2009:07

Sida REVIEW

Kerry S. McNamara

THE SWEDISH PROGRAM FOR ICT IN DEVELOPING REGIONS (SPIDER)

An independent evaluation

Sida

Evaluation of the Swedish Program for ICT in Developing Regions (SPIDER)

An Independent Evaluation

Kerry S. McNamara

Sida Review 2009:07

Sida

Author: Kerry S. McNamara

Sida Review 2009:07
Commissioned by Sida, Department for Human Development, Team Knowledge, ICT and Education.

Date of finalreport: May 2009

Printed by: Edita 2009

Art. no. Sida51982en

ISBN: 978-91-586-4088-7
URN:NBN se-2009-14

This publication can be downloaded from:
http://www.sida.se/publications

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden.
Visiting address: Valhallavägen 199.
Phone: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64.
www.sida.se sida@sida.se

Table of Contents

Acknowledgements

The author wishes to thank all the interview subjects (listed in Annex 4) whose insight, experience and advice made this evaluation possible, and who gave generously of their time both in person and by email and phone. Particular thanks are due to the Director of SPIDER, Afzal Sher, and to his very able and devoted staff, particularly Lotta Rydström and Karoline Beronius, who greatly facilitated the evaluation and provided prompt and informative responses to the author's queries. The author is also very grateful to the Board of Directors of SPIDER for the frank, collegial and informative discussions he had with them individually and collectively, which reflected their deep commitment both to this evaluation process and to SPIDER's mission and success. Per-Einar Troften of Sida provided extremely valuable advice and support throughout the process and greatly facilitated contacts in Sida and elsewhere. Needless to say, any errors of fact, interpretation or analysis in this evaluation are solely attributable to the author.

Executive Summary

This evaluation was commissioned by Sida, as previously agreed with SPIDER, during the last year of the second phase (2007–2009) of Sida funding for SPIDER, as an input into an ongoing dialogue between Sida and SPIDER about Sida's current and potential future support for SPIDER.

SPIDER was formally constituted on July 1,2004 as a center at the Royal Institute of Technology (KTH) with a grant from Sida of 31 Million Swedish Kronor (SEK) for activities through December 31,2006. KTH allocated support of 3 Million SEK for the same period. In the second phase (2007–2009), Sida increased its level of support for SPIDER, providing an additional 56 Million SEK matched by an additional 5 Million SEK from KTH.

SPIDER was envisioned as a network of Swedish expertise (initially focused primarily on university expertise, but gradually branching out to civil society and the private sector), mobilized to assist developing countries in harnessing information and communication technologies (ICT) as effective tools of poverty reduction and sustainable development.

SPIDER has carried out this vision through a variety of activities:

- financial support for research and innovation projects proposed and implemented by Swedish universities;
- financial and technical support for projects proposed by developing country partners, usually in cooperation with Swedish university partners;
- "help desk" technical support and advisory services for Sida staff and Swedish embassy staff seeking specific assistance with the design, implementation or evaluation of ICT-for-development (ICT4D) projects;
- support for conferences, workshops, publications, university courses and other knowledge-dissemination and capacity building efforts aimed both at Swedish students and scholars and at students and other stakeholders from developing countries.

SPIDER has also served, through separate funding directly from Sida departments, as the Swedish technical implementation counterpart for a number of Sida ICT4D projects in developing countries.

There was broad consensus among those interviewed for this evaluation that SPIDER has executed these activities with great energy, commitment and flexibility, despite a small staff, a changing external environment, and shifts in Sida's expectations and internal organization on ICT issues. Developing country partners and beneficiaries have commended SPIDER for its support and its commitment to partnership and capacity building. SPIDER has served as a very promising example of the principle of Sweden's current Global Development Policy that all Swedish stakeholders should work toward achieving Sweden's development goals.

However, concerns have been raised about the strategic coherence of SPIDER's activities and priorities; its internal capacity to monitor, evaluate and learn from its various activities; and its alignment with Sida's broader development priorities. At the same time, substantial changes in the environment in which SPIDER operates – changes in the form and priorities of development assistance; the declining interest in ICT among bilateral donors; Sida's reorganization and shifting priorities – pose challenges both for SPIDER's vision and strategy and for its operational priorities and internal capacity. There is also a lack of consensus between Sida and SPIDER as concerns how closely SPIDER's priorities and programs are, and should be, aligned with, and supportive of, Sida's priorities and programs.

The current weakness of SPIDER's internal mechanisms for monitoring and evaluation make it difficult to offer detailed conclusions about the relative success and impact of SPIDER's individual activities. However, anecdotal evidence suggests that the most successful SPIDER projects have been those focused on creating specific technical and human capacity in developing country institutions.

In the context of Sida's upcoming decision about its future support for SPIDER beyond the current funding that ends in 2009, this evaluation has identified several key areas for action by both SPIDER and Sida in the coming months:

- clarifying, and assuring SPIDER-Sida consensus on, SPIDER's mission, strategy and program priorities;
- clarifying, and strengthening, the mechanisms of the SPIDER/Sida relationship at both a strategic and operational level;
- strengthening SPIDER's reporting, monitoring, evaluation and learning efforts;
- clarifying and strengthening SPIDER's procedures and operations, and making them more transparent.

1. Introduction

1.1 Overview of SPIDER

The Swedish Program for ICT in Developing Regions (SPIDER) is a center at the Royal Technical University (KTH) in Kista, Sweden (a suburb of Stockholm) that mobilizes a network of Swedish and international experts on Information and Communication Technologies for Development (ICT4D) to help developing countries use ICT effectively and strategically to advance core development and poverty-reduction goals. SPIDER is funded primarily by the Swedish International Development Cooperation Agency (Sida) through multi-year funding for projects, advisory services, network-building and help desk support to Sida staff at headquarters and embassies. SPIDER also serves as the Swedish operational counterpart and advisor for a number of Sida ICT-for-development projects in Sida priority countries.

1.2 Objectives of this Evaluation

The objectives of this evaluation are:

- to summarize and assess SPIDER's activities and accomplishments in its first five years;
- to synthesize the views of key stakeholder and peer groups on SPIDER's mission, strategy, accomplishments and capacity;
- to describe the changing context of ICT-for-development work in which SPIDER operates;
- to present options for SPIDER's future directions and priorities, and for Sida's future engagement with SPIDER.

This evaluation was commissioned by Sida in accordance with an agreement between Sida and SPIDER, as a condition of Sida's second phase funding for SPIDER, that Sida would commission an independent evaluation of SPIDER in the final year of the current funding (2009). The Terms of Reference of the Evaluation are attached at Annex 2.

Its main purpose is to assess SPIDER's operation and effectiveness during the its first five years, and to provide Sida with information, analysis and options that can inform its ongoing dialogue with SPIDER about the future nature and scope of Sida's support for SPIDER. This evaluation is not designed to provide a detailed evaluation of any or all of SPIDER's individual projects or advisory services, nor to provide detailed strategic recommendations to SPIDER's Board of Directors and staff.

The evaluation aims in particular to provide information and insight on five related issues:

- the coherence and specificity of SPIDER's strategy and objectives, and the extent to which SPIDER's activities reflect its strategy and objectives;
- the alignment of SPIDER's strategy and objectives, and its specific activities, with Swedish Development priorities and Sida's strategy, objectives and operational needs;
- SPIDER's operating capacity and performance, including the adequacy of its methods and metrics for monitoring and assessing its supported activities;
- the alignment of SPIDER's strategy, objectives and activities with the changing context of development assistance and of the ICT4D field, and the changing capacities, priorities and needs of developing country partners;

- realistic and sustainable options for adapting SPIDER's strategy, goals and activities – and Sida's support for SPIDER – in the light of this changing environment of actors and needs.

1.3 Evaluation Methodology

This evaluation was conducted over the period October 2008–April 2009, using a mix of extensive face-to-face and telephone interviews and substantial desk research. After an extensive review of relevant documents (listed in Annex 3), a first site visit to Stockholm in November 2008 permitted extensive in-person consultations with Sida management and staff, SPIDER staff and Board members, SPIDER network members and others with experience and insight on SPIDER and the context in which it operates. A broader group of stakeholders were then interviewed by telephone. (A full list of those interviewed is at Annex 4). A first draft was presented to Sida and SPIDER in February 2009, and revisions were made on the basis of detailed feedback from Sida and SPIDER. A revised draft was submitted to Sida and SPIDER on March 23, 2009 as the basis for in-person discussions with Sida staff and management and the SPIDER Board of Directors on March 26–27, 2009. On the basis of these discussions and follow-up communications, this final report was prepared in April 2009 and submitted on May 9, 2009.

2. SPIDER: The First 5 Years

2.1 Context: The Ongoing Effort to Mainstream ICT in Development Practice

The concrete contribution of ICT to poverty reduction and sustainable development remains an issue of strong interest, and continued debate, within the development community. Over the past decade, as the variety, accessibility and affordability of information and communication technologies have expanded dramatically, the international development community has been engaged in a series of efforts both to *understand* the implications of these technologies for development and poverty reduction and to *adapt and apply* them for appropriate and sustainable use in developing countries. In some dimensions of this effort, considerable progress has been made. In particular, there is now much stronger recognition of the importance of pro-competitive policy and regulatory regimes and locally appropriate innovation, and investment in ICT infrastructure and access has increased substantially in many developing countries. In addition, there is growing understanding and expertise in sectoral applications of ICT in core development sectors such as education, health and governance.

An ongoing challenge is mainstreaming ICT strategies, policies and applications in the core programs and investments of donor agencies and of their developing country counterparts. Many bilateral donors, and most developing country government agencies, have limited internal capacity to plan and implement appropriate ICT investments and programs that would effectively advance their core development and poverty reduction goals. Thus there is an ongoing need for expert advice, experimentation and knowledge-sharing on how to use ICT effectively in development programs.

It was in this context that Sida issued its 1999 Strategy for IT in Development Cooperation, which called for Sida to integrate information technologies as a strategic area of Swedish development cooperation, and to build the internal capacity within Sida to make that possible. The strategy also called for a study to explore the possibility of creating a center of competence on IT for development within Sida. In furtherance of the strategy, an ICT for Development Secretariat was created within Sida in late 2002, with the responsibility for providing advice and information on ICT, assisting embassies and Sida staff with mainstreaming ICT in their programs, and managing Sida support to selected ICT-related initiatives.

At the same time, discussion continued both within Sida and in the larger Swedish development and academic communities about the benefits and modalities of a "center of competence" outside of Sida, particularly as a way to harness the expertise of Swedish universities in furtherance of Sweden's ICT-for-development objectives and to strengthen the involvement of Swedish ICT experts in development work.

Sida has been an active and influential donor and participant in the ICT4D field, with a strong emphasis on infrastructure, networks and capacity building. Sida's support for building the capacity of, and networks among, developing country universities to use ICT as a tool for education and research linkages has had a substantial impact in many of its priority countries. And Sida has been an active participant in international policy dialogue and joint action on a range of issues and in diverse venues ranging from the World Summit on the Information Society (WSIS) to regional and thematic collaborations.

2.2 SPIDER's Creation and Objectives

SPIDER was formally constituted on July 1, 2004 as a center at the Royal Institute of Technology (KTH), with a grant from Sida of 31 Million Swedish Kronor (SEK) for activities through December 31, 2006. KTH signaled its strong commitment to SPIDER with an allocation of 3 million SEK for the same period. In a second phase of funding for the period 2007–2009, Sida increased its level of support for SPIDER, providing an additional 56 Million SEK matched by an additional 5 Million SEK from KTH. SPIDER's declared mission, as articulated in its first Annual Report, was "to promote and diffuse Information and Communication Technology by building human capacity and enhancing knowledge for societal sustainability and progress in developing regions." It sought to advance this mission through several types of related activities:

- providing financial and technical support for ICT-for-development projects proposed by Swedish partner universities and/or counterparts in developing countries;
- offering a Help Desk service for Sida and Swedish embassies, providing a range of technical and advisory services related to ICT4D project design and evaluation;
- serving as the technical partner and implementing organization for ICT4D projects initiated by Sida;
- supporting research, training, conferences, publications and other forms of knowledge-sharing and networking.

The initial objective of SPIDER was to increase the involvement, and enhance the expertise, of Swedish universities in ICT-for-development research and in effectively implementing ICT for development projects in developing countries, while at the same time increasing the capacity of developing country counterparts – particularly in universities and government institutions – to be effective planners, partners and implementers in such projects. This was rooted in a conviction that support for research and implementation of targeted ICT interventions, and a focused effort to learn from these interventions, would increase both the evidence base for ICT for development interventions and the number and quality of experts both in Sweden and in developing countries able to plan and implement such projects effectively. Subsequently, SPIDER's network was enlarged to encompass Swedish NGOs, private sector firms and other Swedish stakeholders with interest and expertise in ICT4D issues.

SPIDER has become a distinctive example of the Swedish Government's call for all Swedish stakeholders to engage with development issues. As a catalyst for development partnerships among the government, Swedish universities, the private sector, NGOs and other stakeholders, SPIDER has sought to bring to bear the full range of Swedish expertise and experience in helping Swedish partner countries to harness ICT for development. This directly responds to the challenge articulated in the Government's 2002 policy document, *Shared Responsiblity: Sweden's Policy for Global Development,* which states:

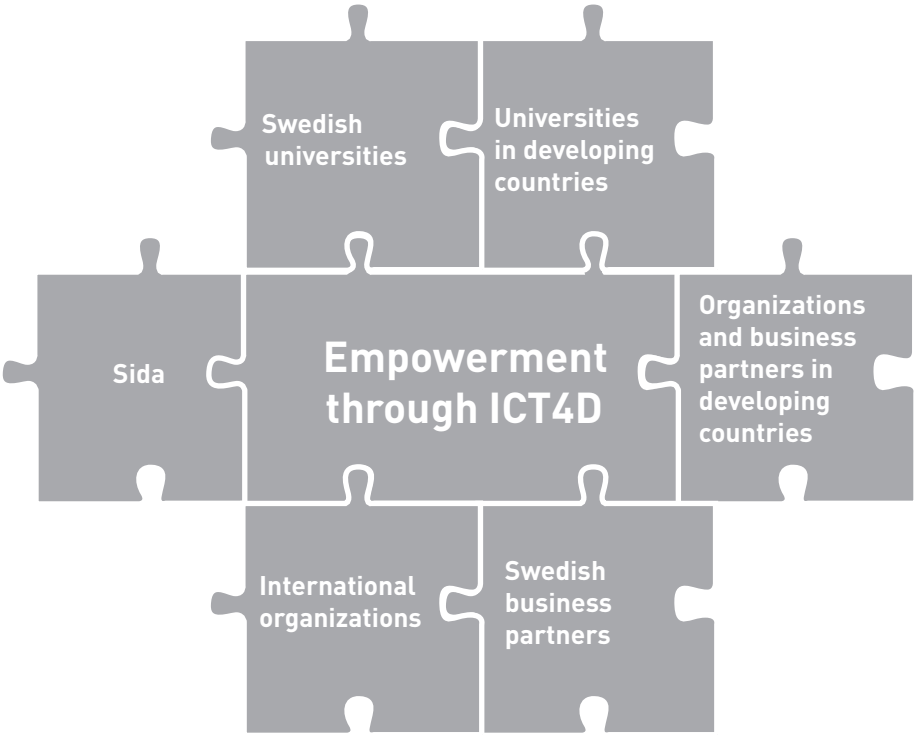
> It is important for developing countries to exploit the potential of information technology (IT) for economic and social development and for attainment of the Millennium Development Goals. IT is important as a means of establishing the knowledge-based economy, accelerating economic growth and promoting democratization. The existing obstacles, for example inadequate infrastructure, investment and education, must be addressed. *(Shared Responsibilty, p. 53, Section 5.5.11.)*

Sida funding for SPIDER is provided in three baskets. A "contribution" basket, representing approximately 50% of the Sida contribution, supports ICT4D projects proposed by Swedish or developing country partners, in accordance with general guidelines and strategic priorities set by the SPIDER Board. A smaller "Help Desk" fund provides pre-paid support for SPIDER to serve as an ICT advisory help desk for Sida and Swedish Embassy staff. An administrative budget allocation provides support for staff, overhead and related operating costs. Annex 6 contains details on SPIDER's budget allocations for the second phase of Sida funding, 2007–2009.

2.3 SPIDER's Structure and Functioning

SPIDER was designed as both an organization and a network. A relatively small SPIDER team at KTH, led by SPIDER's Director and including both technical and administrative/financial staff, serves as the facilitator and technical support for a much larger network of experts and scholars from Sweden and elsewhere providing advice and program support for a range of ICT4D projects in Sida priority countries. Organizationally, SPIDER is housed within the Department of Computer and System Sciences, which is a joint Department of KTH and Stockholm University. Administratively and financially, SPIDER depends upon, and is subject to the procedures of, KTH.

SPIDER as both organization and network *(source: SPIDER)*



SPIDER is governed by a Board of Directors that includes representatives from SPIDER Network universities, the private sector and the Swedish international development community. In its first few years, the Board included a repre-

sentative from Sida, although this practice was ended in 2006, out of a concern at Sida about potential conflicts created by Sida's "double chair" as both SPIDER's funder and a member of its governing body. The Board (listed in Annex 5) brings deep and diverse experience in ICT, development, education, research and innovation from the public, private and non-profit sectors. Its members are actively engaged in guiding and supporting SPIDER's programs and its staff. SPIDER's staff includes a diverse mix of technical, administrative and project management expertise.

SPIDER's structure and objectives make it distinctive as an ICT4D organization. A number of other major donor countries have provided support for a range of bilateral and multilateral initiatives and organizations working in the ICT4D field. Yet the Netherlands has been the only other major donor country besides Sweden to support the development of an independent, donor-funded center of excellence focused on collaboration, innovation and capacity-building on ICT issues in developing countries – the International Institute for Communication and Development (IICD) in The Hague.

2.4 SPIDER's Growth and Accomplishments over the Past 5 Years

Since its founding in July 2004 through the end of 2008, SPIDER has sponsored and organized a remarkably diverse set of activities in cooperation with a broad range of partners in developing countries, Sweden and elsewhere. A list of these activities is included at Annex 7. These activities have been organized in several main categories.

i. ICT Project Collaboration with Swedish Partner Universities

In the first phase 2004–2006, SPIDER supported 15 projects proposed by Swedish university partners, chosen on the basis of an open call for proposals, plus an additional six "start-up" activities to raise awareness and involvement of Swedish partners in 2004. These first-phase activities ranged from support for developing country universities to build ICT infrastructure and capacity and e-learning, to ICT support for business networks, health service delivery, e-Government, and language processing tools for under-represented languages. They involved a wide range of Swedish and developing country partners and clearly demonstrated SPIDER's ability to animate an international network of experts to collaborate on ICT4D projects.

In the second phase of Sida funding 2007–2009, SPIDER funded six Swedish university partner projects out of a pool of 17 applications. Three were continuations or expansions of successful projects from the first round, in health, e-learning and language processing tools. The other three focused on online water quality monitoring, rural financial services and agricultural information services. While the larger first round of projects represented a broad effort to engage Swedish partners with ICT expertise in cooperative projects with developing country counterparts, this second round reflected a stronger focus on supporting concrete innovations and applications that can contribute to addressing core development challenges. A third phase of support for collaboration with Swedish partner universities for the period 2008–2010 will focus on ICT, gender and development. Applications received in response to the open call for this phase are currently under review by SPIDER and its advisory committee.

ii. Projects initiated by developing countries

SPIDER also provides financial and technical support to projects by a range of partner institutions in developing countries, including government ministries, universities and others. The general objective of these projects is to support ICT innovation, application development and capacity building to advance core development and poverty-reduction objectives. Since July 2004, SPIDER has approved 22 projects proposed by partners in 9 Sida-priority developing countries: Bangladesh, Cambodia, Kenya, Mozambique, Rwanda, Sri Lanka, Tajikistan, Tanzania and Uganda. A full list of these projects can be found at Annex 7. One distinctive element of the support was the inauguration of a Junior ICT Expert Program, designed to "give short-term support for a project on-the-ground in the field of ICT4D whilst offering an opportunity for a Junior ICT Expert to gain life and professional experience working in a developing country". This program helped to reinforce the message that SPIDER's objective is not only to support individual

ICT4D projects but to build over time a vibrant human network of experts who are knowledgeable about and committed to using ICT to address poverty and development challenges.

Both its Swedish-initiated and developing country-initiated projects have targeted a wide range of developing countries and covered a diverse set of thematic areas. In the past few years, partly in response to a request from Sida, more resources have been devoted to projects in African countries, and there has been an increasing thematic focus on core development areas such as health, education and governance. A detailed list of SPIDER projects, with grant amounts, classified by region and theme is attached as Annex 9. A summary analysis of the regional distribution of SPIDER projects appears below.

SPIDER-funded projects, regional distribution *(author analysis based on SPIDER data)*

	Number of Projects	% of total number of projects	Aggregate amount of project funding (SEK)	% of total project funding
1. Swedish university-initiated projects				
Africa	9	31	5,025,000	35
South Asia	8	27	5,450,000	38
Southeast Asia	7	24	2,475,000	17
Central/Eastern Eurasia	2	7	550,000	4
Multiple regions	3	10	750,000	5
Total	**29**		**14,250,000**	
2. Developing country-initiated projects				
Africa	13	62	24,915,000	75
South Asia	3	14	3,090,000	9
Southeast Asia	1	5	325,000	9
Latin America	2	10	600,000	2
Central/Eastern Eurasia	1	5	1,700,000	5
Multiple regions	1	5	2,575,000	8
Total	**21**		**33,205,000**	
3. All projects combined				
Africa	22	44	29,940,000	63
South Asia	11	22	8,540,000	18
Southeast Asia	8	16	2,800,000	6
Central/Eastern Eurasia	3	6	2,250,000	6
Latin America	2	4	600,000	1
Multiple Regions	4	8	3,325,000	7
Grand Total	**50**		**47,455,000**	

iii. Support to Conferences and Workshops

SPIDER has provided support for the organization of, or for participation by Swedish and developing country partners in, a wide range of conferences and workshops in Sweden and elsewhere focused on ICT4D issues. This support has largely been in three categories:

a) *Conferences and workshops with Swedish partners:* These have focused on strengthening the SPIDER network, raising awareness and involvement of Swedish academics in ICT4D issues, and to generate project proposals for possible SPIDER support.

b) *Support for participation of delegates from developing countries:* SPIDER has provided substantial support in the past several years for developing country delegates to attend a range of international workshops and conferences on ICT4D issues, such as e-Learning Africa and the Global Forum for Youth and ICT for Development. The objective of this support has been two-fold: to increase developing country participation and "voice" in these venues, and to build the capacity and knowledge of developing country partners.

c) *Support for participation by SPIDER staff, Board members and network members in conferences and workshops:* This support has been designed to expand collaboration with partner organizations, strengthen the internal knowledge of SPIDER on thematic issues, and spread knowledge of SPIDER and its work.

iv. Educational Activities

SPIDER has supported a range of initiatives designed to increase knowledge and expertise among a new generation of ICT4D scholars. These include an introductory course and an MSc program in ICT4D at SU/KTH; support for the development of a network of PhD. researchers in ICT4D; the Junior Experts program described above; travel grants for Swedish students to include field work in their MA theses; and scholarships for developing country students to attend Masters programs in Sweden and bring their experience back to their home country. These activities have reinforced SPIDER's strategy of building, over time, a talented international network of scholars in ICT4D that includes strong representation from developing countries.

v. Information-sharing, outreach and partnership

SPIDER has engaged in a wide range of information-sharing and outreach activities designed both to extend and strengthen its network and to share the lessons from its work. A regular Newsletter, a regularly updated website, and a growing series of short topical publications reach a broad audience in Sweden and globally. SPIDER has also built cooperative relationships and close communication with a wide range of Swedish and international partners, including universities, NGOs, the private sector and donor organizations.

vi. Help Desk Activities for Sida and Swedish Embassies

In addition to the activities detailed above, which were supported by the "contribution" component of Sida's funding for SPIDER, SPIDER also provides Help Desk services to Sida, Swedish Embassies in developing countries and other Swedish authorities. These services range from review of project documents, such as TORs, and advice on project design to evaluations and studies on specific ICT4D issues. Since July 2004 SPIDER has responded to approximately 40 Help Desk requests, of which more than 30 have been completed. After a gradual start in 2005–2006, demand for these Help Desk services increased considerably in 2007–2008. A list of Help Desk projects is at Annex 8.

vii. Counterpart activities supplemental to Sida core funding

SPIDER has also served as the Swedish counterpart, providing technical support and project management, for a number of Sida-supported ICT4D projects in developing countries, particularly projects sponsored by the former SAREC division of Sida in Bolivia, Burkina Faso, Honduras and Sri Lanka. These projects are not supported by Sida's core funding for SPIDER, but by separate agreements between SPIDER and the relevant Sida Department, which is then directly responsible for monitoring SPIDER's performance on the project. These projects have primarily focused on ICT policy, master plans and network development for developing country higher education and research institutions.

3. Assessing SPIDER's First 5 Years: Views of Various Stakeholders

Among the wide range of stakeholders interviewed for this evaluation, there was broad consensus on several topics: the energy and dedication of the SPIDER team; the importance of mainstreaming ICT intelligently in Swedish development cooperation and in the policies and programs of Swedish partner countries; and the value of strengthening networks among practitioners and scholars in Sweden and other countries. However, there was a considerable diversity of views on most other questions relevant to this evaluation.

3.1 Spider's Mission and Strategy

Any evaluation of an organization's success in meeting its mission and implementing its strategy and objectives must begin with a consideration of how much clarity, and consensus, exists on that mission, strategy and objectives. *Among those interviewed for this evaluation, there was a wide range of opinion both on what SPIDER's mission and strategy are, and whether they are clear and understood by all involved. S*ome of this diversity, not surprisingly, can be attributed to "where one sits". Some representatives of SPIDER network universities in Sweden emphasized support for Swedish scholars and experts to become more involved in ICT for development projects. Some Sida representatives emphasized services to, and alignment with, Sida's development objectives and strategic priorities. Developing country partners emphasized support for building their capacity and implementing ICT4D projects "on the ground".

Many interlocutors recognized that SPIDER has been "a work in progress" over the past several years, and that its strategy and operations have evolved over time, in response both to changing external conditions and to SPIDER's own evolving understanding of the demand for its services and support and the ways it can most effectively respond to this demand. Yet a number of those interviewed, and not only at Sida, felt that considerable uncertainty still persisted about SPIDER's mission and strategy, and how it sets priorities for the types of activities it undertakes or supports. Some felt that this was, in part, a result of the fact that SPIDER supports several different types of activities, including Swedish university-initiated projects, developing country-initiated projects, help desk services for Sida. Thus, it was not always clear what SPIDER understood itself to be beyond the sum of these parts. One Sida staff member observed, "SPIDER is often described as a multi-faceted organization with different activities, but how does it all cohere?" Related to this was the observation by many of those interviewed that it was not clear how SPIDER aggregated and shared the learning from its various activities.

There was also a diversity of views on how closely SPIDER's strategy and priorities are, or should be, tied to those of Sida. Many of those interviewed at Sida felt that SPIDER's priorities were not as well aligned with Sida's as they should be. At the other end of the spectrum, some in Swedish universities and elsewhere felt that SPIDER was too focused on, and constrained by, Sida priorities. On a related note, there was substantial disagreement as to whether SPIDER should focus only on Sida countries, and whether it should more explicitly and rigidly limit itself to a select number of thematic areas. This has become a particular focus of Sida/SPIDER dialogue in the second phase of funding, as the Swedish Government has increased its emphasis on Africa. This increased emphasis, articulated in the Government's policy document *"Sweden and Africa – a policy to address common challenges and opportunities"*, has also included a heightened attention to the contribution of ICT to education-related and research-related activities in and for Africa. As the regional distribution analysis detailed in Section 2.4 above shows, Africa has indeed been an important focus of SPIDER funding, particularly for projects initiated by developing countries.

Several respondents, from a range of institutional perspectives, wondered how SPIDER's efforts relate to, and help shape priorities and approaches for, what they called "the big money". SPIDER is a small organization, with a relatively modest budget compared to bilateral and multilateral donors and developing country budgets. Impact comes, several respondents argued, from influencing how that "big money" is invested, and some were not sure that SPIDER had a sufficiently clear strategy for linking to and influencing those larger resources by the way it selects, implements, evaluates, and shares lessons from its projects. Many emphasized in particular the need for SPIDER to develop more robust mechanisms for evaluating and learning from its activities if it wishes to influence the thinking – and the larger investments and programs – of Sida and other donors.

Some respondents, especially from Sida, also questioned whether SPIDER had a sufficiently clear and compelling rationale about the difference that the existence of SPIDER makes. As one person expressed it, "What kind of problem are we trying to address by supporting SPIDER, and what is the thinking of how it would contribute to poverty reduction and development". Respondents pointed to SPIDER's own mission and strategy language, which they felt was overly broad. Some felt that SPIDER's strategy needed to be imbedded in much more concrete "problem statements" to which its choice of programs was a clear and direct response.

At the same time, many associated with SPIDER felt that the organization and Board had a clear strategy and that the real challenge was uncertainty and change in Sida's objectives for SPIDER. They pointed out that Sida's multi-year country strategies – few of which mention ICT – limit flexibility and make it more difficult for SPIDER to make the case for the relevance of ICT to Sida's core work. They also observed that the expectation that SPIDER will concentrate its work in Sida's limited list of collaborating countries – currently 12, of which 9 in Africa – makes it more difficult for SPIDER to tap into, and contribute to, a more global network of experience and best practice on ICT4D. Furthermore, many associated with SPIDER pointed out that Sida's own ability to serve as an interlocutor with, and "customer" of, SPIDER has been weakened by its own loss of internal capacity in, and focus on, ICT4D.

Developing country partners had fewer questions or concerns about SPIDER's mission and strategy, and tended to focus more on the concrete ways that SPIDER can serve a catalytic role in their own efforts to harness ICT as a driver of development and poverty reduction. At the same time, some developing country respondents acknowledged that they did not have a clear view of SPIDER's strategic priorities, and that there was still room for SPIDER to engage more strategically with other development partners in their country in order to increase the impact and sustainabilty of SPIDER's interventions.

3.2 SPIDER's Capacity and Mode of Operation

Uncertainty about SPIDER's strategy and priorities also affected views of how SPIDER should operate and what staff capacity it needs. Some described SPIDER as primarily a "switchboard", the hub and coordinator of a network of expertise that exists largely outside the SPIDER organization itself. In this view, SPIDER itself did not require a large contingent of ICT4D experts, but did require enough in-house knowledge of the issues to make smart decisions about funding priorities and about the quality of proposals and project outputs.

SPIDER staff themselves, and several others, described this view of SPIDER in a more positive light, pointing out that one of SPIDER's key roles is to serve as a "competence broker", linking expertise on a range of ICT4D issues with those in Sida, Swedish Embassies and developing countries who need that expertise to design and deploy effective ICT4D applications. Developing country partners often echoed this view, seeing SPIDER as a trusted provider of technical expertise and capacity support on ICT4D issues, and a valuable network of Swedish and European partners with experience in designing and implementing ICT projects. Several respondents also stressed the importance of SPIDER's ability to organize a quick and flexible response to these needs for expertise and assistance.

It was not always clear to those outside SPIDER, and particularly in Sida, how SPIDER made decisions about which projects it would staff internally and which projects it would more fully hand over to outside experts. And some in Sida questioned whether there was a potential for conflict of interest between SPIDER's role as an advisor to Sida through the help desk, and SPIDER's involvement as Swedish counterpart for Sida-funded ICT projects.

The dual relationship with a range of Swedish stakeholders, including academics, NGOs and the private sector – tapping into their expertise while also giving them opportunities to build their capacity to do good ICT4D work in developing countries – *was cited by many as a largely positive factor, but with some potential pitfalls.* Some felt that SPIDER created an "alternative market" for consulting services for Sida that provided easier and less expensive access to Swedish expertise while avoiding the traditional Sida mechanisms for procuring consulting services. And some questioned whether this also led in some cases to Sida receiving less-experienced assistance than it might obtain through traditional consultant procurement. On the other hand, SPIDER staff observe that their extensive Swedish and international network permits them to tap into a larger and more diverse pool of expertise than any individual Sida staff person could access alone.

A number of respondents cited a lack of clarity about SPIDER's internal procedures for selecting projects, partners and consultants. Proposals from Swedish university counterparts are received in response to an open Call for Proposals and reviewed by an Advisory Board, with final decisions on support for such projects being made by SPIDER's Board of Directors. Although projects with developing country partners are also approved by the SPIDER Board, some respondents felt that the procedures for soliciting and selecting such projects, and selecting the Swedish partners for them, were unclear. And several questioned the procedures and principles used by SPIDER to select consultants to work on SPIDER-supported projects and Help Desk responses, with many calling for a more transparent selection process and more opportunities for Swedish experts to compete for these opportunities. Concern was also raised about the practice of commissioning SPIDER Board members for paid research and advisory assignments.

Lines of communication between developing country counterparts, Swedish experts assigned to projects, SPIDER staff and the Sida "client" were also sometimes unclear, with Sida staff sometimes feeling that they were handling supervision and trouble-shooting tasks that should have been handled by SPIDER. This was particularly the case with the "non-core" projects where Sida commissioned SPIDER as its Swedish counterpart for projects in the field.

The Help Desk for Sida staff and Embassies was widely recognized as a valuable idea by its potential and current "clients", and several Sida headquarters staff and Embassy staff reported high satisfaction with the services they had received from the Help Desk. However, in a few cases Sida staff expressed disappointment with the quality of the outside expertise SPIDER had mobilized to address their Help Desk request. Several respondents wondered whether there were clear principles for selecting whether and how to respond to Help Desk requests. One Sida respondent pointed out that the fact that the Help Desk services are free creates incentives for Sida staff to ask SPIDER to do "a bit of everything", which led both to an inefficient use of the service and a weaker understanding of SPIDER's value added within Sida.

Several respondents raised the concern that creating the Help Desk encouraged the impression within Sida that internal capacity on ICT4D was no longer needed. They pointed out that one of the original motivations of the Help Desk idea was to *support* the work of the ICT4D Secretariat by providing access to a broader range of experts who could be called upon to respond quickly and flexibly to internal demand for advisory services. Several respondents observed that it is difficult for SPIDER to be an effective Help Desk for Sida because it is somewhat isolated from Sida. And one respondent cautioned that external help desks only work under specific circumstances: "You should only outsource if you can define the work well".

SPIDER staff also raised concerns about the Help Desk function, but from a capacity point of view. They observed that the diversity and volume of Help Desk requests make it difficult for SPIDER to mobilize appropriate resources, including staff time, and expertise to respond effectively to all requests.

SPIDER staff and outside observers, both from Sida and elsewhere, largely agreed that SPIDER's current staff profile is inadequate to meet the diverse and growing demands it faces. Virtually all respondents praised the energy, commitment and responsiveness of SPIDER staff. Not surprisingly, however, there was a range of views about what should be the proper size and skill mix of the SPIDER team, and how best to balance SPIDER's capacity and its ambitions. While many outside felt that SPIDER should do more to expand and diversify its network of experts and partners, there seemed to be less recognition, at least outside SPIDER, that building and managing such a network is itself a time-consuming and staff-intensive process, the short-term results of which are more difficult to quantify.

More generally, most respondents pointed to the growing mismatch between SPIDER's ambitions and its relatively modest budget, particularly for an organization that devotes a considerable portion of its budget to project funding. Here too, however, there was a range of views about how to strike a balance, with some emphasizing the need for more generous Sida support and more aggressive fundraising from other sources, while others stressed the importance of focusing SPIDER's resources and energies on building a well-defined "value proposition" and delivering convincingly on that, in order to attract new resources over time.

3.3 SPIDER's Mix of Activities

Many interlocutors commended SPIDER on its growing experience and capacity in several key areas, such as the development of ICT policies, master plans and networks for universities in developing countries. They acknowledged that SPIDER has delivered great value to its developing country partners in these areas, and encouraged SPIDER to continue to build its strengths in these areas. At the same time, a number of respondents raised concerns about the considerable diversity of the types of projects SPIDER funds and supports, and wondered whether this diversity weakens SPIDER's ability to build strong capacity and credibility, and undertake rigorous evaluation and learning, in a smaller number of key areas.

A number of respondents focused in particular on the "demand driven" nature of SPIDER's projects, and whether this approach was properly conceived and executed. They acknowledged in general the virtue of a needs driven, demand driven approach, and recognized that this approach is also a key element of Sida's instructions to SPIDER in its role as funder. However, many respondents felt that SPIDER lacked a sufficiently clear "filter" to prioritize demand in ways that would build SPIDER's strength and reputation over time in key areas. Several emphasized, however, SPIDER's more recent efforts to prioritize certain key themes such as health, education and governance.

Several respondents also raised concerns about the quality of the proposals that SPIDER was attracting, particularly from Swedish partners. They argued that a "demand driven" strategy does not call for a passive, "wait for what comes" approach, but rather requires a proactive and focused effort to stimulate quality demand so that the best and most important projects get funding.

Some respondents linked the question about choice of activities more explicitly back to the question about SPIDER's mission and strategy. They asked what is the broader purpose of SPIDER's specific activities beyond their immediate impact in one place. Are they mainly designed to prove approaches and applications that can then be deployed more broadly by donors and governments – the "pilot" approach? Or is it enough that they create positive change in one place; for example, when a university acquires a well-designed ICT Master Plan, ICT Policy and university ICT network. If the latter, then some interlocutors wondered why an intermediary such as SPIDER was needed when the expertise deployed in each specific project was mostly external to SPIDER anyway. In other words, does a competence broker also need to be a project financier? Yet if the purpose of individual SPIDER interventions was to build an evidence

base, awareness and consensus among donors and governments about proper approaches to ICT4D, some interlocutors wondered whether a relatively small organization like SPIDER had the capacity to execute such a mission across several thematic areas, each of which has other expert organizations working on it globally and regionally.

On a related point, it was not clear to some respondents whether and how SPIDER takes into account the activities and resources of some of its partner and peer organizations in deciding what projects, research and publications to support. For example, a recent SPIDER publication on Mobile Banking acknowledged the considerable amount of analysis already done on this subject recently by other organizations, such as Vodafone, CGAP and others. Yet it was not clear to some respondents what value-added came from this new SPIDER publication on the subject, and whether it would have been more valuable for awareness-raising purposes for SPIDER to publish a briefer summary of the key lessons from the existing literature.

More generally, respondents felt that SPIDER needed to do more to reach out to partner organizations that have well-established capacity on key issues of interest to SPIDER, particularly when those partners have expertise that cannot be matched within SPIDER's Swedish network. This is particularly important given SPIDER's increased focus on selected thematic areas, such as health, education and government, where there is substantial international expertise in a range of organizations and SPIDER's comparative advantage and value-added might not readily be clear. SPIDER staff pointed out that such cooperation already does occur, pointing in particular to a very strong partnership with the Technical University in Delft, the Netherlands, on university ICT network projects. Still, diversifying and strengthening such partnerships should be a priority for SPIDER.

3.4 The Nature and Composition of SPIDER's Network

A number of respondents felt that SPIDER's network of expertise could be strengthened in several ways. First, while the original vision of SPIDER called for a network of Swedish universities, and then was broadened to include a wider range of Swedish stakeholders, many respondents felt that SPIDER's network in its current form was primarily a network of individuals at Swedish universities and other organizations, with less success at engaging those institutions more strategically as partners. Of course, the presence of representatives from several partner organizations on the SPIDER Board of Directors reinforces the linkages to these organizations, but several respondents felt that SPIDER could do more to build sustained partnerships with these organizations.

A number of respondents also echoed the suggestion raised by Sida during the second phase negotiations that SPIDER should make still more of an effort to include non-university elements of Swedish society, including notably NGOs and the private sector, in its network. This is particularly important considering the diverse perspectives and expertise these other partners could bring, as well as their potential to become partners in raising other resources for SPIDER's sustainability.

Several respondents also suggested that SPIDER should extend its network beyond Sweden to include experts from other European countries. In their view, there were two obvious benefits to this. First, given the limited universe of Swedish ICT experts, a larger network would provide SPIDER (and Sida) with a broader and deeper pool of expertise. Second, animating this broader network could increase SPIDER's visibility with, and value to, other European donor agencies also in need of external expertise on ICT4D issues. Some suggested that SPIDER could begin by reaching out more proactively to other Scandinavian countries, and increasingly position itself as a *Scandinavian* network and not just a Swedish network. Another suggested that, in order to attract broader engagement and support by European experts and funders, SPIDER should "rebrand" itself as a broader European organization with strong Swedish roots. However, SPIDER staff and Board members pointed out that one of the impediments to broadening SPIDER's network, and securing broader European funding, was the perception elsewhere that Sida was not fully supportive of or engaged with SPIDER.

3.5 Assessment, Learning, and Dissemination

SPIDER's strategies and tools for assessing and learning from its supported projects appeared weak to many respondents. When asked about strategies and practices for assessing and learning from its individual projects, and disseminating the results, SPIDER staff point out that virtually every project has a dissemination element and that SPIDER itself has an active communication and dissemination program. At the same time, they acknowledged that many of the projects they have funded are still in progress or have only recently been completed, so it is difficult to draw definitive lessons from them. SPIDER staff also acknowledged that assessment, learning and dissemination are time-consuming tasks that have sometimes proved elusive given the team's small size.

A number of respondents from outside SPIDER stressed the need for SPIDER to strengthen its capacity to assess the quality and impact of its projects, capture learning from their successes and failures, and disseminate this knowledge broadly. Several made the point that, given the modest scale of SPIDER projects and the growing emphasis on program-based and budget-support approaches, the learning was as important as – or perhaps even more important than – the specific outcomes of the individual projects. Several respondents suggested that SPIDER should view its projects not as ends in themselves but as opportunities to strengthen the evidence base on certain key questions of ICT4D implementation and impact, since it is this evidence, rather than the results of one project, that would lead to "scaling up" by donors and ministries of the most effective approaches. They acknowledged, however, that this would require not only greater selectivity and focus in SPIDER projects but also a different mix of staff capacities.

3.6 Service to, and Responsiveness to the Needs of, Developing Country Partners

Developing country partners who have benefited from SPIDER programs were strong in their praise of SPIDER's value, its responsiveness to their needs, and their belief that SPIDER's support made it much more likely that the specific ICT4D initiatives they undertook with SPIDER would be sustainable and scalable even after SPIDER support ended. There was particularly strong support for SPIDER's role in helping universities and other higher education institutions develop ICT Master Plans and ICT policies, and in helping them plan and build ICT networks at these institutions.

Several developing country partners praised SPIDER's catalytic role, investing financial and human resources in the early phase of an initiative so as to "prove the concept" and mobilize broader, sustainable support for "scaling up". This "early investor" role has proved crucial in several cases, and respondents observed that SPIDER's impact will continue to be felt long after SPIDER's funding for their initiative ended.

Developing country partners also stressed SPIDER's vital role as a trusted source of "quick response" expertise and assistance for technical, capacity building and program design services. This quick response capacity is often crucial to helping these developing country partners respond to opportunities for larger, longer-term support by donors and other partners, by providing well-targeted expert support at key moments in designing and initiating ICT4D initiatives.

Developing country respondents suggested that SPIDER could help make its positive impact on these countries more sustainable if it made a greater effort to strengthen and use local capacity in ICT4D policy and applications. They also encouraged SPIDER to make greater use of existing developing country expertise for their projects in other countries. They pointed out that, in several of the countries where SPIDER works, there is growing expertise and experience in universities, NGOs and the local private sector that could be tapped more effectively both for projects in those countries and for strengthening regional capacity and networks. One respondent cautioned that SPIDER and similar projects need to be careful not to "do the work" for their local partners but to support them in learning to "do for themselves".

3.7 Evaluating Individual SPIDER-supported Activities: Constraints and Patterns

A detailed evaluation of SPIDER's individual projects is difficult for several reasons, and beyond the scope of this evaluation. At the same time, information about the relative success and impact of various SPIDER activities could help to inform the strategic dialogue about SPIDER's future. This evaluation would have to have two components: a quantitative and qualitative assessment of each project's outcomes and effectiveness within the terms and objectives defined in the project proposal, including, ideally, its reach, impact and sustainability; and a qualitative assessment of the project's alignment with SPIDER's strategy and priorities, linked, presumably, to the arguments about this alignment contained in the original proposal. However, it seems that SPIDER is only now developing monitoring and reporting procedures to provide, in sufficiently rigorous form, the information necessary for proper evaluations of its projects' outcomes and effectiveness. A document provided to the Evaluator by SPIDER, which summarizes the "major tangible achievements made by SPIDER during July 2004–October 2008" (Annex 7) provides only a brief, descriptive summary of the outcomes and impacts of each project. The lack of clear strategic principles for project selectivity also makes it difficult to assess how each project has contributed to SPIDER's larger strategy and priorities. SPIDER staff have explained that very few of its long-term projects have been completed as of the date of this evaluation, so it can be hoped that, over time, SPIDER will develop a sufficiently robust and extensive body of evaluation information on its projects so that it can learn from past investments in ways that inform its future priorities and project selection.

A few patterns do emerge, however, from the available evidence on SPIDER projects. The most "successful" projects – in terms of having concrete and sustainable impact that could lead both to longer-term country ownership and future, more substantial support from donors – seem to be those that are focused on building specific types of institutional, technical and human capacity with a clear thematic focus. An example is the pilot project on ICT for rural health care in Tajikistan, which seems to have attracted considerable follow-on interest from a range of local and national partners in the country. The INFORM project has provided extensive training for librarians, researchers and others in the use of online medical journals. At the same time, some projects that have fully achieved their stated objectives – such as the recently completed "Wireless Ad Hoc Sensor Networks" project in Sri Lanka – have not succeeded in attracting sufficient commitment by local partners to assure their sustainability. And some of the already-completed research projects with Swedish universities have developed potentially useful applications and models, but it is less clear how these outputs will be disseminated and taken to scale in developing countries.

The available information also suggests that a considerable percentage of SPIDER projects, particularly those located in and/or proposed by developing country partners, experience delays and implementation challenges. While SPIDER staff have been proactive in responding to these challenges, it is less clear whether there are clear SPIDER mechanisms in place for learning from these challenges in ways that shape future project decisions and priority setting. This is important not only to assure that project quality improves over time, but also because this kind of learning about the challenges of designing and implementing ICT projects could be one of SPIDER's most valuable "products", of great interest not only to Sida but to other donors seeking to design and implement such projects effectively.

4. Going Forward: The Changing Context in which SPIDER Operates

4.1 The Changing Context of ICT4D, and of Development Assistance

The ICT for development field, and the broader field of development assistance, have evolved in the past few years in ways that pose both opportunities and challenges for SPIDER. After a decade of sustained interest and engagement by a number of bilateral and multilateral donors, the ICT4D field has recently experienced a decline in donor interest. This is fueled by several factors: disappointment at the difficulty of mainstreaming ICT as a tool of donor operations; disaffection with the sometimes-excessive expectations created around ICT4D initiatives; an urgent focus on the approaching deadlines for the Millennium Development Goals, leading to an increased focus on "core" development sectors; and a move by many donors away from project-based aid toward more program-based aid and budget support.

There is a growing perception, which is partly correct, that the private sector, NGOs and other stakeholders, including developing country-based innovators, are now taking the lead in developing locally appropriate ICT applications and services. At the same time, the increased variety, affordability, accessibility and multi-functionality of ICT equipment and services is making the ICT4D field both more creative and diverse, and more difficult to monitor and analyze. The expanding opportunity to use ICT creatively to address development challenges "in the field" makes it even more important that developing countries, make smart decisions about policies, regulations, investments and programs to harness the development and poverty-reduction potential of ICTs.

These trends create an ever-greater need for timely and rigorous analysis, examples and guidance, and for networking and knowledge sharing among an ever-widening range of practitioners, scholars and policy makers. They also create a growing need to build capacity among decision makers, scholars and technical specialists in developing countries to craft their own ICT4D strategies, policies and programs in ways that support their country's core development priorities.

Given its dual emphasis on building a network of ICT4D expertise and enhancing developing country ICT4D capacity, SPIDER could be well positioned to take advantage of these opportunities through a set of well-designed and well-integrated networking, capacity building and knowledge sharing initiatives focused on supporting smart decisions by developing countries about how to harness ICT to combat poverty and promote sustainable and equitable development. SPIDER could also serve as an important knowledge-sharing, expertise-brokering and advisory partner to a range of bilateral and multilateral donor agencies that still require timely guidance on ICT4D if they are to be supportive of developing country priorities in this area.

This in turn would require more strategic focus on the part of SPIDER, and agreement with Sida on its strategic objectives and programmatic priorities for achieving those objectives. It would also require a shift in its operating practices and staffing mix, away from funding demand-driven projects and towards a more selective and strategic mix of SPIDER-initiated activities in support of developing country demand for expertise and capacity building.

Much of SPIDER's programming is still based on a model (small-scale, short-to-medium term projects and "pilots" designed as proof-of-concept for later adoption and scaling by donors and developing countries) that has been extensively tried by other organizations over the last 10 years and is increasingly viewed by many as inadequate for several reasons. First, even when such projects have an explicit learning/lesson-sharing component, it has proved difficult to scale them, both because there are few good models for assessing the scalability of pilots and because the institutions responsible for the scaling, such as line ministries, often do not feel ownership

of the project. Second, in most ICT4D interventions, context matters. What "works" in one place will need to be adapted to work elsewhere because of different institutional, cultural, infrastructure and human constraints. Therefore local capacity to plan and adapt "good practices" to different contexts is key to "scaling up", and without that local capacity even the most well-documented "solution" will not be adopted elsewhere. Furthermore, as discussed above, donors and their developing country partners are increasingly moving away from project-based aid to program-based lending and budget support, where the emphasis is less on providing "right" solutions than on supporting locally generated solutions to achieve mutually-agreed results.

In this context, many respondents felt that SPIDER's model of a relatively-small organization financing a relatively-small set of ICT interventions and pilots was perhaps not the best approach to gaining leverage with, and shaping the much larger investments and policies of, donors and developing country ministries. Several respondents, including some from other donor agencies and international organizations, argued that there was no shortage either of good ideas about sectoral applications of ICT or of consultants and experts to help deploy these applications. What was most seriously lacking, they felt, was easily accessible, rigorous and credible information and guidance on what works, on key enablers of success in ICT interventions, and on how to adapt ICT policies, investments and interventions to the rapid and dramatic changes in the ICT sector. These changes include the spread of mobile phones; the move toward any time, anywhere, any-platform digital content; and the rise of "citizen media" and Web 2.0 social networks.
Many respondents felt that SPIDER could have more scalable and sustainable impact as an "answer provider" than as a relatively small-scale "service provider".

4.2 Sida and SPIDER

Interviews with a range of relevant individuals, and a review of key documents relating to Sida's ongoing funding of SPIDER, reveal ongoing differences in perceptions and priorities between the two organizations. While ongoing dialogue at an operational level has assured a reasonable level of coordination and made it possible for Sida to monitor its investment of SPIDER, it has proved difficult to sustain a strategic dialogue leading to clarity and consensus about SPIDER's strategy and priorities and Sida's expectations of SPIDER. This has perhaps been exacerbated by Sida's own ongoing reexamination of its ICT4D strategy, priorities and organizational capacity, as reflected in the external evaluation of Sida's ICT4D programs and priorities commissioned in 2007, and the recent merger of Sida's former ICT4D secretariat and its former Education unit into a new "Team Knowledge, ICT and Education".

The negotiation and decision process surrounding the second phase of Sida funding for SPIDER, approved in 2006 for the period 2007–2009, provided an opportunity to bring that strategic discussion to the forefront. Sida expressed a desire for greater clarity and detail on several issues during the negotiation process, including most notably 1) how to translate the worthy, but somewhat general, mission and strategy statements of SPIDER into concrete short-term and long-term action plans; 2) how to devise and implement clear mechanisms and metrics for reporting on the quality, success and impact of SPIDER's activities and 3) how to assure alignment of SPIDER's activities with Sida's priorities, particularly by focusing its work in Sida priority countries, especially in Africa.

SPIDER sought to answer these concerns in its final application for Phase 2 funding, both through a detailed Logical Framework and a "Strategy and Action Plan 2007–2011" incorporated in its application. Sida stipulated that these and several other issues – including broadening funding, broadening the network beyond academia, and clarifying its structure and mode of operation, among others – should remain "key issues for dialogue during the agreement phase".

Yet, it appears both from interviews with a number of people and from document review that there is still some disagreement between Sida and SPIDER both on the desired outcomes of these issues and on progress toward those outcomes. This may be an unintended result of the earlier decision to give up a Sida seat on the SPIDER Board,

which deprives Sida of an opportunity to be regularly engaged at the management level in an ongoing dialogue about SPIDER's programs and priorities. While both parties make a continued effort to keep communication open at the working level, it seems apparent that there is a pressing need for Sida and SPIDER to re-engage in a far-ranging strategic conversation about SPIDER's objectives and how they relate to Sida's priorities. Interviews with SPIDER staff and Board members indicate that they would strongly welcome a stronger dialogue and greater clarity in their relationship with Sida. And a number of respondents external to both SPIDER and Sida felt that the responsibility for the continued lack of clarity between SPIDER and Sida over strategy and priorities rested as much with Sida as with SPIDER.

4.3 SPIDER and the Broader ICT4D Community

As discussed earlier, the recent reduction in donor support, and internal staffing, for ICT4D issues and initiatives creates both a challenge and an opportunity for organizations such as SPIDER. A large number of respondents observed that, in the current environment, there is even more need and demand for high-quality and timely information, advice and expertise on ICT4D, particularly on the implementation of specific ICT applications and projects that will contribute to poverty-reduction and development objectives, including the MDGs. Yet respondents also cautioned that, given widespread disappointment with the weak results of so many ICT4D initiatives – such as the 2 WSIS summits and their follow-up – there is a stronger emphasis on the quality and scalability of ICT4D information and guidance.

Many respondents felt that SPIDER could have an opportunity to "step forward" in this environment and become a more widely respected and influential source of ICT4D expertise to the broader development community. Yet, in order to respond to this opportunity, these same respondents cautioned that SPIDER would need to do several things:

- focus and strengthen its reputation for expertise in a select number of topics where it could show particular value and depth of experience;
- broaden its expert network beyond Swedish academia to include a wider range of experts on its chosen topics, both from other parts of Swedish society and from beyond Sweden;
- develop much more ambitious and rigorous methods for distilling and sharing the concrete operational and policy lessons that emerge from its work.

Several respondents from outside Sweden argued that this was a particularly opportune time for an organization like SPIDER to think about how it could be more broadly influential by sharpening its strategy, priorities and methods of work. They pointed out that there is still a strong appetite in the donor community and in developing countries for a credible source of knowledge and guidance on ICT4D issues, and that some of the traditional players in this space have lowered their profile or reduced their activities. Yet they felt that SPIDER would need to refocus its activities and its internal capacity considerably in order to respond to this opportunity.

4.4 Broadening SPIDER's Financial Base; Challenges and Opportunities

Sida and SPIDER agree that SPIDER should seek to broaden its sources of financial support so that it is not fully dependent on Sida funding, and SPIDER has made a considerable effort to explore and access other funding. It has, however, proved difficult, and it is likely to remain difficult for the time being and possibly for the next few years. The reasons for this are both contextual and, in some cases, specific to SPIDER.

First of all, discretionary donor resources for "global programs" such as SPIDER have been decreasing for years, as reflected by the shrinking support for internal ICT4D teams and project budgets in most donor agencies. Several of the bilateral donors who were most active and visible on ICT4D issues have now pulled back considerably,

both because of shrinking central budgets as more resources are moved "to the field" and because of diminishing enthusiasm for free-standing ICT4D initiatives. While these donors acknowledge the continued importance of "mainstreaming" ICT effectively in sectoral strategies and in line ministries, ICT competes with other priorities within those sectors and is still often not perceived as an instrument that can advance sectoral priorities. The shift to program-based lending and budget support shifts the source of potential demand for ICT4D advice from donor capitals to developing country ministries, which often have interest in such advice but few resources to support it.

To compound matters, the global economic slowdown has intensified demand and competition for donor assistance, particularly for urgent matters such as food security and health care, just as a time that donor country public budgets are under severe strain. Other traditional donors and partners within the ICT4D field, such as foundations and the technology and telecoms private sector, are themselves facing severe financial strains.

Adding to these general challenges is the fact that many outside Sweden still perceive SPIDER as a primarily Swedish network and program. Several respondents argued that this is a particular disadvantage since Swedish universities are generally perceived to have weak research capacity and low critical mass on ICT4D issues, although they do have good practitioners in the more technical elements of ICT infrastructure and systems. And SPIDER's focus on funding a diverse range of relatively small-scale ICT4D interventions is of less interest to many donors, who had funded similar efforts for the last decade through other initiatives and perceive little tangible impact on their core development goals or on achieving scalability of effective ICT4D interventions.

Yet this challenging environment could provide an opportunity for SPIDER, if it focused on how to provide specific, targeted, high-value information, knowledge and advice to these donors and their partners in developing countries – which is something which several of them still would support. This would require, however, a rethinking of SPIDER's "value proposition" – who are its clients, what are the distinctive things of value that it delivers to them, why is SPIDER well-suited to deliver these things, and how do these things advance the core goals of its clients? Related to this are some fundamental questions about what SPIDER is. Is it an "expertise broker"? If so, how does it differ from the many ICT4D consulting firms that provide such services for donors? Is it a capacity builder, focused on building ICT4D policy and application expertise in developing countries? If so, what makes it distinctive – its thematic focus, its breadth of experience, its ability to deliver targeted capacity-building interventions on high-value topics? How should SPIDER's basket of activities, and mode of delivery, adapt to the new environment of program-based aid and budget support? Even if Sida remains SPIDER's principal source of funding, these are questions that SPIDER will need to ask, and answer convincingly, in order to sustain itself financially.

5. The Future of SPIDER and of Sida's Support: Priorities and Recommendations

This section summarizes the Evaluator's key conclusions and recommendations and represents solely his own views. It benefits, of course, from the insightful comments and suggestions of the broad range of stakeholders interviewed in the course of this evaluation.

5.1 Clarifying, and Assuring SPIDER-Sida Consensus on, SPIDER's Mission, Strategy, and Program Priorities

Sida and SPIDER urgently need to engage in an intensive strategic dialogue about SPIDER, its value to Sida, and the conditions for and scope of Sida's future support to SPIDER. This dialogue cannot simply wait until SPIDER submits an application for renewed funding from Sida for 2010 and beyond; it should precede and inform that application. And the dialogue needs to occur at a level, and with an intensity, that assures SPIDER's strategic engagement and strong alignment with Sida's broader priorities. This is not to imply that SPIDER's strategic objectives must necessarily be limited by or fully identical with Sida's, particularly if it can find other donors to support other objectives, but clarity and consensus on those objectives that provide the basis for future Sida funding to SPIDER would seem an essential prerequisite to that renewed funding.

It is clear that the question of the form and scope of Sida's future support for SPIDER is unavoidably linked to Sida's own decisions about the future role, priority and organizational home of ICT4D issues within Sida. This does not mean necessarily that a reduced role for ICT4D within Sida would or should result in less support for SPIDER. In fact, if Sida were to continue to maintain a reduced internal capacity for ICT4D issues, it might well consider it even more important to have a reliable, credible external source of ICT4D expertise and "quick response" that was closely harmonized with Sida's needs. However, Sida must first decide what its own needs are for information, knowledge, capacity and assistance on ICT issues, and in that context decide what kind of support it would want and expect from an external partner such as SPIDER. Sida might even decide that, even if ICT4D were not to be a priority for Sida, it might still wish to support SPIDER, or some aspects of SPIDER, because of SPIDER's contribution to building networks of North-South cooperation that are of value to Sweden and to Sida.

SPIDER's role in this process must be to articulate more clearly to Sida what several respondents have called its "value proposition for Sida", in terms that correspond both to Sida's programmatic and country priorities and to the transition toward program-based aid. Once again, this is not meant to imply that SPIDER should only produce value for Sida, but it needs to articulate a clearer case for how its programs, networks and capacities contribute broadly to Sida's needs and the goals of Swedish development cooperation, even in those cases where the more direct beneficiaries of SPIDER's activities are developing country partners or others. A key element in this is to articulate how SPIDER's activities and investments can be catalytic for Sida, and lay the groundwork for larger Sida involvement and investment by testing approaches and models, building local capacity and networks, and strengthening Swedish partnerships with institutions and stakeholders in Sida target countries.

Related to this is the need for clarity and consensus between Sida and SPIDER on the identity of, and priority among, SPIDER's "clients", and what distinctive value SPIDER brings to these clients. SPIDER considers its developing country project partners to be its principal clients. Yet this approach tends to confuse its operational clients – its developing country partners in a specific project, to whom it owes responsiveness, quality and relevance – with its clients in a broader strategic sense, for whose benefit it exists, thus justifying Sida's support. This leads in turn to a substantial disconnect between SPIDER's perception that its

clients are satisfied and Sida's perception that SPIDER's contribution to Sida's broader development objectives are unclear.

With Sida's help, SPIDER also need to make more of an effort to be aware of, and complement, ongoing work of other donors and partners in its countries of operation. In some cases, such as the new ICT for Agriculture project in Rwanda, SPIDER is in fact playing a vital role in promoting coordination and coherence among a diverse and somewhat duplicative set of donor projects, and this is highly commendable. However, SPIDER needs to make more of an effort to assure that its own support – and even its own research and publication projects – are complementary to and not duplicative of efforts by other partners.

Both parties then need to explore seriously whether the current staffing model, financial model and mix of services and programs is appropriate, sufficient and sustainable to meet those goals. From a strategy point of view, the approach has to start from "a set of objectives that need to be adequately resourced" rather than "a budget allocation looking for useful things to do". This should include a critical re-examination of whether providing "demand driven" grants for research and field projects is the most effective and efficient approach to meet the agreed objectives, and whether providing Help Desk services for free is the most sustainable way to stimulate a virtuous circle of informed demand and quality supply for ICT4D advisory services for Sida staff and Embassies. This re-examination should also take into account the concerns raised by several respondents, including some within Sida, that the Help Desk as currently structured creates an alternative and cheaper market for such services normally procured from outside consultants without necessarily improving the overall quality and variety of the offerings.

5.2 Clarifying, and Strengthening, the Mechanisms of the Sida/SPIDER Relationship

Sida and SPIDER need to clarify, and agree explicitly upon, the principles and mechanisms of their ongoing relationship at both the strategic and operational level. Whatever the merits of Sida's earlier decision to withdraw from the SPIDER Board of Directors, it has led to an unsustainable confusion of two functions that should remain distinct: Sida's engagement in SPIDER's governance, strategy and priority setting; and Sida's operational supervision of SPIDER's performance as a recipient of Sida funds in the light of the strategy and priorities that Sida has helped to set. At the same time, if Sida expects SPIDER to support its own priorities in Sida target countries, Sida needs to work more closely with SPIDER to connect SPIDER with Sida embassy staff and developing country counterparts for upstream discussions on how SPIDER support can be catalytic in advancing these country priorities.

This will require that Sida and SPIDER come to a shared understanding of what is meant by the Sida directive that SPIDER's work should be "demand driven". Given SPIDER's modest budget relative to the needs of developing countries or even Sida's priority countries, demand for support of ICT4D projects will always far exceed supply, even if only high-quality projects are chosen. So Sida and SPIDER need to articulate shared principles for which types of projects should be given priority, and where. As noted earlier, Sida has already indicated, in the most recent round of funding for SPIDER, a desire to see greater priority for projects in Africa, and SPIDER has responded positively. These "filters" should not only be thematic and geographic, but should also prioritize certain types of projects, such as for example institutional and human capacity building, application development or ICT infrastructure.

SPIDER's most recent Progress Report notes a substantial decrease in Help Desk requests since Sida's recent restructuring. Determining whether this reflects a temporary result of internal uncertainty and reorganization or a longer-term trend toward declining interest and need within Sida for such support requires explicit analysis and dialogue between Sida and SPIDER. While it appears that SPIDER would be happy to eliminate the Help Desk responsibility, both parties need to evaluate clearly a) whether such support functions will continue to be needed on a regular basis, given the evolution of Sida's engagement with

ICT issues; b) whether such support is best delivered externally by an organization such as SPIDER, and c) how to organize that function more efficiently and explicitly to address concerns about transparency, responsiveness and quality discussed earlier in this evaluation.

5.3 Strengthening SPIDER's Reporting, Monitoring, Evaluation and Learning Efforts

The ways in which both SPIDER and Sida learn from, and improve their own work because of, SPIDER's experiences need to be more clearly understood and operationalized. The Help Desk function is not a sufficient mechanism for feeding SPIDER's "learnings" into Sida, for two reasons. First, demand for, and the sources of SPIDER's supply of, Help Desk expertise tend to be ad hoc and lacking the kind of thematic focus that could foster learning over time. Second, SPIDER has not put in place effective and consistent mechanisms for learning from, and sharing the lessons from, Help Desk interventions. More broadly, and rather disappointingly, SPIDER up until recently has not implemented a clear and consistent strategy – and appropriate mechanisms – for capturing, analyzing, distilling and sharing key lessons from its supported projects.

Building effective mechanisms for monitoring, evaluation and lesson-sharing from SPIDER's projects and Help Desk interventions is vital for two reasons. First, it is an essential element in permitting Sida, and other potential donors, to know whether they are getting "value for money". Second, it is only through rigorous evidence and evaluation that SPIDER could be able to convince Sida and other donors to mainstream and scale up its successful interventions and innovations – the real test of their impact over time. While SPIDER's recent efforts to improve its monitoring, evaluation and learning functions are to be commended, they should have been a priority earlier, and they remain somewhat cursory and anecdotal.

5.4 Clarifying and Strengthening SPIDER's Procedures and Operations, and Making them More Transparent

Developing greater clarity about SPIDER's strategic priorities and mix of activities should in turn drive an effort to align more effectively its internal procedures with those priorities. Respondents participating in this evaluation strongly commended the energy, commitment and hard work of the SPIDER team. Yet even SPIDER team members acknowledged that they are struggling to meet the demands placed on SPIDER, and that they have been unable to fully deliver on their desire to strengthen internal operations, particularly monitoring and evaluation, learning and dissemination functions. The answer, of course, is not simply to increase the number of SPIDER staff – although this might be needed – but to use the clarification of SPIDER's strategy and priorities as a starting point for a rigorous assessment of its staffing needs.

Procedures for selecting projects and consultants need to be made more explicit and transparent. This observation is *in no way* meant to question the integrity, dedication and professionalism of the SPIDER team. However, since only research projects proposed by Swedish universities are subject to an open call for proposals, questions inevitably arise outside SPIDER about how – and according to what principles and priorities – decisions are made about the selection of developing country-proposed projects, and of consultants both for Help Desk assignments and for projects in developing countries. The lack of clear – and clearly articulated – strategic "filters" for prioritizing projects for SPIDER support contributes to this external questioning of SPIDER's selection mechanisms and criteria. Of course, the active role of the Board of Directors in approving projects is a central, and publicly known, element in this mechanism. Yet, both to broaden participation in and support for SPIDER's activities within Sweden, and to strengthen SPIDER's image within Sida as a high-quality partner for project implementation and technical assistance, SPIDER should be more explicit about its selection processes and their relationship to its strategic priorities.

SPIDER should also clarify further the role of its Board, in two ways. First, while it is natural and welcome that the Board should take a strong interest in learning about, and approving, individual projects, it is not clear, even to some Board members, whether the Board has optimized its role as a *strategic* resource for SPIDER, helping it both to set clear priorities and to mobilize resources and partnerships – and organize itself internally – to meet those priorities. Second, there is a need for greater clarity and transparency on the conditions for engaging individual Board members as consultants to SPIDER.

5.5 Options for the Framework of SPIDER's Sida-supported Work in the Next Phase

There are several options for how SPIDER might organize and prioritize its work going forward to respond to opportunities and needs in developing countries while remaining responsive to Sida's priorities. Of course, SPIDER will and should seek support from other donors as well, and their strategic objectives and priorities will also inform its work. However, Sida is likely to remain SPIDER's principal donor for the foreseeable future. And this evaluation is, first and foremost, directed to Sida, which has commissioned it. Therefore, this section focuses on a few indicative options for SPIDER's future directions. While the following examples are not the only possible options, they represent different answers to the questions raised throughout this evaluation about SPIDER's objectives, model, priority clients, and capacity. They also are the options that seem most responsive to the issues raised in this evaluation.

1. Sharpening the existing model

In this approach, SPIDER would still concentrate on mobilizing Swedish, and possibly broader European, expertise to address specific needs of Sida and Sida's partner countries in planning and implementing effective ICT4D projects. SPIDER would still issue calls for proposals from network partners and developing countries for support of specific pilots, research projects, and ICT implementations. The country and thematic focus of these calls for proposals, however, would be more closely aligned with Sida's priorities, and greater efforts would be made to engage Swedish Embassies and Sida staff as partners in soliciting quality proposals from developing-country partners.

At the same time, more explicit effort, and staff resources, would be devoted to monitoring, evaluation, and learning from sponsored projects, and consolidating that learning in forms that are directly relevant to Sida staff and other SPIDER partners. This would help to address the scalability concern that many have about SPIDER's small number of projects, by emphasizing that the projects are opportunities to learn lessons about effective design and delivery of ICT interventions – lessons that can be mainstreamed into Sida operations. "Non-core" projects funded not by the main Sida contribution but by SPIDER's role as Swedish counterpart would also have a much more explicit and properly resourced learning component. Procedures and guidelines would be clearly established to address concerns about possible conflicts between the Help Desk and counterpart functions.

Clearer guidelines would need to be established about what types of services are available through the Help Desk. SPIDER would adjust its staff mix over time to include part- or full-time staff with expertise in the priority topic areas served by the Help Desk, both to provide real-time response to simple requests and to manage the quality of more complex Help Desk requests that required outside expertise. These topic-expert staff could also play a more proactive role in quality assurance and learning for the SPIDER-funded research projects and field implementations.

In this model, the Help Desk would more explicitly serve as an externalized replacement for the internal capacity lost when the ICT4D Secretariat was downsized. By focusing on priority Sida topics and increasing SPIDER staff capacity, the Help Desk function could serve as a stronger bridge between Sida's needs and SPIDER's programs and expertise. It would clarify SPIDER's role as not just a "switchboard" but an expert organization drawing on, but assuring the quality of, a larger network of specialists to offer a range of projects and services that had a common objective of learning and scalability.

The main resource implication of this approach would be adding resources for a small number of part-time or full-time topical experts. Given SPIDER's extensive academic network, it is possible that some university researchers could be commissioned part-time for these purposes. They would then, however, be ineligible for SPIDER grants themselves during their tenure as SPIDER experts. Given that, by all accounts, the current staffing level of SPIDER is barely adequate to meet its current obligations, it is unlikely that these new staff resources could be acquired simply by changing the skill mix of the existing level of staffing.

2. Focusing on Developing-country Capacity Building

There was a broad consensus among respondents that the real impact of ICT as a driver of development and poverty reduction will come when donors and their developing country partners learn to mainstream ICT as effective tools in their major programs and investments. For this to happen, particularly in the context of a shift toward program-based aid and budget support, arguably the most important task is to enhance the capacity of developing-country counterparts, particularly in line ministries, to plan and implement effective, sustainable ICT interventions that will contribute to their core sectoral goals. Developing country officials widely acknowledge that they face a severe shortage of expertise in planning and implementing ICT interventions in support of development goals, leading not only to lost opportunities to leverage ICT for poverty reduction but also, just as often, expensive and inappropriate ICT projects.

In this approach the focus would be on creating enlightened demand within line ministries and other key governmental and societal organizations for ICT interventions that supported agreed development objectives, while also increasing local capacity to plan and implement innovative uses of ICT, including ICT4D capacity in developing-country universities, rather than focusing on trying to convince donor sectoral staff to include ICT in their strategies and programs (particularly given the changing nature of aid and the rapid evolution of ICT). Support for donor staff, in turn, would take the form of helping them to assess that demand coming from the field, and to determine how it contributes to the objectives of their broader program and budget support, rather than helping donor staff plan ICT interventions. Capacity building efforts could also be directed at Sida and Embassy staff, but the primary focus would be on capacity building in developing countries, with a priority focus on Sida partner countries.

This model would imply an end to open-ended calls for proposals from Swedish and developing country partners. Instead, SPIDER would organize capacity-building programs for developing country partners, including government, universities and other stakeholders, that focused on the effective design and implementation of ICT programs and applications aimed at achieving core development and poverty reduction goals. These capacity building programs would be multi-faceted, including a range of short training activities, temporary secondments of relevant experts from Sweden and other developed and developing countries, university partnerships linking teams in Swedish and developing country universities to work together on research and design projects; development of modular, multi-platform training materials, and other related efforts.

To begin, SPIDER could focus on building capacity building programs on a few topics, such as university networking or e-government, where SPIDER has already sponsored a number of activities and its Swedish university network has particular strengths. In terms of delivery, it could focus in the first instance on a limited number of countries and a limited number of counterparts where there was strong interest and commitment both from local partners and from Sida staff and Embassies. In a first phase, SPIDER could offer to finance all or most of the costs of such capacity-building interventions, but over time beneficiary institutions and other donor agencies besides Sida would be expected to begin contributing in some way, perhaps by supporting some local costs, as a token of interest and commitment.

In this model, the Help Desk function would be focused on those topics where SPIDER was building a critical mass of expertise and experience rather than being open-ended. As a way to address other Help Desk needs of Sida staff and Embassies, SPIDER could continue to respond to simple Help Desk requests on a broader range

of ICT4D topics, while maintaining a roster of experienced and vetted external consultants, including academics, to whom Sida and Embassy staff could turn directly for more complex tasks. Indeed, even under the current system, SPIDER is usually only the middleman between external experts and these more complex Help Desk requests.

As SPIDER built up its capacity and reputation as a reliable provider of ICT4D capacity-building programs and services for developing country partners, it is likely that other bilateral and multilateral donors would show interest in these as well, since they all face the same challenge of turning over more responsibility for these decisions to their developing country partners within program-based approaches, while recognizing that their partners do not always have the capacity to make the most effective decisions on design and implementation. Thus this portfolio of services could become over time a magnet of other donor funding, either in the form of core support or fee-for-services.

The main resource and organizational implication of this approach would be to enhance SPIDER's staff with a few subject-matter experts and experts on design and delivery of capacity-building programs. Here again, this expertise could be sourced from SPIDER's university network on a part-time basis as appropriate. It would also important for SPIDER to broaden its network beyond Swedish universities to bring in relevant expertise not only from the Swedish NGO and private sectors but also from a broader range of countries, particularly in Europe. And it should be a long-term goal of this approach to build human and institutional capacity in developing countries, particularly in universities, to deliver these programs and services to governments in their own countries and elsewhere.

3. SPIDER as a source of trusted knowledge, information and analysis on ICT4D

One of the common threads of most discussions with respondents, and of broader recent discussion and analysis of the ICT4D field, is that the field suffers from too much information and not enough knowledge. People trying to make informed decisions about ICT4D policies, programs or applications – whether in donor agencies or in developing country ministries – find themselves awash in information, lacking the time and expertise to know what really works. There are many organizations and initiatives that possess significant expertise and information on given ICT4D topics, but in many cases sharing that information in user-friendly formats that are useful to "mainstream" donor staff and staff of line ministries is often a secondary priority.

Under this model, which could be complementary to Option 2 above, SPIDER would focus on developing and disseminating information and analysis on key ICT4D issues, in partnership with relevant expert organizations, in forms that were particularly adapted to the needs and time constraints of donor staff and developing country officials. In addition to sets of standard materials, SPIDER could also devote some resources to responding to developing country demand for specific analytical and information services related to a policy or program design and implementation challenge they faced in using ICT for core development objectives.

The virtue of a more explicit attention to public dissemination of information and knowledge resources in user-friendly form is that it both empowers the user to make their own choices and builds local knowledge capacity. Usually, the way that this demand is met is by sending an expert consultant who has this knowledge in his or her head and helps adapt it for the purposes of the specific client. And SPIDER could certainly, as part of the demand responsive part of this service, entertain requests for a visiting expert to help "translate" the information SPIDER provides into programs and policies relevant to local context.

The main resource and organizational implications of this approach would be a strengthening of SPIDER's subject matter expertise in key ICT4D areas and of its capacity to design and disseminate information and knowledge resources in a variety of user-friendly forms.

Any of these approaches, if well designed, would be possible within SPIDER's current resource envelope, although they could certainly be accelerated and made more broadly available with additional resources either from Sida or from other

donors. The second and third option are more likely to attract interest from other donors over time, and are more natural vehicles for extending SPIDER's collaborative network to include not only non-Swedish academics but a broader range of organizations and individuals with expertise on ICT4D issues, which would in itself reinforce the interest of other donors.

6. Conclusions

Currently, SPIDER does many things for many different groups of clients and partners, and because of that is unable to do any of them as well as it would like. This is no reflection on the energy and dedication of the SPIDER team, which was one of the few points of consensus among those interviewed. Rather, it reflects the somewhat mixed objectives involved in SPIDER's creation; its incremental and (legitimately) "opportunistic" growth path; and the inadequacy of the strategic engagement by either SPIDER or Sida in clarifying strategic priorities and choices.

Three trends now converge to require SPIDER and Sida to engage in a much more sustained and serious strategic dialogue about the scope and objectives of Sida's future support for SPIDER. First, the ICT4D field has changed substantially, both in the "players" involved and in the diversity of tools, approaches, platforms and networks available. Second, Sida's strategic priorities and organizational structure are changing in response to the evolution of Swedish development policy. This requires Sida to undertake a careful consideration of whether and how it "keeps up" with the ICT4D field, either because it would remain a priority for Sida or because it will increasingly become a priority for Sida's partner countries. Third, the "fund a range of innovative projects and see what works" approach at the core of SPIDER has, despite over a decade of efforts by many organizations, not proved particularly effective as a means for mainstreaming ICT in development practice.

Organizational priorities within Sida and the changing focus of Swedish development assistance probably make it difficult to maintain within Sida itself a sufficient capacity to track, and advise Sida and its clients on, an increasingly diverse set of issues and innovations related to ICT4D. Yet, both Sida and other bilateral and multilateral donors – and their clients in developing countries – will continue to need access to high-quality, timely information, advice and assistance on these issues. Sida support for SPIDER, focused on mutually-agreed strategic priorities that were specific enough to include indicative multi-year program priorities with adequate and appropriate staffing, could have the dual benefit of assuring that Sida and its client countries continued to have access to excellent guidance and support on these issues while also providing services that other donors might come to value and support over time.

The demand for these services and information is going to increase substantially in the coming years as more developing countries have access to affordable, widespread ICT infrastructure and services and desire to use ICT intelligently to support their development and poverty-reduction goals. At the moment, such services are poorly supplied by a widely scattered group of institutions, initiatives and individuals, often of mixed quality. A well-designed and properly resourced SPIDER could become a valuable asset to the entire development community, an asset for which a larger group of donors and developing country partners might be willing to pay. Yet getting to that point will require two investments by Sida and SPIDER; a joint human and institutional investment in a serious strategic dialogue about how to sharpen and prioritize SPIDER's objectives and activities, and an investment by Sida in providing the necessary financial support to this transformation of SPIDER.

Annex 1 Abbreviations and Acronyms

CGAP	Consultative Group to Assist the Poor
ICT	Information and Communication Technologies
ICT4D	Information and Communication Technologies for Development
IICD	International Institute for Communication and Development
IT	Information Technologies
KTH	Royal Institute of Technology
NGO	Non-governmental organization
SEK	Swedish Kronor
Sida	Swedish International Development Cooperation Agency
SPIDER	Swedish Program for ICT in Developing Regions
WSIS	World Summit on the Information Society

Annex 2 Terms of Reference

Consultancy Services for Sida evaluation of SPIDER

1 Background and Objectives

Sida supports the integration of ICT in developing countries in order to improve communications and the exchange of information. Sida's policy is outlined in the document "Strategy and Action Plan for ICT in Development Cooperation". The role of ICT4D is also described in Sida's report "ICTs for Poverty Alleviation" and the publication "Sida's support to ICT for Development".

Sida has identified ICT as an important tool for development. Sida is now commissioning an external independent evaluation of its support to SPIDER. This will serve as background material for assessing the results of Sida's support up to date, and be used for the ongoing dialogue between Sida and SPIDER. It will also serve as input for Sida's overall assessment for providing possible future support to SPIDER. The evaluation and its recommendations shall be based upon information from the following perspectives: the opinions/recommendations of *colleagues within Sida*, the receivers/beneficiaries of SPIDER support and other stakeholders in *developing countries*, but also receivers/beneficiaries of SPIDER support and other stakeholders in *Sweden* (and other industrialized countries). Some benchmarking with *other similar organisations working with ICT4D* may also provide additional information.

The aim of this study is to provide Sida with an overview of the tangible results of its present support for SPIDER and other achievements of SPIDER, propose how SPIDER should design and organise its future work, but also provide recommendations to Sida regarding its assessment for providing possible future support to SPIDER. This should be put in relation to the overall aim of the present Swedish development cooperation – to reduce poverty.

2 Scope of the Services

The Consultant shall make an external independent evaluation for Sida. The evaluation shall primarily serve as an input to Sida's assessment of SPIDER.

The report shall include:

- a brief description of what unique role- and comparative advantage SPIDER fulfil.
- a brief description of the organisational set up- and various functions of SPIDER,
- brief information and data of SPIDER's ICT4D work,
- a brief assessment of the role and achievements of SPIDER,
- an assessment of the tangible quantitative/qualitative results of SPIDER,
- a brief description of the opinions and recommendations of the various stakeholders in relation to SPIDER,
- present the conclusions and recommendations based upon this data and interviews,
- present different levels of ambition and direction of SPIDER's future ICT4D work and their consequences,
- propose how SPIDER could design and organise its future ICT4D work to achieve this,

- propose how SPIDER could attract other funding, thus generating a larger group of funding partners (i.e., financially not only rely upon Sida and KTH),
- discuss how Sida manages/handles its support to SPIDER, e.g., the funding, the dialogue, the annual review meetings, the SPIDER board, etc.

The brief inventory and data collection for the *descriptive* part should at least reflect four perspectives:

1a) Benchmarking with *other similar organisations working with ICT4D.*

1b) Present the existing ICT4D *organisations working with ICT4D.*

1c) Present the role and achievements of *SPIDER.*

1d) Present the tangible results of *SPIDER.*

2) Recommendations from *developing countries.*

3) Recommendations from *colleagues within Sida.*

4) *Recommendations from* other Swedish/international stakeholders.

The *descriptive* part shall cover appropriate items and questions for *benchmarking.* The description shall also include information on forecasted changes and developments in the near future, where applicable. Names of relevant organisations and basic data such as size, country, main purpose, etc could be listed in the report or summarised in an appendix. The key data shall be gathered as completely as may be reasonable in terms of cost and time.

The *descriptive* part shall present how SPIDER have organised its ICT4D work in the past, and briefly present the role and achievements/results of SPIDER. The *descriptive* part shall in addition to this summarize the opinions and recommendations of a selected number of stakeholders. This data should mainly be based upon interviews, meetings and conversations.

The *analysis* should include a discussion of the presented data in the descriptive part. It should address the following questions:

The present situation:

- Which are the major trends in SPIDER's and other similar organisations work with ICT4D?
- What is SPIDER´s unique role? What is SPIDER´s comparative advantage?
- What added value and relevance does SPIDER bring to KTH and Sida for funding this organisation?
- Which are the main opportunities for SPIDER's work with ICT4D?
- What are the main obstacles for SPIDER's work with ICT4D?

The past:

- How has SPIDER structured and organised its ICT4D work in the past?
- Has SPIDER's ambition level, direction and structure for its ICT4D work been appropriate and efficient in the past?
- What have been the role and achievements of SPIDER in the past?
- What have been the tangible results of SPIDER in the past?

The future:

- Which level of ambition for SPIDER's ICT4D work is proposed for the future?
- Which direction for SPIDER's ICT4D work would be most strategic in the future? What could SPIDER achieve in the future?
- How could SPIDER design and organise its ICT4D work in the future to achieve this?

The main emphasis and focus of the report is to evaluate the results and impact of SPIDER's work. The consultant shall, however, also a) *analyse the consequences* of the levels of ambition, b) *propose* the most strategic direction, and c) *recommend* how SPIDER could design and organise its ICT4D work in the future.

3. Methodology

The methodology for the study:

Step 1 – Inventory of information.

Step 2 – Analysis.

Step 3 – Proposal.

The Study shall be made for Sida. The consultant shall present independent conclusions and recommendations. Sida and SPIDER shall provide the consultant with available information and assist in arranging meetings and other practical matters. SPIDER shall also make available a comprehensive list of its main activities, achievements and tangible results.

Data gathering for the study will use sources available internationally, interviews with representatives of selected organisations similar to SPIDER working with ICT4D and from two field visits to Sweden. The consultant shall carry out interviews via e-mail, telephone and in-person discussions.

3.1 Time Plan

The time plan for the study is:

September	ToR finalised.
October	Work initiated.
November	First visit to Sweden for interviews of relevant stakeholders.
January	1st draft report.
February	Sida and consultant receive SPIDER progress report for 2008.
February	2nd draft report.
March	Second visit to Sweden for presenting the 2nd draft report to Sida.
March	Final report.

4. Reporting

4.1 Written Reports

The following reports will be produced in English by the consultants, and be delivered to Sida in electronic format:

1. A draft version of the evaluation.

2. A final version of the evaluation.

The Sida evaluation of SPIDER is expected to be a maximum of 30 pages excl. appendices as necessary. The final version will be delivered to Sida no later than 2009-03-30.

Suggested approach

1a) Benchmarking with *other similar organisations working with ICT4D* (IICD, IDRC, InfoDev, Delft university, GeSci):
Who are the other *organisations working* with ICT4D? How do they organising their work? What kind of initiatives are they supporting?

1b) Present the existing *ICT4D organisations:*
Map the major ICT4D organisations and long term programmes, such as InfoDev, IICD, SPIDER, GeSci etc. They are often initiated by the donor agencies.

1c) Present the role and achievements of *SPIDER:*
How have SPIDER organised its ICT4D work? What has been the role of SPIDER? What are the achievements of SPIDER? What is the unique role of SPIDER? What is the comparative advantage of SPIDER?

1d) Present the tangible results of *SPIDER:*
What are the tangible quantitative/qualitative results of SPIDER?

2) Recommendations from *developing countries:*
What is the opinion of ICT champions/think tanks from developing countries? What do they recommend organisations such as SPIDER to do? And how do they believe organisations such as SPIDER should organise their ICT4D work? What is the opinion of cooperating partners, receivers and beneficiaries of SPIDER support in developing countries?

3) Recommendations from *colleagues within Sida:*
What is the opinion of colleagues within Sida? What do they recommend SPIDER to do? And how do they believe SPIDER should organise its work concerning ICT4D? What is the opinion of "clients" from Sida and Swedish embassies on the quality of services the have received from SPIDER's helpdesk?

4) Recommendations from *other Swedish stakeholders:*
What is the opinion of other Swedish stakeholders? What do they recommend SPIDER to do? And how?

Suggested interview areas

A1 Selected cooperating partners, receivers and beneficiaries of SPIDER support in *developing countries.*

A2 Selected other stakeholders, such as ICT4D champions/think tanks, in *developing countries.*

B1 Selected colleagues (i.e., clients) within *Sida and Swedish embassies* who have received the helpdesk services of SPIDER.

B2 Selected other staff from *Sida and Swedish Embassies.*

B3 Selected cooperating partners, receivers and beneficiaries of SPIDER support and other stakeholders in *Sweden* (and other industrialized countries).

C1 SPIDER staff and SPIDER board members.

C2 Selected *ICT4D organisations and programmes* who are similar to SPIDER.

Selection of Interview subjects shall be done in consultation with Sida and SPIDER who will solicit their cooperation.

Annex 3 Primary Documents Consulted

Sida's support to Information and Communications Technologies (ICT) for Development (2008).
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=37341&searchWords=ict%20sida

Assessment of Comparative Advantages of Swedish ICT Support in Tanzania (2007).
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=35268&searchWords=ict%20sida

Evaluation of Sida Information and Communications Technologies Support to Universities (2006).
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=25086&language=en_US

Sida ICT4D strategy (2005): "Strategy and Action Plan for ICT in Development Cooperation".
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=3404&searchWords=ict%20sida

Sida report (2005): "ICTs for Poverty Alleviation".
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=3607&searchWords=ict%20sida

Sida (2003): A strategy for ICT for development (ICT4D) for DESO – "Digital Empowerment".
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=2991&searchWords=ict%20sida
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=2990&searchWords=ict%20sida

Sida policy for Culture and Media in development cooperation (2006).
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=25665&language=en_US

Sida management group's document (2007): "Where we are. Where we are going".
http://www.sida.se/sida/jsp/sida.jsp?d=118&a=32068&language=en_US

Shared Responsibility: Sweden's Policy for Global Development (2002)
http://www.regeringen.se/sb/d/108/a/97685

Sweden's Global Development Policy (2005)
http://www.regeringen.se/sb/d/108/a/92462

Sweden and Africa – a policy to address common challenges and opportunities
http://www.regeringen.se/sb/d/9807/a/105300

SPIDER application to Sida (2006).

SPIDER strategy and action plan (2006).

SPIDER Logical Framework Approach matrices – LFA (2006).

Sida assessment memo (2004): "SPIDER, phase 1, 2004–2006".

Sida assessment memo (2007): "SPIDER, phase 2, 2007–2009".

Sida and SPIDER agreement for 2004–2006 (2004).

Sida and SPIDER agreement for 2007–2009 (2007).

SPIDER annual progress reports (2004–2008).

SPIDER board meeting material (2004–2008).

Summary of Major Tangible Achievements (provided by SPIDER)

Summary of Help Desk Assignments (provided by SPIDER)

Evaluation of SPIDER's funding of ICT Collaboration Projects with Swedish Partner Universities (Olle Edqvist, 2007).

Annex 4 List of Persons Interviewed

November 2008–March 2009

Name	Title/Affiliation
1. Sida and Swedish Embassies	
Helen Belcastro	ICT Advisor, Team Knowledge, ICT and Education, Policy
Astrid Dufborg	Senior Advisor, Team Knowledge, ICT and Education, Policy
Kwame Gbesemete	Research Advisor, Team Mali and Burkina Faso, Operations
Anders Granlund	Regional Advisor, Swedish Environmental Secretariat for Asia (SENSA), Bangkok
Ana Gren	Research Advisor, Team Bolivia, Operations
Jan Esseen	Senior Financing Advisor, Team SESAM, Operations
Ulf Källstig	Head of Team Global Programs, Operations
Lina Lindblom	Advisor, Team Knowledge, ICT and Education, Policy
Inger Lundgren	Team Nicaragua, Operations
Omar Mzee	Embassy of Sweden, Tanzania
Janvier Ntalindwa	Regional Program Officer, ICT and Natural Resources, Embassy of Sweden, Kigali
Kristin Olson	METOD, Management
Gun Eriksson Skoog	Team MARKNAD, Policy
Mikael Söderbäck	Team MARKNAD, Policy
Per-Einar Tröften	ICT Advisor, Team Knowledge, ICT and Education, Policy
David Wiking	Head of Team Knowledge, ICT and Education, Policy
2. Former Sida staff having experience with SPIDER	
Rolf Carlman	Former Assistant Director General and head of Sida Department for Infrastructure and Economic Cooperation
Bengt Oberger	Former Head of Sida ICT4D secretariat
Johan Hellström	Ph.D. candidate, Royal Technical University (KTH)
Johan Holmberg	Nordic Consulting Group Sweden
Magnus Lundsten	NUTEK, Sweden
3. SPIDER staff	
Afzal Sher	Director
Magda Behre	Project Administrator
Daniel Berggren	Project Administrator
Karoline Beronius	Project Coordinator/ICT4D Advisor
Lotta Rydström	Project Coordinator/ICT4D Advisor
Enrico Pelletta	Project Manager
Fatima Santala	Project Assistant
4. SPIDER Board of Directors	
Bo Göransson	Chairman of the SPIDER Board, Advisor to the President of the African Development Bank
Malin Åkerblom	Associate Professor, Uppsala University
Thomas Andersson	Professor, President of Jönköping University
Love Ekenberg	Professor, Head of the Department of Computer and System Sciences, Stockholm University
Gunnar Landgren	Professor and Vice-Rector, Royal Institute of Technology (KTH)
Christer Marking	Former IT Strategist, City of Stockholm
Ulf Pehrsson	Vice President, Government and Industry Relations, Ericsson AB

Björn Söderberg	Senior Advisor, Southcliff AB
Lena Trojer	Professor, Head of Division of Technoscience Studies, Blekinge Institute of Technology
Anders Wijkman	Member of the European Parliament, former Chairman of the SPIDER Board
5. Swedish partners and stakeholders	
Rodolfo Candia	Project Coordinator, Department of Computer and System Sciences, Stockholm University
Olle Edqvist	Senior Expert Evaluator
Martha Garrett	Professor, Uppsala University
Åke Grönlund	Professor, Örebro University Business School
Lars Hallen	Chairman, Life Academy
Henrik Hansson	e-Learning Expert, Department of Computer and System Sciences, Stockholm University
Peter Mozelius	e-Learning Expert, Stockholm University
Mannan Mridha	Professor, e-Health Expert, KTH
Rustam Nabiev	e-Health Expert, Karolinska University Hospital
Thomas Norrby	Department of Urban and Rural Development, Uppsala University
Bengt Nykvist	Professor, Mid-Sweden University
Carl-Johan Orre	PhD Candidate, Umea University
Björn Pehrsson	Professor, KTH
Gudrun Wicander	Coordinator, International PhD Network on ICT; Ph.D. Candidate, Karlstadt University
6. Developing country partners and stakeholders	
Vannak Chhun	Adviser to Senior Minister, Ministry of Environment, Cambodia
Kaysun De Soysa	Senior Lecturer, School of Computing, University of Colombo, Sri Lanka
Venancio Massingue	Minister of Science and Technology, Mozambique
Tolly Mbwete	Vice Chancellor, Open University, Tanzania
Americo Muchanga	Center for Informatics, Eduardo Mondlane University, Mozambique
Edephonce Ngemera Nfuka	Ph.D. Candidate, Stockholm University/KTH
Patrick Nyirishema	Deputy Executive Director, Rwanda Information Technology Authority
F.F. Tusu Tusubira	CEO, UbuntuNet Alliance for Research and Education Networking
7. Other Partners and Experts	
Bert Geers	Professor, Technical University of Delft, Netherlands
Alan Greenberg	Consultant and author of evaluation of Sida's support for ICT4D (2008)
Ingo Imhoff	German Technical Cooperation (GTZ)
Patrick Kalas	Program Manager, Knowledge and Learning Processes Division, Swiss Agency for Development and Cooperation (SDC)
Fiona Power	Communication Adviser, Department for International Development (DFID), UK
Jyrki Pulkkinen	CEO, Global e-Schools and Communities Initiative (GESCI)
Tim Unwin	Professor and Director, ICT4D Collective, Royal Holloway, University of London
Caroline Figueres	Managing Director, International Institute for Communication and Development (IICD), Netherlands
Stijn Van Der Krogt	Director, Country Programmes, IICD

Annex 5 SPIDER Board of Directors

Bo Göransson	Chairman of the Board Former Director General and Chairman of the Board of Sida, Advisor to the President of the African Development Bank
Thomas Andersson	Professor President of Jönköping University
Love Ekenberg	Professor Head of Department of Computer and Systems Sciences at Stockholm University
Bo Forsberg	Secretary General of Diakonia
Gunnar Landgren	Professor Vice President of Centers of Excellence at KTH
Christer Marking	Former IT-Strategist for the City of Stockholm
Ulf Pehrsson	Vice President Government & Industry Relations at Ericsson
Björn Söderberg	ICT4D and private sector development specialist
Lena Trojer	Professor Head of Division of Technoscience Studies at Blekinge Institute of Technology
Malin Åkerblom	Professor Associate Professor in environmental chemistry, former Director of the International Science Programme (ISP) at Uppsala University

Annex 6 SPIDER Budget, 2007–2009

	2007	2008	2009	Total
Contribution by Sida	15	18	22	55
Sida evaluation and monitoring	–	–	1	1
Contribution by KTH	1	2	2	5
Total funding (million SEK):	**16**	**20**	**25**	**61**
(A) "Contribution" part (~ 50%)				
Support to ICT projects:				
– Initiated by Swedish universities	1,5	2	2	5,5
– Initiated by developing countries	3	5	7	15
Conferences & workshops	1	1	1	3
Education & research	1,5	2	2	5,5
Sub-total	7	10	12	29
(B) "Assignment" part (~ 25%)				
Stockholm challenge award	0,5	0,5	0,5	1,5
Sida assignments (incl. helpdesk)	3,5	4,5	5,5	13,5
Sub-total	4	5	6	15
(C) "Administration" part (~ 25%)				
Management	3,5	3,5	4	11
Overhead	1,5	1,5	2	5
Sub-total	5	5	6	16
Sida evaluation & monitoring	–	–	1	1
Total budget (million SEK)	**16**	**20**	**25**	**61**

Annex 7 A Summary of the Major Tangible Achievements made by SPIDER during July 2004–October 2008

Contribution Part

Activities		Results
1. ICT Project Collaboration with Swedish partner universities 2004–2006 **a. Supported fifteen projects in ICT for development, six additional activities were supported as start-up activities in 2004**		
Digital Delivery. What is the potential of participatory e-learning in rural Tanzania? Blekinge Technical Institute	To study and explore the possibilities of e-learning opportunities in Tanzania	A complex understanding of the participatory aspects of e-learning
ICT-support for formation of business relationships with developing countries based on immigrant competence	To contribute to economic growth in developing countries by supporting the formation of collaborative relationships between Vietnam and Sweden.	Business links formed and launched by competence matching and developed information and communication systems
ICT-support for formation of business relationships with developing countries. A Vietnam Case Study Jönköping University	Additional activity To study a number of Vietnamese businesses that could benefit from the formation of collaborative relationships	A case study report comprising detailed information about five different companies in Vietnam, these have been included in the work with forming relationships
ICT-Support for Formation of Business Relationships with Developing Countries based on Immigrant Competences. Phase 2: Integrating Competence Models into Chamber Trade. Jönköping University	To contribute to economic growth in developing countries by supporting the formation of relationships between diasporas and their host and home regions, by involving migrant competences with the help of sustainable ICT solutions	Business links formed and launched by competence matching and developed information and communication systems – phase 2
Vientiane Gigabit Network	To develop a national research area network	A broadband city network was established and works as the basis for a research area network
Development of Optical Network and iSpace in Vientiane (NUoL, NaFRI) Royal Institute of Technology	Additional activity Contributing to the knowledge sharing and capacity building at a national forestry research institute.	A communication laboratory with video conferencing system installed and launched.
Towards Sustainable Broadband Communication Markets in Rural Areas. Royal Institute of Technology	Outline a generic method for benchmarking of sustainable broadband communication markets in rural areas	A generic method for benchmarking development of sustainable broadband communication markets in rural areas has been developed and tested
Applying ICT for technology transfer in order to achieve a sustainable system in higher education	To enable developing countries to meet the challenges of deploying ICT resources in a sustainable way and that they contribute to the economic development, the efficiency of universities and the quality of life of their people.	A proposal on how to achieve a more cost-efficient use and dissemination of knowledge with an extended ICT-use in higher education
Spider-Link Linköping University	Additional activity	

Activities		Results
Harnessing Information & Communication Technologies for Development in Laos Lund University	To develop a framework for harnessing the benefits of using ICT as a method for development	A number of case studies compiled and analyzed into a report of best practice approaches and methods
ICT Knowledge for ICT Diffusion (ICT4ICT)	To explore the experience with ICT diffusion in the CEE countries	A study and a test bed for investigating how best practices in the CEE region can be used to implement the model developed under different local conditions
Pilot Project for ICT4ICT Research Mid Sweden University	Additional activity	
MiCOpA - Micro Credit Operation Automatisation	To strengthen the viability of the structure of Management Financial Systems by investigating the automation of the micro credit operation at Grameen Bank in Bangladesh.	The project has provided an investigation based on a case study of an existing micro credit system. The system has been analyzed and evaluated and the project developed a knowledge base on the appropriate ways IT can be developed in future micro credit operations
MICTI E-Learning Centre Stockholm University	Additional activity To support the creation of a national ICT center for capacity building and business incubation	A center developed and initial activities launched
Language Processing Resources for Under-Resourced Languages. Stockholm University	To develop techniques and methods that can be used to efficiently develop computational linguistic resources for new languages. To establish a network that can contribute to a standardized and unified approach to the development	Methods developed for computational linguistics for Amharic, spoken in eastern Africa
Efficient use of computer capacity – Grid Computing in a Developing Country	To develop a tsunami modeling framework by efficient use of computer capacity	Grid system in place in Sweden and Sri Lanka. Extensive testing performed and workshops organized.
Grid Computing in a Developing Country Uppsala University	Additional activity	
To Build a Compute Intensive Research Infrastructure. Uppsala University	To continue work on the tsunami modeling and to extend the bioinformatics work on advanced data analysis for generic data using the GRID resources provided in Sri Lanka	Further applications developed based on the initial work achieved
INFORM/Tanzania/Health. Uppsala University	To promote development by encouraging changes in the local information culture, by the usage of online medical resources for application in research, clinical practice and policy formulation.	Extensive training for librarians, researchers and others in the usage of online medical journals
Next generation eGovernment Örebro University	To support the development of eGovernment projects in developing countries	A generic model for state-of-the-art eGovernment solutions has been developed

Activities		Results
Bangladesh "Virtual Classroom" Örebro University	Using innovative and interactive technologies to create a Virtual Interactive Participatory Classroom	Tested methods for ICT-supported education, a tested technical system to support such education, a "virtual classroom" adapted todeveloping country technical environment, and education for a group of teacher-trainers
1. b. ICT Project Collaboration Program 2004-2006 evaluated in 2006 by an external expert Aim: To evaluate the achieved results of the ICT Collaboration Projects 2004-2006, whether they have been contributing to building and strengthening the ICT4D knowledge in Sweden, raising the awareness of ICT as a method for poverty alleviation and engaging the Swedish institutions in ICT for development. Results: Based on the conclusion from the evaluator it is evident that the objectives (to engage the universities in the SPIDER network, to raise awareness of the importance of and develop knowledge about ICT for development among the network members, and to create synergies between the network partners) have clearly been achieved.		
2. ICT Project Collaboration with Swedish partner universities 2007-2009 **a. An international reference group assessed seventeen (17) submitted applications and suggested six for approval. Final decision was taken by the SPIDER Board in June 2007. Supporting six (6) projects.**		
Online Water Quality Monitoring Royal Institute of Technology	To develop and implement a self-sustained, low-cost online water quality monitoring system, to spread awareness of the results and to make a feasibility study on how to empower and stimulate local entrepreneurs to establish businesses based on the system	Ongoing, initial progress report due in December 2008
Mobile ATMs for Developing Countries Royal Institute of Technology	To provide basic banking and ATM services to rural people	Ongoing, progress report due in December 2008
Agricultural market information for farmers Örebro University	To improve local agricultural markets and empower small farmers in rural Bangladesh using low-cost existing SMS infrastructure	Ongoing, initial applications developed and tested
Bangladesh "Virtual Classroom" Örebro University	To implement a large-scale implementation of an interactive TV and SMS "classroom" setting for ICT-enabled distance tuition at Bangladesh Open University	Ongoing, first course developed and aired on national televisions
Language Processing Resources for Under-Resourced Languages Stockholm University	To refine, extend and further develop the previously developed resources in order to make them useful to both the public and the research community	Ongoing, progress report due in December 2008
Expand INFORM in Africa and Asia Uppsala University	To support the healthcare development in four African countries by improving health research, teaching, and services.	Ongoing, progress report due in December 2008

Activities		Results
3. ICT Project Collaboration with Swedish partner universities 2008-2010; ICT, gender and development **SPIDER has opened up for a third call for applications, this time with a thematic focus on ICT, gender and development. The process of assessing the applications is underway (2008-11-16).**		
4. Projects initiated by developing countries		
Bangladesh		
Appropriate and sustainable ICT centre for rural people in Bangladesh Grameen Communication	To create an enabling environment for building capacity for providing better education and health through the use and knowledge of ICT.	An fully-equipped ICT center that functions as a regional center for training rural teachers, health workers and students in the use of ICT as information and capacity provider
ICT in rural development in Bangladesh Grameen Communications, Grameen Phone, Bangabandhu Sheikh Mujib Medical University	To increase access to healthcare for the rural poor.	Ongoing, development of medical applications, capacity training for healthcare workers
Cambodia		
ICT Policy and Master Plan for Ministry of Environment	To develop a plan for ICT infrastructure and services for Ministry of Environment	Ongoing, draft Policy and Master Plan developed, workshop held to discuss the future development and possible implementation
Kenya		
Empowering Self Help Groups in Kenya and India through ICT for better education and alternative livelihood opportunities Costal Oceans Research and Development -Indian Ocean (CORDIO)	To support environmentally sustainable socioeconomic development through *folkbildning* (Swedish concept of adult education) and utilization of ICT.	Ongoing, Identification of SHGs joining the project (Women's groups in India, Fishermen and other formations revolving around occupation in Kenya), training in basic ICT skills and use of community phone, determination of alternative livelihood opportunities, implementation of ICT equipment, Folkbildning in India involving women, but also some children participating who previously did not go to school, study circles set up in on village in India (Subjects: English conversation, environment and health), Installation of electricity in group office and renovation of the same, dissemination work: participation of 20 women in Kenya s annual Agricultural Society Show, participation in eLearning Africa, articles published in online magazine in Kenya, and journal in India.
Mozambique		
Advisory assistance to Ministry of Science and Technology in Mozambique,	To assist the Ministry in issues concerning information services and infrastructure	An expert from KTH was assigned the mission and collaborated with the Ministry on the requested issues

Activities		Results
Support to the implementation of the MICTI Training Center, Mozambique ICT Institute (MICTI)	To support the creation of a national ICT center for capacity building and business incubation. To support the development of capacity training programs in networking and web development	Ongoing, the center is running and has been accredited a national training center, several courses and mid-level programs are taught. A scholarship program for female students in place.
Citizen Identity Registration System and Unique Citizen Identity Number Ministry of Science and Technology, Ministry of Justice, Banco Internacional de Mocambique (BIM)	To pilot a population register as the core of the e-government initiative including investigating and testing integrations and inter-operability to the rest of the e-government.	Ongoing, needs assessment performed, legal framework developed and approved by national authorities
Junior ICT Expert	The aim of the program is to give short term support for a project on-the-ground in the field of ICt4D whilst offering an opportunity for a Junior ICT Expert to gain life and professional experience working in a developing country.	The Junior ICT Expert was placed at MICTI (Mozambique Information and Communication Technology Institute) and supported the team with several tasks and the field of Application Development.
Rwanda		
ICT for improving agriculture in Rwanda	To introduce ICT in the agricultural extension in Rwanda in such a way that all the involved actors in agriculture will be able to make the right decisions about relevant projects and come up with the best possible solutions in the field of agriculture	Ongoing, the project has recently started and initial activities have been launched is in its initial phase; the first progress report from RITA is due in November 2008.
Junior ICT Expert	The aim of the program is to give short term support for a project on-the-ground in the field of ICT4D whilst offering an opportunity for a Junior ICT Expert to gain life and professional experience working in a developing country.	The Junior ICT Expert was placed at RITA for three months, with different responsibilities in the field of Linux administration and security.
Program for a broad hands on ICT training	The goal is to increase the pool of practically skilled professionals within the area of computing and IT, and related services in Rwanda and Uganda. A needs assessment has been carried out in order to analyze the needs among the stakeholders and will assist the consultants to determine suitable modules for the capacity building program.	Ongoing, the needs assessment is initiated and the results will be presented at the next SPIDER Board meeting

Activities		Results
Sri Lanka		
WASN R&D Center in Sri Lanka) University of Colombo	To set up a R&D center for WASN, to conduct applied research specially in environmental monitoring and health care, to develop WASN applications to solve real-life problems in Sri Lanka as well as to enhance the WASN education in Sri Lanka	An internationally acknowledged WASN laboratory developed and established. MSc courses developed and offered on two occasions
Tajikistan		
ICT in rural healthcare in Tajikistan ShifoCom	To enhance the access to healthcare in rural Tajikistan	A communication infrastructure has been developed and implemented between two rural healthcare centers and a city hospital. Training and capacity building for healthcare personnel have been performed. Local organizations and institutions have been collaborating on a local knowledge network where the SPIDER supported project works as the hub.
Tanzania		
Junior ICT Experts	The aim of the program is to give short term support for a project on-the-ground in the field of ICT4D whilst offering an opportunity for a Junior ICT Expert to gain life and professional experience working in a developing country.	The Junior ICT Expert was placed at OUT (Open University of Tanzania). The initial period would be three months from June 2008 but, due to the successful collaboration, was prolonged to six months. During this period a number of tasks in the area of e-learning have been performed.
Creating an e-learning center in Tanzania-Phase 1 Open University Tanzania	Establish an e-learning R&D Unit of educational institutions in Tanzania, all engaged in enhancing their capacity to utilize innovative ELC systems and methodologies of high quality in ICT for education	Physical infrastructure is in place, an e-learning platform has been implemented and the ELC in currently engaged in another SPIDER supported multi-stakeholder e-learning pilot project.
ICT-based in-service teacher education for secondary school teachers in Tanzania Open University, Tanzania	Enhance the performance of the secondary teachers by providing training on pedagogy and subject specialized education. The teachers will be trained through ICT-based short courses which will be custom tailored to the needs of teachers in particular subject areas	Ongoing, training platform (moodle) set up at Open University e-learning center
Capacity building on effective use and management of ICT in the public sector in Tanzania Ministry of Education, Tanzania	Equip public sector upper management with ICT knowledge and skills to enhance service delivery	Project due to start January 2009

Activities		Results
Uganda		
Academic network of technical support in Uganda	To close the gap between the graduating students practical skills and market needs (To establish a student run academic network to provide practical training for university students, provide SMEs and organizations with affordable ICT services and provide reliable ICT statistics).	Ongoing, 28 students given industrial training (111 applications were received but given the low level of technical knowledge and great need for support during the training they could only take on 28), 40 students received basic practical training
Leveraging mobile platform technology to address the information and development needs of marginalized communities (rural and urban poor)	To develop SMS applications that can support a positive socioeconomic development in Uganda	Ongoing, project is undergoing a reorganization due to several unforeseen circumstances (private sector taking care of mobile payment solutions, dairy farming cooperative put collaboration on hold until sale have gone through etc) which has delayed output. The project has been granted an extension for the utilization of funds and is now drawing up activity plan for researching, testing and piloting FOSS e-Health and e-Agriculture applications for mobiles. They will be made generic enough to be utilized and built on by others in the FOSS community.
Junior ICT Experts program in Uganda	Two Junior ICT Experts were sent to Apac to support the training of users and computers support staff as well as the implementation of a computer lab. (The aim of the Junior ICT expert project is to give short term support for a project in the field of ICT4D whilst offering an opportunity for a Junior ICT Expert to gain life and professional experience working in a developing country)	– installation of computer lab and network equipment – securing building where lab is hosted – needs analysis for training purposes – training of end users (government, CSOs and SMEs) in file management, e-mail and Internet use.
CDE Linux RedHat training	To help fostering the adoption of the Open Source Linux Operating System and other open source applications within industry and academia in Uganda.	Sixty students have successfully been certified completed the 12 weeks hands-on intensive training, more than double the amount of students applied, the university is very keen to continue this training as interest was higher than they could provide for –currently looking into different alternatives.
Apac	To increase transparency in local government and service delivery to citizens of Apac through the use of ICT and collaboration with civil Society.	Ongoing, sensitization and collaboration around common goal stipulated at first workshop, basic ICT training for government, civil society and private sector (more than 260 people trained), project is ongoing but has already received acknowledgement for managing to gather COSs, government and private sector around commonly worked out goals. Hivos and IICD (collaborating partners) have received additional funding for scaling up the project in Western Uganda, and SPIDER will continue to collaborate with them.

Activities		Results
5. Support to Conferences and Workshops		
a. Organized together with partner university/ collaborating partner (see examples below)	To create ICT4D awareness in the SPIDER Network, to strengthen the collaboration with the partner universities and other stakeholders, to generate project proposals and to raise the awareness of the importance and opportunities of ICT4D in development, poverty alleviation and socio-economic development	Network strengthened and interaction has increased. New members/partners getting involved in SPIDER projects.
• Empowering people through ICT for sustainable development Jönköping University	To bring researchers and experts in ICT4D together to discuss opportunities of growth and empowerment through ICT.	More than seventy people gathered during two days to discuss topics with e-health, E-learning and private sector development/ entrepreneurship. Several new synergies and forms of collaboration were formed. The starting point for a series of thematic workshops.
• E-Learning Örebro Örebro University	To bring lessons learned and gained experience from the international conference 'E-leaning Africa' to a Swedish setting and to form partnerships that could assist in supporting the needs from southern partners	A two-day workshop on e-learning. SPIDER has supported project proposals originating from this workshop.
• ICT, gender and development Stockholm University/Sida Gender Helpdesk	To bring up the importance of addressing gender issues in development on how women can be included in the information society.	Access, influence and empowerment-the first Swedish workshop on ICT, gender and development. Created new collaboration synergies that have been active in the latest call for applications "ICT, gender and development".
• ICT and sustainable environment Swedish University of Agricultural Sciences	To raise the opportunities of using information technologies as a tool for sustainable environment.	The gained knowledge and lessons learned were brought to a regional workshop for GMS countries.(see item below)
• Application of ICT tools for sustainable environmental management United Nations environmental Programme/Swedish Environmental Secretariat for Asia	To build knowledge and share information on opportunities of sustainable environmental management and climate change adaption through ICT for country representatives from GMS region.	SPIDER is currently involved in discussions with SENSA and UNEP on regional capacity-building program on sustainable environment.
b. Supported participation of delegates from developing countries (see examples below)	Developing country balanced dialogue at international workshops and conferences. Building local knowledge and promote partner collaboration by supporting participation from the South. SPIDER receives publicity and new project applications and partners.	More than hundred developing country delegates participated in international events. Increased ICT4D knowledge in developing countries, spread awareness of importance of ICT4D

Activities		Results
• E-Learning Africa 2006-2008	To bring Swedish experts to share their knowledge and experience to African colleagues. To raise the knowledge among delegates from developing countries	A vast amount of developing country delegates have participated in the conference during the years SPIDER has supported the event
• IST Africa 2008	The aim of the conference was to bring together delegates from leading commercial, government and research organizations, to bridge the Digital Divide by sharing knowledge, experience, lessons learnt and good practice.	SPIDER supported fifteen African delegates to the conference and as well as partners from our network, who participated and contributed to information sharing, transfer of experience and knowledge.
• Global Forum for Youth and ICT for Development, Geneva	Support the participation from the South, mainly from Africa to achieve a balanced discourse and enable information to travel back to Africa.	Support for six youth participants from Swaziland, South Africa, Mali, Uganda, Burkina Faso.
• International Freedom of Freedom of Expression eXchange (IFEX) ICT Forum, Montevideo	Support participation from the South to achieve a South balanced discourse	Support for participation of four participants from Mali, Somalia, Democratic Republic of the Congo and Liberia.
• CIRN Conference: Community Informatics – Prospects for Communities and Action	Support for participation of speakers from the South in order to support balanced discourse.	Support provided for participation from Peru and Mozambique
• Aids Accountability Index	Support for participation from the South to support a balanced discourse. SPIDER participation to consider further ICT support for this Swedish initiative with global aspiration.	SPIDER support for participation from the South supported people from Ghana, Brazil, South Africa, Egypt, Swaziland and Thailand. Discussions on potential future support, AAI may apply for funding and technical support when setting up their African office.
c. Participation of SPIDER personnel, Board members or Network members on behalf of SPIDER in conferences and workshops	To raise the internal knowledge of SPIDER thematic focus (such as e-health, e-governance and e-learning), to spread knowledge and awareness of SPIDER and its work, to expand collaboration with international organizations and institutions.	SPIDER staff has actively participated in the above workshops and conferences and also taken part in Sida-organized seminars and training to increase their knowledge in development work. SPIDER Board members and Network members have on several occasions participated in workshops and conferences in order to promote SPIDER and its work.

Activities		Results
6. Educational activities		
a. Introductory course in ICT4D, managed by DSV/ SU-KTH	Create awareness and knowledge of the importance of ICT for development.	70 students finished the course in 2005 (distance learning), second time offered in 2006 as part of Masters program
b. MSc program in ICT4D, managed by DSV	Create awareness and knowledge of the importance of ICT for development.	The program has been given two years but is now evaluated in order to ensure a high-quality education
c. Support to the development of a PhD Network researcher in the field of ICT4D	Create awareness and knowledge of the importance of ICT for development, information sharing and collaboration amongst the PhD students.	300 students from 226 universities in 79 countries interact and share knowledge and expertise through this network
d. Junior ICT Expert Program - Placement opportunities based on the need for on-the-ground assistance in SPIDER supported projects	Create awareness and knowledge of the importance of ICT for development, assist projects with on-the-ground short-term placements	See respective country (p. 4)
e. Travel grants	To bring extra value to Master Thesis work by giving the students opportunities to perform field visits and studies in a developing country.	Travel grant programs have been launched at Stockholm and Karlstad Universities.
f. Scholarships to Masters students	To enable students from developing countries to attend Masters program in Sweden and to bring back their gained experience and skills to their home countries upon their return	Scholarship program launched at Örebro University
7. Information sharing and Publicity		
a. SPIDER Newsletter	Share information and publicity about current activities and news	22 issues have been published, enabling interactivity with the SPIDER community, positive feedback and new contacts and ideas.
b. SPIDER website – newly developed web	Meeting place for Network members and associates, share information on the latest news in ICT4D, inform the Network on current events.	Relevant material for ICT4D is available on the webpage.
c. Publicity and awareness raising	Raise awareness of SPIDER and ICT for development	Brochure published, SPIDER visible in media and at conferences and international events
d. Development studies	Raise awareness about ICTs potential in certain areas of development cooperation or social issues.	A new series of publications developed called "ICT4D", two publications printed: *ICT for Mitigating HIV/AIDS in Southern Africa and Mobile Banking: financial services for the unbanked?*

Activities		Results
8. Partnerships and external relations		
SPIDER strives at expanding the Network with Swedish and international partners, both from academia, public and private sectors as well as civil society.		New partnerships have been established, the Network has been strengthened and expanded.
a. IICD and SPIDER.	To collaborate where joining hand will strengthen the effort and deliverables and to share information, contacts and promote each other's strengths.	A joint pilot project e-Society Apac in Uganda, which has received attention from UNDP and additional funding for scaling up in Western Uganda. Joining hands to supporting DGINFO in their struggle to give ICT4D earmarked funds within the FP7 program as well as, access to larger network within ICT4D, better insight into collaborating areas and countries.
b. SENSA and SPIDER	Cooperate in identifying priority research issues, development and capacity building activities in the area of regional environmental change and ICT4E	A joint workshop held in Bangkok, Thailand on sustainable environmental management. Joint discussion on regional capacity building program for GMS countries
c. Private sector	To create mutually beneficial partnerships in projects, access to alternative sources of funding.	Project collaboration with Ericsson, Information sharing and networking some Ericsson departments, collaboration with private sector in some projects –better terms as part of their CSR etc.
d. NGOs and civil society	To broaden and strengthen the SPIDER network and to find synergies with all sectors in society. To raise the awareness and opportunities of ICT for development among the civil society.	Launched a program for meeting Sida's main collaborating organizations such as Forum Syd, Red Cross etc.
e. International donors and other organizations	To broaden the international cooperation and to get SPIDER internationally known and recognized as the Swedish resource center for ICt4D	Cooperation with NORAD, DANIDA, GTZ, UNESCO
f. Expanding external funding	To broaden the financial base	Cooperation together with T.U. Delft on a training program for ICT Directors in Yemen Cooperation on developing a framework for evaluating one-to-one computing, supported by the Inter-American Development Bank (IDB).
9. Establishing and strengthening the SPIDER Network		
a. Establish a Network of ICT for development practitioners	Raise awareness of the importance if ICT for development, share knowledge and experience of ICT4D, find synergies for collaborating partners, build capacity within Sweden in ICT4D matters	Fifteen universities formal partners in the Network, partners involved in projects (see point 1. and 2.) and helpdesk assignments (see point 10.)
b. A resource base of ICT4D competence	Build a pool of ICT4D skilled practitioners	More than 850 individuals in database

Assignment Part:

Activities		Results
10. Helpdesk services SPIDER functions as a helpdesk in the area of ICT for Development for Sida, Swedish Embassies in developing countries and other Swedish authorities. SPIDER provides services ranging from advice and assessment to evaluation and studies, as well as coordinating ICT efforts within Sida activities. To date we have received around forty (40) requests of which more than thirty (30) are finalized.		
HELPDESK assignment (see below for example assignments)	To assist Sida, Ministry for Foreign Affairs, and Embassies in Developing Regions within the area of ICT, by carrying out a variety of requests in order to strengthen the work of the staff at these authorities.	Deliverables vary according to the task, some examples are provided below
Study: ICT for Mitigating HIV/AIDS in Southern Africa.	Respond to request from the Sida HIV/AIDS Secretariat in Lusaka	Report Delivered (2nd edition printed by SPDIER)
Coordination of WSIS/ ICT4All exhibition activities (incl. Swedish delegation, booth, etc)	Respond to request from the Sida ICT for Development Secretariat	Coordinated of exhibition activities. Making booth the focal meeting point for Swedish ICT4D actors, presentation of Sida and SPIDER project collaborations and facilitation of meetings.
Coordination of Sida and the Ministry of Enterprise, Energy and Communications' participation at the ASEM meeting	Respond to request from the Sida ICT for Development Secretariat	Coordination of activities in relation to the ASEM meeting.
Study: Honduras Country ICT Survey (to include mapping study of ICT use in Honduras and recommendations for future ICT support)	Respond to request of the Swedish Embassy in Honduras	Report delivered.
Evaluation of National University of Laos ICT Policy	Respond to request from Sida-SAREC	Report delivered (Process results :South- South collaboration within ICT Policies and Master plans)
Perform a baseline study before the Angolan Submarine cable is completed and implemented to provide a baseline to which measure results of the support to providing a loan for this.	Respond to request from Sida/INEC	Report being finalized
Request for information regarding ICT in Tanzania	Respond to request from Sida/DESO	Provisions of information searched through network contacts and the Internet, including for example ICT Policy and Master Plan for Tanzania.
Host a delegation of Members of the Parliamentary ICT Committee to visit Sweden to learn of the potential of e-Society	Respond to request from the Swedish Embassy in Uganda.	Coordinated and hosted visit to learn about a well developed e-Society (including visits to Ericsson AB, e-Health and e-Learning experts, the Parliament, Swedish Tax Agency, Land Survey Sweden, The Industry Regulator (PTS) etc..
Evaluation of Sida's ITP Program Global Nutrition	Respond to the request from Sida/PEO	Evaluation report delivered

Other Sida assignments:

Progress and results of the activities are outside the core funding and thus followed up, monitored and evaluated with the relevant Sida departments.

Activities		Results
Counterpart for SAREC supported projects in Bolivia, Burkina Faso, Honduras and Sri Lanka. Please see below for two examples of the bilateral projects		
Burkina Faso	Burkina Faso's three most important institutions of higher education and research (CNRST, UO and UPB) will implement relevant parts of the ICT Master Plan developed in common in 2004-2005.This implies building up adequate ICT infrastructure, improving the access to Internet, capacity building in management and use of ICT and the development of a Library Information System.	From 2006, much of the work has been devoted to the process of purchasing equipment, and the installation work is in process. Capacity building takes place along with the acquisition of equipment. The development work for a Library Information System will start in the beginning of 2009.
Honduras (Universidad Nacional Autónoma de Honduras)	To deploy ICT to strengthen research capability and access to information by student and staff (90000 students/5000 staff)	Fiber optic ring main campus completed, a vast number of communication rooms created, implementation and frequent utilization of videoconference facilities, WiFi access available, all researchers have access to online journals (through library), all students have access to Internet through WiFi or computer agreement, sustainability: Commitment from UNAH Authorities to support the extension of the ICT-project to the regional centers by equipping them with computers for labs etc., capacity building of project management institution has led to recognition as one of the leading institution capable to develop the ICT in Honduras, also collaboration with private organizations that are attempting to improve competitiveness in Honduras in the ICTsector, large scale capacity building program in place

Annex 8 List of SPIDER Help Desk Activities

Year/No.	Start	Delivery	Authority	Area	Title of assignment	Applicant	SPIDER responsible	SPIDER Consultants/ Partners assigned to the task
2005			Sida	/PEO	Evaluation of Sida's ITP Program Global Nutrition	Helena Bjuremalm	Veronica Broden	Shawn Mendez
2005	2004	2005	Sida	/HIV-AIDS Secretariat in Lusaka	ICT for Mitigating HIV/AIDS in Southern Africa	Anita Sandström, HIV/AIDS sekreteriatet	Veronica Broden	Bert Geers & Sara Page
2005	Sep 2005	Nov 2005	Sida	/ICT4D Secretariat	Coordination of Sida & SPIDER WSIS-II activities/ ICT4All exhibition activities (incl. Swedish delegation, booth, etc)	Anders Granlund, ICT	Lotta Rydström	Lotta Rydström, Afzal Sher, Karoline Beronius
2006	2005	2008	Sida	/ICT4D Secretariat	Consultancy and Advisory assistance for ICT in Rwanda	Bengt Oberger, ICT	Athanassia Fourla	Åke Grönlund & Anders Hillbo
2006	2006	2006	Sida	/ICT4D Secretariat	Coordination of Sida's and the Ministry of Enterprise, Energy and Communica-tions participation at the ASEM meeting	Bengt Oberger, ICT and Hedvig Lindahl, UD"	Lotta Rydström	Thomas Andersson, Jönköping University
2007–01	Jan 2007	Aug 2007	The Swedish Embassy	/Honduras	Honduras Country ICT Survey	Anne Stödberg,	Karoline Beronius (Afzal Sher, Enrico Pelletta)	Nils Jensen
2007–02	May 2007	Nov 2007	Sida	/DESO	Evaluation of the Sida supported ICT Training for the Visually Impaired in Vietnam.	Eva Falkenberg,	Lotta Rydström	Peter Mozelius, Lennar and Annica Nilsson (NIDS Development Services)
2007–03	April 2007	Nov 2007	Sida	/SAREC	Evaluation: National University of Laos' ICT Policy	Gity Behravan,	Karoline Beronius	Makerere University
2007–04	Nov 2006	Nov 2007	Sida	/ICT4D Secretariat	Consultancy support for ICT at RITA	Bengt Oberger Javier, Swedish Embassy"	Athanassia Fourla (Afzal Sher)	Åke Grönlund

Year/No.	Start	Delivery	Authority	Area	Title of assignment	Applicant	SPIDER responsible	SPIDER Consultants/ Partners assigned to the task
2007–05	Oct 2007	Nov 2007	Sida	/SAREC	Assessment of ICT component of the applications for continued research collaboration for four universities in Nicaragua.	Inger Lundgren,	Karoline Beronius	Karoline Beronius, Enrico Pelletta, Afzal Sher (Arjan De Jager, IICD has been consulted)
2007–06	Aug 2007	Aug 2007	Sida	/SAREC	Assistance to UFORSK's assessment of one ICT related application	SAREC	Karoline Beronius	Åke Grönlund (in kind)
2007–07	Dec 2006	Feb 2007	Sida	/DESO	Development of new/ improved website for African Decades (Sida/the Embassy in SA eventually went recruited local provider).	Eva Falkenberg (Sida)	Karoline Beronius	n/a
2007–08	Jan 2007	Jan 2007	Sida	/SAREC	Seminar for SAREC staff about ICT in research cooperation to support the project officer in their assessment of projects etc.	Inger Lundgren,	Karoline Beronius	Karoline Beronius. Afzal Sher and Enrico Pelletta
2008–01	Feb 2008	Nov 2008	Sida	/DESO	Study of the use of ICT in regional and global networks within the field of culture in development cooperation.	Helene Nordenson	Karoline Beronius	Åke Sivertun and Imad Ali
2008–02	Feb 2008	2008	Sida	/DESO	Study on the opportunities and challenges of using low-cost Assistive Technologies (AT) tools to develop inclusive education for young students with special educational needs.	Lina Lindblom (Kenneth Wickman)	Fatima Santala / Lotta Rydström	Åke Grönlund
2008–03	Feb 2008	Feb 2008	The Swedish Embassy	/Kenya	Queries on website proposal received for program on "Enhancing Equity in the East Africa Regional Integration Process" (not sufficient information to give advise, the Embassy will get back to us).	Helena Bjuremalm, Regional Advisor, Democracy & and HR based Approach to Development in Burundi, DRC, Ethiopia, Kenya, Rwanda, Somalia, Tanzania and Uganda.	Karoline Beronius	Karoline Beronius & Lotta Rydström & Afzal Sher

Year/No.	Start	Delivery	Authority	Area	Title of assignment	Applicant	SPIDER responsible	SPIDER Consultants/ Partners assigned to the task
2008–04	Feb 2008	ongoing	Sida	/INEC	Baseline study to be carried out before the Angolan Submarine cable is implemented (project will continue with follow up evaluation after implementation).	Jan Esseen	Daniel Berggren & Afzal Sher	Americo Muchanga
2008–05	May 2008	May 2008	Sida	/INEC	Assistance to express ICTs role in the ITP programs	Ingrid Sandström, International Training Programme (ITP)	Daniel Berggren	Daniel Berggren
2008–06	May 2008		Sida	/INEC	ICTs role in promoting economic growth	Bengt Oberger	Lotta Rydström	Gunnela Becker
2008–07	June 2008	ongoing	Sida	/DESO	A mapping on information and communication for development in relation to Sida'ssupport to the health sector in Guatemala 2008.	Kristin Olson	Magda Berhe	Karoline Beronius, David Isakson & Leticia Velasquez
2008–08	June 2008	ongoing (expected delivery June 2009)	Sida	/Helpdesk for Environmental Assessment	Assistance with development of a web based policy for Environmental assessments to support Sida employees	Anja-Christina Beijer	Daniel Berggren	Silvia Media AB
2008–09	June 2008	June 2008	Sida	/DESO	Request for (a) Tanzania's ICT Policy and enquiry about (b) existing reports on media and ICT use on Zanzibar.	Kristin Olson	Magda Berhe	Karoline Beronius (part a has been done, b pending potential go ahead)
2008–10	June 2008	postponed	Sida	/DESO	Request for ICT best practices guide for program officers.	Kristin Olson	Magda Berhe	pending
2008–11	Jan 2008	Jan 2008	Sida	/ICT Secretariat	Helpdesk launch	Per-Einar Tröften	Karoline Beronius	Karoline Beronius (Lotta Rydström)

Year/No.	Start	Delivery	Authority	Area	Title of assignment	Applicant	SPIDER responsible	SPIDER Consultants/ Partners assigned to the task
2008–13	June 2008	postponed	Sida	/DESO	Preparation about statistics support to Mali and Burkina Faso, SPIDER to support this work in the future. Including assess-ment and LFA analysis	Malin Synneborn-Lundberg	Daniel Berggren	Johan Ernberg
2008–14	May 2008	June 2008	Sida	/ICT4D Secretariat	Host workshop with SPIDER partners who are active in Tanzania (for the benefit of the NPO Omar Mzee from Swedish Embassy in Tanzania)	Helene Belcastro	Karoline Beronius & Daniel Berggren	Karoline Beronius & Daniel Berggren
2008–15	Aug 2008	Aug 2008	Sida	/DESO	Information about ICTs role in lessening the impact of floods and blogs effect on the Burmese Authorities.	Pia Hallonsten	Lotta Rydström	Lotta Rydström
2008–16	Aug 2008		The Swedish Embassy	/Uganda	To host a delegation of 10 MPs to visit Sweden to learn of the potential of eSociety	Anders Johanson	Karoline Beronius	Karoline Beronius
2008–17	Sept 2008	Oct 2008	Sida	/DESO	ToR for ITP program "ICT and pedagogical development"	Lina Lindblom	Lotta Rydström	Kalle Hedlund MKFC
2008–19	Oct 2008	Ongoing	The Swedish Embassy	/Tanzania	Capacity building at Tanzania Chamber of Commerce	Jan Grafström	Daniel Berggren	University Computing Centre at UDSM
2009–01	Jan 2009	Jan 2009	Sida	Tanzania, Research	Assessment of application from University of Dar es Salaam and suggestions for potential "remisskrivande"	Nina Lejonhud	Daniel Berggren	Daniel Berggren
2009–02	Jan 2009	Jan 2009	"Swedish Embassy Rwanda"	ICT, RITA	Review of TOR for RITA Evaluation	Javier	Afzal	Afzal, Magda

Annex 9 SPIDER Activities by Region and Theme

Title	Partners		Allocated budget (SEK)								Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
Initiated by partner universities in Sweden															
Digital Delivery. What is the potential of participatory e-learning in rural Tanzania?	BTH	350 000	0								350 000	Reported in 2005	Reported in 2007	e-learning	Tanzania
Digiyal Baskets	BTH						262 000	263 000			525 000	before 2nd installment	before 2nd installment	ICT and gender develop-ment	Rwanda
ICT-support for formation of business relation-ships with developing countries based on immigrant competence	HJ	300 000	0								300 000	Reported in 2005	Reported in 2007	capacity building through diaspora	Vietnam
ICT-support for formation of business relation-ships with developing countries. A Vietnam Case Study	HJ	50 000	0								50 000	Reported in 2005	Reported in 2007	capacity building through diaspora	Vietnam

Title	Partners		Allocated budget (SEK)								Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
ICT-Support for Formation of Business Relation-ships with Developing Countries based on Immigrant Competenc-es. Phase 2: Integrating Competence Models into Chamber Trade.	HJ		180 250	519 750							700 000	Reported in 2007	Reported in 2007	capacity building through diaspora	Wietnam
												Final report 2007-03-31			
Vientiane Gigabit Network	KTH	400 000	0								400 000	Reported in 2005	Reported in 2005	infrastruc-ture	Laos
Development of Optical Network and iSpace in Vientiane (NUoL, NaFRI)	KTH	100 000	0								100 000	Reported in 2005	Reported in 2005	infratsruc-ture, university develop-ment	Laos
Towards Sustain-able Broadband...	KTH/LU/ KaU			1 200 000							1 200 000	Reported in 2007	Reported in 2007	infrastruc-ture	Eastern Africa
Online Water Quality Monitoring	KTH				370 000	200 000	180 000				750 000	Progress report before 2nd installment	Financial report before 2nd installment	ICT for environ-ment	Tanzania, Malawi
												Progress report before 3rd installment	Financial report before 3rd installment		
												Final report 2010-03-31	Final financial report 2010-03-31		

Title	Partners		Allocated budget (SEK)								Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
Mobile ATMs for developing countries	KTH				200 000	400 000	200 000				800 000	before 2nd/3rd installment		mobile applica-tions	Sri Lanka
Applying ICT for technology transfer in order to achieve a sustainable system in higher education	LiU	300 000	0								300 000	Reported in 2005	Reported in 2005	university develop-ment	Burkina Faso, Sudan, Vietnam
Spider-Link	LiU	50 000	0								50 000	Reported in 2005	Reported in 2005	university develop-ment	Burkina Faso, Sudan, Vietnam
Harnessing Information & Communication Technologies for Development in Laos	LU	300 000	0								300 000	Reported in 2005	Reported in 2005	sustainable ICT develop-ment	Laos
Industry responsiveness..	LU						312 500	312 500			625 000	before 2nd installment	before 2nd installment	ICT and gender develop-ment	Vietnam
ICT Knowledge for ICT Diffusion (ICT4ICT)	MiUn	450 000	0								450 000	Reported in 2005	Reported in 2005	ICT diffusion	CEE countries
Pilot Project for ICT4ICT Research	MiUn	100 000	0								100 000	Reported in 2005	Reported in 2005	ICT diffusion	CEE countries
MiCOpA - Micro Credit Operation Automatisation	SU	450 000	0								450 000	Reported in 2005	Reported in 2005	micro-credits	Bangladesh
MICTI E-Learning Centre	SU	100 000	0								100 000	Reported in 2005	Reported in 2005	insitutional develom-ent	Mozambique

Title	Partners	Allocated budget (SEK)									Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
Language processing resources...	SU		160 000	640 000							800 000	Reported in 2007		language and culture preserva-tion	Ethiopia
Language Processing Resources for under-resourced Languages	SU					300 000					300 000	Final report 2009-03-31		language and culture preserva-tion	Ethiopia
Efficient use of computer capacity - Grid Computing in a Developing Country	UU	300 000	0								300 000	Reported in 2007	Reported in 2007	infrastruc-ture	Sri Lanka
Grid Computing in a Developing Country	UU	100 000	0								100 000	Reported in 2007	Reported in 2007	infrastruc-ture	Sri Lanka
To build a compute intensive network infrastructure	UU		575 000	325 000							900 000	Reported in 2007		infrastruc-ture	Sri Lanka
INFORM/Tanzania/ Health	UU		100 000	400 000							500 000	Reported in 2007	Reported in 2007	e-learning, e-Health	Tanzania
Expand INFORM raining to Africa	UU				100 000	200 000	200 000				500 000	before 2nd/3rd installment		e-learning, e-Health	Eastern Africa
Next generation eGovernment	ÖrU	400 000	0								400 000	Reported in 2007	Reported in 2007	e-govern-ance	Bangladesh, Rgypt, Indonesia, Rwanda, South africa, Uganda
Bangladesh-Virtual Classroom	ÖrU		214 500	685 500							900 000	Reported in 2007		e-learning	Bangladesh
Agricultural market informa-tion for farmers	OrU				256 000	434 000	310 000				1 000 000	Progress report before 2nd installment	Financial report before 2nd installment	e-agricul-ture	Bangladesh

Title	Partners		Allocated budget (SEK)								Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
												Progress report before 3rd installment	Financial report before 3rd installment		
												Final report 2010-03-31	Final financial report 2010-03-31		
Bangladesh Virtual Classroom Sustained	OrU				387 000	336 000	277 000				1 000 000	Progress report before 2nd installment	Financial report before 2nd installment	e-learning	Bangladesh
												Progress report before 3rd installment	Financial report before 3rd installment		
												Final report 2010-03-31	Final financial report 2010-03-31		
	Total:	3 750 000	1 229 750	3 770 250	1 313 000	1 870 000	1 741 500	575 500	0	0	14 250 000				
Initiated by developing countries															
Appropriate andf sustainable ICT center for rural people in Bangladesh	Grameen Communica-tions, Grameen Telecom and KTH			275 000	0						275 000	Final report 2007-02-28	Final financial report 2007-02-28	e-learning, e-health	Bangladesh
ICT in rural development in Bangladesh	Grameen Communica-tions, KTH				800 000	600 000	200 000				1 600 000	Inception report 2007-03-31	<-	e-learning, e-health	Bangladesh

Title	Partners	Allocated budget (SEK)										Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
												Progress report 2008-03-31	<-		
												Progress report 2008-09-30	<-		
												Progress report 2009-03-31	<-		
												Pogress report 2009-09-30	<-		
												Final report 2010-03-31	<-		
ICT for Strengthening the Capacities of Female Indigenous Leaders	CIDOB co-funded via IICD						300 000				300 000	to be decided	to be decided	ICT and gender	Bolivia
												to be decided	to be decided		
Online consulting for femalevictims of domestic violence	Casa del mujer//IICD						300 000				300 000	to be decided	to be decided	ICT and gender	Nolivia
												to be decided	to be decided		
ICT Master Plam development at Ministry of Environment	MoE					325 000					325 000	Final Report 2008-12-15	Final financial report 2008-12-15	institutional development, e-agriculture	Cambodia

Title	Partners	Allocated budget (SEK)										Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
Empowering self-help groups in Kenya and India through ICT for better education and alternative livelihood opportunities	Nyköpings folkhög-skola, CORDIO				1 020 000	925 000	630 000				2 575 000	Inception report 2007-09-01	Financial report 2007-09-011	ICT for environ-ment, ICT for livelihood develop-ment, capacity building	Kenya, India
												Progress report 2008-03-01	Financial report 2008-03-01		
												Progress report 2008-09-01	Financial report 2008-09-01		
												Progress report 2009-03-01	Financial report 2009-03-01		
												Progress report 2009-09-01	Financial report 2009-09-01		
												Progress report 2010-03-01	Financial report 2010-03-01		
												Final report 2010-07-01	Final financial report 2010-07-01		

Title	Partners	Allocated budget (SEK)										Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
Support for MICTI computer training center + schiolarships	Mozam-bique ICT Institute				250 000	0					250 000	Inception report 2007-11-01	Financial report 2007-11-01	institutional develop-ment, ICT in education	Mozambique
												Mid-term report 2008-05-01	Mid-term financial report 2008-05-01		
												Final report 2009-03-15	Final financial report 2009-03-15		
Citizen Identity Registration and Unique Citizen Identification Number	Ministry of Science and Technology, DSV-SU/ KTH. Skattever-ket				1 070 000	0	900 000				1 970 000	Inception Report	Financial statement	e-govern-ance	Mozambique
												Progress Report	Financial statement		
												Final Report	Final financial statement		
ICT for improving agriculture in Rwanda	Rwandan IT Agency (RITA), Vioni					900 000	700 000	400 000			2 000 000	Inception Report 2008-08-01	Financial Report 2008-08-01	e-agricul-ture	Rwanda
												Progress Report 2008-10-01	Financial Report 2008-10-01		

Title	Partners	Allocated budget (SEK)										Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
												Progress Report 2009-01-01	Financial Report 2009-01-01		
												Progress Report 2009-08-01	Financial Report 2009-08-01		
												Progress Report 2010-01-01	Financial Report 2010-01-01		
												Final Report 2010-07-01	final financial report 2010-07-01		
Program for a broad hands-on ICT training in Uganda and Rwanda	Rwandan IT Agency (RITA), Ministry of ICT, Ugnada and Jönköping University						2 000 000	1 785 000			3 785 000	to be decided	to be decided	capacity building	Rwanda, Uganda
												to be decided	to be decided		
												to be decided	to be decided		
												to be decided	to be decided		
												to be decided	to be decided		
												to be decided	to be decided		

Title	Partners		Allocated budget (SEK)									Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
WASN Sri Lanka	EMW AB UCSC		215 000	800 000	200 000						1 215 000	Inception report 2006-01-01	Financial inception report 2006-01-01	ICT for environ-ment	Sri Lanka
												1st Progress report 2006-06-30	1st Financial report 2006-06-30		
												2nd Progress Report 2006-12-31	2nd financial report 2006-12-31		
												3rd Progress report 2007-06-30	3rd financial report 2007-06-30		
												Final report 2008-12-01	Final financial report 2008-12-01		
ICT in rural healthcare in Tajikistan				850 000	850 000						1 700 000	Inception report 2006-10-15	Financial inception report 2006-10-15	e-health	Tajikistan
												1st Progress report 2007-03-01	1st Financial report 2007-03-01		

Title	Partners		Allocated budget (SEK)									Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
												2nd Progress report 2007-09-01	2nd Financial report 2007-09-01		
												3rd Progress report 2008-03-01	3rd Financial report 2008-03-01		
												Final report 2009-03-15	Final financial report 2009-03-15		
Establishment of the E-learning Center (ECL) in Tanzania" Phase 1	Open University Tanzania			150 000	70 000						220 000	1st Progress report 2007-03-31		e-learning	Tanzania
												2nd Progress report 2007-07-31			
												3rd Progress report 2007-09-30			
													Final financial report 2007-12-31		

Title	Partners		Allocated budget (SEK)									Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
ICT based in-serice teacher education for secondary school teachers in Tanzania	MOEVT MiUN OUT					1 650 000	1 050 000	0			2 700 000	Inception Report	Financial Report	e-learning	Tanzania
												Progress Report 2009-01-01	<–		
												Progress Report 2009-06-30	<–		
												Progress Report	financial Report		
												Progress Report	Financial Report		
												Final Report 2010-03-30	<–		
capacity building on effective use and management of ICT in public sector in Tanzania	UDSM Life Academy						1 500 000	1 600 000			3 100 000	Inception Report	financial Report	e-govern-ance	Tanzania
												Progress Report 2009-06-30	financial Report		
												Progress Report 2009-12-31	financial Report		

Title	Partners	Allocated budget (SEK)										Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
												Progress Report 2010-06-30	financial Report		
												Progress Report	financial Report		
												Final Report 2011-02-28	Final financial Report		
KILINUX Swahili localization	UDSM						150 000				150 000	Progress Report	Financial Report	language and culture preserva-tion	Tanzania
												Final Report 2009-06-30	<–		
Leveraging Mobile platform technol-ogy … in Uganda				1 025 000	413 600	0	611 400				2 050 000	Inception report 2006-10-01	Financial inception report 2006-10-01	M4D, e-agricul-ture, capacity building	Uganda
												1st Progress report 2007-03-01	1st Financial report 2007-03-01		
												2nd Progress report 2007-09-01	2nd Financial report 2007-09-01		

Title	Partners	Allocated budget (SEK)										Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
												3rd Progress report 2008-03-01	3rd Financial report 2008-03-01		
												Final report 2008-06-01	Final financial report 2008-06-01		
ANTS Uganda	I-Network/ Uppsala University			150 000	150 000						300 000	Mid-term report 2007-05-01	Mid-term financial report 2007-05-01	capacity building	Uganda
												Final report 2007-12-31	Final financial report 2007-12-31		
eSociety Apac: training center	Apac, IICD				290 000						290 000	Progress Report	financial Report	e-govern-ance, capacity building	Uganda
												Final Report	final financial Report		
CDE Linux training	CDE, Brussles					0	100 000				100 000	to be decided	to be decided	capacity building, open source	Uganda

Title	Partners	Allocated budget (SEK)									Progress/ Final reports	Financial state-ments	ICT4D area	Country
		2004	2005	2006	2007	2008	2009	2010	2011	2012	Total				
Uganda eHeallth	Ministry of Health Uganda, Uganda Communica-tions Commis-sion, Karolinska University Hospital, Ericsson AB						3 000 000	2 500 000	2 500 000		8 000 000	to be decided	to be decided	e-health, capacity building	Uganda
												to be decided	to be decided		
												to be decided	to be decided		
												to be decided	to be decided		
												to be decided	to be decided		
												to be decided	to be decided		
	Total:	0	215 000	3 525 000	5 113 600	4 400 000	11 441 400	6 285 000	2 500 000	0	33 480 000				
	Grant total:	3 750 000	1 444 750	7 295 250	6 426 600	6 270 000	13 182 900	6 860 500	2 500 000	0	47 455 000				

Recent Sida Evaluations

2008:58 Sida's Support to the Agency for Cooperation and Research in Development (ACORD) to the HIV and AIDS Support and Advocacy Programme (HASAP) in Uganda
Narathius Asingwire, Swizen Kyomuhendo, Joseph Kiwanuka
Sida

2008:59 Sida's Support to the Africa Groups of Sweden's Development Cooperation
Pia Sassarsson, Johanna Strandh
Sida

2008:60 Sida's Support to Save the Children Sweden's Development Cooperation
Cecilia Magnusson-Ljungman, Morten Poulsen
Sida

2008:61 Regional AIDS Training Network (RATN), Strategic Plan 2004–2008
Lovemore Zinyama, Peter Mazikana, Phares Mujinja
Sida

Recent Sida Reviews

2009:01 Swedish Health Forum in South Africa – from point of view of the Swedish Partner
Staffan Engblom
Sida

2009:02 Assessment of Forum International de Montréal (FIM)
Charlotte Örnemark, Line Friberg-Nielsen.
Sida

2009:03 Namibia – Sweden Development Cooperation in the area of Public Administation 1990–2006 Description Analysis and Lessons Learned
Lage Bergström.
Sida

2009:04 Apoyo Institucional de Suecia (Asdi) para el Instituto Nacional de la Mujer (INAM), durante el período 2003–2008
Fátima Real R., José Rodolfo Pérez Córdova.
Sida

2009:05 The Swedish Support to the South African Revenue Service through an Institutional Cooperation with the Swedish Tax Agency, 1998–2008
Philip Bottern, Jens Peter Christensen.
Sida

2009:06 Training for a Career in International Development an Evaluation of the JPO, BBE, JED and SARC Programmes
Elisabeth Lewin
Sida

Sida Evaluations may be ordered from:

Infocenter, Sida
SE-105 25 Stockholm
Phone: +46 (0)8 779 96 50
Fax: +46 (0)8 779 96 10
sida@sida.se

Sida Reviews may be downloaded from:

http://www.sida.se/publications

A complete backlist of earlier evaluation reports may be ordered from:

Sida, UTV, SE-105 25 Stockholm
Phone: +46 (0) 8 698 51 63
Fax: +46 (0) 8 698 56 43
Homepage: http://www.sida.se

THE SWEDISH PROGRAM FOR ICT IN DEVELOPING REGIONS (SPIDER)

An independent evalulation

Sida has played a prominent role in recent years in supporting research, experimentation, policy dialogue and capacity building to explore the potential of information and communication technologies (ICT) as tools to combat poverty, empower individuals and promote sustainable, equitable development. In that spirit, Sida has for the past five years served as the lead funder of the Swedish Program for ICT in Developing Regions (SPIDER), a network of expertise on ICT for development housed at the Royal Technical Institute (KTH) in Kista, a suburb of Stockholm. This review assesses the portfolio, performance and impact of SPIDER over the past five years, and its alignment with Sida's overall poverty-reduction objectives.

It offers recommendations on how SPIDER could sharpen its strategy, work program and impact, and how Sida could more effectively link to, and benefit from, SPIDER's work.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden.
Visiting address: Valhallavägen 199.
Phone: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64.
www.sida.se sida@sida.se

Sida