SPIDER

2011-2015

The Swedish Program for ICT in Developing Regions

REPORT ON RESULTS FROM SPIDER 2011-2015

ICT4Democracy in East Africa

www.ict4democracy.org

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FINAL REPORT 20110901-20150630

EXECUTIVE SUMMARY

The impact of the development within ICT during this period has been powerful and has, with no doubts, changed not only the present, but also the expectations on the future of humanity. ICT is no longer just another invention; it has become another wave, comparable to the invention of the steam engine that started the industrial revolution. This impact is global and the consequences are seen in the developed part of the world as well as in more undeveloped areas.

This has of course had a consequence also for Spider, with focus on ICT and development and the growing importance of applied ICT, moving away from the technical aspects of ICT into the actual employment taking into account conditions and prerequisites of the people involved.

Spider has during the period worked with numerous projects within the thematic areas of health, education and democracy gaining knowledge and understanding of the human aspect at the same time working with various networking methods to disseminate knowledge and to connect actors representing various competences.

It is of importance to remember that the organisation during this period has managed to perform in a situation of a questionable financial future not to be solved until the end of 2015. Nevertheless, Spider has planned for a new period where the competence of the organisation can develop to take on new challenges.

INTRODUCTION

The use of ICT tools is increasingly becoming essential for the success of development projects. The spread of mobile phones and the increased access to Internet even in the most remote areas inspire a variety of actors to use ICT in development or outreach projects. But this is a complex endeavour as different target groups and different issues require different approaches. It is not enough to decide to use mobiles (or Internet or Social media for that matter) for the project implementation and results to improve. Nor is it useful to rely only on the latest technological solutions. Traditional media, such as radio and TV continue to be the primary source of information to many people in developing countries and are thus key components of many successful projects, particularly in rural areas where mobile network coverage and Internet access are still inconsistent and expensive.

In the period 2011-2014 Spider continued to support ICT4D projects with focus on finding the most strategic and needs based solutions and sharing the lessons learned with the diverse groups of stakeholders in the ICT4D field.

The major difference from the previous period was that Spider reduced the number of thematic areas to only three, Education, Democracy and Health and shifted support and collaboration focus away from large projects with large organisations and ministries to collaboration with smaller local NGOs and CSOs who work directly with grassroots or end beneficiaries. To ensure a more flexible project approach Spider developed the Catalytic seed funding support format, a middle ground between a pilot and a full scale implementation, with project funding of approximately 500 000 SEK for projects lasting between one and two years.

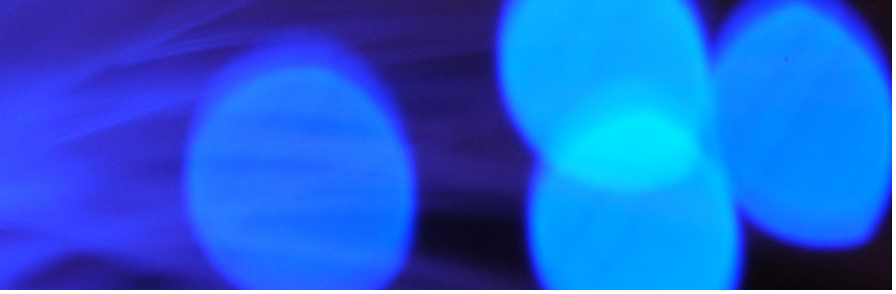
The shift towards grassroots level is anchored in local ownership which is a prerequisite for a substantial and long lasting social impact, particularly in initiatives where ICT tools are used in capacity building of teachers, decision makers and advocacy groups. With involvement of key groups at an early stage, in order to inform the context of the project and contribute directly to its planning by affecting the problem formulation and the project scope.

The project process was restructured to incorporate Result Based Management in the planning and follow up of projects and adherence to international auditing standards was added to the financial reporting.

A way to share experiences and lessons learned was through direct collaboration between supported project partners. In 2011 Spider established the ICT4Democracy in East Africa Network that has grown into an independent entity with external funding. Other project networks followed in its wake, two regional, Cambodia and Tanzania, and another thematic - the ICT4Education network. In the research sector, Spider continued to support IPID, the network for post-graduate students in ICT4D, and also launched a network for senior ICT4D researchers in Sweden in 2014.

Systematically collecting and disseminating lessons learned is as important as supporting and carrying out ICT4D projects. Figuring out what works and what doesn't and sharing experiences is imperative to ensure that mistakes are not repeated and that time funds and development opportunities are not squandered. This was carried out by establishing networks and publishing results to a wider audience.

Lessons learned were collected through reports and publications on completed projects, all of which were produced in house. The Research related to projects component was developed to strengthen the extraction of data and the follow up of results. The collaboration with Swedish universities shifted from generating project ideas to an empirically grounded project follow up and placing each individual project within a larger empirical and theoretical context.



STRATEGIC AREAS

The Spider 2.0 Strategy and roadmap formulated in 2011 structured the Spider activities in six interconnected areas, each with specific and aligned goals.

1. ICT4D Projects
2. Research
3. Knowledge brokering
4. Networks
5. Funding
6. Management

Each area is presented below with a short introduction, a summary of the goals formulated in 2011, the results and lessons learned.

1. ICT4D PROJECTS

BACKGROUND

At the core of SPIDER's work is project support to use ICT in a strategic and innovative way.
Spider offered support to partner organisations through: project funding (mainly catalytic seed funding), support for the formation of thematic or regional network for increased cooperation and knowledge transfer among peers

OVERVIEW OF OUTCOMES

MEDIUM TERM OUTCOME	INDICATOR	RESULTS
Sustainable and scalable projects & networks	No. & type of projects successfully completed	34 projects completed 4 project partner networks
Synergistic collaboration and cross-breeding between projects	No. & type of partnership/ networks formed	Network partners collaborated in sharing expertise, wiring and submitting proposals, organising events and publications Additional partners attracted to the networks

MEDIUM TERM OUTCOME	INDICATOR	RESULTS
Project results are consolidated and disseminated	(Demand for results*) Publications of results	Empowering Women through ICT; Modeling ICT4D: System Dynamics Model of Swedish University Projects Spider Stories 2011; Spider stories 2012 and Spider Stories 2013-14.
More innovative and appropriate use of ICT	(no indicator set)	Rather than simply supporting the acquisition of hardware, software or the development of software or mobile solutions Spider invested a lot of time project proposals to ensure that the supported work was appropriate and used the best available solution.

* * The original indicator did not correspond to the outcome/output; an alternative indicator is presented instead.

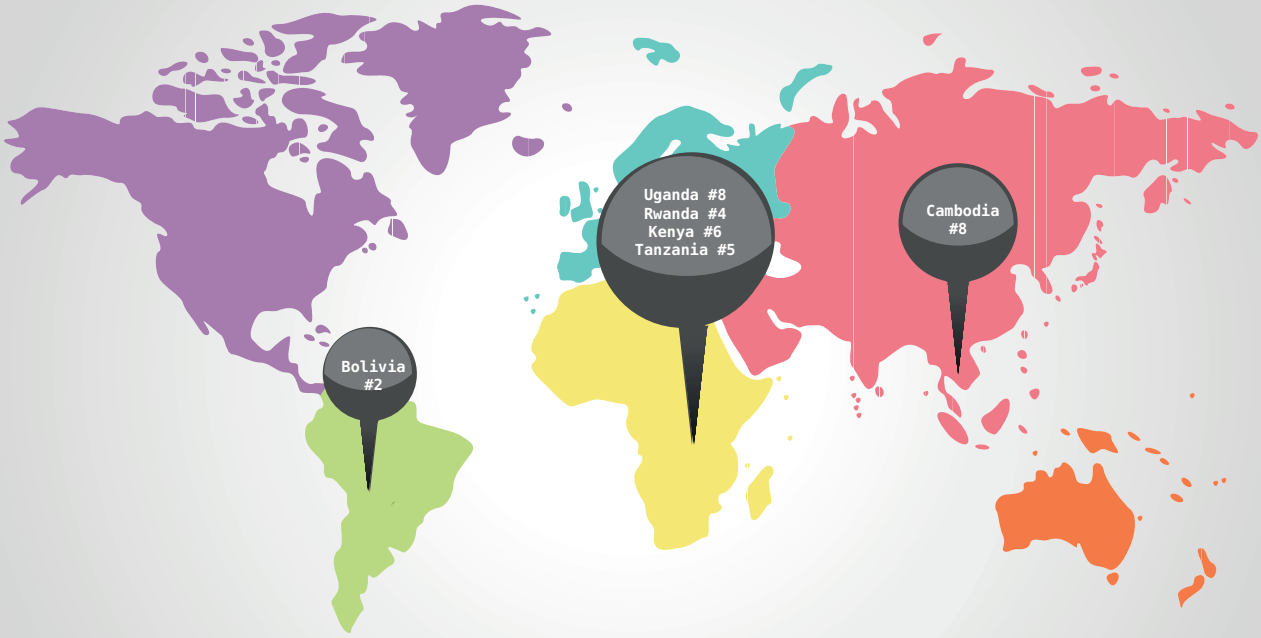
SHORT TERM OUTCOME	INDICATOR	RESULTS
Innovative projects established	No. of innovative projects initiated	34 ICT4D projects initiated
New project modalities are developed	(no indicator set)	Catalytic Seed funding modality was developed in 2011. 25 projects received catalytic seed funding. 8 partners received additional support in upscaling grants
Improved communication and collaboration between project partners	No & quality of results reported	4 project networks initiated. 1 of these has received continued support from Sida.
Project results are collected, aggregated and analysed	(no indicator set)	7 analysis reports of finished projects. 3 ICT4D series publications 3 Spider Stories

QUANTITATIVE RESULTS

2011-2014 Spider supported the implementation of 34 ICT4D projects. 25 projects received "Catalytic seed funding" and 8 were granted continued support for upscale projects to achieve sustainability and scale of ideas that had proven successful in the previous phase. All projects started were completed.

The focus of the projects was somewhat unevenly distributed across the three thematic areas with 19 projects Democracy, 8 Health, 7 Education. This was due to a particularly successful stakeholder workshop on Democracy that was held by Spider in Uganda in 2010 and the fact that democracy continues to be a relatively young and weak institution in many parts of the world.

GEOGRAPHICAL LOCATION OF SPIDER PROJECTS

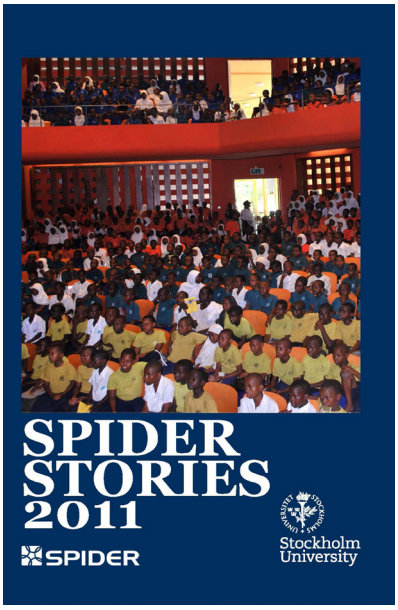


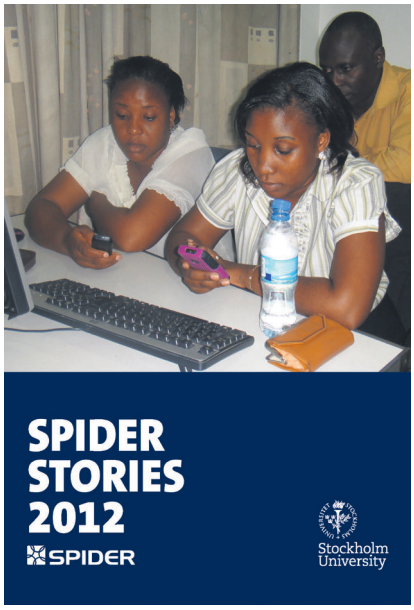
36 269 PERSONS HAVE PARTICIPATED IN VARIOUS TRAININGS

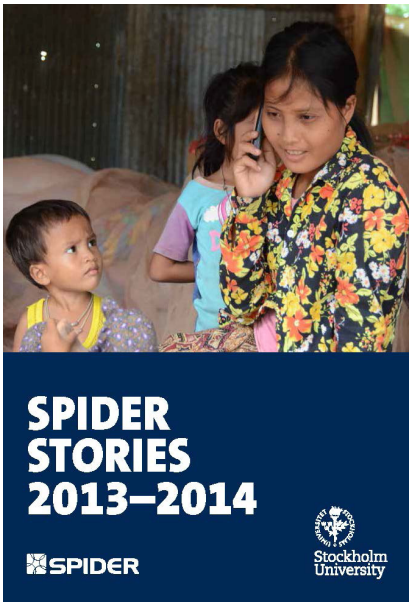
ICT COMPONENTS USED IN PROJECTS

SOLUTION	# PROJECTS USING it
Online Platform	12
Mobile Solution	5
Social Media	17
Training people	14
Radio	5
TV	2

The Junior ICT expert programme brought technical expertise to project partners through internships where a student or recent graduate worked with a project partner to resolve a certain issue and to transfer their knowledge. The placements were for between three and six months, sometimes extended to a full year. The programme was administered by AIESEC Sweden and successfully placed 7 Junior ICT experts. 3 placements were cancelled; 2 due to the Visa processing taking too long and 1 for personal reasons. 4 requests for experts did not lead to placements, due to a lack of suitable candidates.







QUALITATIVE RESULTS

Many of the qualitative results are available in the Spider Stories publications where project partners shared their struggles and successes in their own words. One example is the Community Health Workers in the project "Improving reproductive and child health services through ICT Intervention" carried out by ITIDO in 2011-2012 who continued to support their communities even after the project was finished and they could no longer be compensated through the project.

ADDITIONAL PROJECTS

These projects were funded outside the main agreement with Sida

I-MENTORS

Partners: Gov2U, DSV and Spider
Budget: Total SEK 9 077 020 (8 100 910 from EC)
Duration: April 2012 – Oct 2014 (30 months)

The project built a virtual observatory to provide up-to-date information on all e-infrastructure development projects of the 5 years prior to 2012 in Sub-Saharan Africa, including a GIS system for geographical information. The platform is compatible with IATI standards. The project was also meant to include a built-in decision support system to enables users of the platform to evaluate data as well as contribute to the large depository of information directly on site. This system reached a demo stage before the project ended.

Spider's contributions to iMentors were evaluated by the EU as outstanding in both the mid-term evaluation in 2013 and project closure evaluation in October 2014.

The project was a complex multi-site cross country collaboration with numerous partnerships working challenges which provided Spider with a good learning platform for EU-funded multi-stakeholder multi-country partnership working experience. This experience will be very useful in future related working arrangements.

UNIVERSIDAD MAYOR DE SAN ANDRES (UMSA)

Bilateral agreement with Sida and UMSA
Budget: 3 860 000 SEK
Duration: April 2013 - December 2017

This project is divided into two parts: Formulation of an ICT Policy and Master Plan and Strengthening Research Management at UMSA.

The ICT Policy and Master Plan will be a specialized management instrument for UMSA's

high-level authorities for strengthening the role of ICT in the university's general strategic plans. In order to ensure empowerment of the ICT users, relevance and legitimacy, the Master Plan has been prepared through a participatory process involving the various stakeholders at UMSA.

DIPGIS is UMSA's department in charge of research management, post-graduate activities the researchers' interaction with society. This department is strengthened through different approaches,such as the definition of management policies,strategic planning,reducing bureaucratic procedures, optimizing organizational structures, control and monitoring of timely reports and statements of accounts, and the development of management ICT tools. The reform process is carried out in a participatory way, involving a various types of stakeholders.

RESULTS

An assessment on UMSA's ICT situation was conducted, and work on the Master Plan began in early 2015. Among other activities, workshops were successfully carried out with the different groups of ICT users at UMSA: researchers, students, teachers, management and administrative personnel.

Research management efficiency and effectiveness was achieved with redesigned and approved processes, monitoring mechanisms and financial administration. SICyT (Sistema de Información Ciencia y Tecnología) was developed. Its data base contains information on all research projects managed by DIPGIS and it is being updated regularly.

First phase of the Reform Process Finished with the presentation of Organization and Research Manuals to the UMSA highest authorities has been concluded. The implementation phase has started with KPMG assistance. DIPGIS Communication procedures have been developed and implemented.

UNIVERSIDAD MAYOR DE SAN SIMÓN (UMSS)

Bilateral agreement with Sida and UMSS
Budget: 700 000 SEK
Duration: April 2013 - December 2017

The ICT Policy and Master Plan will be a specialized management instrument for UMSS's high-level authorities for strengthening the role of ICT in the university's general strategic plans. In order to ensure empowerment of the ICT users,

relevance and legitimacy, the Master Plan has been prepared through a participatory process involving the various stakeholders at UMSA.

RESULTS

A period of unrest and student protests lead to delays in project implementation.

LESSONS LEARNED

Junior ICT expert placements were often delayed because of time consuming visa processes. This sometimes resulted in Junior ICT Experts no longer being able to undertake the assignment. It is important that the partner organisation in the Junior ICT Expert collaboration is prepared to carry out extensive assistance to make the process as quick as possible. It is also of great importance to ensure everyone involved in the placement is fully informed on what is needed for the processing of the paperwork to be quick.

Junior ICT Experts investing their know how in projects

2. ICT4D RESEARCH

BACKGROUND

ICT4D lies at the intersection of multiple fields: development work, technical development and academia. Each has their perspective, but experiences and lessons learned can benefit all fields. Connecting these fields and capitalising on the lessons learned is an important factor in driving ICT4D forward. Researchers as a profession specialise in collecting data and information, finding themes or commonalities and relating this knowledge to what is already known. In 2012 Spider initiated the Research related to projects approach to:

1. Connect and feed empirical knowledge into Spider supported ICT4D projects
2. Strengthen the partnership between Spider and the Swedish University partners
3. Strengthen the partnership between researchers in partner countries and researchers based at Swedish Universities.

Grants of 100 000 SEK were given to researchers to perform research connected to an existing Spider project. Researchers came from a variety of disciplines: computer sciences, informatics, social anthropology, gender; and media and communication studies. The research was able to identify challenges during the implementation processes such as some projects having a very low integration of ICT in their activities. Besides informing activities in the project, research at project level provided monitoring and evaluation.

OVERVIEW OF OUTCOMES

MEDIUM TERM OUTCOME	INDICATOR	RESULTS
New and empirically grounded ICT4D knowledge generated	Populated ICT4D knowledge base	The plans to develop a reference database were not followed through, instead Spider focused on seminars online and at partner universities, and publications (see knowledge brokering)
Technological innovation and adaptation based on R&D	No & type of adopted innovations	5 R&D projects initiated and finalised
Multifaceted ICT4D knowledge	Multidisciplinary research reports	3 publications produced: Empowering Women through ICT; Modeling ICT4D: System Dynamics Model of Swedish University Projects and ICT for Anti-Corruption, Democracy and Education in East Africa
Project results improved		Research related to projects improved the quality of the documentation and analysis of report. In one case
Educated ICT4D practitioners	Graduates with ICT4D qualifications	No data collected.

SHORT TERM OUTCOME	INDICATOR	RESULTS
No. of projects with research dimension	Populated ICT4D knowledge base	23 ICT4D projects had a research component
Experimental R&D projects initiated	No & type of R&D projects	5 R&D projects were initiated and finalised.
More ICT4D research conducted	No & type of multidisciplinary research projects.	17 research projects related to Spider projects were initiated and finalised
Quality of M&E improved		no data collected
ICT4D related courses and programmes	Scope and diversity of ICT4D related courses & programmes	Master in ICT4D (2 year programme) was started in

Spider supported 17 research related to projects-projects. They provided 23 ICT4D projects with research and development components, additional result follow up and input into the project process.

THE DISTRIBUTION OF RESEARCH RELATED TO PROJECTS

COUNTRY	# PROJECTS
Bolivia	ONE
Cambodia	TWO
Kenya	TWO
Rwanda	ONE
Tanzania	FOUR
Uganda	FIVE
Regional/multiple	TWO
TOTAL	17

Five Research and Development projects were initiated and finalised. Four of these were connected to the International Training Programme "ICT and Pedagogical Development" and aimed to give programme participants an opportunity to use their newly acquired knowledge to develop technical solutions and/or methods and test these in the field. In this way Spider complemented ICT4Education initiatives supported by Sida by providing a component of practical implementation to the theoretical knowledge.
The fifth Research and Development project was a pilot that aimed to give Tanzanian girls access to and training in ICT at public libraries. This project was a co-operation between ITIDO (Invention and Technological Ideas Development Organization) and SLADS (School of Library, Archives and Documentation Studies)

As a part of supporting the basic levels of research and generation of knowledge in ICT4D Spider supported the development of a two year Master programme in ICT4D. The course is given online by DSV at Stockholm University and requires student admission. About a quarter of the course materials are shared openly and can be accessed through Spider's web page. The first class started in August 2013 and has so far had three batches of students with a total of 73 being enrolled.

The Master in ICT4D at DSV:
Class of 2013 - 14 students;
Class of 2014 - 37 students;
Class of 2015 - 26 students.
4 students have completed their thesis,
10 students enrolled for thesis work in 2016.

QUALITATIVE RESULTS

The research related to projects primarily provided a way to improve and diversify the documentation of project implementation and results and the analysis of the project. In one case the researcher provided alternative perspectives and analysis during the implementation of the project and enabled the partner organisation to think through and modify their approach for stronger impact.
Research on the CORDIO project was carried out by a team of a Swedish researcher from Örebro University and a CORDIO project team member. The research provided detailed insight in the relationship between the expectations of project participants and the actual outcomes that is the increased capacity of the study circle and community members who participated in the project. Among other things, it elucidated gender differences in the access to and use of ICT. This collaboration was the best example of what research can bring to ICT4D projects, a deeper insight into the outcomes of the work. The research connected to this project has allowed the CORDIO team and Spider to gain a deeper understanding of the project, to make adjustments during implementation to improve results and to draw more nuanced lessons from the project.

The cost of phone calls mobile phone is one of the hurdles for M4D projects even when communities and individuals have access to mobile phones. The "answering service" MyCall developed by Linnaeus University (SWE), Makerere University (UG) and Spider partner Women of Uganda

QUALITATIVE RESULTS

Network (WOUGNET) enabled callers to “beep” the system (beep is to call and hang up before the call is answered) and the system would call back to allow the caller to leave a message. The cost of the call was then transferred from the citizen to the implementing organisation, WOUGNET. The aim was to encourage higher participation from the communities.

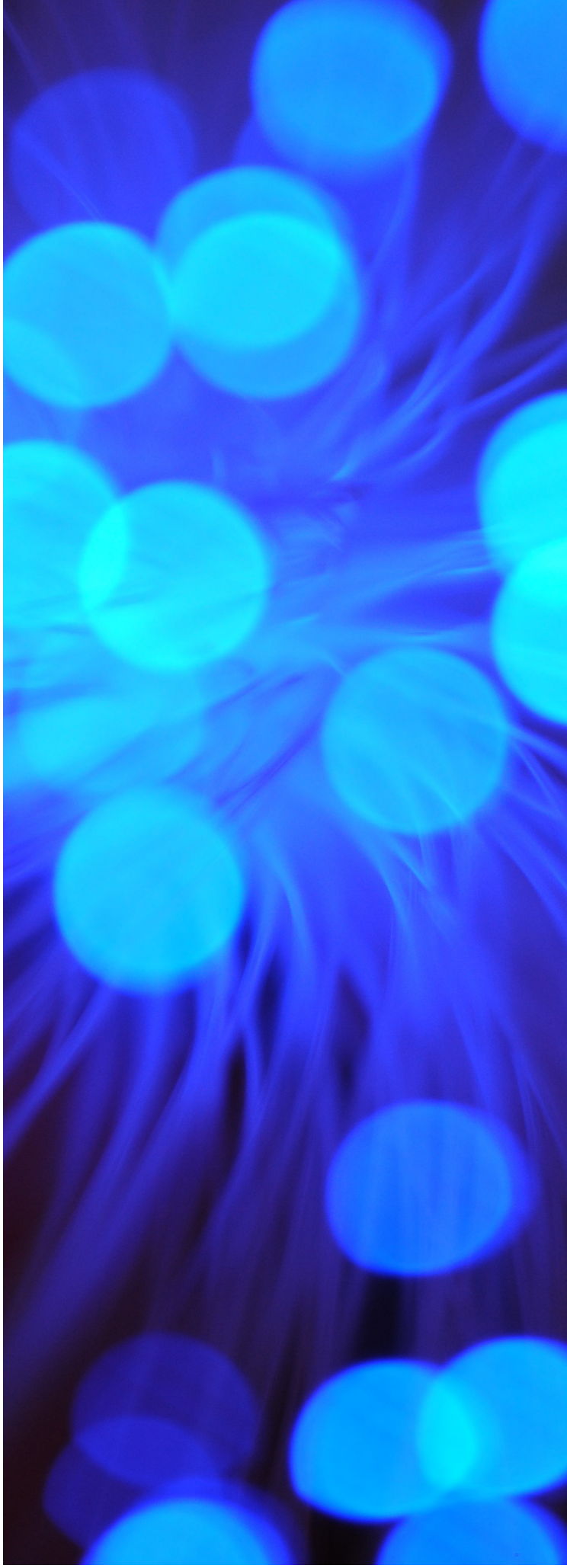
While the research project had provided an opportunity for students at a Swedish university to gain experiences from the field and develop a solution, MyCall is no longer used by WOUGNET, as the cost of calls is not the primary concern.

LESSONS LEARNED

As a result of the research activities during 2011-2014 Spider have been able to collate key lessons learned and used these to inform the research programme in the coming programme period. A central part of this is for Spider to ensure that research is introduced from the beginning of each ICT4D projects, in order to inform project plans, collate data, and record findings that may be instrumental to implementation and results.

A key lesson learned which has been integrated into the initiated Spider Research Program is the importance of partnerships anchored in the local context of project region/community. Collaborating with researchers in partner countries who fully understand the context and are able to deliver crucial monitoring and evaluation of projects with a comprehensive insight into the socio-economic, cultural and behavioural patterns of the local setting greatly improves the outcome of the research project.

Another crucial lesson learned is that research must be subordinate of the project, and serve the needs of the project rather than being a parallel or separate endeavour. It is also very important to both make sure researchers get access to project data and contexts, and to set boundaries to ensure that project implementers can spend their time on project implementation and not assisting researchers.



3. KNOWLEDGE BROKERING

BACKGROUND

To facilitate the sharing of ICT4D knowledge, Spider sought to establish itself as a source of trusted and grounded knowledge about ICT4D. High-level in-house expertise was combined with suitable collaborations. All publications were written in-house from 2011, before this time they were commissioned from external sources.

Various communication channels for result reporting were explored. Spider's website was complemented with social media. Facebook has been the main complementary channel, while Twitter has mainly been used for communication during specific events.
Visual material was originally made available on Vimeo. A YouTube channel was started in 2013 to complement it.

OVERVIEW OF OUTCOMES

MEDIUM TERM OUTCOME	INDICATOR	RESULTS
Greater awareness of ICT4D	Relevant actors informed of ICT4D	The plans to develop a reference database were not followed through, instead Spider focused on seminars online and at partner universities, and publications (see knowledge brokering)
Spider is regarded as a point of reference for ICT4D knowledge		Requests for guest lectures at partner universities
New partnerships formed		4 new partner universities: Linné university, Luleå University, Dalarna University, Uppsala University

SHORT TERM OUTCOME	INDICATOR	RESULTS
Greater exchange and spread of knowledge	Audience reached	Spidercenter.org: avg 1 000 unique visitors/month Facebook: 700 + likes Twitter: 1 400 followers
Greater awareness and exposure of Spider	Participations in events	Spider regularly invited to NAI and Sida events Participation in main conferences (IST Africa, ICTD, eLearning Africa)
Increased activity, knowledge and networking among partners		No data collected
Spider network expanded		12 Spider partner Universities 6 specific interest networks

QUANTITATIVE RESULTS

SPIDER PUBLICATIONS

Sharing the most updated knowledge between various stakeholders has been a core goal throughout the period. Spider has participated in conferences and published academic papers and as well as the more accessible Spider Stories about the crucial role of ICT in development work.

SPIDER ICT4D SERIES

During the period 2011-2014 Spider published three issues of Spider ICT4D Series publications. Empowering women through ICT and Modeling ICT4D: System Dynamics Model of Swedish University Projects analysed and drew lessons learned from projects that had been completed in the previous period while ICT for Anti-Corruption, Democracy and Education in East Africa compiled results of the Research related to projects initiatives.

SPIDER STORIES

To include the voices of partner organisations and to add another tone to the reporting of development collaboration Spider initiated “Spider Stories”, the stories from project partners in their own words. This format has provided a complement to the facts and figures of traditional reporting. Spider has produced three issues of Spider Stories, 2011, 2012 and 2013-2014.

POLICY BRIEF

Spider was invited to produce a policy brief on ICT4D to serve as input to Sweden’s work on the post-2015 development agenda. The brief was very well received and widely disseminated through Sida and UD channels.

BACKGROUND PAPER FOR SIF

Spider was also invited to write a background paper for the Stockholm Internet Forum 2013, focusing on ICT, democracy and human rights.

DOCUMENTARIES

Spider explored other media than text to make ICT4D and the supported projects and networks more accessible to a wider audience. Video has an almost visceral immediacy but it is labour intensive and requires considerable expertise to produce. In 4 years Spider, project partners and project networks produced over 150 YouTube videos. Spider produced three films presenting project results from the ICT4Democracy East Africa Network and the Tanzanian network.

SPIDER ICT4D SEMINAR SERIES

2011-2014 Spider organised 22 Spider ICT4D Seminars with academics and practitioners from four different continents that focused on various aspects of ICT4D implementation. Most seminars were live streamed to reach interested outside of Kista and Sweden. They were also recorded and made available online.

COURSE IN ICT4D FOR SWEDISH CSOS AT SIDA PARTNERSHIP FORUM

Spider held a course on ICT4D with special focus on Spider thematic areas Democracy, Education and Health for Swedish Civil Society Organisations. The course was the first of its kind gathered 11 participants from 8 Swedish CSOs at Sida Partnership forum in Härnösand.

ICT4D LECTURES AND WORKSHOPS

Spider has extended the outreach to Swedish universities and Civil society organisations through lectures about various aspects of ICT4D. A Spider lecture on ICT4D is now a regular occurrence on the Masters Course in Health Informatics at KI and the Sustainability course at KTH.

THE ITP PROGRAMME 'ICT AND PEDAGOGICAL DEVELOPMENT OF LIFE ACADEMY AND DSV/SU'

Spider has participated in the Sweden phase of the seven rounds of the programme with 191 participants in total, from 16 countries representing Ministries of Education, schools, universities and CSOs. Spider has taken part with presentations of indicator development, gender issues and results and lessons learned from Spider education projects. For the first round of the programme Spider offered grants for R&D projects from four countries. Spider has coordinated the monitoring of indicators of the programme with DSV.

CONSULTATION FOR THE WORLD DEVELOPMENT REPORT 2016

A closed expert consultation for the "World Development Report 2016" organized in collaboration with The World Bank, the Swedish Ministry for Foreign Affairs and Sida. Actors from government, academia, civil society and private sector in the Nordic and Baltic countries were brought together to share their experiences of using digital technologies in development co-operation.

Discussions, suggestions and comments contributed to the World Development Report 2016 – Digital Dividends.

The report states that making the internet universally accessible and affordable should be a global priority. Another important message is that digital success can only be secured if countries also work on the "analogue complements", such as regulations to ensure competition among businesses, adapting skills to the demands of the new economy and by ensuring that institutions are accountable.

CONFERENCES

Spider has been a regular attendee at the largest ICT4D conferences such as ICTD, eLearning Africa and IST Africa, a presence that has enabled keeping abreast with the most current events of the field and keeping relevant partners up to date on the various undertakings of Spider. But Spider has been reaching out to more specialised assemblies to widen the outreach and increase capacity. Conferences such as AfricaCom and Dagens Industri Africa days are ways to engage a wider spectrum of actors.

ONLINE PRESENCE

Spider's website was moved to a new platform twice during the period. The number of visitors have remained relatively constant with around 1 000 unique visitors per month on average.

Spider's Facebook page was started in 2011, and has since grown to have over 700 followers. Twitter (started in 2009) was mainly used for communication during events; and had 1 400 followers by the end of the period.

Visual material was available on Spider's Vimeo channel. In 2013 this was complemented with a YouTube Channel to broaden the potential viewers.

QUALITATIVE RESULTS

Spider has diversified the format for communicating about ICT4D, project activities and results.

Spider publications have been cited in various settings. "Empowering Women through ICT" was cited in Sida's guidelines for applicants to the call for proposals on ICT for empowering Women and Girls in 2013

LESSONS LEARNED

Collecting and amalgamating knowledge and lessons learned about ICT4D is a crucial for the future of ICT4D and development but it is also complex and labour intensive as it requires that information is "translated" to the interests and needs of different groups.

The forays into film documentaries were particularly demanding and require several types of competences: both technical skills for filming and editing, understanding of the project context and a broader insight in how to ensure project participants are portrayed with respect and agency.

4. NETWORKS AND PARTNERSHIPS

BACKGROUND

ICT4D is a multidisciplinary activity, with diverse actors from many different fields contributing to the integration of ICT in development.
During the period 2011-2014 Spider began establishing networks as an approach in ICT4D. Unlike multi-stakeholder partnerships, network do not require direct collaboration, but enable knowledge sharing, greater visibility and the possibility to act as a larger entity. During the period

Spider initiated four different networks for practitioners, based on a thematic or geographic commonality ICT4Democracy in East Africa united projects initiated in Kenya Tanzania and Uganda in 2011, Spider Tanzania Network among the projects in Tanzania, the ICT4D Cambodia Network in Cambodia in 2012 and the Network for ICT in Education in 2013.

Spider also continued to support networks established earlier. IPID (The International Network for Postgraduate Students in the area of ICT4D) for students at master or PhD level. The first steps towards a network for senior researchers were taken in January 2014, when 11 (of 12) partner universities gathered to discuss the possibilities of forming a network and different forms of collaboration.

OVERVIEW OF OUTCOMES

MEDIUM TERM OUTCOME	INDICATOR	RESULTS
Collaboration between stakeholders and partners	Number of contacts and extent of communication between partners	
Government, business and civil society incorporated in Spider's network	Events & activities of research networks	
Partnerships with Swedish and international universities	(no indicator set)	Partnerships with 12 Swedish universities. Collaborations with international universities mainly through project work (6 projects: UMSA, UMSS, Makerere University, OUT, DIT and KIST/KHI)
Reliable source of ICT4D expertise	(no indicator set)	Spider has been contacted by Swedish, international and local organisations for input on how to use ICT in development Svenska Afghanistankommitten, Kvinna till Kvinna, Diakonia, Olof Palme Internationella Center, mySociety UK, Indigo trust UK, Sida partnership forum
Improved communication and interaction among ICT4D researchers	(no indicator set)	

SHORT TERM OUTCOME	INDICATOR	RESULTS
Collaborative connections between partners and stakeholders established	(no indicator set)	No data collected
Relevant actors in government, business and civil society identified	Mailing list of stakeholders	Connected to the database work, also cancelled
Identification of partner universities and modalities of collaboration	(no indicator set)	Suggestions for future cooperation gathered during round trip to universities.
Up to date database of ICT4D expertise	Database of contacts and expertise	Database work cancelled
ICT4D research networks formed and expanded	Composition of research networks	Spider organised a meeting for Senior Researchers in ICT4D in Sweden in Jan 2014 to form a network

QUANTITATIVE RESULTS

The ICT4Democracy in East Africa Network held 3 workshops per year and released 2Y papers per year. The ICT4D Cambodia Network held three successful National ICT4D workshops where representatives of the government and NGOs met to discuss the role of ICT in the development of Cambodia. The Spider Tanzania Network held two workshops.

THE INTERNATIONAL NETWORK FOR POSTGRADUATE STUDENTS (IPID)

Spider has supported the IPID network since its establishment in 2006. The network is presently administered by the School of Business (Informatics) at the Örebro University. IPID has over 850 members (June 2015) currently 869 members. Each year IPID has held Annual symposiums, often in connection with well-recognized ICT4D research conferences. Fortnightly newsletters have been sent out with links to current news within the ICT4D research community, such as calls for papers, newly released reports and upcoming events. IPID has arranged annual workshops e.g. on research writing and publishing and organized postgraduate strands at ICT4D conferences.

SPIDER PARTNER UNIVERSITIES IN SWEDEN

Spider has developed collaboration with researchers in ICT4D at a number of Swedish universities, primarily through research project connected with the ICT4D projects and travel grants for master thesis work. In total, Spider has contact persons at 12 Swedish universities. During the period 4 new universities became partners. A round trip was made in 2013 with visits to all partner universities except Lund University to map ICT4D researchers and focus areas in ICT4D in Sweden. Spider gathered many valuable suggestions for future cooperation. As a follow up, a workshop was held in 2014 with participation of contact persons from 11 partner universities and IPID.

EXPLORATION OF UNIVERSITY PARTNERS IN PARTNER COUNTRIES

In 2014 Spider initiated contact with universities in Phnom Penh to explore areas of common interest. Spider met with University of Phnom Penh, Paññasastra University, National Institute of Posts, Telecommunications and ICT and Institute of Technology of Cambodia but it was too early to set any plans for possible collaboration.

QUANTITATIVE RESULTS

The ICT4Democracy in East Africa network has matured into an independent entity that functions without the financial support or organisational intervention of Spider.

LESSONS LEARNED

Establishing project networks was the first step to bring actors together for collaboration, creating a forum where organisations could to learn from one another and sharing experiences. However, the common ground for various actors to actually find the area of contact and common interest proved to be difficult.

The first network was the East African ICT4Democracy Network. It was formed around the thematic commonality and the fact that the organisations were in the same region. This network proved to be the most successful one as organisations collaborated, relied on each other's complementary expertise and to a certain extent were able to use their resources in a more efficient manner. That the first project partner network was so successful also had its drawbacks as it became "the model network" and to a certain extent placed expectations on how the following network collaborations "should" evolve. This is of course a hindrance as different project partners in other contexts may find completely different modes of collaboration.

5. FUNDING AND SUSTAINABILITY

BACKGROUND

Sustainability is a cornerstone of international development collaboration, it is also notoriously difficult to accomplish. Spider has focused primarily on financial sustainability and aimed to accomplish this in two ways, to diversify the Spider funding and increasing the co-funding ratio of the supported ICT4D projects.

OVERVIEW OF OUTCOMES

MEDIUM TERM OUTCOME	INDICATOR	RESULTS
Funding obtained from diverse sources	Number of funders supporting Spider's activities	Spider partners recieved additional funding for their projects from 12 sources
Spider support serves as catalyst for additional funding for ICT4D activities		Spider partners received additional funding from Indigo Trust, American Jewish World Service, Open Society Foundation, Norwegian People's Aid, Global Witness, Aga Khan Foundation, Sida

SHORT TERM OUTCOME	INDICATOR	RESULTS
Funding applications submitted	(no indicator set)	No data collected
Projects funded by several partners	Mailing list of stakeholders	Connected to the database work, also cancelled

QUANTITATIVE RESULTS

YEAR	APPLICATION	AMMOUNT APPLIED FOR
2011	1. Swedish Research council 2. EU/FP 7 - iMentors 3. Marcus och Marianne Wallenbergs stiftelse 4. Sida - UMSA 5. Sida - UMSS	1. 1 MSEK 2. 970 000 € (successful) 3. 10 MSEK 4. 3,86 MSEK (successful) 5. 0,7 MSEK (successful)
2012	1. Sida call ICT for Empowerment of Women and girls 2. Sida call ICT for democracy and freedom of expression 3. EU 4. Swedish Research Council 5. Swedish Institute	1. 7,2 MSEK 2. 13,4 MSEK 3. 12,7 MSEK 4. 13 MSEK 5. 0.95 MSEK
2013	1. Making all voices count	1. 0,7 MSEK
2014	1. Postkodlotteriet 2. Sida for ITP for ICT regulators	1. 3 MSEK 2. 5.5 MSEK

Projects that were part of SPIDER project networks succeeded in receiving additional funding from notable international funders as well as recognition and support from local and national funding agencies.

CO-FUNDING/UPSCALING TO PARTNERS FROM OTHER DONORS

PARTNER	FUNDER	AMOUNT
Kenyan Human Rights Commission (KHRC)	Ford Foundation	1 million USD
Kenyan Human Rights Commission (KHRC)	USAID	37 Camcorders 34 Digital Audio Recorders
National Museum of Tanzania	UNWTO ST-EP (Sustainable Tourism - Eliminating Poverty)	1 030 194,75 SEK

PARTNER	FUNDER	AMOUNT
Women of Uganda Network (WOUGNET)	Indigo Trust	22 306 USD
iHub Research	Ford Foundation Kenya	34 942,75 USD
Toro Development Network	National Endowment for Democracy Program	50 000 USD
EWMI/ODC	American Jewish World Service	15 000 USD
EWMI/ODC	Global witness	49 750 USD
EWMI/ODC	Norwegian People's Aid	7 000 USD
EWMI/ODC	Open Society Foundation	189 500 USD (total – 3 grants)
ICT4Democracy East African Network	Sida	8 400 000 SEK
ITIDO	Aga Khan Foundation	700 000 USD

QUALITATIVE RESULTS

A more diversified and inclusive perspective on project funding allowed Spider to gain insight into the various forms of support that are a natural part of development work, but are rarely recognised as co-funding. In kind contributions are also an important and sizeable commitment.

LESSONS LEARNED

Proposals are very demanding in terms of commitment of Spider team members, workload, finding and coordinating with application partners. In hindsight one can clearly see that the application for external funding has not been as effective or efficient as it could have been. Spider has initiated application processes too close to the deadline, sometimes with very new partners, which require a lot of work for a proposal that may not be of sufficient quality.

6. MANAGEMENT

BACKGROUND

The foundation for the structured and goal oriented work with management and internal control was laid in the first half of 2011 as a preparation and prerequisite for the renewal of the Sida grant. This included a commitment to audit all Spider funds according to international standard and an organisational review of Spider's organisational carried out by Ernst and Young in May 2011 to ensure that the organisation had "reliable and relevant routines, resources and competence in order to be able to implement Sida's contributions". Spider also developed and launched an Intranet to ensure that the systematic and secure documentation all projects and work.

OVERVIEW OF GOALS

The overarching goals/objectives for Management were the following:
2011-2012: Building and strengthening operational routines and staff competencies
2013: Streamlining and integrating project management practices in operations
2014: Integrating Result Based Management throughout Spider's strategic and operational framework
2015: Application to Sida and revision and streamlining of project planning and follow up and

QUANTITATIVE RESULTS

In 2011 and 2012 Spider focused on establishing new organisational and auditing routines. The entire Spider team was trained by PwC, the documentation and internal routines were revised to improve security and align to the strategy. From here on all Sida funds were audited according to the international standards 800/805. In late 2012 Spider initiated the integration of Result Based Management and the Annual plan for 2013 was the first to have a complete RBM Matrix. During 2013 Spider integrated RBM into project planning, follow up and reporting. In 2014 Spider commissioned an external evaluation of the program period and initiated the process to formulate a strategy for the new period in tandem with writing an application to Sida.

In 2015 Spider initiated a revision of project processes and management to standardise project planning and simplify reporting. This was done based on lessons learned from 2011-2014 as project follow up was time consuming for both project partners and Spider staff and the extraction of results was difficult and cumbersome. By separating project planning and follow up from the follow up of development outcomes there will be two tailored approaches for two separate processes, one grounded in project planning and management approaches well established in the private sector and the other closely connected to research methodologies.

During 2014 Spider developed a new strategy and an application to Sida for continued funding which was submitted late 2014.

QUALITATIVE RESULTS

The institutionalisation and structuring of the intranet provided Spider with a much needed backup system and a digitalised institutional memory, something that had not existed during previous iterations of the programme. The introduction and adherence to international auditing standards was a serious commitment to financial transparency and accountability as well as an investment and capacity building of Spider staff and project partners. In 2012 Result Based Management was already routine for many international development donors and it was time for Spider to introduce the standard as it would make it easier for Spider and Spider project partners to apply for additional funds from international donors. Project partners have noted that ability to work according to RBM and auditing international standards makes a big difference when applying for funds from international donors. The subsequent standardisation of the project planning and reporting processes, a project planning that is stringent and uniform and an outcome follow up that is separate and closer aligned to the Spider research program.
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LESSONS LEARNED

Improving organisational controls, processes and routines is a continuous and on-going process, it will never be completely finished but it is important to remember that these changes can take a lot of time and effort. The investment of staff time not only to learn the new systems, aligning the process documents but also training project partners in tandem with planning or following up projects.

Implementation of new project planning and follow up structures, such as Result Based Management, entails two parallel learning processes and thus two parallel learning curves. As the Spider team became increasingly proficient in RBM formulations and priorities changed as did our demands from the reporting.

The same can be said for the demands for improved financial reporting and audits. Spider's increased understanding of internal control and financial management and audit work, changed priorities and formulations which in turn capacity built partners.

SPIDER

2011-2015

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