

**.:ακΣ Consulting:.**

**Cape Verde Tourism**

**EVALUATION OF TECHNICAL AND  
FINANCIAL REPORTS (FINAL)**

**To**

**AFRINIC Ltd.**

**Patricia SENHOR – Cooperation & Project Development Manager**

**By**

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## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>I. CONTEXT AND DESCRIPTION.....</b>	<b>3</b>
<b>II. PURPOSE AND EXPECTED USE .....</b>	<b>3</b>
<b>III. OBJECTIVES .....</b>	<b>4</b>
<b>IV. FINDINGS AND CONCLUSIONS.....</b>	<b>4</b>
<b>V. KEY RECOMMENDATIONS .....</b>	<b>5</b>
<b>THE EVALUATION .....</b>	<b>6</b>
<b>1. BACKGROUND INFORMATION .....</b>	<b>7</b>
<b>1.1. PURPOSE.....</b>	<b>7</b>
<b>1.2. AUDIENCE AND USE.....</b>	<b>7</b>
<b>1.3. OBJECTIVES .....</b>	<b>8</b>
<b>1.4. METHODOLOGY .....</b>	<b>8</b>
<b>1.5. TEAM.....</b>	<b>10</b>
<b>2. THE PROJECT .....</b>	<b>11</b>
<b>2.1. CONTEXT .....</b>	<b>11</b>
<b>2.2. UNDERLYNG RATIONALE.....</b>	<b>11</b>
<b>2.3. STAKEHOLDERS AND BENEFICIARIES .....</b>	<b>12</b>
2.3.1. Stakeholders .....	12
<b>2.4. CONCEPTUAL MODEL.....</b>	<b>12</b>
2.4.1. Resources and activities .....	12
<b>2.5. RESULT CHAIN AND LOGICAL FRAMEWORK.....</b>	<b>13</b>
<b>2.6. PROJECT MONITORING SYSTEM .....</b>	<b>13</b>
<b>2.7. EVALUATION FINDINGS .....</b>	<b>14</b>
2.7.1. DESIGN.....	14
2.7.2. EFFECTIVENESS .....	14
2.7.3. EFFICIENCY OF PLANNING AND IMPLEMENTATION.....	15
<b>2.8. RECOMMENDATIONS .....</b>	<b>16</b>

# EXECUTIVE SUMMARY

## ***I. CONTEXT AND DESCRIPTION***

FIRE is a Grant and Awards program designed by AFRINIC in order to support and encourage the development of solutions to information and communication needs in the Africa Region. It places particular emphasis on the role of the Internet in the social and economic development for the benefit of the African community.

Launched in May 2012, the program is partly funded by two donors: IDRC and SIDA International Development Agencies. In 2013, AFRINIC selected eleven grant recipients which received 10 000 USD each for their project.

The grantees are bound by several obligations, which are among other things:

- Implementation and use of the project funds solely to perform the objectives and activities of their project
- Use the funds in accordance with the budget set out in their application
- Submission of an Interim and a Final Report in accordance with AFRINIC's report guidelines outlined in the Memorandum of Grant Conditions.

## ***II. PURPOSE AND EXPECTED USE***

AFRINIC required this evaluation in order to confirm that the project is run in accordance with the following criteria:

- Quality and reliance of design
- Effectiveness
- Efficiency of implementation
- Impact and potential of sustainability
- Replicability

AFRINIC also requires this evaluation to be run on the basis of the Interim and Financial Reports sent by the project in accordance with their obligations.

### **III. OBJECTIVES**

AFRINIC requires this evaluation to ensure of the following:

- The project meets identified objectives;
- Enhance the Design and the implementation of FIRE programme;
- Demonstrate and Improve the impact of the various projects on the local community;
- Develop recommendations to improve the implementation and the monitoring of future projects;
- Ensure that funds allocated to the various projects are used efficiently and within the initial identified scope.

### **IV. FINDINGS AND CONCLUSIONS**

This project aims at developing a mobile application for Android, IOS and Windows phone devices, which will provide relevant touristic information about the country. It is also expected that the project help bring a new dynamic into the tourism industry in the country and even increase the sales of several restaurants, guesthouses, touristic sites.

Whilst a proper plan with detailed activities and clear milestones were identified and articulated, final reports did not provide any evidences on how monitoring of the project is being conducted. In addition, potential risks were identified with proposed mitigation measures but the report does not elaborate on whether these measures were implemented and their success rates. Finally, this report did not provide any information on the methodology that project team expects to implement to evaluate results and determine their acceptability level.

## **V. KEY RECOMMENDATIONS**

We recommend that following actions be implemented to ensure success the project:

- a. Establish and communicate to team members a meeting calendar with clear agenda for project review;
- b. Implement a mechanism to review and evaluate results obtained;
- c. Continuously evaluate measures implemented to mitigate risks and assess their success;
- d. Implement data collection and archiving system.

Last but not least, we recommend that project team continuously involve stakeholders in all stages of the project so as to improve adoption and increase success.

# **THE EVALUATION**

## **1. BACKGROUND INFORMATION**

### **1.1. PURPOSE**

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- Develop recommendations to improve the implementation and the monitoring of future projects;
- Ensure that funds allocated to the various projects are used efficiently and within the initial identified scope.

This evaluation is also required by AFRINIC in order to help the project in its implementation in accordance with the Memorandum of Grant Conditions.

### **1.2. AUDIENCE AND USE**

The stakeholders who will make use of the evaluation reports are:

1. FIRE programme – AFRINIC
2. International Development Research Center (IDRC)
3. Swedish International Development Agency (SIDA)

4. The grantees
5. Prospective applicants to FIRE program

### **1.3. OBJECTIVES**

AFRINIC requires this evaluation to ensure of the following:

- The project meets identified objectives;
- Enhance the Design and the implementation of FIRE programme;
- Demonstrate and Improve the impact of the various projects on the local community;
- Develop recommendations to improve the implementation and the monitoring of future projects;
- Ensure that funds allocated to the various projects are used efficiently and within the initial identified scope.

### **1.4. METHODOLOGY**

The evaluation methodology is linked with the objectives, the evaluation questions and the type of evaluation.

<b>Evaluation criteria</b>	<b>Key Results Areas</b>	<b>Evaluation questions</b>	<b>Data sources</b>
<b>Design</b>	Assess the extent to which the project responds to priority issues and identified objectives.	<ul style="list-style-type: none"> <li>• Are the project objectives still valid?</li> <li>• Has the project team put in place the appropriate strategies?</li> <li>• Are there major risks that have not been taken into account?</li> </ul>	<ul style="list-style-type: none"> <li>• Design documentation.</li> <li>• Project objectives.</li> <li>• Interim and final technical reports.</li> </ul>
<b>Effectiveness</b>	Assess the project major key results.	<ul style="list-style-type: none"> <li>• Are the obtained results aligned with planed objectives?</li> <li>• Are the results in</li> </ul>	<ul style="list-style-type: none"> <li>• Interim and final technical reports.</li> <li>• Project management</li> </ul>



		acceptable both in terms of the quantity and their quality?	plan. • Result monitoring report.
<b>Efficiency</b>	Assess the extent to which:  - Project plan has been followed;  - Project reports are up to date.	<ul style="list-style-type: none"> <li>• To which percentage has project plan been achieved to date?</li> <li>• Are expenses aligned with established budget?</li> <li>• Have data collected archived for future use?</li> </ul>	<ul style="list-style-type: none"> <li>• Project management plan.</li> <li>• Monitoring and control reports.</li> <li>• Financial reports.</li> <li>• Interim and final technical reports.</li> </ul>
<b>Impact</b>	Assess to which extent the project will have a long-term positive impact on local community.	To which extent has the project's general objectives and final goals been achieved?	<ul style="list-style-type: none"> <li>• Project objectives</li> <li>• Interim and final technical reports.</li> <li>• FIRE programme objectives</li> </ul>
<b>Sustainability</b>	Assess to which extent the project has been socially and politically adopted by the local community.	<ul style="list-style-type: none"> <li>• Will the project contribute to long-term benefits?</li> <li>• Would the long-term benefits be materialized by the implementation of an organization?</li> <li>• What are the costs implications for scaling up impact?</li> <li>• Are there savings that could be made without compromising delivery?</li> </ul>	<ul style="list-style-type: none"> <li>• Project benefits report.</li> <li>• Project cost report.</li> <li>• Project monitoring report.</li> </ul>

### **1.5. TEAM**

**M. Kenneth SANVI, PMP**, is a Canadian Consultant in International Development, specialized in all areas of project management. M. SANVI is a seasoned expert with many audits and evaluations projects in several countries in Africa. He is also a trainer in many areas among which, monitoring and evaluation.

**Ms. Rebecca GIDEON, CISA** will perform the evaluation of Information Technology aspects of the reports. Ms. Gideon is an experienced Information Technology professional with over seven years of diversified experience.

## **2. THE PROJECT**

### **2.1. CONTEXT**

Cape Verde Tourism is a project conducted by Jean Piaget University in a partnership with the Ministries of Culture the Ministry and that of Tourism of Cape Verde.

Cape Verde is a very touristic country and the government has elected this sector as the key for factor for development. According to the National Institute of Statistics, the population of the country is around five hundred thousand (500,000) inhabitants but in 2012, over five hundred thirty three thousands (533,000) tourists visited the country. However, there is a great lack of digital culture in the Cape Verde despite the good ICT development indicators when compared to the remaining African countries. When it comes to touristic information, there is a great lack of availability of such information online. In fact tourists complain about the lack of relevant information online.

The project aims at developing a mobile application for Android, IOS and Windows phone devices, which will provide relevant touristic information about the country. This information includes but not limited to, touristic sites, hotels and restaurants. The project can also help bring a new dynamic into the tourism industry in the country and even increase the sales of several restaurants, guesthouses, touristic sites etc.

### **2.2. UNDERLYNG RATIONALE**

The main objective of the project is to:

1. Enable an easy access to touristic information about Cape Verde via mobile devices, through the development and usage of a mobile application;
2. Increase within the country, the access to and sales of touristic services such as restaurants, guesthouses, and historical sites by bringing their core information to tourists.

## **2.3. STAKEHOLDERS AND BENEFICIARIES**

### **2.3.1. Stakeholders**

- a. FIRE programme – AFRINIC
- b. International Development Research Center (IDRC)
- c. Swedish International Development Agency (SIDA)
- d. The grantees
- e. Travel agencies
- f. City council
- g. General Directorate of Tourism
- h. Tourism Development Corporation
- i. Sites owners (Hotels, Guesthouses, Restaurants, Bars, Pubs etc..)
- j. Cape Verde Investments
- k. Tourists

### **2.3.2. Users & Beneficiaries**

Cape Verde is a country consisted of ten (10) islands scattered in the Atlantic Ocean. Information provided on the application will address the lack of tourist information of Cape Verde and provide more detailed tourist information about the country and services that could have been unknown or difficult to find.

This project will also bring an accrued advantage to restaurants, hotels, guesthouses and any other touristic institutions that have provided information about their businesses on the application.

## **2.4. CONCEPTUAL MODEL**

### **2.4.1. Resources and activities**

The main activities of the project have been identified as follow:

1. Perform system analysis;
2. Develop the application;

3. Test of application developed;
4. Collect information about the different touristic sites, restaurants, hotels, guesthouses to be inserted as content in the application;
5. Do the marketing of the mobile application to the key players in the tourism industry;
6. Establish partnership with the different actors in the tourism industry of the country;
7. Establish partnership with the Ministry of Tourism as well as the Ministry of Culture;
8. Make the application available in different languages, Portuguese, English, Italian, German and French.

#### **2.4.2. Expected results**

According to 2012 tourism statistics published by the National Institute of Statistics, over five hundred and thirty three thousand (533,000) tourists visited Cape Verde that year. Furthermore, there seems to be no mobile application that provides any kind of touristic information about the country. Project team is thus confident that the proposed application is a novel contribution to information access in the country and to the tourism industry.

#### **2.5. RESULT CHAIN AND LOGICAL FRAMEWORK**

Final report clearly demonstrates that project team has invested a considerable amount of time and effort to thoroughly plan for this implementation. Project was divided into activities and tasks. Milestones were identified and deadlines were established for each activity.

#### **2.6. PROJECT MONITORING SYSTEM**

Though a thorough plan has been put together for the project, there are no indications of a monitoring system implemented. Final report mentions that regular meetings conducted with the team to evaluate accomplishment and review deadlines. Nevertheless, the report does not provide any evidences on frequency of these meetings nor does it elaborate on how the activities are being monitored and how results are being evaluated.

We recommend that project team lead implement actions such as:

- Establishing and communicating to team members a meeting calendar to review progress;
- Establishing and communication to the team ahead of time, the agenda of project review meetings;
- Implementing a mechanism to review and evaluate the quality of results obtained.

## **2.7. EVALUATION FINDINGS**

### **2.7.1. DESIGN**

- Valid objectives

The project objectives remain valid. Final report clearly identifies main milestones and major activities that have to be achieved in the development cycle of the project.

- Appropriate strategies

Stakeholders' involvement has to be throughout project life cycle in order to increase better adoption. Though the strategy adopted takes into account interaction with stakeholders, it is our opinion that such involvement is not continuous and in fact is achieved at a later stage of the development process.

- Major risks not accounted for

Final report identifies few risks and offers mitigation plan to each of them. Nonetheless, the report does not explain how mitigation steps were implemented as well as their success rate.

### **2.7.2. EFFECTIVENESS**

- Results aligned with planned objectives

As less than fifty per cent of the project plan has been achieved, it will not be possible to conduct an efficient evaluation of the results achieved.

- Results acceptability

Final report does not provide any evidences of the mechanism used for results evaluation. Nevertheless, project team seems to be satisfied with the results achieved so far and estimates that they are positive.

### 2.7.3. EFFICIENCY OF PLANNING AND IMPLEMENTATION

- Percentage of achieved project plan

As highlighted in final report, less than fifty per cent (50%) of the project has thus far been achieved.

- Expenses aligned with budget

Financial report has not been submitted thus this evaluation cannot ascertain that expenses are aligned with the budget.

- Archive of collected data

As highlighted in final report, project team does not have an archiving strategy.

We recommend that project team reflect on the need of archiving data and implement a mechanism to collect and archive data accordingly.

### 2.7.3. IMPACT

Given that less of fifty per cent (50%) of the project has been completed, impact evaluation will be difficult to assess. Nevertheless, project team expects the application to have a very positive impact on the tourism ecosystem in Cape Verde. I should bring a new dynamic into the tourism industry and increase sales for restaurants, guesthouses and touristic sites.

## **2.8. RECOMMENDATIONS**

Whilst a proper plan with detailed activities and clear milestones were identified and articulated, final reports did not provide any evidences on how monitoring of the project is being conducted. In addition, potential risks were identified with proposed mitigation measures but the report does not elaborate on whether these measures were implemented and their success rates. Finally, this report did not provide any information on the methodology that project team expects to implement to evaluate results and determine their acceptability level.

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Last but not least, we recommend that project team continuously involve stakeholders in all stages of the project so as to improve adoption and increase success.