ANNUAL REPORT
2014

Stockholm University

SPIDER

Research

Networks

Democracy

ICT4D

Health

Education

Knowledge

Information

SWEDISH PROGRAM FOR ICT IN DEVELOPING REGIONS

WWW.SPIDERCENTER.ORG

Spider - The Swedish Program for ICT in Developing Regions - hosted by the Department for Computer and Systems Sciences (DSV) at Stockholm university, is a central node in a network of actors from academia, civil society, government and business, in Sweden and abroad. By combining concrete initiatives with scientific knowledge production, Spider holds a distinctive position in the global ICT4D community. Being a network organisation, Spider offers a dynamic and flexible structure for ICT4D brokering as well as immediate state-of-the art ICT4D competences. Spider connects and facilitates the collaboration and sharing of experience between the different actors in the field to reach better results in development.

VISION AND MISSION

Spider's vision is an interconnected world built in the spirit of digital inclusion for future generations. Spider's mission is to promote, support and develop ICT4D initiatives in collaboration with actors in Sweden and locally in developing countries, and to disseminate this knowledge to other ICT4D initiatives and other interested parties.

SPIDER'S THEMATIC AREAS

Spider's projects, research and networks operate in the thematic areas of democracy (transparency and accountability), education, and health.

Message from the Director

2014 has been a year of hard work for the Spider team. A lot of focus has of course been put on the application submitted to Sida. An extensive workload has been put into the process to understand Spider´s future role and strategy. Before summer vacation in July, we had finalised a Concept Note and an extensive draft was shared with Sida and other stakeholders. The full application was finally submitted in November 2014. In parallel Spider went through one revision and an audit in addition to the everyday work with projects and partner universities. All ongoing projects have been finalised and reported during the year and it gave us the opportunity to evaluate the partnerships for the future.

During 2014 Spider, together with DSV, moved to new and modern premises at NOD in Kista. The open space solution in our new office space has contributed to the generous sharing of knowledge and support that characterises the team.

During spring Spider sponsored eLearning Africa in Kampala and as a Director I had the privilege to take part in panels and to chair discussions. It was apparent that Spider is well known and respected in East Africa. We also took the opportunity to facilitate workshops with our partners and make contacts with new ones, some of which we will consider for future collaboration. I took the opportunity to make visits also in Tanzania, Rwanda and Kenya meeting with several universities and all embassies.

Invited by Global Bar, Spider was present at Almedalen and took part in different panel discussions within the area of development, funding and IT. This event also gave us opportunity to make connections with several organisations of interest.

Spider visited partners in Cambodia, to see some of our projects. In my role as the Director for Spider I gave an inauguration speech at a seminar focusing on transparency and accountability. The Swedish embassy invited special guests from private businesses and civil society for a lunch which gave us the opportunity to present ourselves and make new connections. During our stay we made separate appointments with the ambassador in Phnom Penh. Given that Sida has its regional office in Bangkok we took the opportunity to have a brown bag lunch with the embassy staff.

The interest for Spider has grown and daily we receive invitations, proposals and new contact requests. I have during the year been part of a range of diverse and interesting events, meeting new people and learnt more about possibilities Spider is facing. As the only Swedish organisation Spider took part in a workshop organised by the World Bank starting up their work around their 2015 report. As a member of one of the event panels, it was once again clear that Spider has an important role to play to connect and engage spheres of research and project implementers.

Spider can become what it is called - a Spider in a network, enabling connections between different actors within the area of ICT4D, providing knowledge and contacts. In this role we will continue building on our existing networks and develop our partnership with universities, NGOs, companies, administrations and other stakeholders.

Kerstin Borglin
Director

In 2014 Spider carried out projects, research, capacity building and knowledge sharing in four continents. Our partner organisations and collaborators raised awareness about the potential of Information and Communication Techonolgies (ICT) to promote development, adress risks and work around impediments, challenging communities to engage in calling for accountability, transparency and reliable services, information and education.

SPIDER PROJECT PARTNERS OUTSIDE SWEDEN

Bolivia
Fundación La Paz
Universidad Mayor de San Andrés
Universidad Mayor de San Simon

Cambodia
East West Management Insitute
InSTEDD
Open Institute
Women's Media Center of Cambodia

Kenya
Kenyan Human Rights Commission
Not In My Country
EIFL/ Kenya Library & Information
    Services Consortium (KLISC)

Rwanda
Open Learning Exchange Rwanda (OLE)

Tanzania
Commission for Human Rights and Good
    Governance
Dar es Salaam Institute of Technology
EIFL/ Consortium for Tanzania
    Universities and Research Libraries
ITIDO Tanzania
Muhimbili University of Health and
    Allied Sciences
The Open University of Tanzania

Uganda
CIPESA
EIFL/ Consortium of Uganda University
    Libraries (CUUL)
Makerere University
Not In My Country (NIMC)
Toro Development Network
Women of Uganda Network

Overview of report structure

This annual report offers a concise overview of the results achieved in 2014 by Spider staff, collaborative efforts and project partners.

The basis for Spider's reporting is a Result Based framework, with ongoing monitoring, evaluation and review of outputs to achieve expected outcomes. By Spider working with Result Based Managment (RBM) as a method we can highlight key success factors but also captures significant challenges and
emphasize how information and communication technology is only one of many factors of a successful development intervention.

This Spider Annual report for the year 2014 describes the results and lessons learned in six strategic areas:

- ICT4D Projects
- ICT4D Research
- Knowledge Brokering
- Networks and Partnerships
- Funding and Sustainability
- Management

Examples of results and brief overviews of some of the finalised projects are available throughout the document under the subheading "Focus on project results"*. Detailed financial reports and a RBM matrix are annexed at the end of this document.

You can download this report from www.spidercenter.org

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'Focus on project results' can be found on pages 8, 12, 18-19, 24-25

ICT 4 Health Service Delivery

Project partner: Transparency International Uganda
Project Duration: July 2011-December 2013
Location: Northern Uganda (Lima and Oyam)

The project set out to utilise ICT to enable citizen empowerment and participation in monitoring service delivery at selected health centres. The main awareness ICT tools that were used included the local FM radio stations who informed, educated and empowered over 7000 people in and outside the key districts. A toll free call center number was used by the community members to report health centre irregularities, for onward action by duty bearers and health professionals.

The project resulted in:

• Health worker absenteeism in the concerned health centres reduced by 30%

• A commitment between health workers and service users for ongoing monitoring and improvement of services to be delivered has materialised

• Accumulation of testimonies from end-users about experiences of improvement to health service delivery in their communities

• Purposed accomodation built to house health workers in close proximity to health centres in order to help to reduce staff delays and absenteeism caused by commute

• Collaboration with Spider researcher enabled analysis of ICT use among key populations and identify technical aspects of implementations that could then be improved and efficiently funded

• Increases collaboration and sharing of resources among ICT4Democracy Network in East Africa

The project described above was finalised at the end of 2013 but has been included as final project report was submitted to Spider in January 2014 when results could be analysed.

ICT4D Projects

2014

Short Term Outcome 1		
Projects results and partnerships are consolidated		
Outputs	Targets	Results
1.1 Projects results and partnerships are consolidated	1.1 16 completed projects	16 projects completed
1.2 Increased capacity in partner organisations	1.2 Junior ICT experts deployed 50% capacity building implemented (UMSA) 2 Master plans	2 Junior ICT experts deployed 10% capacity building implemented 0 Master plans - postponed to 2015
1.3 Project partners and networks are committed to collaboration with Spider	1.3 Needs assessment of project partners	In-depth discussions held at regional and online meetings

Results

1.1 Spider has in 2014 successfully finalised the 16 projects based in Bolivia Cambodia, Rwanda, Tanzania, Kenya and Uganda. Eight of these are upscale projects that have enabled Spider to review and strengthen its long term commitment to development through ICT. The reports submitted by project partners have been reviewed and Result Based Management (RBM) as a methodology has enabled flexible project management routines with clear monitoring and reassessment of project strategies throughout the project period.

Projects results have been reported between October and December with project partners having submitted final project audit reports. There have only been minimal delays from a small number of partners who we are in communication with regarding final submissions in early 2015.

The next segment of Spider Stories will be published in the Spring of 2015. The publication will consist of stories from Spider projects in the years 2013/2014 as told by implementers and include testimonies by beneficiaries, illuminating challenges and success from Spider's diverse projects. Previous years' Spider Stories are available electonically and the publication is a popular complement to raising awareness about ICT4D, often referenced by project partners and within ICT4D discussions.

Democracy projects

Lessons learned: The key to success in mobilisation for democratic engagement remains the varied utilisation of different types of ICT and most importantly include traditional media such as radio and TV, as our project results illustrate. Local ownership of project and solutions sought is instrumental to affect sustainable change in society. Political and structural hindrances continue to challenge development in some project areas but building capacity with the help of, and in the use of ICT is useful at all levels and sections of society. This must be implemented in a well-balanced and needs-based way. It is increasingly clear that ICT application does not operate in a vacuum. Challenges of infrastructural nature persist, making access to marginalised and rural communities by advocacy groups remarkably difficult. Means of transport and roads can greatly affect development efforts and political and bureaucratic bottle necks delay implementation.

Education projects

Lessons learned: A key aspect of introducing ICT in education is capacity building activities of teachers and other teaching staff. Several projects show the need for the aforementioned to be meticulously planned well in advance. It is particularly important to solve the issue of teachers being taken out of their ordinary teaching duties to participate in training sessions and design of pedagogical practices. If this is not appropriately addressed teachers will eventually drop out of the ICT training, not necessarily due to lack of interest but rather due to an excessive workload.

Health project

Lessons learned: ICT and health information is a combination heaving with Potential, however it is imperative that a crucial needs assessment within the specifically identified key group is undertaken and that national health policy is considered. Public health initiatives aimed at whole populations will need to be of a substantial nature on a long term basis to record results and gain the necessary political backing for rapid deployment on a large scale. In our work with the National Health portal of Tanzania two examples of common pitfalls were encountered, the issue of content management and the language in which majority of information is presented. Project outcomes require detailed indicators to be achieved. Although political hierarchies initially delayed implementation severely, gaining the recognition of the National Health Ministry was pivotal for sustaining the initiative.

1.2 Two Junior ICT experts have been deployed and have reported from their respective placements in Cambodia (one year) and Bunda/Serengeti, Tanzania (6 months). In Cambodia the Junior ICT expert contributed to the development of android platforms that have the potential to aid in how Cambodians exercise their democratic rights through mobile technologies.

In Tanzania the junior ICT expert contributed to the stability and sustainability of the ICT4RD broadband network by testing and deploying low-power routers.

At our partner University in Bolivia, UMSA, capacity was raised through workshop activities by at least 10%, however ICT master plan activities were delayed as a consequence of late recruitment of a coordinator. Plans for a master plan have been initiated in the latter part of 2014 and are expected to be finalised in mid-2015. The planned diagnostic study was carried out successfully.

At UMSS, delay in recruitment of coordinator also delayed progress as the person in post vacated his job. Activities have been pushed to 2015 now that a new coordinator can launch the plan.

1.3 Main part of 2014, Spider staff worked ardently with a new strategy for the programme beyond 2015. Part of the preparations for a new application for programme funding consisted of analysing past partnerships, evaluating previous projects and reviewing network structures. A needs assessment was carried out through dialogue with partner organisation and potential collaborators, with an online survey anonymously identifying the role that partners see Spider carrying out and future expectations and opportunities to sustain partnerships and networks.

The process revealed that Spider partners would like to continue working in partnership and many saw Spider networks as a particularly vital element of our operations. Although many considered Spider as a funder, the organisation's role in bridging communication between actors and experts in order to disseminate and share information was seen as very important. Dialogue also identified potential future partners within academia, government institutions, business and IGO/NGO sector. The feedback received in an external evaluation, partner dialogue and survey has been channeled into our strategy for 2015-1019.

Knowledge sharing and sustainable scholarly communication in Kenya, Tanzania and Uganda
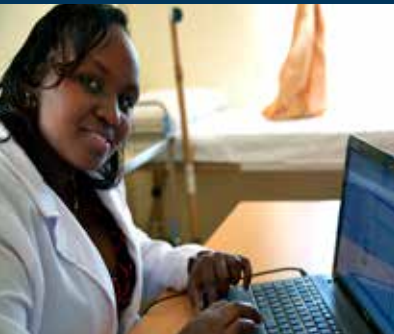
Project partner: EIFL - Open Access (OA)
Project Duration: January 2013 - July 2014
Location: East Africa (Kenya, Tanzania, Uganda)

The project aim was to raise visibility and accessibility of research outputs in Kenya, Tanzania and Uganda through awareness raising, advocacy and capacity building workshops in Open Access (OA), OA repositories installations and converting subscription-based journals into OA journals to increase visibility of research output in Kenya, Tanzania and Uganda. The initiative educated researchers, students, research managers and policy makers, librarians and health workers about changing scholarly communication landscapes and has advocated for the adoption of OA policies by research funding agencies, universities and research organisations. Capacity ha been buildt to set up OA repositories and to publish OA journals.

The project has resulted in:

- 37 regional, national and institutional OA awareness raising and advocacy workshops tailored for faculty, students and research administrators, increased understanding and awareness of OA amongst the project target audiences.

- Increased capacity of the OA repository managers and OA journal editors and publishers has been accomplished through 30 capacity building events.

- Over 20 institutional and national OA advocacy groups (researchers, students, librarians, research managers) have been set up that campaign, promote and develop policies that enable and encourage open access content in education, science and research. So far 4 institutions have adopted OA policies.

- There are 31 fully operational OA repositories in Kenya, Tanzania and Uganda and 29 repositories are under construction (255% increase since the beginning of the project).

- There is over 300% growth of OA digital content available in OA repositories.

ICT4D RESEARCH

2014

Short Term Outcome 2		
Multi-Diciplinary ICT4D research is strengthened		
Outputs	Targets	Results
2.1 Research on ICT4D projects and R&D projects completed and reported	2.1 10 final reports from research projects 1 final report from R&D project	9 final reports received 1 final R&D project report
2.2 Master theses produced and published	2.2 8 theses 8 travel stories	13 theses 5 travel stories
2.3 Spider has developed and delivered ICT4D learning material	2.3 Four units of learning material Two-three documentary films produced	2 units of workshop material on indicators for ITP program. 4 video documentaries

Results

2.1 9 out of 10 final reports received:
- Field test of the AGLARBRI Drug Management Application (KTH)
- Empirically grounded risk assessment framework for ICT-related development projects (DSV)
- The House of Culture – Tanzanian Youth and Social Engagement at the Intersection of Arts, Cultural Heritage and New Media (Malmö University
- Network to support the community Health Portal Service (KTH)
- The role of open Access (OA) in the maturing process of IT research education. Three case studies (Karstad University)
- Evaluation of affordable and robust solar-powered technical solutions for Multimedia Integration in Education (KTH)
- Use of Mobile Content Management Systems in Learning (Örebro University)
- ICT4E: group approach. Research on models of training ICT in 3 educational units (Stockholm University/DSV)
- Final Report from the research carried out on the topic of Information for the empowerment of women in Cambodia submitted

The anticipated R&D project report was finalised and submitted to Spider on the project "ICT4Girls" by ITIDO in Bagaboyo, Tanzania.

2.2 13 theses were received (five more than our target for the year), from Lund University (1), Malmö university (2), Stockholm university/DSV (4), Uppsala university (2), and Örebro university (3). The theses produced are a part of a pool of ICT4D resources made available by Spider.

- Design of a socio-technical infrastructure for educators in Kosovo – A case study based in Pristina, Topciu, B. [DSV]
- Penetration of ICT in Ethiopian Preparatory Schools - Asaminew, T. [DSV]
- Educators' Development Towards Knowledge For Life – Case Study in South Africa - Alhassani, A. [DSV]
- E-learning Opens Door to the Global Community: Novice Users' Experience of E-learning in a Somali University - Omer, M. [DSV]
- Ready or Not, Here ICT Comes – A case study on e-readiness and governance in Kenya's Laptop Project, Sharples, T. & Moldéus, K [Lund]
- Digital media and democratization - The case of Myanmar, Mayor Farguell, S. [Malmö]
- NGOs, ICTs and women's empowerment - An interview study in Kenya and Tanzania, Sjödin, T. [Malmö]
- Community Radio 2.0 - Reinventing participation empowerment and community in converging public spheres, Rådelius, E. [Malmö]
- Tweeting against corruption - Fighting police bribery through online collective action, Alfred, Z. [Uppsala]
- Information and Communication Technologies for Sustainable Development in the Field - A case study of a rural community in Nicaragua, Marcos Valls, A.[Uppsala]
- Improvement of Information Infrastructure for the North Hebron Directorate of Education – A study on schools needs of e-Services in the new pedagogical Information Infrastructure at Directorate of Education in north Hebron, Palestine. Albadawi, S. [Örebro]
- Outcomes of development processes by empowering women through ICT in public administration. Sumlaji, K.[Örebro]
- ICT Challenges in Afghanistan – A study of the problems associated with adoption of ICT in the Ministrey of Interior and the Police Districts in Kabul. Azizi, F. [Örebro]

Five travel stories from the following countries were also submitted to Spider: Ethiopia, Kenya, Kosovo, Somalia, and South Africa

2.3 Spider has produced four video-documentaries in 2014 that convey project results and visually communicate the contribution of ICT towards improving service delivery, reaching development goals and gives
important insight into useful channels of information between decision makers and community actors.

One documentary covers the East Africa ICT4Democracy Network's activities across the region. The second documentary is about the work Women of Uganda Network has carried out in the Eastern Region of Uganda, a Spider upscale project. The videos allow organisations to showcase their achievements and, at the same time it communicates the limitations of ICT in democratic processes. For example political interference, limited infrastructure, linguistic impediments where English dominates, and social factors such as gender. A third short documentary by the Open Access project of EIFL, situated in Kenya, has been produced. The ICT4D in Tanzania projects documentary was edited and uploaded and is, like all our documentaries, available on our video channels on Vimeo and YouTube.

Material has been developed on monitoring and evaluation (M&E) for the ITP programme "ICT and Pedagogical Development".

Challenges:
The idea of research on Spider on-going projects was to establish closer connection between ICT4D research and ICT4D practice. To a great extent this was achieved. Some researchers highlighted obvious gaps that led implementing partners to apply for additional funding to address the said gaps. Other researchers developed technical solutions to aid projects along. Yet the contribution of the research could have been more effective had the research commenced at the beginning of the projects instead of commencing half way through or towards the end. For example researchers should be part of the dialogue that sets the implementation processes. This would save time and other resources so far as inquiring after the thought processes behind each project activity and why particular activities have been executed in specific ways.

Similarly, the researchers can contribute to project implementation as noted above which point towards evident gaps or possible solutions and ways of using ICT innovatively, which can in turn save both time and money.

When Spider committed to undertake research on each project the focus was more on ensuring the fact that each project had a researcher attached to the project than on the recruiting process. The recruiting process required a little more preparation than was invested. The result was that not all the research projects tailored their research towards the project upon which the research was based. This could also be explained differently. Research funding offered by Spider, may have been read as money made available for researchers to pursue their research loosely connecting back to Spider projects. But also contributing to the short comings of the research modality were the research funds of 100 000 SEK which were directed towards senior researchers namely doctoral candidates and professors. These individuals are used to receiving substantially larger research funds. The consequence of this was that fewer researchers showed interest in the call for applications. In a bid to fill the gaps some of Spider staff with research competence were granted research funds as a few projects were left with no research focus.

Lessons Learned:
There is no doubt that research as a composite of project implementation contributes greatly to the project outcomes. For example Linneaus University upon discovering that mobile communication among communities in Northern Uganda, although ubiquitous was still considered too costly. Linneaus University developed an interactive voice response system, IVR that allowed community members to call in with their mobile phones and hang up. Using the intentional missed calling technique a computerised system would record the number and automatically call back the individual, who would then leave a message on the machine. This process saved time as far as members of the communities traveling to and fro to WOUGNET field offices, and enabled the participation of the same individuals where otherwise they would not have had the opportunity.

Yet this is a process that should begin at project implementation stage so that researchers are able to study the community receiving the intervention in order to understand what challenges may likely occur with the use of ICT. Spider project partners understand many of the limitations facing the beneficiaries when it comes to use of ICT. Infrastructure is a challenge, technology maintenance such as mobile phone call credit top ups is also a challenge and there are other social issues that partners are aware of. What the research modality will contribute to in the future is an innovative way of handling the limitations within which the use of ICT is likely to take place. Research will also systematically follow the project life-cycle and contribute to reaching the set outputs.

"It is the first time in my life that I am aware that ICT can be used as a tool to deal with some social problems like gender-based violence. It is new to me, and also new to most of the residents and grassroots organisations in my commune. Therefore, since I now have the knowledge of this tool, I am going to share it with my entire commune so that we can create a better community for us to live."

Mr. Cheng Chouh Heang, counselor of Jaksa
Sangha Commune of Siem Reap, Cambodia

Open Development Cambodia Toolkit and Open Development Network

Project partner: : East West Management Institute
Project Duration: October 2013 - November 2014
Location: Cambodia

The project aimed to further develop the Open Development Cambodia site, initiate the establishment of sites in neighbouring countries as well as a regional site to collect information about industrial, agricultural and other development as well as data on. Information about Economic Land Concessions and other industrial development is only available to a limited number of people, in print or online. A comprehensive overview enables journalists, activists and political parties to get to have a factual base for advocacy and action.

The project has resulted in:

- Open Development Cambodia attracts over 20 000 unique visitors and over 70 000 views per month. The Khmer language site is attracting about 15-20% of the traffic.

- A mapping kit that enables actors to document the geography of local communities in the face of rapid environmental changes.

- ODC established collaboration with several NGOs and Universities in- and outside of Cambodia (Royal University of Agriculture (Cambodia), Can Tho University (Vietnam), College of William & Mary (USA), Columbia's School of International Public Administration (USA). The collaboration with organisation leverages more datasets and potential uses of data while collaboration with universities strengthens analysis and future use of resources.

- The forest coverage maps released in December 2013 generated a lot of interest, citations in leading national paper articles on illegal logging. The forest cover change animations have been used by advocacy groups to illustrate deforestation and to spark public debate.

Interactive Voice Response System for Scaling Grassroots Participation in Humanitarian Programs -Phase 2

Project partner: : InSTEDD iLAbs South East Asia
Project Duration: August 2013 - July 2014
Location: Cambodia

The project aimed to further develop the Open Development Cambodia site, initiate the establishment of sites in neighbouring countries as well as a regional site to collect information about industrial, agricultural and other development as well as data on. Information about Economic Land Concessions and other industrial development is only available to a limited number of people,
n print or online. A comprehensive overview enables journalists, activists and political parties to get to have a factual base for advocacy and action.

The project has resulted in:

• Continued support to four of the organisations that implemented Verboice during the previous project period.

• Collaboration with three new organisations to support the aforementioned actors' use of the Verboice system.

• The system can now handle considerably bigger call loads and has a number of new features.

• Based on feedback from organisations using the system InSTEDD has developed new features such as reminders, call schedules and annotations, to improve the flexibility of the system and the analysis of call statistics.

Website
4 606 new visitors

Facebook
110% increase in following

Twitter
31% increase in following
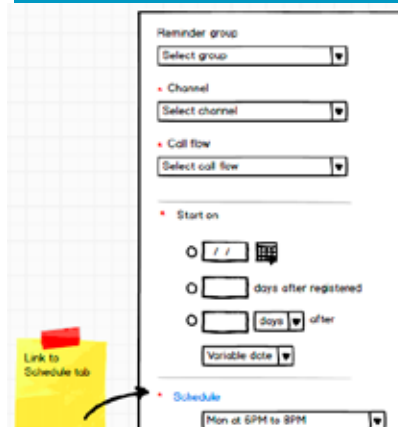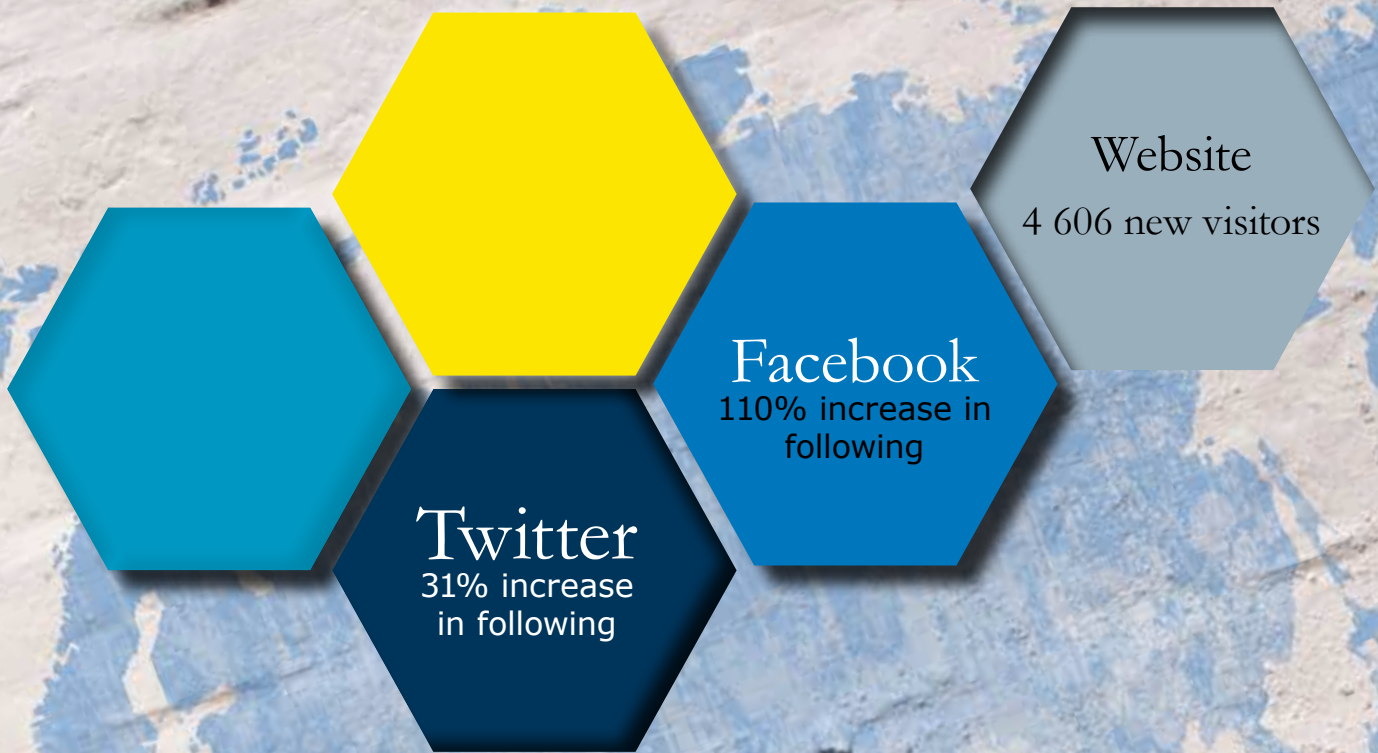
"[Community based]Rural Advocacy Forums use the appropriate ICT tools to monitor service delivery and to demand accountability from their leaders... Toro Development Trained them both in offline and online advocacy skills, write reports, they take the reports and post them on the online platforms, especially Facebook and Ushahidi. They email those reports to particular radio journalists... the radio is a very powerful tool in mobilizing people, advocating for improved service delivery, because they reach a wide audience."

Solomon Akugizibwa,
Toro Development Network/
Spider partner organisation in Western Uganda

Short Term Outcome 3		
Spider is a recognised ICT4D knowledge resource		
Outputs	Targets	Results
3.1 ICT4D knowledge and aggregated results are widely disseminated	3.1 1 research publication 29 Results and lessons learned reports	Publication postponed to 2015 7 lessons learned reports
3.2 Increased demand for ICT4D knowledge from Spider	3.2 Increased online statistics by 10% Requested lectures	4 606 new visitors to site. 110% increase in Facebook followers. 31% increase in Twitter followers High number of requests for lectures and presentations from Spider
3.3 iMENTORS completed and results disseminated	3.3 All recorded e-infrastructures and related ICT projects in SSA during the past five years validated and the stakeholder community is informed and have started to use the system	Target of 80% of projects being recorded. WP1 and WP2 implemented according to Description of Work (DOW). Dissemination and presentation held.

Results

3.1 Spider disseminated seven results and lessons learned reports as the organisation was challenged by conflicting priorities and therefore missed the target initially set. The Research Report has been postponed for publication in 2015.

3.2 Spider has more than doubled the number of people who follow the organisation on the social media platform Facebook, from 300 followers in 2013 to 640 in 2014. An increase of 31% can be observed on Twitter. The Spider website had 4 606 new visitors in 2014 with 18 539 page views. The sections of the website that attracted the most interest were: Projects, Research, Funding opportunities/calls, and ICT4D resources.

The external evaluation of Spider, performed in the beginning of the year, revealed that more than 40% of individuals who have visited the website, return, which is a relatively high number. 600 engaged individuals (people who spend more than ten seconds on the site) visit the website each month.

Dialogue with Africa Freedom of Information Centre based in Uganda is on-going regarding possible joint applications to support the development of open government initiatives in Malawi, Sierra Leone, Kenya and Uganda, Spider's expertise in ICT4D is highly valued.

There has been marked increase in requests for collaboration and presentations by organisations such as the Swedish Institute (SI), Olof Palme International Center (OPIC), Reach for Change, and Örecomm. Spider has in this work taken the opportunity to build and strengthen collaborations with other Swedish institutions and CSO initiatives to avoid duplication and identifying ground synergies in future work.

Spider has delivered two lectures to the international partner networks of Olof Palme International Center, as well as guest lectures at Health informatics at Karolinska Institute and the sustainability course at Chalmers Technical University.

Spider was twice asked to contribute to the Swedish Institute's leadership programme and discussions involved need for ICT policy, infrastructure and regulation. Delegates included Angolan Ministry personnel and media and ministry professionals from Angola, South Africa and Kenya. There is great potential to here forth partner with SI in similar endeavors to sustain Sweden's reputation as a nation that innovates and drives ICT development across the globe.

Reach for Change Prototype event/hackathon took place in Kista NOD on 21-22 November. Spider participated in the expert panel and offered comments and suggestions for improvement to prototypes that aim to better the lives of children in the home countries of the African countries represented and Sweden.

Project partners have increasingly shared their expertise at regional and international arenas, presenting project results at CeDem2014 in Austra, SIF 2014 and other international forums.

3.3 The EU funded project iMentors was finalised in October 2014. The goal of recording 80% of the e-Infrastructure projects and organisations in Sub-Saharan Africa was reached earlier in the year and the last few months of the project work was dedicated for data verification. A decision support system was launched in demo version and enables users of the platform to evaluate data as well as contribute to the large depository of information directly on site. The platform is compatible with IATI standards.

Map of origin of website visitors to www.spidercenter.org
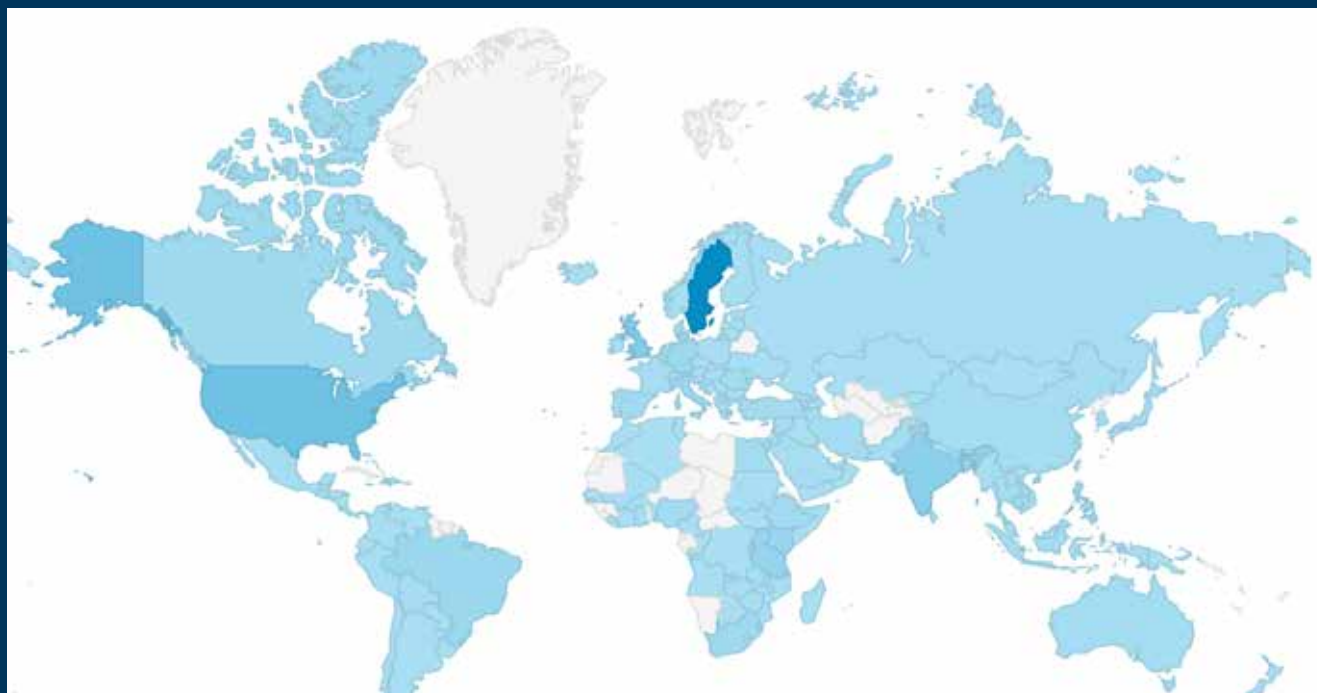
Spider is also on Facebook, Twitter, Vimeo and Youtube

Spider partner organisations have a strong online presence and make use of innovative platforms in their daily work. Crowd maps, blogs and other online platforms are deployed for efficient mapping and dissemination of information.

ICT for Construction of Democracy

Project partner: Centro de Estudios y Apoyo al Desarrollo Local
Project Duration: December 2011 - June 2014
Location: Bolivia

The initiative aimed to form and capacite the general Bolivian public in topics such as citizen's rights, socio-political and cultural rights. The main key group was identified to be young people in 5 regions and 12 municipalities in the country. Young people have historically been marginalised in the aforementioned areas and have not had the possibility to take part in or make decisions in society.

The project has resulted in:

• reaching 5703 individuals (2408 women and 3295 men), 50% of these were 15-19 years old, 30% were 18-25 years and the remaining were 20% between the ages 25-50 (participating teachers)

• Youth Networks have been established that actively promote the right to more and better internet services for all Bolivians. A separate network works for consumer protection of virtual services

• establishment of a *Constitución de Concejos Municipales* – an organism where the municipalities of Sucre, El Alto, La Paz, Oruro and Santa Cruz govern and regulate actions for young people

• a Youth Assembly (*Asamblea de jóvenes*) has been established in the region of Chuquisaca where the participants convened and organised themselves through social networks. The youth organized their own network in order to claim for their rights and to incorporate their demands and needs into the organic constitution (a constitution which norms the rights and responsibilities between civic society and local state at the Sucre region)

ICT in 3 public educational units of the Municipality of La Paz

Project partner: Fundación La Paz
Project Duration: April 2013 - November 2014
Location: Bolivia (La Paz)

The project was a pilot project in primary and secondary schools in La Paz, training teachers and students in the integrated use of ICT in the subjects mathematic, language, history, and natural sciences. The project was coordinated together with the Ministry of Education and its local educational service authorities (SEDUCA).

A total of 100 teachers completed the training in the use of ICT tools. The training was divided into five different modules: Introduction to pedagogical use of ICT; Windows Explorer; Office programs; Educational Internet; and Development of educational software. This included how to pedagogically use the applications in Microsoft Office and specific educational programs such as JClic and Builder. The training also included how to pedagogically use internet-based applications such as YouTube, Google Drive, and creating Wikis and Blogs. A guidebook and instructional CDs on the use of ICT were developed by the team of trainers for teachers to use as a resource in preparing ICT practices for the students.

Classrooms were equipped with data projector, wireless Internet facility, speakers, microphones, headphones, printer and desktop computers at each of the three schools. As a result of the training each teacher created 13 practices in the five training modules connected to the four school subjects. Examples of practices were: creating personal blogs with texts and images, selecting and incorporating an educational video from YouTube to enhance a teaching topic, making interactive Power Point Presentations, and developing a spreadsheet using Excel. In total over 1700 practices were created within the four subjects. The material was assessed together with student groups and is now being used continuously in teaching.

NETWORKS & PARTNERSHIPS
2014

Short Term Outcome 4		
Networks and partnerships are broadened and consolidated		
Outputs	Targets	Results
4.1 Spider network for Senior ICT4D Researchers in Sweden has been established	4.1 70 members Four-five activities (e.g. newsletters, workshops/ seminars, website, symposium)	91 members 1 network event
4.2 New forms of collaboration with IPID network have been developed	4.2 Develop a new framework post-2014 Establish a Plan of Action post-2014 22 IPID newsletters	New framework developed Plan of action established for 2015 14 News Digest for IPID disseminated
4.3 Participation in, organisation of, and support to ICT4D events	4.3 Participation and sponsoring of partners at eight-ten events	Spider has been activelyinvolved in key events and sponsored e-Learning Africa

Results

4.1 A seminar was held in January where 11 out of 12 Spider partner universities participated to discuss the formation of a network for Sweden-based senior ICT4D researchers. The Spider Network for Senior ICT4D Researchers in Sweden has now been well established reaching beyond the target of 70 members. Spider did not hold the envisioned four-to-five activities, however follow up meetings were held and senior experts were able to offer input to the application for funding to Sida. In December 2014 the network membership includes 91 researchers and PhD students at Spider partner Universities.

4.2 The IPID network, with its 809 members, disseminated 14 of the networks News Digest in 2014. In order to sustain the increasingly popular network, discussions were held with Örebro University to ensure sustainability beyond 2014.

4.3 2014 has been a busy year for Spider and our partner organisations with regard to participation, organisation of, and support to ICT4D events. e-Learning Africa 2014 was co-organised by East African partner Women of Uganda Network. Spider participated alongside six project partners with an exhibition stand, four presentation slots and chaired one session. Furthermore, Spider provided a sponsorship package of €6000 to lower fees for African participants.

In conjunction with the e-Learning Africa conference, Spider facilitated two workshop sessions with partner organisations to discuss and elaborate potential forms of collaboration in a new programme period, 2015-2019.

Spider was present at IST-Africa 2014 in Mauritius to network and share knowledge. Other events include the Open Knowledge Festival in Berlin, and the Örecomm Conference themed Voice and Matter in Roskilde, Denmark and Malmö, Sweden. As a result of active engagement in the ICT4D sector, the organisation has been able to increase visibility and secured additional partners for future endeavours.

The East Africa ICT4Democracy Network were invited to attend and present project results from two Spider funded projects at the CeDEM Conference in Austria. Toro Development Network and CHRAGG represented the Network and have received an invitation for participation for a third time in 2015.

“

Within the [Spider initiated East African ICT4Democracy] Network everyone has different expertise, and different access to different resources, but as a unit you are able to leverage on these resources or infrastructure to reach a sought objective without necessarily stretching the limited resources you have.”

Ashnah Kalemera,
Coordinator for EA ICT4Democracy Network /
Programme Associate at CIPESA

Spider Networks

+ the new *Network for Senior ICT4D Researchers*

FUNDING & SUSTAINABILITY
2014

Short Term Outcome 5		
Funding secured for 2015 and beyond		
Outputs	Targets	Results
5.1 New Sida agreement/s signed for 2015 and be-yond	5.1 New Sida agreement/s 2015-2019 (30MSEK/year)	Programme application submitted to Sida in October 2014
5.2 Application and agreements with other funders have been processed	5.2 Two-three research applications submitted in the view of having the research personell funded predominantly by other resources than Sida	Numerous funding applications/plans submitted. Collaborations proposed with Diakonia.
5.3 Alternative funding and income opportunities identified	5.3 One-two funding applications submitted for development projects	Application with Diakonia. Application for research funds (unsuccessful)

Results

5.1 An elaborate and work intensive process has taken place at Spider to develop and formulate a direction for Spider beyond 2014. As a result a concept note was presented to Sida in June and a thorough application for funding was submitted for consideration at end of October. The Spider team presented the application to key Sida staff on 3rd November and response is expected in early or mid-2015.

Spider funding is based upon 90% Sida funding and 10% funding from Stockholm University. Spider has calculated that in kind contribution was around 60%, coming mainly from partner universities. For the coming 5 year period Spider has applied for 150 mSEK from Sida, with the assumption that Stockholm University will support with the same percentage as previous years.

5.2 The aim is to finance the programme with funding from additional sources. Spider has gathered information regarding potential funders targeting the areas of interest. Spider will in the future work with a setup allowing private companies to join projects offering services, equipment and/or competence and we are today in contact with several interested organisations. Spider has also been in contact with African embassies in Sweden.

In cooperation with Diakonia, Spider has submitted an application for a project in Paraguay. The result will be announced in February 2015. Spider foresee other initiatives of this kind finding financing addressing specific projects. Spider is also working together with Sida and PTS to develop a program for African regulators, funding we expect to be outside the scope of submitted application. In addition, Spider is part of an initiative targeting an EU program in Myanmar.

5.3 Spider has sought to identify key sources of funding and at the same time taken steps to ensure that the organisation is at a capacity to handle additional projects and funder types. Spider will during 2015 put considerate effort into the area of financing and financial control as one of the main areas to secure the future for our program and our partners.

Short Term Outcome 6		
Result Based Management and planning has been integrated throughout the organisation		
Outputs	**Targets**	**Results**
6.1 Well-functioning routines, improved internal communication, and optimal division of labour within Spider	6.1 Improved work-flow Clear internal communication Highly competent team	All targets met. Routines and templates updated, clear roles and capacity building plans.
6.2 Timely and accurate reporting to board and funders	6.2 One Annual Report 2013 One Audit Report 2013 Two-Three Progress Reports	Annual Report 2013 Audit Report 2013 Two progress reports form basis for annual report for 2014
6.3 External evaluation of Spider with recommendations	6.3 External evaluation of Spider 2.0 (2011-2014)	External evaluation carried out. report available and informs future plans of Spider
6.4 New strategy and Master Plan of Operations (MPO)	6.4 New strategy and MPO for 2015-2019	New Strategy and MPO articulated

6.1 Spider has in the past two years placed great focus on streamlining Result Based Management (RBM) in its reporting and work approach. Two more members of staff attended RBM training in late 2014 and workshops have taken place where Theory of Change and Result Based Management have been central. The team has worked closely together to define goals and better communication has surfaced as a result of this. This has particularly helped Spider to set the agenda for a new strategy and MPO.

Regular team meetings and briefings, as well as a supportive management structure have encouraged staff to communicate challenges and share success more clearly.

A project management course was also attended by a staff member and will be of benefit to the whole team. The improved flow of communication among staff has furthermore allowed greater sharing of experiences and expertise, as well as identified opportunities for more capacity to be built.

6.2 Update of reporting templates and administrative routines have been executed at various times during the year. Annual Report 2013 was reviewed and approved by the SPIDER board.

Audit review comments are as per norm monitored in accordance with Spider's Management Response. Sida approved the reports at the annual review meeting, 18th June 2014

6.2 I n the spring of 2014, three evaluators were given access to project documentation, statistics, contact details to experts in ICT4D and other relevant material to enable an external evaluation of Spider 2011-2013. Three evaluators were in contact with project partners in Uganda and two of them visited various project sites and offices of our partner organisations.

An inception report was issued and an online survey was sent out to a wide audience. The evaluation report, dated May 2014, offered some valuable feedback, and confirmed certain opportunities for improvements earlier raised by staff members and board. The content of the report has been discussed both at organisational and board level. Constructive criticism has been analysed and considered in the process of strategic planning for Spider 2015-2019.

Practical and contractual changes to project management have been absorbed, and re-iteration of Spiders commitment to RBM strengthened.

Spider as an organisation has for the past year, even prior to taking part of the evaluation report stressed the need for more robust and long term commitment to ICT4D projects with a restructured and improved plan for research on projects.

6.4 New strategy and MPO for 2015-2019 was formulated by staff as a result of a series of organisational workshops in the begining of 2014. This was a product of extensive and highly interactive discussions, SWOT analysis, theory of change and review of how the organisation identifies itself and is identified by others. It is with great enthusiasm that Spider ended year 2014 and look ahead to 2015

FUNDING	Sida decision	Total Income	Balance
Incoming balance from 2013	2 476 151	2 476 151	
Interest 2013		42 218	
Paid interest to Sida		-42 218	
Repayments		24 444	
Contribution by Sida	12 500 000	12 500 000	
Contribution by SU	1 000 000	1 000 000	
TOTAL INCOME	15 976 151	16 000 595	0

EXPENDITURES	Allocation	Expenditure	Balance
ICT4D Projects	2 750 000	932 508	1 817 492
Project support (catalytic + co-funding)	2 000 000	636 885	1 363 115
Project network support	350 000	221 915	128 086
Junior ICT experts	200 000	73 709	126 291
MSc in ICT4D	200 000		200 000
ICT4D Reasearch	2 230 000	888 605	1 341 395
Research RGD projects	400 000	202 676	197 324
Travel grants for field research	280 000	263 552	16 448
R&D demo projects	50 000		50 000
Monitoring and Evaluation	1 500 000	422 377	1 077 623
Knowledge Brokering	1 100 000	281 485	818 515
Communication	700 000	231 756	468 244
Documentation and dissemination	200 000	37 231	162 769
Publications	200 000	12 498	187 502
Networks	1 500 000	548 249	951 751
Conferences & Events	1 000 000	248 684	751 316
IPID	500 000	299 565	200 435
Management	8 396 151	6 660 187	1 735 964
Personell	4 500 000	4 383 439	116 561
Travel	500 000	291 177	208 823
Board	150 000	60 460	89 540
Miscellaneous	267 151	77 293	198 858
Audit	300 000	93 920	206 080
Rent	420 000	173 102	246 898
Overhead	2 250 000	1 580 796	669 204
TOTAL EXPENDITURES	15 976 151	9 311 034	6 665 117
RESULT, MAIN AGREEMENT	0	6 689 561	

FUNDING	Agreed Funds	Total Income	Balance
UMSA	1 680 139	769 795	910 344
Contribution 2014	1 400 000		
Balance from 2014	280 139		
Expenses		769 795	
UMSS	255 068	182 999	72 069
Research RGD projects	250 000		
Travel grants for field research	5 068		
Expenses		182 999	
iMENTORS	€328 340.20	€328 340.20	
RESULT, including ext. projects	0	7 746 434	

The balance of MSEK6,7, has been officially approved by Sida to be used for a no-cost exension during the first half of 2015. These funds consist of delayed final payments and purposefully maintained means through savings in operational costs.

Overall Funding 2014
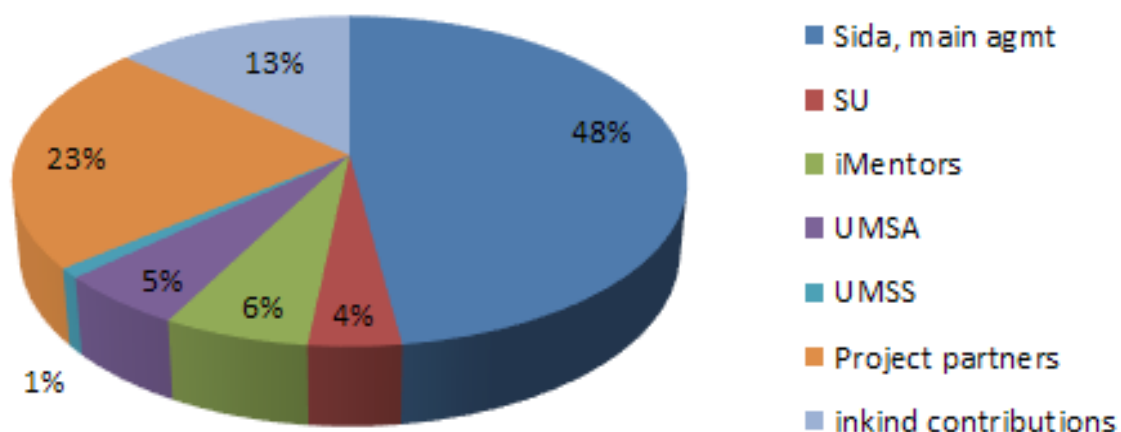
The above chart illustrates the diverse funding sources for Spider projects

Annex 2: Annual Report RBM Matrix 2014

The annex corresponds to Annual Plan Matrix for 2014

Strategic area ICT4D: Projects

1. Outcome (short term)	Outcome Indicators	Base line	Achieved Results	Comments/ explanations	TOTAL BUDGET	Spent budget
Projects results and partnerships are consolidated	Reported results Type and status of future collaborations	1 Spider stories publication, 9 results and lessons learned reports Collaboration with 22 project partners, 10 partner universities, 4 networks	Majority of project reports have been delivered on time with the exception of some minor extensions until end of 2014.	Spider Stories has been delayed until Spring 2015 due to prioritisation	MSEK 1.85 (incl. MSEK 0,2 - Junior ICT and MSEK 1.65 UMSA & UMSS)	SEK 952,794 for UMSA & UMSS
1.1 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
All projects are completed and results are reported	Number of completed projects	16 ongoing projects	16 completed projects	Progress and final reports submitted alongside audit reports		Approved final reports
Strategies	Time	Planned activities	Unplanned activities	Target group	Comments/ explanations	Budget [Spent budget]
Follow up and monitoring of projects Communication with project partners	July-December	Project follow up through email and Skype Progress reports and audit report revision		Project partners		MSEK 1,5 [SEK 422 377]

1.2 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
Increased capacity in partner organisations	Number of junior ICT expert placements	6 Junior ICT experts 2013	2 Junior ICT expert placements	2 Junior ICT experts in place: OI (Cambodia) and ICT4RD (Tanzania)		Documentation of placements of Junior ICT Experts
	Percentage of capacity building implemented at UMSA	5% of capacity building implemented	50% capacity building implemented			Reports from Junior ICT Experts
	Number of master plans at UMSA and UMSS	0 master plans	2 Master plans	Master Plans were postponed to be finalised in 2015		The existence of Master Plans

Strategies	Time	Planned activities	Unplanned activities	Target group	Comments/ explanations	Budget [Spent budget]
Interviewing, identifying and deploying Junior ICT experts. Development of Master Plans	January - April			Partner organisations, junior ICT experts. Staff and students at UMSA & UMSS		MSEK 0,2 Junior ICT expert [73 709] UMSA & UMSS SEK 1,650,000 [952,794]

1.3 Output	Indicator	Base line	Target for 2014	Results	Source of verification	Comments/ explanations
Project partners and networks are committed to collaboration with Spider	Needs assessment and survey results	No needs assessment or survey No outline of future collaboration with	Needs assessment of project partners	Outline for future collaboration with partners.	Assessment documentation Dialogue Collaboration plans	Instead of an open ended needs assessment among partner organisations Spider carried out in

		project partners and networks			Letters of endorsement from project partners.	in-depth discussions about future plans.
Strategies	Time	Planned activities	Unplanned activities	Target group	Comments/ explanations	Budget [Spent budget]
Needs assessment and survey among partner organisations	January-July	Needs assessment and survey	In-depth discussions with partners	Partner organisations	Spider reviewed the plans and opted to engage in in-depth discussions for better insight into needs at partner organisation	n/a
Concerned output	Assumptions for delivering output	Actions to take (monitoring of the assumptions)	Comments	Risks	Actions to take (monitoring of the risks)	Comments
Output 1.1: All projects are completed and results are reported	Good communication and follow up of results with partners Sufficient reporting	Maintain regular communication with partner Evaluate the reporting	Partners reported according to plan	Projects are not completed Reporting insufficient	Maintain regular communication with partners Evaluate the reporting	The amount and format of reporting must be adjusted

Output 1.2: Increased capacity in partner organisations	Junior ICT Experts: Interest from projects and suitable candidates for placement.	Junior ICT Experts: Dialogue with partners to inform on possibilities and previous placements. Advertise program to student organisations.	2 junior ICT experts (Tanzania, Cambodia)	Junior ICT Experts: Lack of project interest and/or suitable candidates	Junior ICT experts: Cooperation with project partners to create interest and form realistic profiles. Closer collaboration with universities.	Due to staff changes Spider staff could not process the requests for Junior ICT Experts.
Output 1.3: Project partners and networks are committed to collaboration with Spider	Partners are willing to continue dialogue and collaboration with Spider. The needs assessment outlines a congruent path for Spider and partner organizations	Maintain a dialogue with partners and be receptive to new directions in the work of partner organizations	Current project partners have submitted letter of endorsement to echo their willingness for future collaboration	Spider does not adequately assess the needs and future plans of partners. The future plans of Spider and partner organisations/ networks do not align	Maintain dialogue to be aware of partner needs. Carry out additional meetings and ensure dialogue	Discussions were held with all networks

Strategic area: ICT4D Research

2. Outcome (short term)	Outcome Indicators	Base line	Achieved Results	Comments/ explanations	Total Budget	Spent budget

Multi-disciplinary ICT4D research is strengthened	Number and type of publications and projects	1 research publication 2013	No research publication in 2014	The research publication has been delayed due to delays in individual research projects	MSEK 0,55 (incl. IPID 0,3)	IPID 299 565
2.1 Output	**Indicator**	**Base line**	**Target for 2014**	**Results**	**Comments/ explanations**	**Source of verification**
Research on ICT4D projects and R&D project completed and reported	Number of final reports of the research projects / Number of final reports from R&D project	8 ongoing research projects / 2 research reports expected in the beginning of 2014 / 1 Spider-funded R&D project results in Ugandan Policy Brief	10 final reports from research project / 1 final reports from R&D project	9 final reports / 1 final report from R&D project		Final reports
Strategies	**Time**	**Planned activities**	**Unplanned activities**	**Target group**	**Comments**	**Budget [Spent budget]**
Monitor progress and deliverables of researchers at Swedish partner universities / Monitor progress and deliverables at R&D project partner	January-December 2014 / January-December 2014	Regular communication with researchers		Partner universities, project partners / Project partners		MSEK 0,05 (R&D final payment) / SEK 0
2.2 Output	**Indicator**	**Base line**	**Target for 2014**	**Results**	**Comments/ explanations**	**Source of verification**

Master theses produced and published	Number of theses Number of travel stories	5 theses received for 2013	8 theses 8 travel stories	12 theses received 5 travel stories received		Reports Stories
Strategies	Time	Planned Activities	Unplanned Activities	Target group	Comments/explanations	Budget / [Spent budget]
Monitor progress on deliverables at partner universities	February-December 2014	Regular contact with Spider partner university contact persons		Partner universities Research community Government, non-governmental and private actors interested in ICT4D research		SEK 280 000 [SEK 263 552]
2.3 Output	Indicator	Base line	Target for 2014	Results	Comments/explanations	Source of verification
Spider has developed and delivered ICT4D learning material	Number of units of learning material developed Number of units of learning material delivered	1 documentary film produced	4 units of learning material 2-3 documentary films produced	2 units of workshop material on indicators for ITP program 4 Spider documentaries (EA ICT4Democracy Network, WOUGNET, EIFL, Tanzania projects)		Learning material developed
Strategies	Time	Planned Activities	Unplanned Activities	Target group	Comments/explanations	Budget / [Spent budget]

Concerned output	Assumptions for delivering output	Actions to take (monitoring of the assumptions)	Comments/ explanations	Risks	Actions to take (monitoring of the risks)	Comments/ Explanations
Explore suitable target groups and develop modules within ICT4D	January – December 2014	Discussion with DSV and Life Academy for production of indicator learning material Continuous discussion with partner organizations and networks to assess topics for documentaries		Students Public offices CSOs and project partners		n/a
Output 2.1: Research on ICT4D projects and R&D project completed and reported	The research projects proceeds according to plan and reports are produced according to the time plan	Continuous follow up on the progress of the research projects		Delays in the research processes Problems in the communication between Swedish and local researchers	Continuous follow up on the progress of the research projects	
Output 2.2: Master theses produced and published	Quality applications received from partner universities	Clear information and good lobbying to generate interest among partner universities Good assessment of applications		Theses are not completed in time	Follow up with contact persons at partner universities regarding progress	
Output 2.3: Spider has developed and	Relevant target groups are identified	Keep in continuous contact with the organisations		Lack of interest from organisations to fund the development of learning material	Keep in continuous dialogue with potential customers making sure their	

delivered ICT4D learning material	There is an interest in the modules developed Availability of relevant speakers/ teachers from different contexts	requesting learning materials Keep in continuous dialogue with potential speakers/teachers	requirements are being met

Strategic area: Knowledge Brokering

3. Outcome (short term)	Outcome Indicators	Base line	Achieved Results	Comments/ explanations	Total Budget	Budget spent
Spider is a recognised ICT4D knowledge resource	Demand for knowledge Production and dissemination of knowledge	Web statistics 2013, lectures and events 2013, iMENTORS status 2013	Spider was invited to give lectures, present on ICT4D and partake in knowledge sharing forums Facebook followers increased from 300 to 640. Spider website had 4 606 new visitors		MSEK 1,1 (communication, documentation, publication) MSEK 1,7 (iMENTORS)	SEK 281 486 MSEK 1,7

3.1 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
			Twitter followers increased from 1000 (2013) to 1311 (2014)			
ICT4D knowledge and aggregated results are widely disseminated	Number of reports and publications distributed and downloaded Press and media	1 Research publication 9 Results and lessons learned reports	1 Research publication 29 Results and lessons learned reports	Research publication postponed to 2015 Spider stories delayed to Spring 2015 and cover 2013/2014 projects 7 results and lesson learned reports available	Intensive work on Sida application has meant the organisation has decided to prioritise strategic planning.	Requests Web statistics
Strategies	Time	Planned activities	Unplanned activities	Target group	Comments/ explanations	Budget [Spent budget]

					MSEK 1,1 [SEK 281 485]
Publish reports online and in print	January - December	Making documents available online	Research community		
Hold seminars and events	January to October 15	Partake in and support events	Donors and Policy Makers		
Participate at events					
Research using the web and contacts					

	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
3.2 Output						
Increased demand for ICT4D knowledge from Spider	Online statistics	Online statistics 2013-12-17: FB: 450 likes, Twitter: 1121 followers	Increase online statistics by 10%	4 606 new visitors to website		Statistic tools for website and other online activities
	Requests for lectures seminars, courses etc.	5 Requested lectures 2013	Requested lectures	110% increase in facebook following		
	Requests for policy and strategic advice	-policy brief, 1 background paper, advisory meetings with 5 organisations		31% increase in Twitter following		
				High number of requests from reputable organisations and international actors		

Strategies	Time	Planned activities	Unplanned Activities	Target group	Comments/explanations	Budget / [Spent budget]
Maintain dialogue and relationship with key stakeholders to advertise Spider competence Actively participate in relevant events and debate	January - December	SIF 2014 MR Dagarna (The Swedish Forum for Human Rights) Participation at Sida Development Talks	Almedalen Political Week (July 2014) SI collaboration: Leadership programme Reach for Change Prototype Hackathon (Nov 2014) Open Knowledge Festival in Berlin (July 2014) Voice and Matter Conference (Roskilde & Malmö)	Spider is a trusted ICT4D knowledge hub Participation in ÖreComm Festival in Roskilde Target group Swedish CSOs Swedish policy makers Universities Private sector actors		n/a

3.3 Output	Indicator	Base line	Target for 2014	Results	Comments/explanations	Source of verification
iMENTORS completed and results disseminated	Set milestones reached on time	80% of all e-infrastructures	All recoded e-infrastructures and related ICT	The 30 month project finalised by deadline. More than	DSV/Spider was Lead partner and Work Package leader of WP 1 and WP2.	Database statistics and assessments on numbers.

Efficient implementation of DOW	and related ICT projects projects in SSA during the past five years recorded.	80% of eInfrastructures, related ICT projects and organsations of interest were identified, recorded in the database and data verified at the closing of the project. (WP2) DOW fully implemented for WP1 and WP2. / projects in SSA during the past five years validated and the stakeholder community is informed and have started to use the system.	Statistics on website visitors. / Documentation of dissemination activities. / Interviews and surveys of the Stakeholder community and Database statistics.	

Strategies	Time	Planned activities	Unplanned activities	Target group	Budget / [Spent budget]	Comments/ explanations
Spider to fully engage with its duties as outlined in DOW	January - October 15	Data collection and verification. Assistance to audit preparation.	Additionally, the Decision Support System (WP3) was tested by Spider staff as a user. Presentation by Spider staff at EU conference (October 2014).	Donors and Policymakers	MSEK 1.7	

Concerned output	Assumptions	Actions to take (monitoring of the assumptions)	Comments/ explanations	Risks	Actions to take (monitoring of the risks)	Comments/ explanations
Output 3.1: ICT4D knowledge and aggregated results are widely disseminated	The research related to projects are completed and reported	Follow up on research projects		Research projects not completed / ICT4D projects not completed on time	Follow up on research projects / Follow up on the progress and	

	Projects are finished on time Spider staff available to do the analysis	Follow up on the progress and reporting of projects Spider team management and time allocation	Spider staff not able to do the analysis	reporting of projects Spider team management and time allocation
Output 3.2: Increased demand for ICT4D knowledge from Spider	Spider expertise needed and requested by various actors Various actors know about Spider and spider activities Spider has relevant knowledge	Advertise Spider events and monitor attendance Advertise Spider Keep abreast with recent developments and debates	Spider expertise is not requested Spider does not reach relevant actors Spider does not have relevant knowledge	Review and revise outreach activities Keep informed about development in ICT4D and development sphere
Output 3.3: iMENTORS completed and results disseminated	Required human resources available	Adequate resource planning	No sufficient funding. Experienced staff no longer available.	Frequent monitoring. Good support to and encouragement of present project staff

Strategic area: Networks and Partnerships

4. Outcome (short term)	Outcome Indicators	Base line	Achieved Results	Comments/explanations	Total budget	Budget spent

4. Networks and partnerships are broadened and consolidated	Number of network partners Type of relationship	Results of mapping of networks	One new Spider network has been established. A total of five Spider Networks (with focus on the thematic areas of democracy and education)		MSEK 1.0 (conferences) MSEK 0,5 (IPID)	SEK 248 684 SEK 299 565

Indicator	Base line	Target for 2014	Results	Comments/explanations	Source of verification
4.1 Output					
Spider network for Senior ICT4D Researchers in Sweden has been established	Number of members in the network Number and type of activities held	No network established (zero members)	70 members 4-5 activities (e.g. newsletters, workshops/seminar, web site, symposium)	91 senior and junior researchers. High level of interest for network	Time limitations meant that one event was held. Focus was placed on garnering interest and commitment to network	Membership lists Activity plan

Strategies	Time	Planned activities	Unplanned Activities	Target group	Budget / [budget spent]
Coordinate the formation and operation of the network	January-December	Discussions Event		Swedish ICT4D researchers	MSEK 0.1

Indicator	Base line	Target for 2014	Results	Comments/explanations	Source of verification
4.2 Output					
New forms of collaboration with IPID network have been developed	Status of framework for IPID network post-2014	22 Newsletters in 2013 3 Events according to plan	Develop a new framework post-2014 Establish a Plan of Action for post-2014	14 IPID News digests		Framework Action Plan Newsletters and other publications Final report

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	Status of action plan for post-2014 IPID newsletter / Final report for 2013-2014	22 IPID newsletters				
Strategies	**Time**	**Planned activities**	**Unplanned activities**	**Target group**	**Comments/ explanations**	**Budget / [budget spent]**
Monitoring of progress of present IPID program. Discussions about the future and sustainability of a network for ICT4D junior researchers	January - December			ICT4D junior researchers		MSEK 0.5 [SEK 299 565]
4.3 Output	**Indicator**	**Base line**	**Target for 2014**	**Results**	**Comments/ explanations**	**Source of verification**
Participation in, organisation of, and support to ICT4D events	Type of and involvement in event	10 events during 2013	Participation and sponsoring of partners at 8-10 events	e-Learning Africa Conference sponsorship, CeDem 2014 representation through partners. Numerous international events, WHO Berlin, Örecomm and Sida events.		
Strategies	**Time**	**Planned activities**	**Unplanned activities**	**Target group**	**Comments/ explanations**	**Budget/ [budget spent]**

Concerned output	Assumptions	Actions to take (monitoring of the assumptions)	Comments/ explanations	Risks	Actions to take (monitoring of the risks)	Comments/ explanations
Identify strategic (for Spider) events to support, organise and participate in.	January - December	eLearning Africa sponsorship and attendance	Covering accommodation cost for network members to present at CeDEM2014	Potential partners		MSEK 0.9
Output 4.1: Spider network for Senior ICT4D Researchers in Sweden has been established	Partner universities are interested to be actively involved in the start of a researchers network	Lobby for benefits of participating in the network\n\nSpider continue to build relations with all partner universities and take strong coordinating role in the start-up of the network	High interest was observed, 91 members at end of 2014	Uncovering of antagonism and competition between the partner universities/researchers with stifles the collaboration in a network	Lobby for benefits of participating in the network	
Output 4.2: New forms of collaboration with IPID network have been developed	IPID leadership is motivated to develop a more sustainable strategy	Spider engage in discussion with IPID and Örebro University about the sustainability of IPID and development of relationship between Spider and IPID.		Lack of interest and motivation to pursue a development of IPID	Lobby for benefits of a sustainable network for junior ICT4D researchers/ students	
Output 4.3: Participation in, organisation of, and support to ICT4D events	Suitable events are identified	Monitoring events to engage in that match Spider's strategic direction	Spider staff and partners mapped and communicated important event, deadlines for calls	Difficulties in finding suitable events	Continuous assessment of events to engage in, that match Spider's strategic direction	

and opportunities for engagement	

Strategic area: Funding and Sustainability

5. Outcome (short term)	Outcome Indicators	Base line	Achieved results	Comments/ explanations	Total budget	Budget spent
Funding secured for 2015 and beyond	New funding agreements	Sida funding until end of 2014 (90%) and SU funding (10%)	Project proposals and applications submitted to various funders and awaiting response.		n/a	

5.1 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
New Sida agreement/s signed for 2015 and beyond	Number of agreement/s and content Type and status of dialogues	Sida agreement 2011-2014 Planned workshop with Sida for early 2014	New Sida agreement/s 2015-2019 (MSEK 30/year)	Extensive Sida application submitted in October 2014 with presentation to Sida staff members 3 November		Communication and meeting notes Agreement/s

Strategies	Time	Planned Activities	Unplanned Activities	Target group	Comments/ explanations	Budget/ [budget spent]

Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
Develop stakeholder analysis of Sida's different departments/budget lines. Partnership strategy with identification of potential partners elaborated	January - June	Stakeholder analysis as a part of the strategy process	n/a	Various Sida departments Embassies	Meetings with Swedish Embassy in Cambodia as well as African embassies.	n/a
5.2 Output	**Indicator**	**Base line**	**Target for 2014**	**Results**	**Comments/ explanations**	**Source of verification**
Applications and agreements with other funders have been processed	Number of applications submitted Number of agreements Co-funding ratio Type and status of dialogues	1 research application submitted in 2013 Review of funding sources	2-3 research applications submitted in the view of having the research personnel funded predominantly by other resources than Sida 1-2 funding applications submitted for development projects	Applications made to embassy in Cambodia, Regulator course for African partners. Application submitted to Swedish Reserach Council with DSV. Application unsuccessful.		Reports on funding sources Applications submitted Agreements

Strategies	Time	Planned activities	Unplanned activities	Target group	Comments/ explanations	Budget/ [budget spent]
Partnership strategy with identification of potential partners and stakeholders elaborated.	January - December			EU funding bodies Swedish Institute Research funders VR etc.		n/a

5.3 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
Alternative funding and income opportunities identified	amount and ratio of income generated in addition to Sida funds	Funding model 2.0	Sustainable funding model applied for Spider's 2015- MPO Spider's ICT training (in Sweden and internationally) generates at least 25 % profit	List of potential funding opportunities has been erected.		MPO is attributed with information about how incomes are generated onwards. Invoices paid.
Strategies	Time			Target group		Budget/ [budget spent]
Identifying and analysing various funding models in order to identify a model best applicable for Spider model.	January - December			Governmental, Non-Governmental and private actors interested in ICT4D		n/a
Concerned output	Assumptions	Actions to take (monitoring of the assumptions)	Comments/ explanations	Risks	Actions to take (monitoring of the risks)	Comments/ explanations
Output 5.1: New Sida agreement/s signed for 2015 and beyond	Increasing interest at Sida's different departments for using Spider's knowledge within ICT4D in various ways.	Stakeholder analysis made early in strategy process with risks and opportunities for different Sida actors identified. Need for bringing up the research capacity		Diversified opinions at Sida as regards future needs of knowledge within ICT and lack of capacity at to conduct dialogue on strategic issues		Push for a jointly owned dialogue, especially in relation to future core funding. Show the importance of the systematisation of

There is a willingness at Sida to invest not only in targeted partner projects in South but also in capacity building at local and Swedish university (incl Spider) in order to strengthen result oriented research.	from the beginning in the 2014 dialogue with Sida and link the capacity building to the ability of presenting tangible results of the use of ICT in development.
	related to Spider's future.
	Research capacity is not considered enough poverty oriented and Spider is considered too much of a "North driven institution".
	results for the benefit of key groups
	Argue for an increased capacity building in the academia in South and the necessity to fuel this development with international resources.
Spider's stock of tested project partner organisations in South is ready to develop partnerships with Spider and with the capacity of absorbing approx. MSEK 20 annually for project development.	Early identification of partners able to absorb funding and with technical competence within our prioritised thematic areas. Participation of partners in the definition and planning of future work programme.
	Partners are already funded from elsewhere if we are late. Partners are interested in further funds but are too optimistic about their possibilities of absorbing large sums.	Learn from early mapping of possible up-scaling partners, and careful analysis of capacities. Follow-up on dialogue between project officers and potential partners early 2014.
	Partners are not involved in a meaningful way or too late in the process and do therefore not take on enough responsibilities for the activities to be carried out and financed by Sida.	Learn from well-prepared needs assessment early 2014.

| Output 5.2: Applications and agreements with other funders have been processed | Spider's expertise is in demand at Governmental bodies, Universities, CSOs and private sector actors. A willingness to pay for our products and services by funders. Consortiums with different actors are important for research grants. | Strategic prioritisation between different funding opportunities must be made based on analyses on interests of potential stakeholders and consortium partners. These choices shall origin from thematic preferences and Spider's knowledge skills on certain themes. | | There will be no calls in the fields where Spider has it primary competence next year. The preparation for the calls will require much job and contribute to an ad hoc, disproportional and severe work-load at Spider. | Always be aware of time spent for each application and in relation to time invested in Sida application. Prepare for major funding opportunities (consortium building) within one area of competence rather than several. Identify research investors with interest in the same thematic areas as Spider's programme approach is adopting |
| Outputs 5.3: Alternative funding and income opportunities identified | Broadening of funding base with additional research funds is uncertain. Yet there is a need to increase research capacity at Spider and by the use of Spider's network. And a complement of | Invest time in analysing different models and their applicability to Spider's needs, with a special emphasis on funding our research and training capacity. Ensure that costs are covered before taking on external research and training. | | There will not be enough time to secure research funding in 2014 and staff capacity does not cover the substantial part of the research by training fees. (And Sida will be unwilling to pay for researchers and trainers in North.) | Make a strategic choice early with regards to where funds should be generated. Possibly marketing of training activities, if an analysis of interest is in favour of generating incomes on lectures and training. |

	the Sida and DSV funding is necessary.

Strategic area: Management

6. Outcome (short term)	Outcome Indicators	Base line	Achieved Results	Comments/ explanations	Total budget	Budget spent
Results-based management and planning has been integrated throughout the organisation	Documented implementation of annual plan	Annual Plan 2014	RBM well grounded at the core of Spider.		MSEK 8.4 (Admin) MSEK 1.5 (M&E)	[MSEK 6.6] [SEK 422 377]

6.1 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
Well-functioning routines, improved internal communication, and optimal division of labour within Spider	Tools and routines	Intranet, handbook	Improved work flow	MPO finalised		Project management tools
	Communication patterns	Communication strategy	Clear internal communication	Routines and templates updated		Mail, Web and social media
	Individual and team performance	Job descriptions, organisational structure	Highly competent team	Communication improved - internal and external		Meetings and reports

Strategies	Time	Planned Activities	Unplanned activities	Target group	Comments/ explanations	Budget/ [budget spent]
				Clear role division and better collaboration. Capacity building implemented		
Managerial planning and monthly follow up Individual work plans with regular follow up	January-December	Regular meetings with staff team and individual follow ups.	2 staff - RBM course at Sida 1 staff - PM course	Spider team		MSEK 7.9 (staff, OH, rent, misc., travel) [MSEK 6.5]

6.2 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
Timely and accurate reporting to board and funders	Annual reports Progress reports Audit reports	1 annual report 2012 1 audit report 2012 2 progress reports in 2013	1 annual report 2013 1 audit report 2013 2-3 progress reports	Reports delivered in a timely manner.		Annual report Audit report Progress reports

Strategies	Time	Planned activities	Unplanned Activities	Target group	Comments/ explanations	Budget / [budget spent]
RBM-based and audited reporting submitted for board meetings and Sida annual meeting	February, April, May, August, December	3-4 Board meetings Sida annual review meeting		Spider board, funders, stakeholders		MSEK 0.15 (board) [SEK 60 460] MSEK 0.30 (audit) [SEK 93 920]

6.3 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
External evaluation of Spider with recommendations	Terms of reference Quote/agreement Report	External evaluation in 2009	External evaluation of Spider 2.0 (2011-2014)	Evaluation report received and action points formulated		Evaluation report
Strategies	Time	Planned activities	Unplanned activities	Target group	Comments/ explanations	Budget/ [budget spent]
Definition of Terms of Reference, commission of evaluator, delivery and completion of evaluation	January-May	ToR with legal advice Tendering process report delivery		Spider staff, board, funders, partners, stakeholders		MSEK 0.5 (M&E) [SEK 422 377]
6.4 Output	Indicator	Base line	Target for 2014	Results	Comments/ explanations	Source of verification
New Strategy and Master Plan of Operations (MPO)		Spider 2.0. Strategy and Roadmap for 2011-2015	New strategy and MPO for 2015-2019	A new Strategy and MPO has been developed		Strategy MPO
Strategies	Time	Planned activities	Unplanned activities	Target group	Comments/ explanations	Budget/ [budget spent]
Develop new strategy and MPO with assistance from board, consultants, partners and stakeholders	January-September	staff workshops consultation with partners review of evaluation		Spider staff, board, funders, partners, stakeholders		MSEK 1.0 (M&E) [In-house development of strategy and MPO means considerable savings and that expenditures are

Concerned output	Assumptions	Actions to take (monitoring of the assumptions)	Comments/ explanations	Risks	Actions to take (monitoring of the risks)	Comments/ explanations
						accounted for within *Personnel*]
Output 6.1: Well-functioning routines, improved internal communication, and optimal division of labour within Spider	Right management tools are identified for efficient work flow Communication needs are defined and structures clarified for clear areas of responsibility	Communicate with staff regarding the needs they have to complete the work that is assigned to them. Engage staff in a meaningful dialogue about expectations and define roles		Too many differing priorities and needs for a streamlined work structure	Set up project management tool that is tailored to the team	
Output 6.2: Timely and accurate reporting to board and funders	Board and management communicate and share results	Regular reporting		Project results are delayed and cannot be shared	Continual monitoring of progress in order to communicate changes	
Output 6.3: External evaluation of Spider with recommendations	A clear evaluation model is developed and consultant identified and contracted	Define needs and outline requirements				
Output 6.4:	A clear goal unifies Spider and leads to	Identifying strategic goals				

New Strategy and Master Plan of Operations (MPO)	the development of a strategy and MoP			

Please see Financial Report (p. 32-33) for comprehensive budget follow-up.

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