SEED ALLIANCE CONSULTANCY
FINAL REPORT

FOCUS

INVESTIGACIÓN SOCIAL Y CONSULTORÍA

INDEX

1. INTRODUCTION

Since The Seed Alliance started in 2012, the three program partners (FRIDA, FIRE and ISIF) have supported **151 projects** throughout Africa, Asia Pacific, Latin America and the Caribbean, helping to strengthen and promote the Information Society within these regions[1]. From the beginning of the program, a set of criteria was defined to evaluate the projects supported by Seed Alliance. The criteria work as a system of categories disaggregated into sub-categories which are evaluated both when the projects are initially submitted and when the final reports are presented by the supported organizations.

The current report results from the consulting work by the FOCUS team, which was aimed at redefining Seed Alliance´s evaluation system (score card system) looking to improve the comparability among the different projects.

2. SEED ALLIANCE´S EVALUATION SYSTEM

Seed Alliance defined its score card system from the beginning of the program. The criteria is structured by twelve categories disaggregated into sub-categories that evaluate specific aspects of the projects in different interest areas. The following table introduces the categories and sub-categories that make up the score card system.

CATEGORY	SUB-CATEGORY
PROJECT CONSISTENCY	The objectives are clearly specified
	There is a well-known methodology
	The resources provided are sufficient and appropriate in terms of quantity and quality
	The link between objectives, methodology and resources are clearly demonstrated
REGIONAL RELEVANCE OF THE ISSUE DESCRIBED	A regional problem has been clearly identified as an issue to be solved
	The problem identified is an ICT issue
	Importance of the issue for the region has been clearly demonstrated
ACHIEVABLE AND MEASURABLE OBJECTIVES	Performance indicators have been clearly elaborated
	The objectives are achievable
	The objectives are measurable
	The objectives are verifiable
INNOVATIVE CHARACTER	There is an innovative aspect in the project
	There is an innovation in the field of ICT
	This is a new initiative in the region
	The technology has never been developed
EXECUTION CAPACITY	There is a clear project management plan
	The project management plan is consistent with the objectives

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[1] Extracted from http://seedalliance.net/

	The project team has all the knowledge to implement the activities
	The plan has strictly been followed during the implementation stage
BUDGET	A financial plan has been submitted
	The expenses have been made accordingly to the plan
MONITORING AND EVALUATION PLAN	A monitoring and evaluation plan exists and has been submitted to the program team
	Monitoring and evaluation actions have been performed during the implementation stage
	Both report contains a chapter on the monitoring and evaluation actions performed during the project
CAPACITY BUILDING	A capacity building plan has been identified by the project team
	The project team is one of the beneficiaries of the capacity building plan
	The capacity building plan includes more people than just the project team
REPLICABILITY	There is an interest in other countries for the same project
	The proposal demonstrated the feasibility of the project in other countries
	The report proposed some means to replicate the project in other countries
IMPACT	Impact of the project has been clearly identified in the proposal
	Reports show the contribution of the project through the achievement of the impact
SUSTAINABILITY	Reports clearly demonstrate sustainability of the project beyond the funding period
	Project team put in place innovative means to ensure sustainability of the project beyond the funding period
	External partners demonstrate interest in financing the project beyond the funding period
REPORTS	Technical reports have been submitted
	Financial reports have been submitted
	Reports have been submitted on time
	Both Report follows the requirements in terms of quality

A score system associated to each of the categories was applied to evaluate the projects. This took place both when the proposal was submitted for approval and when the Final Reports were presented by the Grant Recipients. The information was then summarized into score cards, which included the same criteria for either stage of the project.

3. OBJECTIVES AND REDEFINITION OF THE SCORE CARD SYSTEM

The consulting work developed by FOCUS takes place with the objective of redefining Seed Alliance´s score card system, while preserving and reorganizing the existing data from previous projects.
Considering such goal, the following actions took place:

1. Revising of the relevance the categories in each moment of the evaluation.
2. Unifying of the categories into a single system of evaluation, which is made up out of the data from both the Proposal and the Final Report stages.
3. Developing of a system of weights that allows different projects to be compared.

4. Reorganization of the existing data to make it fit into the new score card system.
5. Developing of a spreadsheet-based programme for data input.

The work by FOCUS led to a new score card system that includes new weights based on the categories that were defined by the program. The data is now input in only one of the two stages (submission for approval and Final Report). The final score table is presented next.

CATEGORY WEIGHT	PROPOSAL RELATIVE WEIGHT	REPORT RELATIVE WEIGHT	CATEGORY
			PROJECT CONSISTENCY
	20		The objectives are clearly specified
	20		There is a well-known methodology
8	20		The resources provided are sufficient and appropriate in terms of quantity and quality
	40		The link between objectives, methodology and resources are clearly demonstrated
	100		**Subtotal**
			REGIONAL RELEVANCE OF THE ISSUE DESCRIBED
	30		A regional problem has been clearly identified as an issue to be solved
7	30		The problem identified is an ICT issue
	40		Importance of the issue for the region has been clearly demonstrated
	100		**Subtotal**
			ACHIEVABLE AND MEASURABLE OBJECTIVES
	40		Performance indicators have been clearly elaborated
10	20		The objectives are achievable
	20		The objectives are measurable
	20		The objectives are verifiable
	100		**Subtotal**
			INNOVATIVE CHARACTER
	25		There is an innovative aspect in the project
9	25		There is an innovation in the field of ICT
	25		This is a new initiative in the region
	25		The technology has never been developed
	100		**Subtotal**

CATEGORY WEIGHT	PROPOSAL RELATIVE WEIGHT	REPORT RELATIVE WEIGHT	CATEGORY
			EXECUTION CAPACITY
	30		There is a clear project management plan
	20		The project management plan is consistent with the objectives
10	25		The project team has all the knowledge to implement the activities
		25	The plan has strictly been followed during the implementation stage
	100		**Subtotal**
			BUDGET
8	50		A financial plan has been submitted
		50	The expenses have been made accordingly to the plan
	100		Subtotal
			MONITORING AND EVALUATION PLAN
	40		A monitoring and evaluation plan exists and has been submitted to the ISIF program team
8		30	Monitoring and evaluation actions have been performed during the implementation stage
		30	Both report contains a chapter on the monitoring and evaluation actions performed during the project
	100		**Subtotal**
			CAPACITY BUILDING
	40		A capacity building plan has been identified by the project team
8	20		The project team is one of the beneficiaries of the capacity building plan
	40		The capacity building plan includes more people than just the project team
	100		Subtotal
			REPLICABILITY
	15	15	There is an interest in other countries for the same project
8	35		The proposal demonstrated the feasibility of the project in other countries
		35	The report proposed some means to replicate the project in other countries
	100		**Subtotal**
			IMPACT
7	50		Impact of the project has been clearly identified in the proposal

CATEGORY WEIGHT	PROPOSAL RELATIVE WEIGHT	REPORT RELATIVE WEIGHT	CATEGORY
		50	Reports show the contribution of the project through the achievement of the impact
	100		**Subtotal**
9			**SUSTAINABILITY**
		30	Reports clearly demonstrate sustainability of the project beyond the funding period
		40	Project team put in place innovative means to ensure sustainability of the project beyond the funding period
		30	External partners demonstrate interest in financing the project beyond the funding period
	100		**Subtotal**
8			**REPORTS**
		15	Technical reports have been submitted
		15	Financial reports have been submitted
		30	Reports have been submitted on time
		40	Both Report follows the requirements in terms of quality
	100		**Subtotal**
100			**OVERALL SCORES**
			FINAL SCORE

4. SCORES AND WEIGHTS

As the table shows, each category adds up to 100 and is weighted according to theoretical definitions. In order to make the calculations, a simple sum is made inside of each category. Lastly, a weighted sum is calculated across all of the categories to reach a final score with 100 as the maximum. The formula expressed in Excel format is the following:

RW: RELATIVE WEIGHT

CW: CATEGORY WEIGHT

=((SUM(RWi:RWn)*CWi)+……+(SUM(RWi:RWn)*CWn))/100

This method uses a maximum of 100 points to both allow for easier comparisons among projects, and at the same time enable the use of a five-level scale. Said scale stems from the

division of the final scores (OVERALL SCORE) into five equal parts. Each of the classes is then assigned a number of stars, as can be seen in the following table:

STARS	OVERALL SCORE (PERCENTAGE)
1	0% y 20%
2	20% y 40%
3	40% y 60%
4	60% y 80%
5	80% y 100%