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But what does that mean in practice? For the Web Foundation – the non-profit established by the Web’s inventor, Sir Tim Berners-Lee, our new strategy sets out the challenges ahead:

- End the digital divide by making good quality Internet affordable to everyone.
- Mobilise ordinary Web users to claim their rights, and fight back against growing surveillance and censorship.
- Democratise access to information through the Web and open data.

In pursuit of these goals, we began investing more this year in advocacy, communication and research, so as to increase our ability to influence policy outcomes. We brought on board talented activists and researchers from around the world. We saw key metrics of reach and influence, such as social media presence and research citations, more than triple. And for the first time (albeit long overdue), we made gender equity an explicit focus of our work, highlighted by the launch of the Women’s Rights Online initiative.

However, we also know that we cannot do it alone: our goals are too big to be achieved by any one organisation. In 2014 we devoted much effort to building powerful coalitions for change at national and international levels. We now work actively with over 160 partners across 55 countries, spanning the public, private and civil society sectors. We are proud to convene two major global networks – the Alliance for Affordable Internet and the Web We Want campaign – and to co-chair the Open Data Working Group of the Open Government Partnership.

Part and parcel of the Web Foundation’s approach to securing lasting change is a significant investment in strengthening the skills and agency of local and national actors in the global South. During 2014 we supported over 100 groups in the developing world with training, mentoring, South-South exchange and targeted resources. A highlight was the creation of the first Open Data Innovation Lab in Jakarta, Indonesia – which will help community groups, local government, entrepreneurs and others build a lively culture of digital transparency from the bottom up.

We have been excited to see these investments starting to bear fruit. The Web Foundation played an important role in some key victories for ordinary Internet users during 2014:

- The world’s first Digital Bill of Rights was signed into law in Brazil, and movements to pass similar laws got off the ground in six other countries and two regions.
- The European Parliament passed a law to stop Internet Service Providers creating “toll lanes” on the Internet by charging more to carry certain types of content and services. Meanwhile, after meetings with our founder, Sir Tim Berners-Lee, the White House came out strongly opposed to plans to introduce such toll lanes in the US.
- Six governments pledged to implement a new online transparency tool that we developed, the Open Contracting Data Standard, which makes government procurement information easily accessible to everyone. More than $1.5 trillion worth of public sector contracts have already been opened up using this tool.
- Ghana became one of the first countries in Africa to reduce luxury taxes on devices, opening the door for hundreds of thousands of poor people to own Internet-enabled mobile phones for the first time. Other countries are now considering similar moves.

This report provides an overview of our work in 2014, with much more detail available at www.webfoundation.org. We have big plans for 2015 and beyond, and we urgently need more financial support to continue and enhance our important work. We hope you’ll be inspired to help us achieve our vision: a future in which the Web empowers everyone, everywhere, to take part in building a fairer world.
"Web We Want coalition members spearhead the drafting of an "African Declaration of Internet Rights". Developed by the Alliance for Affordable Internet (A4AI), it is a living document that will be updated every year, catalysing a national process similar to the African Bill of Rights process in the region of East and North Africa.

The Web Foundation is one of dozens of organisations participating in Battle for the Net, a global campaign to demand a free, open and neutral Internet. Leading figures in the UK, such as Martha Lane Fox (speaking in the House of Lords) and Sen. Patrick Leahy introduces a revised version of his USA Freedom Act in the Senate. Meanwhile, although the opposition Labour Party does not support it, Ed Miliband’s party has pledged to launch a Digital Bill of Rights, if elected. Meanwhile, although the opposition Labour Party does not support it, Ed Miliband’s party has pledged to launch a Digital Bill of Rights, if elected.

In a world-first, the Web Foundation and London’s Southbank Centre join forces to stage the Web We Want Festival. Over a weekend in London, thousands flock to the Southbank to explore the Web’s magic and importance to wholly new audiences. The festival generates over 5 million page views, over 100,000 Twitter impressions, two top 10 trending hashtags and four top 10 Google searches. In the UK, BBC News online features the festival as a top 10 story. The Guardian’s culture editor, Charlie Smith, on the first weekend’s events, "It was a celebration of the web’s magic, a gathering of the most creative and energetic minds working with technologies that alter our lives...". The festival is covered by over 1,000 international stories, while in the UK, stories include the first digital newsroom collaboration between the BBC and The Guardian. The festival wins an Impact Awards Canada Grand Prix in the Audience category. The festival is the precursor to the World Economic Forum’s Web Summit in Lisbon, Portugal, in October and the Web Foundation’s Netmundial summit in São Paulo, Brazil, in November.

The Web Foundation is one of dozens of organisations participating in the Open Contracting Partnership (OCP), a large-scale initiative aiming to transform the way governments manage and release data, with the goal of raising the level of transparency and improving government accountability. The Open Contracting Data Standard is published.

Throughout the year, the Web Foundation and its partners’ work is featured in extensive media coverage. The Open Knowledge Festival in Amsterdam brings together leading researchers and thinkers from around the world to discuss the impact of open data on decision making, innovation and social change. The festival is a key event in the open data calendar, bringing together researchers and practitioners to discuss the impact of open data on decision making, innovation and social change.

The Web Foundation’s annual report, Web Foundation Annual Report 2014, details the work of the Web Foundation and its partners in 2014, highlighting the organisation’s commitment to making the Internet a better place for all.
At the Web Foundation, we believe that the equalising and empowering potential of the open Web is vital to the future of democracy. Our focus is on the following three goals:

- **ACCESS:** We believe that lack of income should not prevent anyone from using the Web. We lead the Alliance for Affordable Internet (A4AI), a global coalition promoting fair and effective markets which will drive down the prohibitive cost of Internet access in the developing world. In 2014, the one-year-old Alliance doubled its membership, formed strong local coalitions in four countries, and achieved its first policy wins.

- **VOICE:** We’re fighting to ensure that everyone has equal rights to communicate and create through an open Web. We used the Web’s 25th anniversary to power our Web We Want campaign across more than 50 countries, catalysing national, regional and global momentum for human rights to be protected online through a “Magna Carta” (or bill of rights) for the Internet.

- **PARTICIPATION AND ACCOUNTABILITY:** For the first time in history, digital technologies make it possible for everyone to have equal access to vast amounts of information and data. We’re working to equip ordinary people with the tools to use large datasets to root out corruption and secrecy, hold decision-makers accountable and build vibrant communities. In 2014, we developed the world’s first Open Contracting Data Standard, opened our first Open Data Lab in Indonesia, and brought together over 200 organisations through our civil society leadership role at the Open Government Partnership.

Yet, the battle for a fair and inclusive digital society is far from over. After sharp falls in 2012, the cost of accessing the Web dipped only slightly in 2013, and 95% of people in the world’s least developed countries remain offline. Despite public outrage, many governments continued to expand bulk surveillance programmes, and misuse of personal data by corporations remained widespread. There were vocal concerns over “openwashing” – the misuse of transparency measures such as open data initiatives to mask diminishing accountability and shrinking civil liberties in the wider political landscape.

This annual report gives a brief overview of our work, with full details available at www.webfoundation.org. You can also find us on Twitter @webfoundation.
2.1 CONTEXT

Just 5% of households in the world’s Least Developed Countries are likely to have Internet access.

In 2013, the launch of the Alliance for Affordable Internet (A4AI) highlighted that the outrageously high cost of Internet access in the developing world is a major, and overlooked, cause of the persisting digital divide. Our research revealed that an entry-level package in low-income countries still costs over half of average monthly income, and as much as 100% of earnings for those living below the $2/day poverty line.

In 2014, we helped to expand growing awareness of the affordability barrier into a more concrete dialogue on the best ways to drive prices down.

2.2 OUR RESPONSE: A4AI EXPANDS & STRENGTHENS

Launched by the Web Foundation in October 2013, A4AI focuses on policy and regulatory reform to drive down the cost of Internet access. A4AI used 2014 to expand the reach of its work, and to lay the foundations that will allow its in-country work, research programme, and international advocacy strategy to thrive in the coming years.

Throughout 2014, we:
- Strengthened our global coalition
- Built robust national coalitions capable of driving real change
- Delivered powerful advocacy based on original research

A4AI 2014 HIGHLIGHTS IN NUMBERS

- Doubled membership to over 70 organisations
- Started work on the ground in four countries – Ghana, Nigeria, Mozambique and the Dominican Republic – meaning the Alliance is working to drive prices down for over 200 million individuals.
- Achieved first big policy win, when the Government of Ghana committed to abolish the 20% import duty on smartphones in its 2015 budget, a key recommendation developed by A4AI’s local Coalition.
- Averaged almost one media appearance a day – ranging from the Wall Street Journal and the Huffington Post, to national and local newspapers in our countries of engagement.
THE ALLIANCE FOR AFFORDABLE INTERNET TURNS 1!

Our global coalition is celebrating 1 year of working to make broadband affordable for all.

A. BUILDING AN EFFECTIVE COALITION

By the end of 2014, the Alliance had become the world’s broadest technology sector coalition, with over 70 member organisations from across the private, public and not-for-profit sectors united around the common goal of increasing access to affordable broadband. Crucially, all members have committed to implement and advocate for a common set of best practices, creating a powerful roadmap for change. Notable new members in 2014 included UN Women, the GSMA, Mozambique, and the Dominican Republic.

By the end of 2014, A4AI had formed multi-stakeholder coalitions in Ghana, Mozambique, and Nigeria, and had signed a Memorandum of Understanding with the Dominican Republic. In each country, A4AI kick-off meetings attracted over 50 senior figures from government, industry and civil society to discuss barriers to affordable access and to agree an action plan to drive access prices down in the country. Thematic working groups, typically set up within weeks of the first meeting, were then tasked with implementing the action plans.

Although the rapid establishment of these coalitions and groups came with some teething problems, we learned valuable lessons along the way. These included the best ways to communicate with and track progress of local working groups. We were also interested to discover that while there were stark local differences, certain key issues – such as open access to infrastructure and taxation – cropped up again and again in each country.

2014 also saw A4AI begin to deliver concrete policy results. Less than a year after its formation, the A4AI-Ghana coalition persuaded the Government of Ghana to commit to abolishing import duties on smartphones in its 2015 budget. The pledge to eliminate the 20% import duty will reduce the cost of handsets in Ghana – where taxes make up approximately 35% of the cost of a smartphone – and will enable many more ordinary Ghanaians to access the Internet from their mobiles. It’s worth noting that when Kenya reduced handset taxes in 2009, devices in circulation quadrupled and overall mobile penetration rose from 50% to more than 70%.

Throughout the year, A4AI also focused on building the capacity of stakeholders in its countries of engagement. To give just one example, in November, A4AI partnered with Brazil’s Regional Centre of Studies for the Development of the Information Society (Cetic Net) to host a Lusophone workshop in Maputo on ICT data collection methodologies. In some countries, such as Nigeria and Mozambique, A4AI working groups also chose to get involved with other Web Foundation initiatives, including the Web We Want campaign.

B. ADVOCACY BASED ON ROBUST EVIDENCE

In December 2013, A4AI launched the first edition of its annual Affordability Report. Designed to assess the drivers of Internet costs in 46 developing and emerging countries, the report also paid particular attention to those living below the poverty line, who form the overwhelming majority of the 65% of the world that is offline. This global overview was augmented by the release of five detailed country case studies throughout the year.

Armed with this robust evidence base, A4AI team members and member representatives sparked practical debate on the market reforms needed to make connectivity affordable by:

- Leading keynote sessions at global events such as NETmundial, Activate Africa and Mobile World Congress, reaching over 10,000 influencers in the process.
- Placing hundreds of media articles in publications ranging from AllAfrica to the Wall Street Journal to ZDNet.
- Hosting one-to-one advocacy meetings with more than 50 influential decision makers, including country vice presidents, ministers, chief executives and community leaders.

B.3 LOOKING AHEAD

After an exciting and successful first year, A4AI will work to maintain this momentum into 2015, expanding its on-the-ground efforts into more countries, including Asia.

However, we learned in 2014 that progression to ubiquitous and affordable access is not automatic. The average cost of a basic fixed-line broadband subscription dropped significantly in 2012, but barely budged in 2013. The percentage of people using the Internet also stagnated or fell in some developing countries.

Going forward, we plan a more strategic focus on the most critical levers for change – such as influencing the Sustainable Development Goals to include an ambitious universal access target. We will also be doing more intensive and focused research and advocacy on contested policies that could make a major impact, such as infrastructure sharing and open access, the zero-rating of data, ICT sector tax reform, or subsidising public access for the poor through Universal Service Funds.
3.1 CONTEXT

After the Snowden bombshells of 2013, online rights continued to top the public agenda in 2014, with the Web Foundation at the forefront of public and private debates. As well as government surveillance and censorship, the global conversation broadened to include topics such as extremist content online and net neutrality.

Despite the wins that Web We Want campaign members and partners achieved in many countries, the overall trend in 2014 was negative, with scores on our Web Index indicators for online privacy and freedom of speech deteriorating, and many governments giving themselves aggressive new surveillance or censorship powers.

3.2 OUR RESPONSE

Using the Web’s 25th birthday year as a hook, we used 2014 to:

- Raise awareness of the Web and its value in society
- Build new movements and partnerships to deliver concrete change, based on a positive vision of the future of the Web

A. RAISING AWARENESS

On March 12, 2014, the Web Foundation teamed up with the World Wide Web Consortium (W3C) to lead the world in celebrating the 25th birthday of the Web. Our goal was simple – we wanted to get the message out that the Web won’t stay free and open unless its users take action to defend it. Supported by birthday greetings from high-profile individuals from around the world, Tim Berners-Lee’s clarion call for a new Magna Carta for the digital era reached almost one billion people.

Another highlight came in December, when we launched our annual Web Index study, funded by DFID and Naver Corporation. Now covering 86 countries (five more than 2013), the Web Index is the world’s first measure of the World Wide Web’s contribution to social, economic and political progress. Tapping into topical issues, the Index included the first ever worldwide look at net neutrality, and provided fresh data on the scope and scale of government surveillance and censorship.

To attract a broader audience, a revamped microsite featured the report, an interactive data explorer, and an explainer film.

These important messages were carried in over 2,000 pieces of news coverage around the world.

VOICE

“The Web’s billions of users are what have made it great. I believe we can build a Web that truly is for everyone: one that is accessible to all, from any device, and one that empowers all of us to achieve our dignity, rights and potential as humans.”

Sir Tim Berners-Lee speaking on the Web’s 25th Birthday

MARCH 12 IN NUMBERS

- 700 millions – Global TV and radio broadcast audience
- 3000+ – Number of print and digital media articles around the world
- 11 – Number of hours #web25 was the top trend on Twitter in the UK
- 110,000 – Visitors to Webat25.org within its first 24 hours
- 23.5 million – Twitter mentions related to Tim Berners-Lee’s Web25 “Ask Me Anything” on Reddit
Despite a 18% of Web Index countries, including many high-income nations, law enforcement agencies and the courts are failing to take appropriate actions in situations where Web-enabled ICTs are used to commit acts of gender-based violence.

Almost 60% of the world’s people cannot get online, while half of all Web users live in countries that severely restrict their rights online. 4.3 billion people have no access to the Web at all, and at least 1.8 billion more face severe violations of their rights to privacy and freedom of expression when they go online. An additional 225 million live in countries where ability to pay may limit the content and services they can access.

Online censorship is on the rise. Moderate or extensive Web censorship was in 38% of countries over past year, (2013 = 26%).

Online organising leads to offline change. Despite a sharp deterioration in the overall environment for press freedom in nearly every country studied, the Web and social media are making a major contribution to sparking citizen action in three-fifths of the countries studied. Meanwhile, in over 60% of countries, women are using the Web to claim and exercise their rights to a moderate or extensive degree.

True net neutrality remains a rarity. A world-first assessment of net neutrality across the globe, found only a quarter of nations effectively enforce clear rules against commercial or political discrimination in the management of Internet traffic.

Web users are at increasing risk of indiscriminate government surveillance, laws preventing bulk mass surveillance are weak or non-existent in over 84% of countries, up from 63% in 2013.

In 74% of Web Index countries, the right to communicate in private is not being tackled effectively. In 84% of Web Index countries, including many high-income nations, law enforcement agencies and the courts are failing to take appropriate actions in situations where Web-enabled ICTs are used to commit acts of gender-based violence.

Almost 60% of the world’s people cannot get online, while half of all Web users live in countries that severely restrict their rights online. 4.3 billion people have no access to the Web at all, and at least 1.8 billion more face severe violations of their rights to privacy and freedom of expression when they go online. An additional 225 million live in countries where ability to pay may limit the content and services they can access.

Online gender-based violence is not being tackled effectively. In 74% of Web Index countries, including many high-income nations, law enforcement agencies and the courts are failing to take appropriate actions in situations where Web-enabled ICTs are used to commit acts of gender-based violence.

Almost 60% of the world’s people cannot get online, while half of all Web users live in countries that severely restrict their rights online. 4.3 billion people have no access to the Web at all, and at least 1.8 billion more face severe violations of their rights to privacy and freedom of expression when they go online. An additional 225 million live in countries where ability to pay may limit the content and services they can access.

Rooted in the vision of the UN Declaration of Human Rights and the goals of social justice, the Web We Want undertakes actions around five key principles:
1. Freedom of expression online and offline
2. Affordable access to a universally available communications platform
3. Protection of personal user information and the right to communicate in private
4. Diverse, decentralised and open infrastructure
5. Neutral networks that don’t discriminate against content or users

“IT’S TIME TO RECOGNISE THE INTERNET AS A BASIC HUMAN RIGHT. THAT MEANS GUARANTEEING AFFORDABLE ACCESS FOR ALL, ENSURING INTERNET PACKETS ARE DELIVERED WITHOUT COMMERCIAL OR POLITICAL DISCRIMINATION, AND PROTECTING THE PRIVACY AND FREEDOM OF WEB USERS REGARDLESS OF WHERE THEY LIVE.”

Sir Tim Berners-Lee speaking at the launch of the 2014 Web Index
C. A NEW PROJECT
  – WOMEN’S RIGHTS ONLINE

In August 2014, we launched a new initiative in partnership with the Swedish International Development Cooperation Agency (SIDA) to understand and reduce the gender gap in ICT use and benefits. The project will produce rigorous evidence (based on face to face household surveys) on gender differences in ICT use in ten developing countries. We will also support local partners in those 10 countries to advocate for changes in policies and practices in order to overcome the gaps identified through the research. The research framework was completed in 2014 and the data will be openly released in 2015.

3.3 LOOKING AHEAD

We’ll be driving the vision of a global Magna Carta for the Internet closer to reality, underpinned by decentralised local campaigns. We’ll continue to encourage more women, men, girls and boys from all walks of life to understand and advocate strongly for their rights online.

However, we have to admit that the victories won in 2014 were far overwhelmed by the losses. Given the global trend towards repressive laws and policies in the name of “security”, it is increasingly clear that strategies targeting lawmakers and the courts are unlikely to succeed without significant impetus from the private sector. It is also clear that relatively few campaigns or advocacy efforts in this space are focusing systematically on the private sector. In 2015 and beyond we hope to build the right alliances to be able to turn the power of technology companies to the advantage of ordinary Web users and consumers.

WE CAN CREATE ALL MANNER OF INSTITUTIONS TO FIGHT CORRUPTION BUT NOTHING FIGHTS CORRUPTION MORE EFFECTIVELY THAN OPEN DATA.

DR BITANGE NDEMO
4.1 CONTEXT

Transparency continued to be a politician’s watchword in 2014. The release of all non-personal government data to the public, in easily accessible Web formats, gained more recognition as a key driver of open government and transparency. The G20 embraced open data as a weapon to fight corruption and track down fraudulent companies. The United States passed a new law in May requiring federal data to be open, billed as the USA’s first open data law. Momentum grew for a “revolution” in the availability and quality of data to underpin the next set of UN global goals (the Sustainable Development Goals).

Yet, despite global agreement and public commitments, broad transparency indicators turned negative in 2014. In their annual Press Freedom Index, Reporters Without Borders lamented a “worldwide deterioration in freedom of information in 2014”, suggesting that “media freedom is in retreat on all the continents.” Whistleblowers, often the last line of defence against corruption and wrongdoing, came under fire, with the persecution of Chelsea Manning and Edward Snowden just two high profile examples.

Open data can only thrive in an environment supportive of broader transparency and here too, progress seemed to stall in 2014. Our Open Data Barometer 2014 research showed that fewer than 8% of countries surveyed publish datasets in open formats and under open licenses on government budgets and spending, public sector contracts, and who owns or controls companies.

4.2 OUR RESPONSE

We want activists, citizens, entrepreneurs, journalists and others to have full, easy online access to the data they need to hold governments to account and play an informed and active role in decisions affecting them.

In 2014, we pursued this goal through a blend of:

- Practical innovation
- Robust research
- Advocacy

A. PRACTICAL INNOVATION

This year, we teamed up with the Open Contracting Partnership, the World Bank and OpenData Network to lead the production of the world’s first Open Contracting Data Standard, aimed at shining a light onto the $1 trillion that governments spend annually on infrastructure, services and other procurement. By allowing easy comparisons between public contracts, the Standard will help businesses to compete effectively, governments to root out waste and citizens to understand how their money is being spent.

After a collaborative process, the Standard was launched in Costa Rica on 18th November 2014. Six governments across three continents committed to piloting the Standard, with an eye towards full, formal adoption. A trial of the Standard has already seen two million contracts worth over $1.5 trillion in public contracts opened up for scrutiny.

2014 also saw us prepare for the launch of another world first – an ‘Open Data Lab’ in Jakarta, Indonesia. Although there have been many one-off hackathons and trainings in the developing world, the Jakarta Lab, supported by the Ford Foundation, is the first sustained programme to mentor community groups, local government agencies and others in creative uses of data to solve local problems.

Prior to our formal launch, planned for 2015, we tested our approach and theory of change through several pilot projects:

- Jakarta Open Data Initiative: We strengthened our relationship with government by co-authoring the Jakarta Open Data Manual, which was immediately put into use as a guideline for sharing open government data in Jakarta.
- Open Data for Fiscal Transparency in Indonesia and the Philippines: We trained a number of civil society organisations on effective working with local governments, and experimented with ways of presenting data suitable to local contexts.
- Opening Data for Better Education in Aceh: We brought together local government and CSOs to identify key areas where open data could improve education outcomes. The Education Agency of Aceh has already taken steps to solve the issues revealed.

The Lab also comes at a timely juncture for Indonesia – the country’s new leader, President Jokowi, has vowed to fight corruption and achieve a more democratic and transparent government. We are confident the Open Data Lab will play a significant role in achieving these aims, in Indonesia and throughout Southeast Asia.

4.3 LOOKING AHEAD

In 2015 and beyond, our focus will continue to be on unlocking Open Data’s potential as a tool for building just and democratic societies, particularly in the Global South.

However, we learned in 2014 that there are many weak links in the “causal chain” between open data rhetoric, open data implementation and increased transparency and accountability. G7 countries are – in general – not meeting the commitments of their 2013 pledge to become “open by default”. Almost half of those countries are still not publishing the key datasets they promised to release in 2013, with just two (UK and Canada) publishing land ownership data in open formats and under open licenses, and, amongst the G7 countries, only the UK having an open company register.

We have begun work towards the development of an International Open Data Charter, which will not only build wider political momentum beyond the G7 countries, but also, we hope, include an accountability mechanism to maintain friendly pressure on governments to keep their promises.

Meanwhile, impacts directly related to open data remain hard to measure in developed countries, and near non-existent in the developing world. In fact, the growing number of open data initiatives worldwide exists in uneasy contradiction to repressive trends observed globally: the shrinking of civil society space, deterioration of press freedom and persecution of whistleblowers.

These lessons strengthened our determination to make stronger links between the three pillars of the Web Foundation’s work. We also deepened our understanding that the true value of openness (in data, processes, systems) lies in its potential to empower the underprivileged. For this reason, we’re looking forward to the launch of our Open Data Lab in Indonesia, which will build close relationships to social justice and information justice activists on the ground, and allow us to carry their perspectives, priorities and voices through to the international arena in our advocacy work.
The Web Foundation continued to grow, increasing its turnover from approximately $4 million in 2013 to over $5 million in 2014. Our team of 25 diversified to include more than a dozen nationalities, and we are very proud that the majority of the team were women, including at senior levels.

Our reach and influence also increased dramatically in 2014, as the tables below show. We doubled our number of active partnerships to 160, across 55 countries and all sectors.

We were pleased to welcome two world-leading innovators to our board. Sam Pitroda, an internationally respected development thinker, policy-maker, telecom inventor and entrepreneur, and Alex Johnston, a leading communications expert, join other board directors in shaping the strategic direction of the World Wide Web Foundation.

Two years of rapid expansion in our programmes put considerable strain on our internal systems, and in the second half of 2014 it was time to shift focus to organisational nuts and bolts. To lead this effort, we were delighted to be joined in September by a highly experienced and versatile Finance and Operations Director, Sabine Majewski. We carried out a comprehensive overhaul and update of our HR, IT and finance policies. We began work on a more sophisticated accounting software package that will be fully implemented in 2015. We increased the total number of finance and administrative staff from three to five. Our annual team meeting in September marked the most comprehensive and participatory process we’ve ever undertaken to develop plans and budgets for the following year, allowing us to significantly enhance strategic linkages between programmes.

In the medium term, more flexible, unrestricted income is required to invest in critical non-project needs such as fundraising, communications, finance and administration. We worked hard in 2014 to diversify our funding base, testing both corporate and high net worth avenues to raise unrestricted funds. Although these pilots were not as successful as we had hoped, we learned important lessons from our initial explorations, laying the groundwork for a successful high value fundraising strategy in the future.
PROGRESS ON SELECTED INDICATORS 2014

5000
DECISION-MAKERS AND INFLUENCERS ENGAGED FACE TO FACE

175 - 2014
15 - 2013
RESEARCH CITATIONS

5000

TWITTER FOLLOWERS

2013 2014
4,000 13,000

WEBSITE USERS PER QUARTER


FINANCIALS
## STATEMENTS OF FINANCIAL POSITION

**DECEMBER 31, 2014 AND 2013**

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**2014 SPENDING BREAKDOWN BY PROGRAMME**

- **WEB INDEX**: 19%
- **WEB WE WANT**: 16%
- **WORLD WIDE WEB FOUNDATION**: 14%
- **INTERNET**: 25%
- **OPEN DATA**: 26%
- **GENERAL & ADMIN**: 14%
- **ALLIANCE FOR AFFORDABLE INTERNET**: 25%

**2014 SPENDING BREAKDOWN BY PROGRAMME**

### ASSETS
- **CURRENT ASSETS**
  - **Cash**: $912,626
  - **Grants and Accounts Receivable**: $674,758
  - **Prepaid Expenses**: $4,618
  - **Due (To) From**: ($74,518)
  - **Total Assets**: $604,858

### Liabilities & Net Assets
- **Current Liabilities**
  - **Grants Payable**: $254,565
  - **Accounts Payable and Accrued Expenses**: $118,571
  - **Total Liabilities**: $373,136

- **Net Assets**
  - **Unrestricted**: $231,722
  - **Temporarily Restricted**: $2,120,554
  - **Total Net Assets**: $231,722

**Total Liabilities and Net Assets**: $2,515,754
OUR SUPPORTERS

OUR FOUNDER GAVE THE WEB TO THE WORLD FOR FREE, BUT FIGHTING FOR ITS FUTURE COMES AT A COST. UNLIKE MOST OTHER FOUNDATIONS, WE’RE UNENDOWED AND SO WE RELY ON DONATIONS TO CONTINUE OUR VALUABLE WORK. WE’RE VERY GRATEFUL TO EVERYONE WHO SUPPORTED US IN 2014.

WITH THANKS TO OUR SUPPORTERS

Above $1,000,000
UK Department for International Development (DFID)
International Development Research Centre – Canada (IDRC)

$500,000 – $999,000
USAID*
The Ford Foundation
Omidyar Network**

$100,000 – $499,000
Google
Swedish Development International Cooperation Agency (SIDA)
Naver

$50,000 – $99,000
ICANN

$20,000 – $49,999
HIVOS Kenya
HIVOS Indonesia
Bertha Foundation
CISCO*
Microsoft*
Facebook*

$2,500 – $19,999
Institute for International Education (INC)*
Main One Cable*
Internet Solutions*
Alcatel Lucent*
FHI*
Internews*
IFEX*
Mercy Corps*
Fidelity Charitable Fund Trust/Jono Goldstein
Marcia Blenko

$500 – $2,499
Benevity Community Trust – Wendy Seltzer
Golden Bottle Trust
Thomas Roessler

Under $500
Kaerren Palmer
John Coppinger
Antony Woods
Jesse Ahlan
Monilola Udoh
Sofia Latif
Michael Balle
Emilie Yam
Amber Manning
Jason Riley
Deborah McGuinness
April Rinne
Benjamin Goh
Andre Lembong

In Kind
WilmerHale Boston (pro-bono legal services)
Cisco (Donation of WebEx conferencing system)

*Contribution solely related to A4AI membership. **Contribution to both A4AI and OD membership.
GLOBAL VISION, LOCAL ACTION: WHERE WE WORKED MOST IN 2014

This map shows only countries in which the Web Foundation has hubs, made small grants through our Web We Want programme, undertook deep in-country studies for our Open Data for Developing Countries project, or where our A4AI local coalitions are active. Including other countries where we have active partnerships or undertook one-off advocacy work would more than double this number.