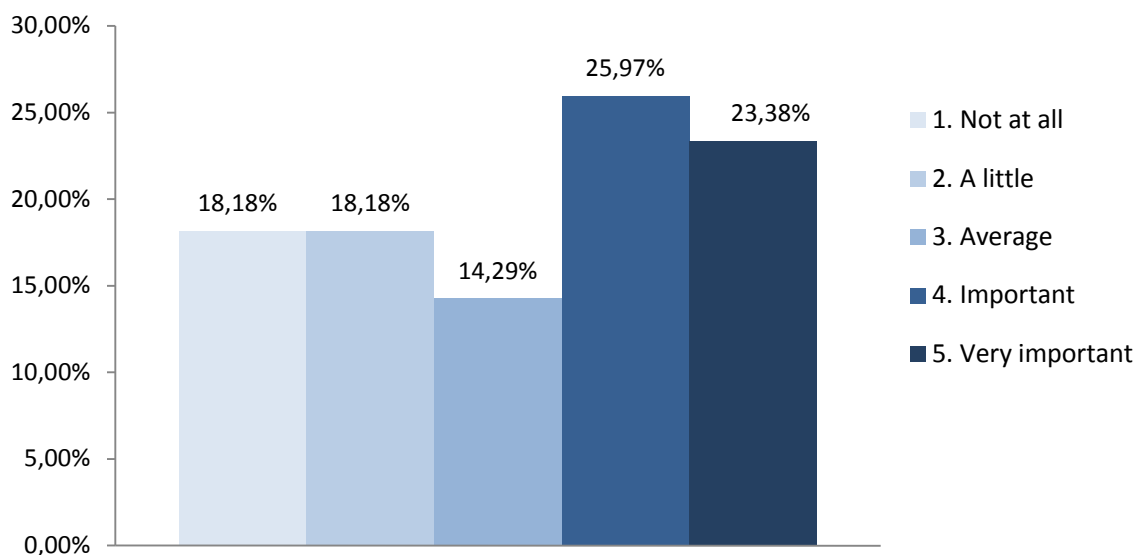
- 1. Not at all: 18,18%
- 2. A little: 18,18%
- 3. Average: 14,29%
- 4. Important: 25,97%
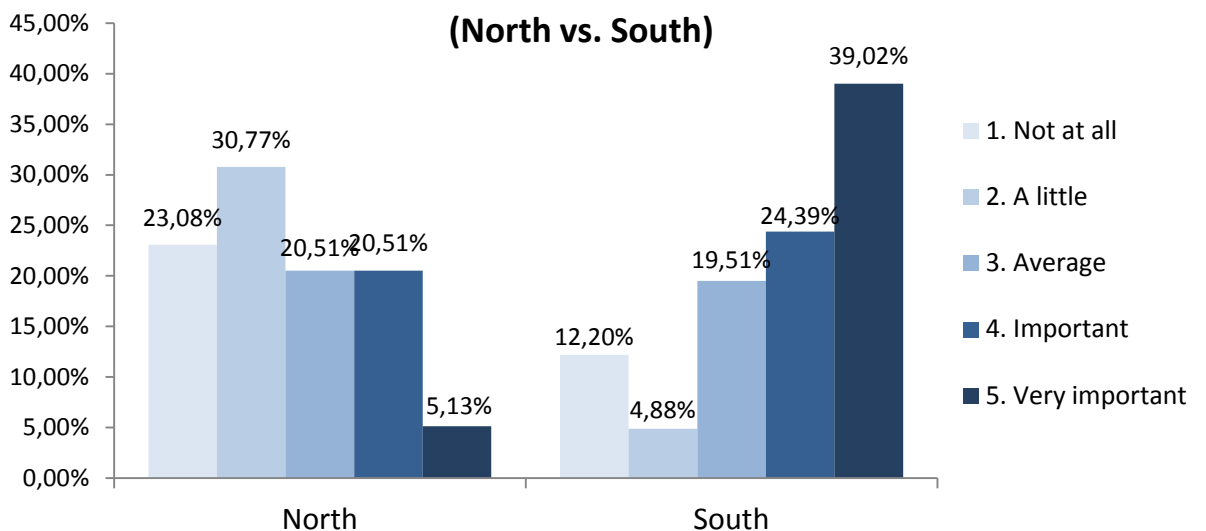- 5. Very important: 23,38%

19) How important has the practical support from and cooperation with the Spider staff been for the capacity development of your organisation?
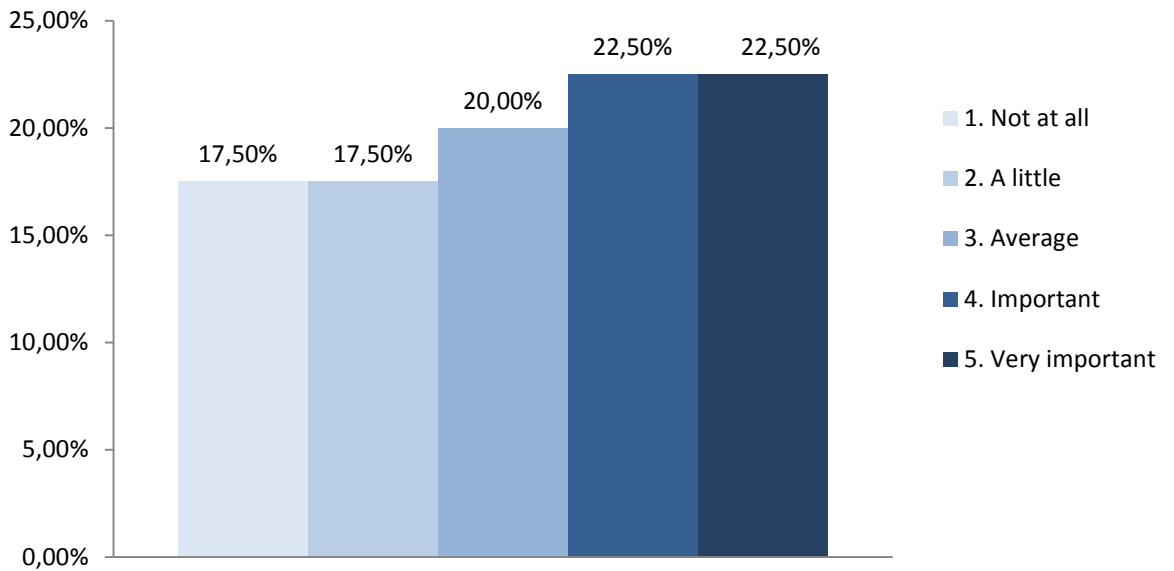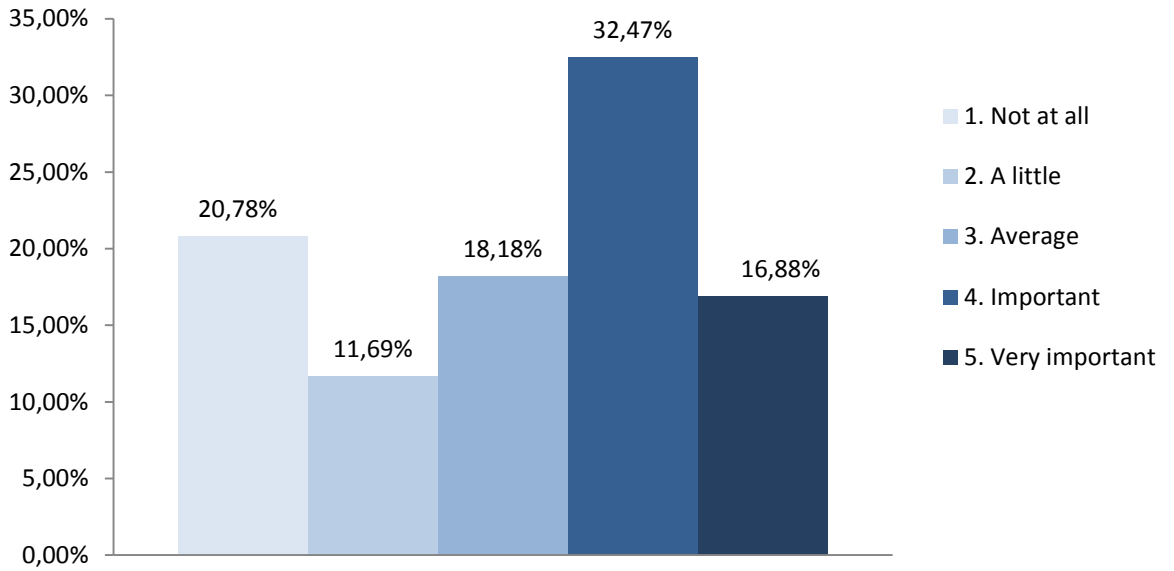

**19) How important has the practical support from and cooperation with the Spider staff been for the capacity development of your organisation?
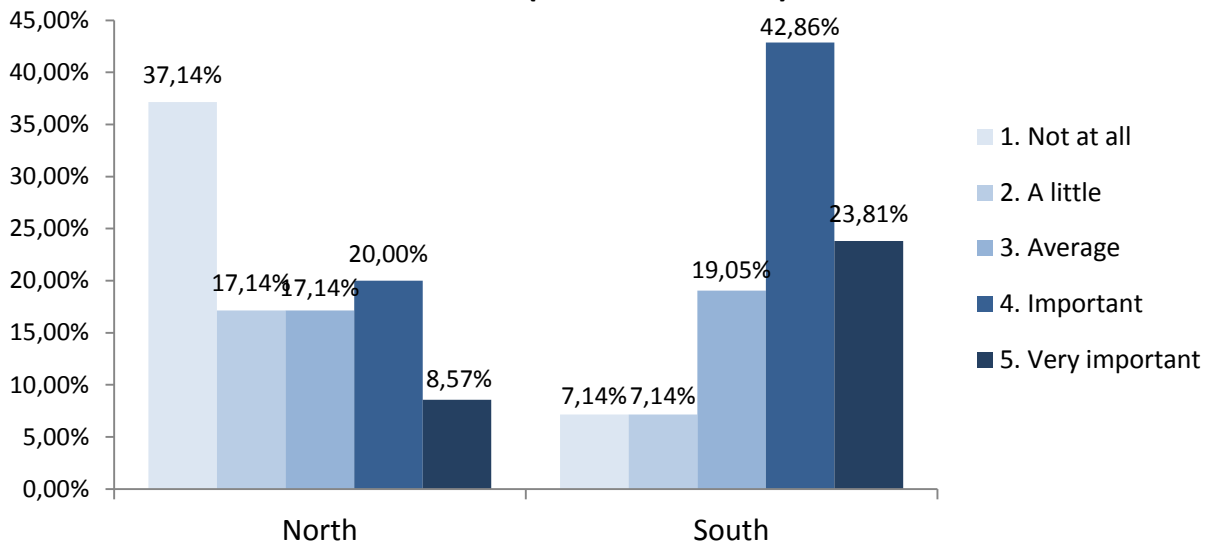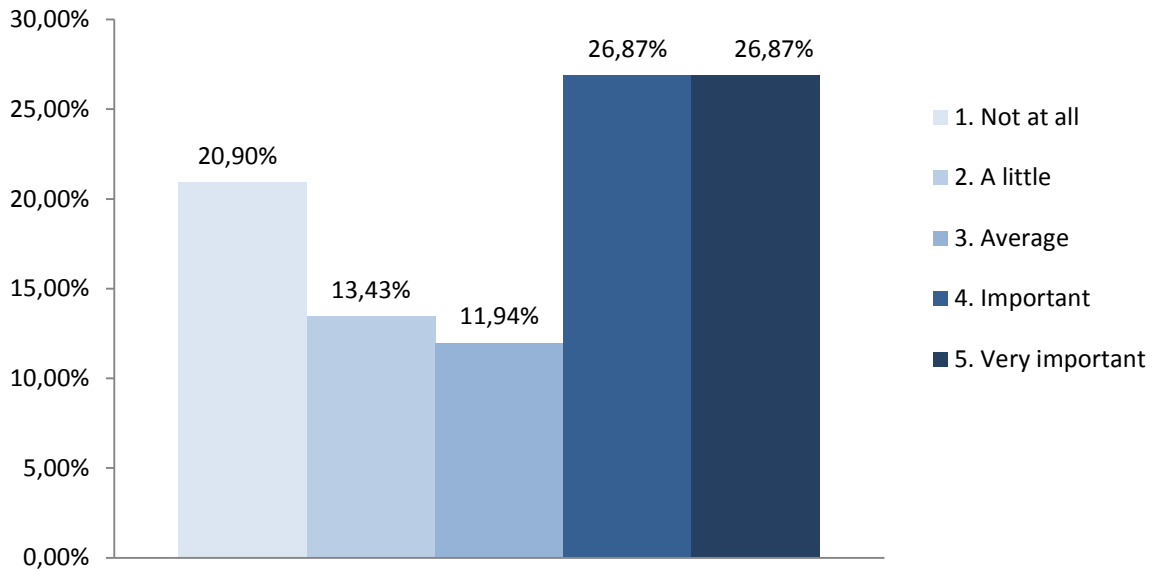(North vs. South)**

20) To what extent has the support from Spider enabled your organisation to develop new approaches to development issues?
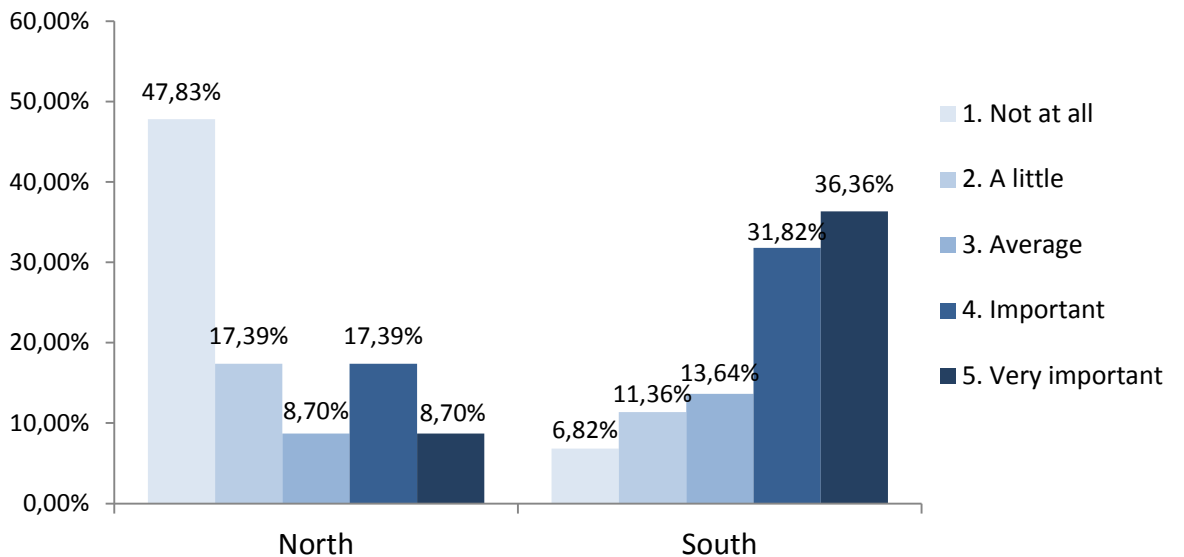
Legend:
- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

Values: 20,78% · 11,69% · 18,18% · 32,47% · 16,88%

20) To what extent has the support from Spider enabled your organisation to develop new approaches to development issues? (North vs. South)
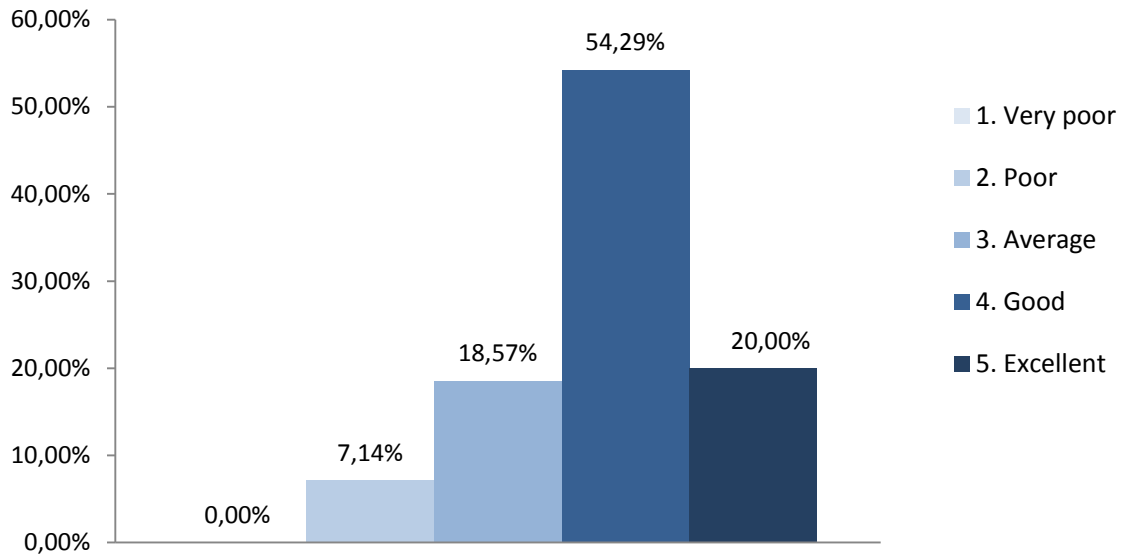
Legend:
- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

North: 37,14% · 17,14% · 17,14% · 20,00% · 8,57%

South: 7,14% · 7,14% · 19,05% · 42,86% · 23,81%

21) How important has the support from Spider been for your country?

Legend:
- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

North values: 20,90% · 13,43% · 11,94% · 26,87% · 26,87%

21) How important has the support from Spider been for your country? (North vs. South)

Legend:
- 1. Not at all
- 2. A little
- 3. Average
- 4. Important
- 5. Very important

North: 47,83% · 17,39% · 8,70% · 17,39% · 8,70%
South: 6,82% · 11,36% · 13,64% · 31,82% · 36,36%

22) How do you rate the administrative routines of the Spider secretariat (Project applications, reporting, accounting, etc.)?

Legend:
- 1. Very poor
- 2. Poor
- 3. Average
- 4. Good
- 5. Excellent

Values: 0,00%, 7,14%, 18,57%, 54,29%, 20,00%

Annex 4 – Ugandan moratorium on health projects

Telephone: General Line: 340874/231563/9
Permanent Secretary's Office: 256 - 41 - 340872
Fax: 256 - 41 - 231584
IN ANY CORRESPONDANCE ON
THIS SUBJECT PLEASE QUOTE   ADM. 45/273/01

Ministry of Health
P.O. Box 7272
Kampala
Uganda

THE REPUBLIC OF UGANDA

17th January, 2012

All Technical Programmes of MOH
All Hospital Directors
All District Health Officers
All Medical Superintendants
All key Stakeholders

RE: COORDINATION AND HARMONISATION OF EHEALTH INITIATIVES

Reference is made to the above subject.

The Ministry of Health recognizes the critical role of Information and Communication Technologies in improving the quality of health care, enhancement of human resource development, use of evidence based decision making and ultimately the attainment of the Millennium Development Goals.

While the potential advantages of ICT for development are enormous, we need to put in place an enabling environment guided by a clear eHealth Policy and Strategic Framework.

In order to jointly ensure that all eHealth efforts are harmonized and coordinated, I am directing that ALL eHealth projects/Initiatives be put to halt until:

a. Approval is sought from my Office
b. Sustainability mechanisms and Ownership have been agreed upon
c. Interoperability with the National DHIS2 has been achieved
d. Institutional Structures are utilized
e. eHealth TWG has reviewed and recommended its Approval

This directive takes immediate effect.

Dr Jane Ruth Aceng
DIRECTOR GENERAL HEALTH SERVICES
Cc   Ag. Permanent Secretary