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SOS CITOYEN

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

To

AFRINIC Ltd.

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By

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Table of Contents

EXECUTIVE SUMMARY	3
I. CONTEXT AND DESCRIPTION	3
II. PURPOSE AND EXPECTED USE	3
III. OBJECTIVES	4
IV. FINDINGS AND CONCLUSIONS.....	4
V. KEY RECOMMENDATIONS	4
THE EVALUATION	5
1. BACKGROUND INFORMATION	6
1.1. PURPOSE.....	6
1.2. AUDIENCE AND USE.....	6
1.3. OBJECTIVES	7
1.4. METHODOLOGY	7
1.5. TEAM.....	9
2. THE PROJECT	10
2.1. CONTEXT	10
2.2. UNDERLYNG RATIONALE.....	10
2.3. STAKEHOLDERS AND BENEFICIARIES	11
2.3.1. Stakeholders	11
2.4. CONCEPTUAL MODEL.....	11
2.4.1. Resources and activities	11
2.5. RESULT CHAIN AND LOGICAL FRAMEWORK.....	12
2.6. PROJECT MONITORING SYSTEM	12
2.7. EVALUATION FINDINGS	13
2.7.1. DESIGN.....	13
2.7.2. EFFECTIVENESS	13
2.7.3. EFFICIENCY OF PLANNING AND IMPLEMENTATION.....	14
2.8. RECOMMENDATIONS	15

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

Final report indicates that the development phase of the project was completed successfully despite delays encountered. Nevertheless, it falls short of providing details on implementation strategy that was followed.

Furthermore, it was observed that a thorough risk analysis was not conducted and mitigation measures not evaluated.

V. KEY RECOMMENDATIONS

We recommend project team to ensure that monitoring strategies are implemented during the last phase of the project. In addition, to ensure project sustainability, maximize the uptake of the application and increase the impact on the various stakeholders, we recommend that project team put in place a data archiving system and periodically review feedbacks gathered by users.

Last but not least, it is paramount that project team reconsiders risks factors and puts in place mitigation measures to ensure success of the project.

THE EVALUATION

1. BACKGROUND INFORMATION

1.1. PURPOSE

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

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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.

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

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

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

Ivory Coast is a country on the west coast of Africa covering a surface of 322,468 km² and whose rate of death per traffic accident amounts to 9.8% (source: archives of the Office of the Road safety). According to information provided in the interim report by the project team, this situation would be due to:

- Damaged road infrastructures
- Lack of adapted medical structures
- Poor conscience of citizen.

Project S.O.S CITIZEN was set up with the aim of providing information in real time on the difficulties encountered by the populations due to bad condition of road infrastructures.

S.O.S CITIZEN an application usable either via Internet or mobile devices, should contribute to governance and sustainable development through:

- Prevention,
- Information,
- Rehabilitation and improvement of the living environment of the populations.

2.2. UNDERLYNG RATIONALE

The project pursues the following goals:

1. To prevent road hazards;
2. To be informed in real time of difficulties encountered by citizens;
3. To enable citizens and authorities to have the same status for work;
4. To enable citizens to have a glance at governmental initiatives.

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. Prospective applicants to FIRE program
- f. Citizens
- g. Project team
- h. Governmental Organizations
- i. Government
- j. Non-Governmental Organizations

2.3.2. Users & Beneficiaries

The users and the recipients of this project were identified as described below:

- Citizens
- Government and Non-Governmental Organizations.

2.4. CONCEPTUAL MODEL

2.4.1. Resources and activities

Based on financial report submitted, the following resources were involved in the project execution:

- A project manager in charge of the design and the coordination
- A Designer
- A Web Developer
- An Android application Developer

Final report did not take into account recommendations made upon the evaluation of Interim report. Milestones were not identified and information regarding activities that led to completion of the project has not been provided.

2.4.2. Expected results

The expected results of this project are listed as below:

1. A branding representing the project
2. A web site
3. An apk android application

2.5. RESULT CHAIN AND LOGICAL FRAMEWORK

Final report is more of a narrative description of outreach activities accomplished. It does not give an overall picture of project implementation. It would have been advisable that project team presents a timetable of all activities, showing dependencies and interaction between them.

2.6. PROJECT MONITORING SYSTEM

Final report does not provide any information regarding monitoring system put in place to ensure that activities are performed according to schedule and cost. Though interim report highlighted weekly meetings held by the team, neither report described a strategy in order to ensure proper monitoring and control of project activities.

2.7. EVALUATION FINDINGS

2.7.1. DESIGN

- Valid objectives

Project objectives remain valid. The aim of the application is to contribute to the effectiveness of road infrastructures in Cote d'Ivoire. In essence, the application enables citizens not only to inform local government instances of road defects by transferring them pictures taken and location coordinates but also to follow up in real time progress made by authorities responsible of maintaining road infrastructures.

- Appropriate strategies

Final report did not clearly state the implementation strategy adopted. Though the report highlights steps taken to increase adoption and the uptake of the application, project team should have clearly articulate its strategy, present the framework to be used and detail steps taken for its implementation.

- Major risks not accounted for

Final report did not elaborate on the risk factors, it is to be noted that the implementation of the project got delayed considerably due to unavailability of technical resources and an unfortunate event. Whilst it would have been impossible to account for at least one of these risks, it appears that project team did not do a thorough assessment of risks factors in order to prepare mitigation strategy.

In addition, another major risk that project team did not seem to have accounted for is potential resistance of governmental instances to the project.

2.7.2. EFFECTIVENESS

- Results aligned with planed objectives

Final report seems to indicate that results achieved are aligned with plan objectives. Nevertheless, it is to be noted that considerable delay was experienced which had an impact of deployment activities.

- Results acceptability

Final report does not provide enough evidences to assess the quality of results achieved. An efficient evaluation of the quality and the quantity of the results could not be made. Nevertheless, final report does highlight the positive impact of the project on various groups of stakeholders.

2.7.3. EFFICIENCY OF PLANNING AND IMPLEMENTATION

- Percentage of achieved project plan

Based on final report, we could ascertain that project plan has been completely achieved.

- Expenses aligned with budget

Based on financial report provided, expenses made were aligned with the budget.

- Archive of collected data

Though a functionality of the application is archiving of data collected, final report failed to articulate the strategy used and implemented. The report does not give any details in that regard and it is thus not possible to evaluate how collected data are archived.

2.7.3. IMPACT

Based on final report, it appears that the project was well received by the various groups to whom it was presented. Furthermore, in order to ensure better adoption of the application, project team has deemed necessary to change their outreach strategy to that of close proximity. As such, the targeted perimeter, the city of Abidjan, was subdivided and a campaign was launched to better reach out to the community.

2.8. RECOMMENDATIONS

Final report indicates that the development phase of the project was completed successfully despite delays encountered. Nevertheless, it falls short of providing details on implementation strategy that was followed.

We recommend project team to ensure that monitoring strategies are implemented during the last phase of the project. In addition, to ensure project sustainability, maximize the uptake of the application and increase the impact on the various stakeholders, we recommend that project team put in place a data archiving system and periodically review feedbacks gathered by users.

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