

<b>COMPLETION REPORT</b>	
Project title: <b>Seed Alliance: Small grants and awards for Internet Development and Digital Innovation</b>	
Project duration: <b>2012-2015</b> (36 months)	
Countries in which research will take place: <b>Asia and the Pacific, Latin America and the Caribbean, Africa.</b>	
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International Development Research Centre - IDRC Internet Address Registry for Latin America and the Caribbean – LACNIC Regional Registry for Internet Number Resources for Africa – AFRINIC	
<b>ABSTRACT OF RESEARCH PROJECT</b>	
<p>The Sida grant supported the extension of the Seed Alliance activities, providing additional funds for the three regional small grants and awards programs conducted under the auspices of the Asia Pacific Network Information Centre – APNIC (ISIF Asia), the Internet Address Registry for Latin America and the Caribbean – LACNIC (FRIDA) and the Regional Registry for Internet Number Resources for Africa - AFRINIC (FIRE). Through this grant Sida supported the allocation of small grants and awards for each region, a variety of collaborative efforts such as evaluation, capacity building and networking.</p>	
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## **TABLE OF CONTENTS**

<b>1. EXECUTIVE SUMMARY</b>	<b>3</b>
<hr/>	
<b>2. INTRODUCTION</b>	<b>6</b>
2.1. ABOUT THE SEED ALLIANCE	6
2.2. REPORTING	11
2.3. EVALUATION	15
2.3.1. IDRC EVALUATION APPROACH: LINKING EVALUATION AND COMMUNICATION FRAMEWORKS THROUGH U-FE & RESCOM	17
2.3.2. SIDA EVALUATION REQUIREMENTS: THE RESULTS ASSESSMENT FRAMEWORK	21
2.3.3. FRIDA'S EVALUATION APPROACH	22
2.3.4. EXTERNAL EVALUATION BY IDRC	23
2.3.5. HARMONIZING THE DIFFERENT EVALUATION APPROACHES	26
2.3.6. LIMITATIONS OF THIS COMPLETION REPORT	26
<b>3. CONTEXT AND BACKGROUND</b>	<b>28</b>
<hr/>	
3.1. A BRIEF HISTORY OF THE INTERNET ECOSYSTEM	28
3.2 THE ORGANISATIONS (AFRINIC, APNIC, LACNIC)	31
3.3 THE REGIONAL PROGRAMS (FIRE AFRICA, FRIDA, ISIF ASIA)	33
<b>4. THE COLLABORATION CONCEPT BEHIND THE SEED ALLIANCE PROGRAM</b>	<b>34</b>
<hr/>	
4.1. INTERVENTION LOGIC	38
4.1.1. THE RAF: EXTERNAL EXPECTATIONS	39
4.1.2. THE RAF: INTERNAL EXPECTATIONS	45
4.2. HOW PROGRAMS WORK	49
4.2.1. APPLICATION PROCESS	51
4.2.2. SELECTION PROCESS	52
4.2.3. EFFICIENT USE OF FUNDING	56
4.2.4. CAPACITY BUILDING	57
<b>5. RESULTS ANALYSIS</b>	<b>57</b>
<hr/>	
5.1. REGIONAL LEVEL ANALYSIS	58
5.1.1. ANALYSIS OF EXTERNAL EXPECTATIONS AT A REGIONAL LEVEL	58
5.1.2. ANALYSIS OF INTERNAL EXPECTATIONS AT A REGIONAL LEVEL	77
5.2. OVERALL CONCLUSIONS, MAIN ACHIEVEMENTS AND CONTRIBUTIONS	82
5.2.1. EXTERNAL (RECIPIENT LEVEL)	82
5.2.1.1. APPLICATIONS	83
5.2.1.2. ADMINISTRATION, REPORTING AND EFFICIENT USE OF FUNDS	84
5.2.1.3. CAPACITY BUILDING AND NETWORKING OPPORTUNITIES	84
5.2.1.4. ISSUES ON SCALABILITY AND CONTINUITY	88
5.2.1.5. SUSTAINABILITY	89
5.2.2. INTERNAL RECOGNITION	90
5.2.2.1. INTERNAL PROGRAM RECOGNITION	90
5.2.2.2. RIR COLLABORATION	92
5.2.2.3. SUCCESSFUL REPLICATION IN THE AFRICAN REGION	93
5.2.3. FUTURE PROGRAMMING	94
5.2.4. CHALLENGES	95
5.2.5. LESSONS LEARNED	96
5.2.6. RECOMMENDATIONS	97
<b>6. SUPPORTED PROJECTS</b>	<b>100</b>
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## 1. Executive Summary

This Completion Report offers an overview of the Seed Alliance's work completed under the three-year program cycle 2012-2015, which was funded by [IDRC](#) and [Sida](#). It outlines the results and achievements of the Seed Alliance's three regional small Grants and Awards programs:

- [FIRE Africa](#)
- [FRIDA](#)
- [ISIF Asia](#)

It also provides a comprehensive overview of the methodologies used, reporting practices, promotional and networking event management, communication activities, funding details, lessons learned, the challenges encountered and future work suggestions. The Seed Alliance produced a very comprehensive website with a digital version of this Completion Report. The website provides interactive diagrams, maps and access to the reports provided by funding recipients to offer a deeper understanding of the different ideas supported. The Seed Alliance team encourages readers of this report to visit the website at [www.seedalliance.net](http://www.seedalliance.net).

### About the Seed Alliance

The Seed Alliance is a collaborative partnership between the [FIRE Africa](#), [FRIDA](#) and [ISIF Asia](#) Grants and Awards programs and the Alliance's various partners and sponsors. Together with its funding partners, IDRC and Sida, and various regional sponsors, these programs support innovation on Internet development across the global south.

The Alliance identifies **digital innovations** and solutions (software tools, devices, research outcomes according to each regional set of criteria and categories) that make strategic use of Internet technologies in an innovative way. The Alliance offers opportunities to scale-up digital innovations to project teams that support economic growth and social development. It achieves this by offering:

- Funding ([Grants & Awards](#))
- Capacity building activities ([mentoring and coaching](#))
- [Networking opportunities](#)

*For more information about the Seed Alliance, see section [2.1](#).*

## Results

To date, the Seed Alliance has supported **116** projects in **57** economies in the global south. Around **US\$ 2.2 million** of funding has been allocated in Grants and Awards throughout Africa, Asia Pacific, and Latin America, helping to strengthen and promote the Information Society within these regions. An interactive overview of all the [supported projects](#) can be found in the [Impact](#) section on the Seed Alliance Digital Report. The score cards for each project outlined their performance against the [evaluation criteria](#) and the [Results Assessment Framework \(RAF\)](#) interactive diagrams facilitate the understanding of the evaluation framework applied to the Seed Alliance as a whole.

*For an analysis of the RAF, see section [5](#).*

## Application and Selection Processes

The three regional programs' [applications processes](#) vary although all follow the same principles. Each launches calls for applications for Grants or Awards from projects that are aligned with their funding categories. Over the last three years, all three regional programs worked towards the implementation of transparent [selection processes](#), using technology to facilitate decision-making and promote participation from the Internet community. During the selection processes, special consideration was given to applications and nominations coming from developing economies or to initiatives where the majority of the funds requested were to be invested in developing economies.

*For more information about the application process, see section [4.2.1](#).*

*For more information about the selection process, see section [4.2.2](#).*

## Reporting and Evaluation

Since the Seed Alliance's inception, [AFRINIC](#) (FIRE Africa secretariat), [APNIC](#) (ISIF Asia secretariat) and [LACNIC](#) (FRIDA secretariat) have supported the implementation of evaluation mechanisms that allow them to communicate a clear message to their own communities about the impact of their regional Grants and Awards programs, as well as the effectiveness of the support this funding provides to the program recipients. This has been achieved through financial and technical reporting, site visits, data collection and analysis, Utilization-Focused Evaluation ([U-FE](#)) processes and Research Communications ([ResCom](#)) as a framework to support communication strategies.

*For more information about reporting, see section [2.2](#).*

*For more information about evaluation, see section [2.3](#).*

## **Capacity Building**

Over the last three years the Seed Alliance facilitated [capacity building](#) by conducting site visits and facilitated workshops, training courses, mentoring sessions and enabled several project leaders to attend global events to expand their networks and meet other entrepreneurs.

*For more information about capacity building, see section [4.2.4](#).*

## **Collaboration**

While maintaining autonomous programs in their respective regions, the FIRE Africa, FRIDA and ISIF Asia programs [collaborate](#) extensively globally as the Seed Alliance. Each regional program designs and defines its own strategies to enable it to reach the Seed Alliance's objectives, which provides them with the flexibility and autonomy to operate in their own localities.

*For more information about the collaboration concept, see section [5.2.2.2](#).*

## **Challenges, Recommendations, Lessons Learned and Future Programming**

Human and financial resources, as well as organizational issues, presented [challenges](#) for the three programs. Although the three programs work together under a common framework, each faces differing needs in their own regions. Preserving the balance between global needs and regional differences is crucial for success in the coming years.

*For more information about challenges see section [5.2.4](#), for recommendations see section [5.2.6](#), for lessons learned see section [5.2.5](#) and for future programming see section [5.2.3](#).*

## **Information Storage**

[APNIC](#), as secretariat for the Seed Alliance under the Sida grant, has signed the grant agreement with Sida. As part of the grant agreement, APNIC has committed to store the information gathered through the Sida grant cycle as part of its corporate memory using Alfresco. The Seed Alliance website will be maintained and data will be updated as new funding cycles are developed, without modifications or changes to the existing data that is linked from this report. In the case that the Seed Alliance is dissolved, APNIC will continue the

commitment to ensuring that the website is made available for the term stipulated in the grant agreement.

## 2. Introduction

### 2.1. About the Seed Alliance

The Seed Alliance is a collaborative partnership between the [FIRE Africa](#), [FRIDA](#) and [ISIF Asia](#) Grants and Awards programs and the Alliance's various partners and sponsors. Together, these programs support innovation on Internet development across the global south.

#### Global Alliance

Since October 2010, [AFRINIC](#), [APNIC](#) and [LACNIC](#) (three of the world's five Regional Internet Registries – RIRs) have worked alongside the [International Development Research Centre \(IDRC\)](#) to establish a global alliance. The Seed Alliance was formally launched on 31 March 2012, thanks to a generous grant from IDRC, to support the launch of FIRE Africa and to strengthen the two existing programs, FRIDA and ISIF Asia. The Swedish Government also joined the alliance via a generous grant from the [Swedish International Development Agency \(Sida\)](#) in October 2012.

To date, the Seed Alliance has supported **116** projects from **57** economies with around **US\$ 2.2 million of funding** allocated in Grants and Awards throughout Africa, Asia Pacific, and Latin America, helping to strengthen and promote the Information Society within these regions. As of 1 November 2015, IDRC has renewed his funding support for the Seed Alliance for two more years, for around CA\$ 1.1 million to be divided among the three regional programs

*An interactive overview of all 116 projects can be found in the [Supported Projects](#) section in the Digital Report. A static overview can be found in section [6](#).*

#### Objectives

The Seed Alliance's objective is to offer opportunities to project teams developing innovative Internet solutions that address social and economic challenges.

## How it Works

The Seed Alliance offers opportunities to scale-up digital innovations to project teams that support economic growth and social development. It achieves this by facilitating:

- Funding ([Grants & Awards](#))
- Capacity building ([mentoring and coaching](#))
- [Networking opportunities](#)

## The Seed Alliance strategic objective explained

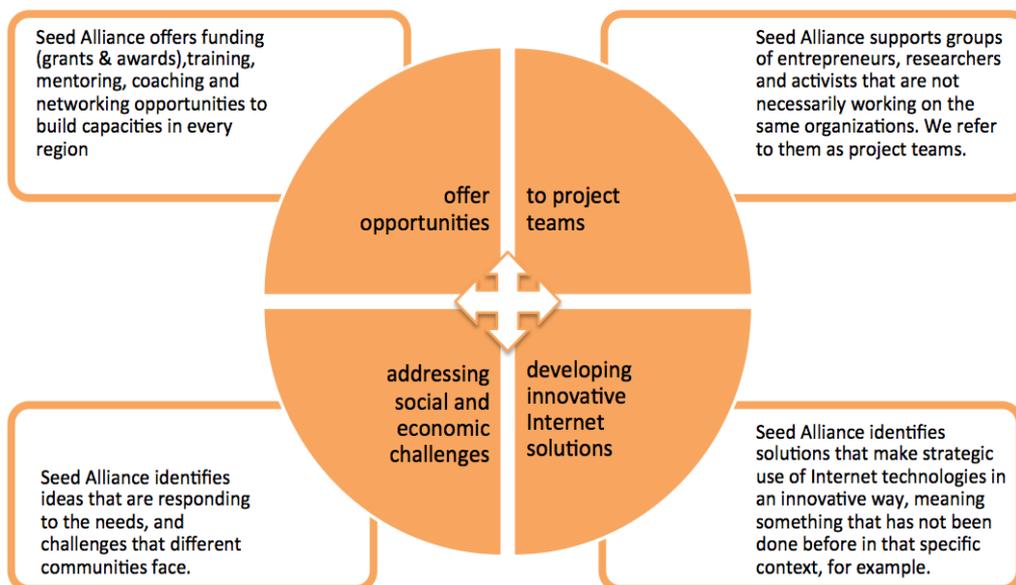


Figure 1: Seed Alliance strategic objectives.

## Offering Opportunities to Scale Up

The Seed Alliance gives organizations the opportunity to **scale up** their activities by providing funding (various types of Grants and Awards), training, mentoring and/or networking support.

## **Supporting Project Teams**

The Seed Alliance supports groups of **entrepreneurs, researchers and activists** that are not necessarily working at the same organizations to get together to implement proposed projects in a specific economy, across one region or inter-regionally. These groups are referred to as **project teams**.

## **Identifying Digital Innovations**

The Seed Alliance identifies **digital innovations** and solutions (software tools, devices, research outcomes according to each regional set of criteria and categories) that make strategic use of Internet technologies in an innovative way.

## **Supporting Economic Growth and Social Development**

The Seed Alliance supports projects that respond to the needs and challenges that different communities face, looking to bring **positive change** to communities across the global south.

## Monitoring and Evaluation

The following tools enable the Seed Alliance to [monitor and evaluate](#):

- Online applications and selection system
- Technical & financial reports
- Template for site visits
- An evaluation and Communications Strategy ([UFE & ResCom framework<sup>1</sup>](#))

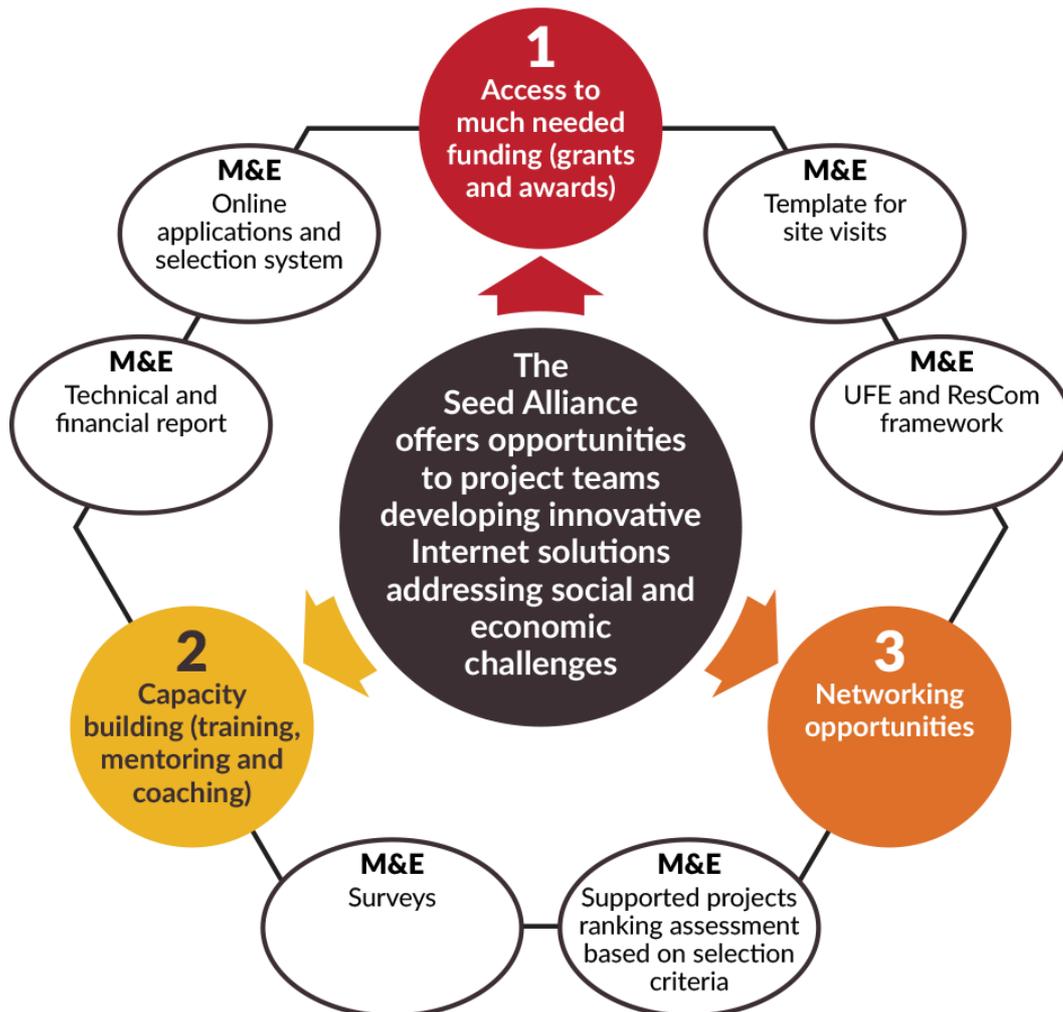


Figure 2: The Seed Alliance's approach to monitoring and evaluation.

<sup>1</sup> Utilization-focused evaluation (UFE) and research communication (ResCom) are complementary planning, learning and engagement approaches that research teams can use to ensure that their work is relevant, accessible and harnessed by development partners. See: <http://evaluationandcommunicationinpractice.net>

## Framework

The Seed Alliance's original framework was aligned with the [IDRC's Information and Networks \(I&N\) program](#) 2011-2016. I&N supports interdisciplinary and systemic research that seeks to facilitate positive digital transformations in the following four areas:

- Improving the quality of **Openness** that networked technologies enable
- Protect the **Rights** of citizens and consumers
- Catalyze the **Inclusion** of marginalized communities in emerging networked societies
- Deepen and broaden the field of information **Networks** and development

[AFRICNIC](#), [APNIC](#) and [LACNIC](#) added a further component, **Access**, to this set to enable them to incorporate aspects of Internet infrastructure that are relevant to their core activities. These activities include:

- IPv6 deployment
- Network operations
- Teaching the technical skills required to make the Internet work in developing economies

## Funding & Contributions

The Seed Alliance's work from 2012 – 2015 was made possible by the generous contributions from the [IDRC](#) (AU\$ 1.2 million), and by [Sida](#) (AU\$ 1.6 million). In addition, each of the RIRs contributes significantly to the program it acts as secretariat for. The three [RIRs](#) also partner with local sponsors.

## Contributions from the RIRs

From October 2012 to July 2015, the RIRs contributed:

- [AFRICNIC](#)'s total cash contribution will be updated after the IGF 2015 as expenses associated with the travel and cash prizes will then be completed, plus full salary and benefits for the FIRE Africa coordinator of US\$ 52,000 for the duration of the grant.
- [APNIC](#)'s total cash contribution to support the ISIF Asia Grants and Awards pool was AU\$ 300,000, plus salary and benefits for program coordinator of AU\$ 227,861.36 for the duration of the grant.
- [LACNIC](#)'s total cash contribution was US\$ 56,403 to the Grants and Awards pool, plus full salary and benefits for the FRIDA coordinator of US\$ 97,452 for the duration of the grant.

## Sponsor Contributions

From October 2012 to July 2015, the following regional sponsor contributions were received:

- **FIRE Africa:**
  - [Internet Society](#) (US\$ 30,000)
  - Nii Quaynor (US\$ 15,000)
  - Kilnam Chon (US\$ 1,012)
  - [Team Cymru](#) (US\$ 5,000)
  
- **FRIDA:**
  - [Internet Society](#) for a total of US\$ 150,000, for US\$ 50,000 per year (2012, 2013 and 2014)
  
- **ISIF Asia:**
  - [Dot Asia](#) (AU\$ 42,500 for the Grants and Awards pool)
  - [Internet Society](#) (AU\$ 35,000 for the Grants and Awards pool)
  - [ICANN](#) (AU\$ 20,000 for 2015 Grants)
  - [APIA](#) (AU\$ 10,000 for 2014 Awards)
  - [Google](#) (AU\$ 7,400 to support participation at the APriGF 2015)

The [DECI-2](#) project contributed CA\$ 45,000 towards the Evaluation and Research Communications mentoring for FIRE Africa and ISIF Asia.

## 2.2. Reporting

[AFRINIC](#), [APNIC](#) and [LACNIC](#) are all well-established, non-profit, membership-based organizations, experienced in accountable, open financial management. They each operate within an international environment and adhere to transparent and responsible financial practices.

## Methodology

The Seed Alliance reported their activities through technical reports and funds allocation through financial reports. In a similar approach all Grant recipients also produced technical reports to share the outcomes of their work with the community and their lessons learned, as well as reported the use of funds through Financial Reports.

*Available Grant recipients' reports can be found in the [Supported Projects](#) section on the Digital Report. A static overview can be found in section [6](#).*

## Technical Reports

For each a year of the Sida grant, a technical report covering all regional activities conducted by the Seed Alliance was submitted to the main donors, IDRC and Sida. This additional Completion Report was produced as part of the Sida requirements. As part of its secretariat role for the Seed Alliance, APNIC coordinated the production of all technical reports covering all regional activities conducted under the Seed Alliance.

## Financial Reports

Each RIR submitted separate financial reports to the IDRC, according to an independent disbursement schedule.

- AFRINIC (FIRE Africa) submitted two financial reports.
- APNIC (ISIF Asia) has submitted three financial reports.
- LACNIC (FRIDA) submitted five financial reports.

All reports submitted to IDRC were approved and funds transferred according to the budget forecast.

On behalf of the Seed Alliance, APNIC submitted financial reports to Sida during 2013, 2014 and 2016 covering all activities funded by Sida's grant for all three regional programs.

Additionally, copies of reports submitted to IDRC were shared with Sida for follow-up on the consolidated budget with all donors and sponsors.

Funds from IDRC and Sida were audited as per the Annual Audit procedures.

## Site Visits

Each of the three programs conducted [site visits](#) in their respective regions. The purpose of these site visits was to enable the regional programs and the Seed Alliance as a whole to gather lessons learned from the direct beneficiaries of the funding allocations, as well as to understand the context in which they operate, the network of partners they work with, and the challenges they face for the future. Although the purpose of the site visits was not to evaluate the performance of the projects, the knowledge gained from being on location greatly complemented the assessments of the projects the programs supported. The site visits were funded under the Sida grant.

- FIRE Africa conducted **9** site visits in **4** economies.
- FRIDA conducted **7** site visits in **6** economies.
- ISIF Asia conducted **7** site visits in **5** economies.

During the site visits, each regional program produced internal reports for monitoring and evaluation as well as photographic documentation. In the case of FRIDA, site visits involved the production of short documentaries for each project visited as explained below. An overview of each of the programs' site visits is included below .

### **FIRE Africa Site Visits**

- Iservices Ltd. "Capacity Building in Information Security: Training the end-user". Togo. (2013 FIRE Africa Grantee).
- Beacons Foundation Development. "Citizen Jury – JAZI". Nigeria. (2014 FIRE Africa Grantee).
- University of Ilorin. "Wireless Mesh Network for Campus Radio". Nigeria. (2013 FIRE Africa Grantee).
- Competences Ltd. "Cyber Champion – Bodiel". Cote d'Ivoire. (2014 FIRE Africa Grantee).
- Network of Non Formal Education Institution. "Enabling access to basic Education through Technology". Kenya. (2013 FIRE Africa Grantee).
- Synergy Informatics Ltd. "Integrated Management System for Continuous Medical Education". Kenya. (2013 FIRE Africa Grantee).
- Kenya Agricultural Research Institute (KARI). "Enhancing Access to Kenya's Agricultural Sciences and Technology (AS&T) Information in Institutional and KAINet e-Repositories". Kenya. (2013 FIRE Africa Grantee).
- Asonga Foundation. "School Children Cybersafety: Use of ICT in a safe and secure cyber environments". Kenya. (2014 FIRE Africa Grantee).
- Masinde Mulero University of Science and Technology. "Problem-based-E-Learning System Development for Use in Agricultural Training and Extension". Kenya. (2014 FIRE Africa Grantee).

### **FRIDA Site Visits**

FRIDA conducted site visits in Argentina, Chile, Colombia, El Salvador, Nicaragua and Peru to review the progress of seven projects funded by the program and produced short documentaries summarizing the progress and impact of each of the initiatives:

- ONGAWA and La Cuculmeca Foundation for Education and Communication. "ICT for Improving Community Water Management in

- Rural Populations with High Levels of Poverty.” Peru and Nicaragua (2014 FRIDA Scale-Up). View the [documentary](#).
- Universidad de Antioquia. “Home TeleMAP.” Colombia (2014 FRIDA Grantee). View the [documentary](#).
  - AraucaníaAprende. “Using the Graphogame Videogame for Leveling Reading Competences in Vulnerable First-Year Students.” Chile. (2014 FRIDA Grantee). View the [documentary](#).
  - Movicancer Foundation. “Accelerating and Expanding SIVIPCAN Version 4.0 in Nicaragua.” Nicaragua. (2014 FRIDA Grantee). View the [documentary](#).
  - Asociación Civil Tiflonexos. “TifloBooks” Argentina. (2014 FRIDA Award Winner). View the [documentary](#).
  - Canales Asociación Civil. “Virtual Videobooks in Argentine Sign Language.” Argentina (2013 FRIDA Award Winner). View the [documentary](#).
- Conexión al Desarrollo. “Implementing Healthcare Services over the Internet in the Village of Las Coloradas on Tasajera Island.” El Salvador. (2012 FRIDA Grantee). View the [documentary](#).

### ISIF Asia Site Visits

- BAPSI, Helen Keller Institute and Homi Bhabha National Institute, “Mobile phones for the deaf blind”. Mumbai, India (2014 ISIF Grant recipient).
- Nazdeek and PRAHJRA, “Using Mobile Application and Mapping Platform to Increase Accountability in Delivery of Maternal Health Services for Tea Garden Workers in Assam”. Tezpur, India (2014 ISIF Grant recipient).
- Cook Islands Internet Action Group, “Maori Database”. Rarotonga, Cook Islands (2014 ISIF Grant recipient).
- Operation ASHA, “Link TB with Technology (LTT)” Phnom Penh, Cambodia (2014 ISIF Grant recipient).
- Access Health International, “EaKap”. Manila, The Philippines (2013 ISIF Grant recipient and 2014 Award winner).
- iSolutions, “Pacific Islands Schools, Connectivity, Education, and Solar (PISCES) Project”. Truk, Micronesia (2013 ISIF Grant recipient) and “Chuuk State Solar Server Education Hub” (2014 ISIF Grant recipient).
- University of Queensland, “CoralWatch”. Brisbane, Australia and Jakarta, Indonesia (2014 ISIF Grant recipient).



Figure 3: Site Visit to iSolutions, Truk, Micronesia. Project leader T.R. Mori (seated) fixing the solar server rack with support from project partner, Bruce Baikie.

### 2.3. Evaluation

Since the Seed Alliance's inception, AFRINIC, APNIC and LACNIC have supported the implementation of evaluation mechanisms that allow them to communicate a clear message to their communities about the impact of their regional Grants and Awards programs, as well as the effectiveness of the support this funding provides to the program recipients. Evaluation efforts were conducted at the grant recipient level, at the regional program level and at the Seed Alliance level, as follows:

- **Grant recipients:** Technical reports submitted by grant recipients to each regional program were reviewed and the evaluation criteria applied on score cards to assess their impact. Score cards are visible when hovering over the [Supported Projects](#) map and when following each project's information sheet. In addition, each of the programs established its own evaluation framework as described in section [2.3](#).
- **Regional program:** Each regional program applied internal mechanisms according to performance review tools from their respective organizations to assess program performance.
- **Alliance:** The Results Assessment Framework ([RAF](#)) allowed to monitor the outcomes of the program, based on a set of defined indicators. Additionally, IDRC commissioned an [External Evaluation](#).

Of the evaluation efforts conducted, the following are worth highlighting:

#### **a. Improvements to Selection Processes**

Since the beginning of the Seed Alliance, evaluation and communication concepts have been incorporated in all systems and processes to collect datasets for further analysis. Basic statistics are collected through the online application system. Improvements to how data is collected through the applications process have been implemented based upon the feedback received from applicants. The online applications forms have been reviewed through a simple, but effective, continuous improvement mechanisms. Analysis of previous data collected was also conducted to improve the application and selection processes. A geographic distribution and summary of statistics is available under the [Applications Received](#) section in the Digital Report.

#### **b. Continuous Improvements to Reporting Templates**

FIRE Africa, FRIDA and ISIF Asia continued to improve the template incorporating some of the recommendations made by the ISIF Asia evaluation mentor (see section 2.2.1.1) as well as a consultant, hired by FIRE Africa, who was in charge of the technical and financial reports generated by the AFRINIC Grants and Awards recipients. The consultant's remit was to ensure:

- That objectives, milestones and achievement timelines were clearly highlighted
- That the project managers clearly understand what was expected of them in the reports.

Every regional program organized its own information sessions about how the report templates should be used by funding recipients from 2012 to 2015, which helped them to gain the required expertise to produce reports according to the programs requirements.

#### **c. Score Cards**

During an evaluation framework review and planning meeting held in Paris during 2014, the three regional programs agreed to implement a mechanism to assess all projects supported. The group worked to define a set of criteria and a formula to calculate the scoring, comparing the proposal approved for funding against the final report approved that each grant recipient produced. The evaluation criteria used by the Seed Alliance is available in the [Impact](#) section of the Digital Report.

This approach allowed for comparison across the three regions as the criteria was applied evenly. Another advantage of this approach was the reduced cost associated with its implementation. It is worth noting that although the Site Visits were not an exercise around project evaluation, they provided a clear indicator of the costs associated if the 116 projects were to be visited.

A Score Card for each supported project can be seen when hovering over the [Supported Projects](#) map on the Digital Report:

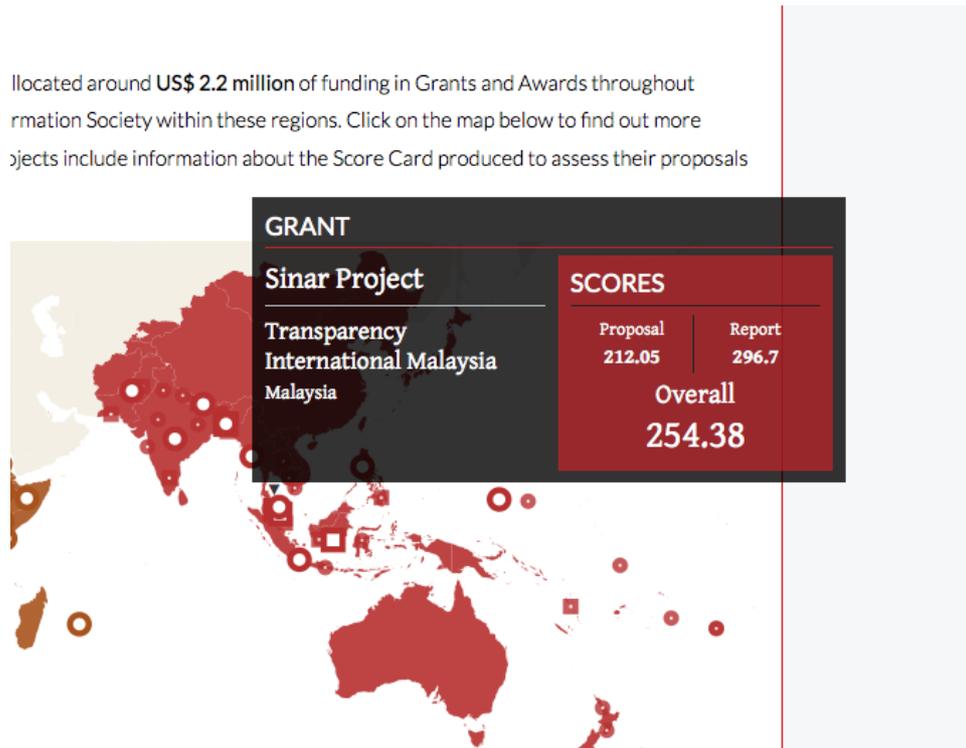


Figure 4: Example of Score Card on the interactive map on the Seed Alliance [Digital Report](#).

### 2.3.1. IDRC evaluation approach: Linking evaluation and communication frameworks through U-FE & ResCom

Back in 2011, when negotiations with IDRC started for the initial grant that enabled the Seed Alliance to be established, AFRINIC, APNIC and LACNIC agreed that the three regional programs would take part in a different approach to evaluation exploring how to link evaluation frameworks to communication strategies, focusing on effective use of evaluation findings. This approach is referenced here as the U-FE & ResCom Mentoring.

This approach was funded by IDRC directly, through a separate project called “Developing Evaluation & Communication Capacity in Information Society Research (DECI)” to provide capacity development in both evaluation and communication for funded projects by IDRC’s I&N program. The DECI project has been funded twice by IDRC and is referenced on this document as DECI (phase one) and DECI-2 (phase two).

The DECI-2 capacity-building approach is based on mentoring on two main theories: Utilization-Focused Evaluation (U-FE) as a framework for evaluation and Research Communications (ResCom) as a mechanism to support communication strategies, linked to research findings at both program and recipient level to help projects plan how they interact with stakeholders and share findings.

The DECI-2 is a research project aimed at test-driving capacity development in these two fields, as the combined effect of U-FE and ResCom will enhance the internal *learning culture* within projects. It will also enable projects to focus attention early on communication planning to enhance the reach and uptake of research outcomes.

IDRC was keen to have the Seed Alliance experiment with the U-FE & ResCom approach through a mentoring process at both the regional program level and the funding recipient level.

This work built on the experience gained by the ISIF Asia program during their involvement with the DECI project in 2010. Mentoring for FIRE Africa and ISIF Asia was offered through a funding partnership. The costs of this process were shared, and used funds from the IDRC and Sida grants for ISIF Asia. Financial support from the DECI-2 project was received for FIRE Africa. AFRINIC and APNIC signed separate MoUs with the DECI-2 team, which defined the terms and conditions of the work to be undertaken and outlined the funding for the activities to be implemented.

In practice, this meant that ISIF Asia benefited from an additional CAD 35,000 for evaluation and research communications mentoring from the DECI-2 project. This arrangement enabled ISIF Asia to make considerable savings, as well as receiving world-class support for the development of the evaluation frameworks and communications for development strategies.

The original plan was that Seed Alliance funds were also going to support the U-FE & ResCom activities for the FRIDA program, but LACNIC made the decision to incorporate a different evaluation approach (see section [2.3.3](#)) and

rescind the MoU with the DECI-2 project. Funds originally reserved for U-FE & ResCom were reallocated by LACNIC to support its own evaluation work for the FRIDA program.

DECI-2 mentors reviewed a technical report template to capture project activities and lessons learned, using a framework that tried to reconcile both IDRC and Sida evaluation requirements. FIRE Africa, FRIDA and ISIF Asia continued to improve the reporting templates as described in the Continuous Improvements to Reporting Templates section of this report.

Every regional program organized its own approach to provide information to selected funding recipients about how to use the report templates from 2012 to 2015. The information provided helped funding recipients to gain the required expertise to produce reports as per the evaluation frameworks.

For FIRE Africa the focus of the DECI-2 support was to mentor the FIRE Africa team in U-FE and ResCom, to elicit uses and Key Evaluations Questions (for the U-FE component) and communication audiences and objectives (for the ResCom planning). DECI-2 mentors recommended that they focus one of the evaluation uses on the RAF data demands (i.e. an accountability use) and another on learning, methods, or process.



*Figure 5: Local project coordinator tests one of the mobile phones used to collect the data to support health code violations on the ‘End Maternal Mortality Now’ project. Women health workers from the tea plantations in the Tezpur area meet near one the health facilities for training, Assam province, India – the Nazdeek project.*

For ISIF Asia the focus of the DECI-2 support was to mentor three Grant recipients in U-FE and ResCom, to elicit uses and Key Evaluations Questions (for the U-FE component) and communication audiences and objectives (for the ResCom planning) which allowed them to design and conduct their own evaluation plans and communications strategies for the benefit of their own organizations, not only to respond to the evaluation requirements from the donors.

The organizations selected were: Nazdeek (India), CIIAG (Cook Islands) and Operation ASHA (Cambodia), all funding recipients from the 2014 Grants. The mentoring was conducted using a combination of online and face-to-face mechanisms. Their progress was reported as part of their technical reports to ISIF Asia, as well as documented and published as part of the DECI-2 project outcomes.

OpAsha's mentee/user benefited greatly from being mentored – she knew the data so well that she could position it as needed to target key influencers and was able to use her ResCom knowledge and skills for marketing and developing communication materials. Involving the medical officer as a joint User has resulted in more debate and analysis within the organization. The greatest benefit was at a personal level – in understanding the project better and building a set of skills in evaluation and communication that could not be forgotten easily.

*“I went through the process, so the data is part of me...the team understands how to use evidence and has built their capacity...they have touched, felt and learned from the data.” (OpAsha, Country Director)*

### **Visit to Sida's Offices**

DECI-2 mentors tried to organize a visit to the Sida offices during the first term of 2014 to have the opportunity to present more on their approach and try to find mechanisms to support the harmonization of the two evaluation approaches, but unfortunately it was not possible to confirm Sida's staff availability.

A list of the activities that were conducted to support this approach is available on the [Evaluation section](#) of the Digital Report.

### 2.3.2. Sida Evaluation Requirements: The Results Assessment Framework

During the Sida grant cycle, the Seed Alliance team designed four different RAFs as described below, in an attempt to comply with Sida evaluation requirements.

- The first attempt, completed by October 2012 and submitted as part of the original proposal included four goals, with their corresponding activities, expected outcomes and assumptions, using a basic Outcome Mapping approach in line with IDRC's requirements.
- During mid 2013, a second attempt was conducted with assistance from a consultant from InDevelop provided by Sida directly, through a series of online sessions via Skype. This first RAF was put together and the team collected data accordingly included in the technical report. The product of that exercise was very difficult to understand and use.
- A third attempt, during early 2014, took place. The DECI-2 team supported the Seed Alliance's second attempt to simplify the RAF, condense it and operationalize its use. The process was done entirely online, following a series of steps, separated in different tabs on a shared Google Docs file to try to reach a common understanding of the different approaches and seek clarification from DECI-2 mentors, with the regional teams accessing the file at their own pace and in their own time. Sida provided feedback in June 2014, but the work done continued to be unsatisfactory for Sida.
- A final attempt was conducted in February 2015. Sida approved the reallocation of funds originally budgeted for the UFE & ResCom mentoring to cover expenses associated with organizing a face-to-face workshop, facilitated by InDevelop, to simplify the RAF, making it useful for the team, while complying with Sida requirements. The regional program coordinators developed the RAF during a three-day workshop in Paris. After the document was completed, it was presented to Sida officials in Stockholm and a first draft with data was shared a month later.

### 2.3.3. FRIDA's Evaluation approach

FRIDA used a different approach to its evaluation process that did not involve the U-FE & ResCom approach. LACNIC's evaluation sought to document, in light of the program's upcoming 10-year anniversary, the impact of the program in the region through the various initiatives supported. Specifically, the evaluation sought to assess three main areas:

- **A project's continuity and sustainability over time:**  
Document whether projects supported by FRIDA had indeed been able to become sustainable and grow over time as well as understand what factors had influenced this process.
- **Contribution to knowledge dissemination:**  
Gauge the contribution of the program to give visibility to the supported projects and contribute to the establishment of new partnerships and alliances.
- **Identification/alignment of the projects with FRIDA:**  
Document whether the projects selected identified with the values and goals of the program and whether them having been a FRIDA Awardee or Grantee represented added value to their organizations.

As mentioned above, FRIDA's evaluation procedures were conducted and documented through three key instruments:

- **Semi-structured surveys with previous award winners and grantees:**  
The surveys sought to gather quantitative and qualitative data on the evolution and growth of projects, how these benefited from FRIDA and their perception of the program. The surveys were conducted in Spanish only. Results are discussed throughout this report.
- **Site visits and production of video documentaries:**  
Seven documentaries were produced (see section [2.2](#) and [online](#)). The goal of these documentaries was to capture the on-the-ground experience and impact of the program. The videos produced have also become key communication materials for both the FRIDA program and the Award winners and Grantees supported by FRIDA.
- **Compilation and Publication of the book "[FRIDA: 10 Years Contributing to the Development of Latin America and the Caribbean](#)":**

Beyond the semi-structured surveys, the book compiles profiles for all projects financed by FRIDA as well as analytical data on the performance and impact of the FRIDA program in its 10 years of work. The book also includes a number of analytical pieces on the four main thematic categories of the program.

*The results of the evaluation conducted by FRIDA are discussed in [section 5](#).*

#### **2.3.4. External Evaluation by IDRC**

As part of their due diligence review processes for the negotiation with a new round of funding, IDRC commissioned an [external evaluation](#), conducted during the last quarter of 2014. The evaluation took place over a seven-week period at the end of 2014 and involved:

- A combination of Key Informant Interviews (20)
- Focus groups (2)
- Participation in the FIRE Africa meetings held in Mauritius (November 23-27, 2014)
- Email interviews with project holders (17)
- Extensive file, budgetary and related website reviews.

The sample of project respondents included roughly 25% of all project owners among Seed Alliance funding recipients during the 2012-14 period.

#### **Findings**

The evaluation of the Seed Alliance found that the program was meeting many of its principal objectives. This was based on focus groups and email interviews with over 25% of Seed Alliance recipients, interviews with regional program staff and RIR CEOs, among others, along with extensive file and project reviews.

The evaluation concluded that the Seed Alliance:

- Recipients appreciate and find consistent favor with the program.
- Contributes considerably to the visibility of the Seed Alliance projects and partners.
- Effectively promotes networking and some mentoring.
- Is an important element in a process of sequential causation whereby recipients have their status and candidacy elevated for greater opportunity, partnership and eventual sustainability.

- Has produced development outcomes especially in the policies and practices of the partner RIRs but also in modest ways with Grant and Award recipients.
- Model works adequately but will have to be modestly revised to manage future growth and tenure.
- When compared with a similar organization and program of technology awards, it provides clear value for money.
- Reaches a broad spectrum of Internet innovators among entrepreneurial, NGO and university segments.

### **Addressing the Recommendations**

Several steps for revision were recommended for the future. The Seed Alliance team worked through all the recommendations from the IDRC External Evaluation process and incorporated them into the planning process for the 2015-2017 cycle. Funding from IDRC was approved to support the Seed Alliance for around CAD 1.1M.

The team incorporated changes to the governance of the program, collaboration tools and reporting mechanisms, to address six main issues that require revision for the future of the program, as identified by the evaluation consultant, during the external evaluation process. These issues are outlined below.

The IDRC external evaluation recommended:

- *“A new light touch governance system should be adopted including a Seed Alliance Executive Council among RIRs with an annual meeting of CEOs and Program Coordinators.”*

To respond to this recommendation from the report, the Seed Alliance established an Executive Council composed of the three executive leaders of AFRINIC, APNIC and LACNIC. The three leaders filled the positions of Chair, Convener and Secretariat. IDRC officials are also part of the Executive Council. The EC will meet at least once a year to make key strategic decisions, review progress and provide guidance for operational teams. More regular conference calls with documented and clear action points have been conducted since the new cycle started. A simplified version of the intranet site to track progress has been created. The [team@seedalliance.net](mailto:team@seedalliance.net) mailing list is the main vehicle for coordination of the team.

- *“Move closer to entrepreneurial clients and adopt an approach that continues to support the successful candidates who have the greatest likelihood of innovation adoption and diffusion.”*

To address this point, the Seed Alliance updated its funding categories as well as increased the size of the funds to be allocated under a new scale-up approach. The FRIDA program experimented with the scale-up mechanism during the funding cycle that Sida supported (2012-2015) and lessons learned from that process have been incorporated into the planning and delivery of the new grant cycle 2015-2017.

- *“Form closer links with more robust sources of development financing.”*

For this, each regional program has started its own autonomous review of what improvements can be made to its own organisation’s financial processes and procedures. The programs will also take advantage of an existing program among the RIRs for staff exchanges in order to support a common understanding of external funding management reporting requirements.

- *“The “soft services” of the program, including networking, skills development and mentoring are highly valued and should be continued and where possible expanded.”*

To address this recommendation, the regional programs have established partnerships (or are in the process of finalising them) with organizations that provide mentoring programs for entrepreneurs on a regional basis. FRIDA is partnering with Ashoka Argentina and ISIF Asia is partnering with JFDI.Asia. The FIRE Africa program is currently in the process of defining its own strategy.

- *“A model for better communications about projects and more integrated web reporting for the entire Seed Alliance is recommended.”*

The Seed Alliance team is particularly proud of the new website, [www.seedalliance.net](http://www.seedalliance.net). The site collates information about all supported projects in all three regions providing maps, basic information sheets per project and includes links to their reports. It also includes the introduction of a Score Card, which assesses how the projects outcomes delivered compared against the original proposals submitted. Work to design and implement a platform for Grant recipients to upload their reports is currently under way, led by LACNIC, using WordPress as a base. This reporting tool will be an asset to support regional program teams to in the development of regional reviews and development of common reports across the regions, linked to the maps and diagrams on the Seed Alliance website.

- *“A modestly enhanced program of new partner recruitment and resource expansion should be pursued.”*

To address this, the regional partners have started participating in networks of fundraising professionals (AFP<sup>2</sup> and AVPN<sup>3</sup> for example) to improve each organisation’s ability to identify new potential partners and sponsors to join the Seed Alliance. Several leads are currently being followed in order to secure funds for 2017. The alliance successfully negotiated, under LACNIC’s leadership, a new partnership with the Internet Society, which significantly increased the funding received by each region as well as offered the opportunity to collaborate to support projects focused on cybersecurity for 2016-2017.

*An overview of IDRC’s findings is also discussed in the Results Analysis section, section [5](#).*

### **2.3.5. Harmonizing the Different Evaluation Approaches**

As part of the reporting requirements for both donors, the Seed Alliance invested a considerable amount of time and resources to find common ground and harmonize findings of each of the evaluation approaches described above.

The challenges the team faced during this process are described in the following section, section [2.3.6](#), Limitations of this Completion Report.

### **2.3.6. Limitations of this Completion Report**

Resources, human, financial and logistical, presented challenges for all three programs. The three program managers needed to reconcile the differing approaches and requirements from two very different donors, [IDRC](#) and [Sida](#), as well as dealing with requirements from their own program’s respective regional contributors and their respective organizations.

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<sup>2</sup> Association of Fundraising Professionals, <http://www.afpnet.org>

<sup>3</sup> Asian Venture Philanthropy Network, <http://www.avpn.asia>

## **Data Comparison**

One of the primary challenges of putting together this completion report has been to provide a comparison of data and results from all three programs. This relates directly to data collection. While concrete efforts were made to ensure that similar data was collected, reporting requirements by various donors and by each of the programs themselves has meant that obtaining comparable results has often been challenging due to the fact that each regional program operates in a very different context, in different languages and supported projects that covered a wide range of topics.

## **Changes in Leadership**

Significant changes within the coordination and management teams of two of the three programs, FRIDA and FIRE Africa, came with the usual challenges of staff turnover. These included knowledge transfer and the passing along of crucial information and new staff having to digest an enormous amount of detailed information about the programs, supported projects and reporting demands by the various donors. Although this challenge has been overcome, it resulted in delays in reporting and meant that greater efforts in coordination were needed.

## **Seed Alliance Digital Report**

While this completion report has been thoroughly completed, it was written and designed first and foremost to be hosted on a digital platform so donors, supporting organizations, recipients and the general public could explore the different layers of complexity in the Seed Alliance program. Several of the accompanying materials, such as graphs, charts and diagram, were designed to work interactively. The Seed Alliance team has made an effort to adjust materials for this written report, but encourages the reader to review the document hand-in-hand with the wealth of interactive materials available [on the Seed Alliance website](#).

## 3. Context and Background

### 3.1. A Brief History of the Internet Ecosystem

Every device connected to the Internet needs an IP (Internet Protocol) address – a unique number that identifies a device and allows it to be located on a network. For the system to work, every connected device must have a *unique* address. It is therefore extremely important that the allocation of IP address space is accurately registered and managed in order to maintain the smooth functioning of the Internet.

The Internet began as an experimental project at the end of the 1960s that interconnected a small number of research institutions. Back then, the global IP address registry was simply a list of IP address ranges and details of the organizations to which these addresses had been allocated. As the Internet began to expand, more and more organizations needed IP addresses to get online and this list grew. In 1998, the function was formalized with the creation of the Internet Assigned Numbers Authority ([IANA](#)). Many organizations contribute to make the Internet what it is today.

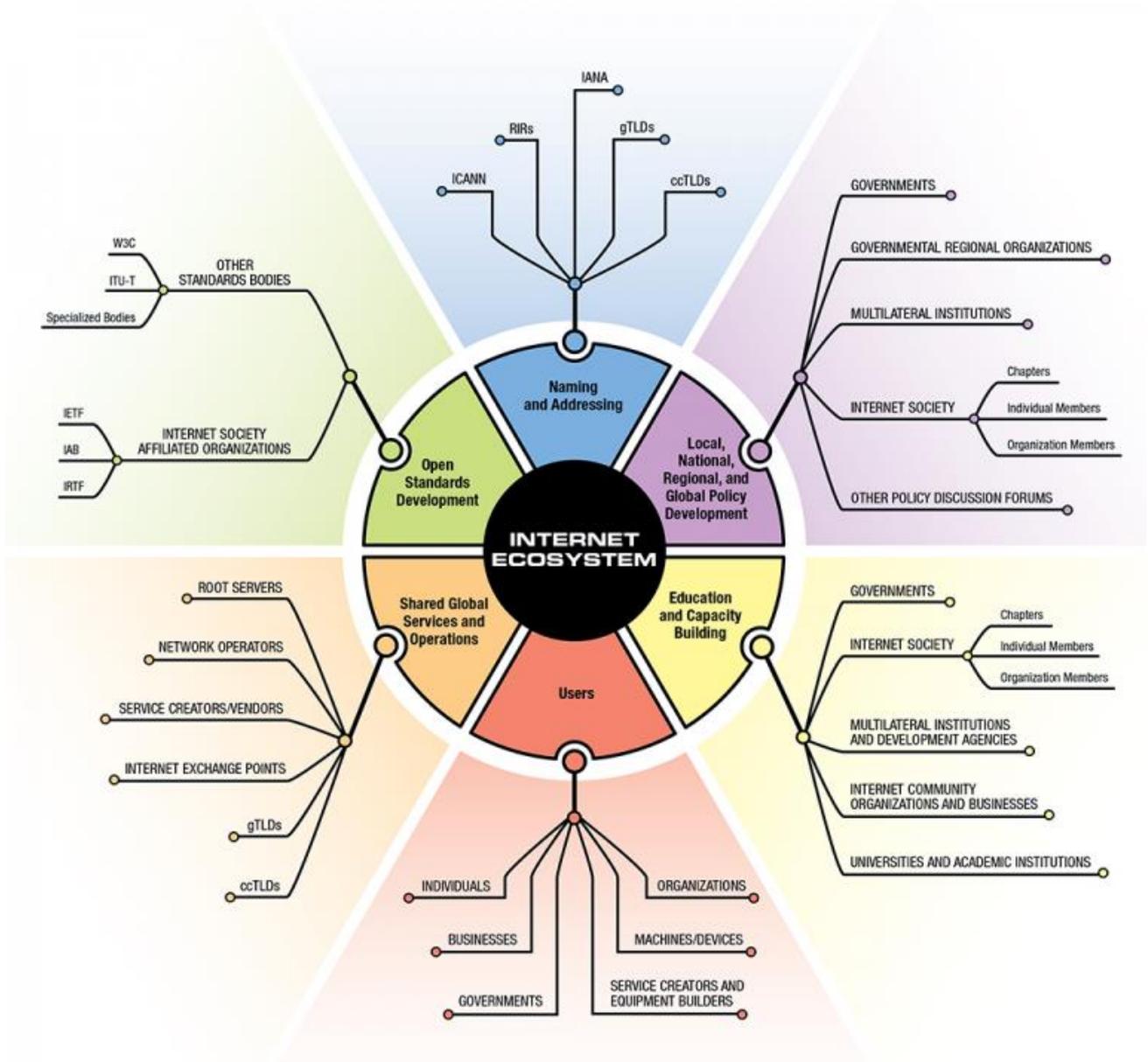


Figure 6: The Internet Ecosystem by [The Internet Society](#)

## Rapid Expansion

Over the next few years, following the Internet's rapid expansion around the world, the list of organizations and their allocated IP addresses continued to grow. In 1992, the Internet Engineering Task Force ([IETF](#)) recommended that Internet number resources be managed by subsidiary organizations at a regional level. As a result, the Regional Internet Registry (RIR) system was established to assume the regional allocation and management role in cooperation with IANA.

Today, there are five RIRs listed below cover the following areas, as color coded on the following map:

[AFRINIC](#) – Africa and the Indian Ocean (brown)

[APNIC](#) – Asia Pacific (red)

[ARIN](#) – Canada, the United States, and Caribbean and North Atlantic islands (green)

[RIPE NCC](#) – Europe, the Middle East and parts of Central Asia (blue)

[LACNIC](#) – Latin America and the Caribbean (yellow)



Figure 7: Map of the five RIR regions

The five RIRs are not-for-profit organizations which are entirely self-funded by their Members and those that use the resources. They operate as industry self-regulatory bodies and their unique, open structures encourage direct participation by any interested party through consensus-driven, bottom-up decision-making processes.

### **Stable, Open and Fair**

This framework has provided an Internet number resources management system that is scalable, effective, stable, open, and fair. This system has been critical to the successful growth of the Internet. In addition to the management and allocation of Internet number resources, the RIRs are engaged in local, regional and global Internet policy development and governance activities and are key players in the worldwide Internet ecosystem. They also provide training, support infrastructure development and facilitate capacity building throughout their respective regions.

### **Competitive Advantage**

The RIRs work independently within the regions they serve. Each region is clearly defined and there is no overlap between RIRs: they do not operate in competition with each other. They cooperate and coordinate their activities with each other and leverage common frameworks. As of October 2015, three of the RIRs – AFRINIC, LACNIC and APNIC – collaborate as part of the Seed Alliance. A fourth RIR, the RIPE NCC, serving Europe, the Middle East and parts of Central Asia, has expressed interest in becoming part of the Seed Alliance. The inclusion of a fourth RIR will benefit the Seed Alliance with additional funding and will increase global exposure.

## **3.2 The Organisations (AFRINIC, APNIC, LACNIC)**

There are five Regional Internet Registries (RIRs) in the world. Three of them – AFRINIC, APNIC and LACNIC – are part of the Seed Alliance.



### **AFRINIC**

The African Network Information Centre (AFRINIC) is the Regional Internet Registry (RIR) for Africa and the Indian Ocean. It is a not-for-profit

membership organization headquartered in Ebene, Mauritius. Founded in 2004, it is responsible for the distribution and management of Internet number resources (IPv4/IPv6 addresses and ASNs) and serves **56** economies in the region. As of October 2015, it has **1,273** members. AFRINIC also plays a leading role in capacity building by providing training, knowledge share and financial support for infrastructure development, access and local content provision throughout the region. As part of this commitment, AFRINIC acts as the secretariat for the FIRE Africa grants and awards program. AFRINIC facilitates the [FIRE Africa](#) program.

## APNIC



The Asia Pacific Network Information Centre ([APNIC](#)) is an open, membership-based, not-for-profit organization. Founded in 1993, it is based in Brisbane, Australia and serves **56** economies. As of October 2015, it has **5,093** members. As one of the world's five Regional Internet Registries (RIRs), APNIC is charged with ensuring the fair distribution and responsible management of IP addresses and related resources. These resources are required for the stable and reliable operation of the global Internet. APNIC is also actively involved in the development of Internet infrastructure throughout the region. This includes providing training and education services, supporting technical activities such as root server deployments, and collaborating with other regional and international organizations. APNIC also acts as the secretariat for the ISIF Asia grants and awards program. APNIC facilitates the [ISIF Asia](#) program.

## LACNIC



Latin American and Caribbean Internet Addresses Registry ([LACNIC](#)), is not-for-profit membership organization. Established in 2002, it is based in Uruguay and serves **33** economies in the region. As of October 2015, it has **5,002** members. It is responsible for assigning and administrating Internet numbering resources (IPv4, IPv6), Autonomous System Numbers (ASN), Reverse Resolution and other resources throughout Latin America and the Caribbean. LACNIC contributes to Internet development in the region through an active cooperation policy, promoting and defending the regional community's interests and helping create conditions that enable the Internet to become an effective instrument for social inclusion and economic development in benefit of all Latin American and Caribbean economies and citizens. LACNIC facilitates the [FRIDA](#) program.

### 3.3 The Regional Programs (FIRE Africa, FRIDA, ISIF Asia)

Each of the three RIRs designs and defines its own strategies to enable it to reach the Seed Alliances' objective, which provides them with the flexibility and autonomy to operate in their own contexts. However, they share a common framework to support projects, share knowledge and to document innovation on Internet development with community focus.

#### **FIRE Africa**

The Fund for Internet Research and Development – [FIRE Africa](#) – is a Grants and Awards program designed to encourage, support and develop innovative online solutions to Africa's education, information, infrastructure and communication needs. Since 2007 FIRE Africa has supported **30** projects from **16** economies throughout Africa and the Indian Ocean, allocating over **US\$446,820** funding | Read the [FIRE Africa Brochure](#).

#### **ISIF Asia**

The Information Society Innovation Fund ([ISIF Asia](#)) is a Grants and Awards program aimed at stimulating creative solutions to ICT development needs in the Asia Pacific region, placing particular emphasis on the role of the Internet in social and economic development in the region, towards the effective development of the Information Society throughout. ISIF Asia offers support through competitive grants and awards processes as well as supporting mentoring, coaching and networking opportunities for selected recipients. Since 2009, ISIF Asia has supported **67** projects from **22** economies in the Asia Pacific, allocating around **AU\$ 2.7 million** to projects providing innovative solutions on access provision, education, health, localization, language preservation, human rights, among others | Read the [ISIF Asia booklet](#).

#### **FRIDA**

The Regional Fund for Digital Innovation in Latin America and the Caribbean ([FRIDA](#)) is an initiative of LACNIC, dedicated to contributing to the development of the Information Society in our region by funding research projects and by recognizing and rewarding innovative approaches in the use of ICTs for development. Since 2004, over **1000** research groups and institutions in the region participated in the calls for Grants and Awards launched by the program and has supported **112** projects in **18** economies

and has allocated over **US\$1.4 million** to projects throughout Latin America and the Caribbean | Read the [FRIDA Brochure](#).

## 4. The Collaboration Concept behind the Seed Alliance Program

The Seed Alliance's [Collaboration Concept](#) builds upon the existing global collaboration among the world's five RIRs. These five organizations form the Number Resource Organization ([NRO](#)), which acts as a coordinating body for the five [RIRs](#) to act collectively on matters of global importance.

Each RIR operates within a robust governance framework that ensures the effectiveness of their corporate structures, transparency of processes, and accountability to their respective members and communities. These frameworks vary across the five RIRs according to legal requirements in their country of incorporation and regional policies, but all operate in an open, and transparent manner and publicly document all activities and processes.

All five RIRs signed the [NRO Memorandum of Understanding](#), which outlines key areas of collaboration according to the following principles:

- Openness
- Transparency
- Bottom-up processes
- Consensus.

As part of the collaboration among the RIRs at the technical level, several working groups have been established to exchange information and facilitate cooperation on:

- Registration Services
- Engineering
- Communications
- Human Resources
- Finances
- Public affairs
- Legal

In 2016 a new [Memorandum of Understanding](#) (MoU) was signed by AFRINIC, APNIC and LACNIC and provides a framework for Seed Alliance collaboration from 2016 onwards. For other RIRs to join the alliance, adherence to the

Terms and Conditions of this MoU will be the baseline to frame the collaboration.

While maintaining autonomous programs in their respective regions, the [FIRE Africa](#), [FRIDA](#) and [ISIF Asia](#) programs collaborate extensively globally as the Seed Alliance.

### **Common Principles**

Each regional program designs and defines its own strategies to enable it to reach the Seed Alliance's [objectives](#), which provides them with the flexibility and autonomy to operate in their own contexts. However, in addition to sharing the Seed Alliance's overarching objectives, the programs share a common framework for [monitoring and evaluation](#). Data is collected through the online application system used by each regional program. The technical and financial reports submitted by funding recipients, surveys, and a ranking assessment system (score cards) for supported projects were designed during the first phase of the Alliance.

### **Languages**

The official language for the Seed Alliance is English. Further:

- FIRE Africa supports English and French.
- FRIDA supports Spanish, English and Portuguese.
- ISIF Asia works mainly in English although selected content is translated to APNIC's helpdesk languages. The [FAQ section](#) of the ISIF Asia website has been translated to Simple and Traditional Chinese, Hindi, Bengali, Bahasa, Indonesia, Tagalog and Japanese.

### **Regions Served**

AFRINIC serves 56 economies in Africa and the Indian Ocean region. APNIC serves 56 economies throughout the Asia Pacific Region. While LACNIC serves 33 economies in the Latin America and Caribbean region, the FRIDA program is open to all economies in the region, even if they are not directly served by LACNIC. For example, the FRIDA program has supported projects from Jamaica on many occasions, although Jamaica is not in the LACNIC region and has not been included in how the percentage of economies served is calculated.

### **Collaboration Tools**

Conference calls, online chat, mailing lists, collaborative editing, cloud storage and a basic intranet site support the archive of documentation produced and

facilitate the tracking of activities implemented. Various other useful tools help the Alliance in their daily work, reducing the costs associated with face-to-face meetings and allowing staff to work in their own time and at their own pace. Face-to-face meetings have been organized at events in which the three CEOs and program coordinators were participating, taking advantage of participants already being present in the same location.

### **Mailing Lists**

The Seed Alliance uses private mailing lists for coordination among the team and partners, to follow-up on the development of the online platforms and use, as well as for updates on the progress of the DECI-2 mentoring.

### **Coordinated Calendar**

The Seed Alliance team follows, whenever possible, a similar calendar of activities to launch calls for funding and make announcements simultaneously, as well as to plan workshops and events together to make the most out of global participation.

### **Online Presence**

The Seed Alliance [website](#) is the focal point of the three programs' online presence. It links to each of the regional programs' websites and social media channels, as follows:

- [FIRE Africa website](#)
- [FRIDA website](#)
- [ISIF Asia website](#)

### **Online Submissions and Voting**

During the Sida grant, each of the websites enabled users to create an account or to register using Facebook or Twitter. Once logged in, users could submit their applications and/or vote for existing applications during the Awards selection.

### **Regional Customization**

Each of the programs has customized their websites to suit their needs. During the Sida grant the three programs shared a common platform. Changes were compiled in the code repository for each program to decide if it should be implemented or not.

## Website Hosting

Hosting and back-end management of the three sites is conducted independently. Maintenance, updates and upgrades of the platform was also managed independently, as per each RIR's own internal IT procedures.

## Statistics

Each site has a statistics module that enables very basic information about every call for applications to be retrieved. Analysis of the statistics collected was conducted every year as part of the Seed Alliance's technical reporting requirements. Interactive diagrams to illustrate the comparison among the three applications processes are available in the [Applications](#) section of the Seed Alliance [website](#).

In addition to the basic set of statistics, ISIF Asia commissioned the design of a more elaborate statistics module, which highlighted a series of improvements of how data is collected through the application process.

## Dashboard

During the Sida grant, each of the program's websites had an integrated private dashboard, where all applications received were stored, organized, reviewed and scored. Only the secretariat and the jury/selection committee(s) had access to the private site during the selection process.

## Discussion Forums

The three programs have actively started to promote the use of discussion forums (and other online tools) to enable the Grants and Awards recipients, together with other researchers, to strength a community of practice where they can discuss common interests, develop methodologies, and share experience. Although uptake and active participation, has so far been relatively low, it has been reported as effective for those involved.

*An analysis of the collaboration concept can be found in section [5.2.2.2](#) of the Results Analysis.*

## 4.1. Intervention Logic

Since the Seed Alliance's inception, AFRINIC, APNIC and LACNIC have expressed an interest in the implementation of evaluation mechanisms that allow them to communicate a clear message to their respective memberships about the impact of the regional Grants and Awards programs, as well as the effectiveness of the support they provide to funding recipients.

The Seed Alliance Intervention Logic is based on the following support services:

- **Grants** for project activity implementation
- **Awards** to raise an organization's visibility in a very competitive field,
- **Capacity building and networking opportunities** so that supported projects can build the knowledge and networks they need on the path to sustainability.

The Seed Alliance Intervention Logic has three layers, as outlined in previous sections of this report. All three layers are deeply intertwined as follows:

- **Project:** This layer refers to the type of organizations selected to receive funding, their in-house capacity and plans for development, and how the regional program responds to their needs, not only with funding but with adequate capacity building support.
- **Regional program:** This layer refers to how each of the regional programs structures their own funding categories and modalities, appropriate to their context, cultural and language diversity, and organizational priorities.
- **Alliance:** This layer refers to how the Seed Alliance regional programs share experiences and lessons learned, design and implement capacity building activities and events and document and produce reports.

The team worked to reflect the different layers of the intervention logic as part of the evaluation frameworks described in the sections above, using the Results Assessments Framework (RAF). The RAF supported the understanding about where the Seed Alliance started, the work done throughout the three layers mentioned above and where the Alliance is heading, as well as assessments at the supported projects' layer, though score cards linked to the RAF.

### 4.1.1. The RAF: External Expectations

The diagrams on the pages below give an overview of what the Seed Alliance expected to happen at an external level. They diagrams can be found in interactive format in the [Results Assessment Framework](#) section on the Digital Report.



Figure 8: The Seed Alliance's [three pillars](#).

- Receive high quality applications coming from as many of the economies as we serve



**FIRE**

**Before Oct 2012**  
FIRE did not exist prior, no baseline available.

---

**Oct 2012 – Nov 2014**  
14 economies (7.84% of economies covered) received 22 grants between 2012-2014.  
  
8 economies (4.48%) received 8 awards between 2012-2014.  
  
1 regional award in 2012.

---

**Oct 2014 – Oct 2015**  
No Grant in 2015.  
  
3 economies (10.71% of economies covered) received 3 awards in October 2015.

**frida**

**Before Oct 2012**  
14 economies (39.4% of economies covered and Jamaica) received 56 grants between 2004-2009.  
  
7 economies (21.2%) received 15 awards between 2010-2011.

---

**Oct 2012 – Nov 2014**  
13 economies (39.4% of economies covered and Jamaica) received 19 grants, including scale-up funds, between 2012-2014.  
  
9 economies (27.3%) received 16 awards between 2012-2014.  
  
3 new economies (9.1%) received regional awards.

---

**Oct 2014 – Oct 2015**  
2 economies received 2 grants in 2015. Only 1 economy covered (3%). Second grant awarded to Jamaica.  
  
2 economies (6.6% of economies covered) received 2 awards in 2015.  
  
No new economies received regional awards in 2015.

**isif asia**

**Before Oct 2012**  
11 economies (19.64% of economies covered) received 19 grants between 2004-2009.  
  
5 economies (8.92%) received 4 awards in 2011.

---

**Oct 2012 – Nov 2014**  
17 economies (30.35% of economies covered) received 22 grants between 2012-2014.  
  
6 economies (10.71%) received 15 awards between 2012-2014.

---

**Oct 2014 – Oct 2015**  
4 grants allocated to 6 different economies (one grant with regional coverage) 10.7% coverage of AP region.  
  
4 awards allocated to 3 economies 5.3% coverage of AP region.

Figure 9: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

- The grantees use their funding efficiently and in line with their proposed activities



Figure 10: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

- The grantees use using training provided to enhance their capacity in business management M&E, communications and networking

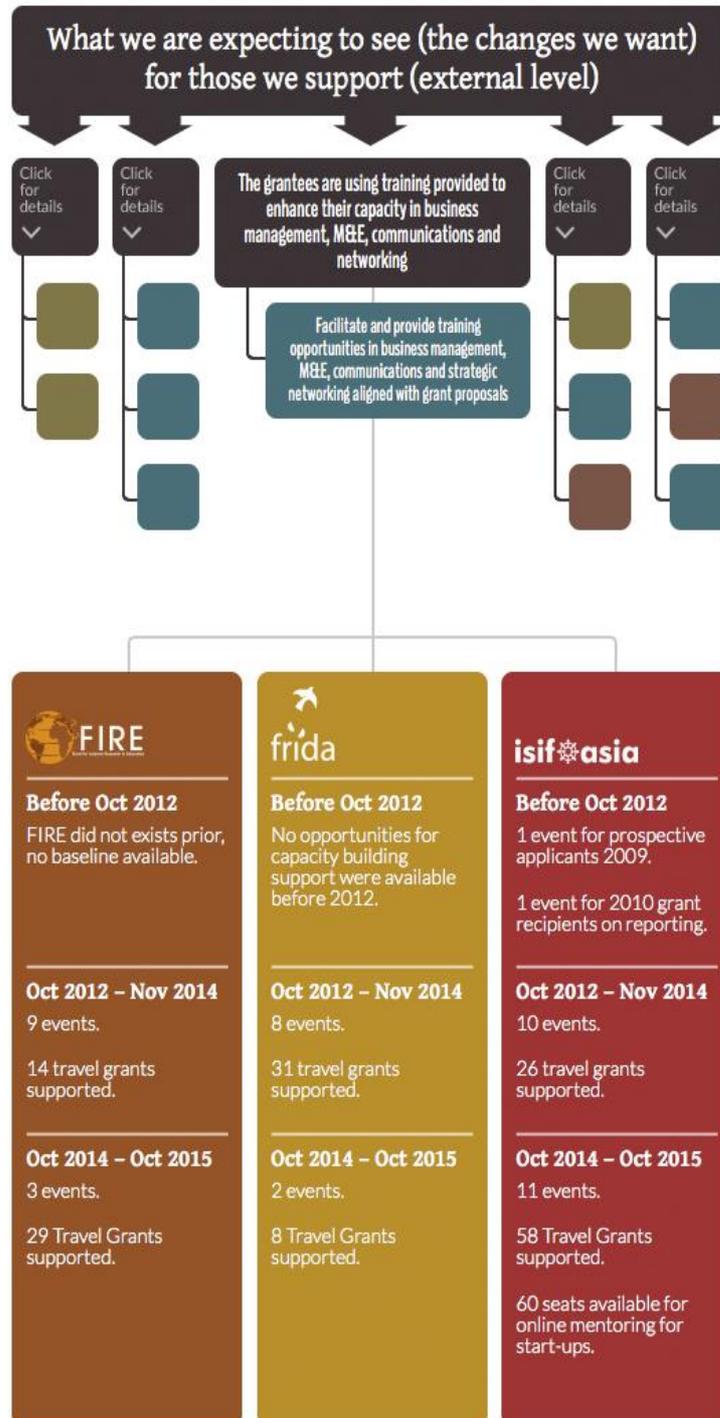


Figure 11: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

- The projects funded are enabled to move forward on their own innovation path (from idea to realization)



Figure 12: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

- Recipients make use of networking and mentoring opportunities



Figure 13: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

#### 4.1.2. The RAF: Internal Expectations

The diagrams on the pages below give an overview of what the Seed Alliance expected to happen at an Internal level. They diagrams can be found in interactive format in the [Results Assessment Framework](#) section on the Digital Report.

- Increasing inter-RIR collaboration around grant making mechanisms such as funding, capacity building, mentoring, evaluation, communication and networking.



Figure 14: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

- Regional programs are recognized by staff and members as an integral part of the organizations strategic objectives.



Figure 15: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

- Successful replication (knowledge transfer) of FRIDA and ISIF Asia in the African region



Figure 16: Overview of each of the regional program's expectations and results. An interactive version of this diagram is available on the [Digital Report](#).

## 4.2. How Programs work

A detailed overview of how the three programs work can be found in sections [2](#) and [3](#), as well as in the [About FIRE Africa, FRIDA and ISIF Asia section](#) of the Digital Report. Below is a brief overview.

The three regional programs applications processes vary although all follow the same principles. Below is an overview of how each program issues the call for applications.

### **FIRE Africa**

#### ***Call for Applications***

The [FIRE Africa](#) program conducted open calls for applications for Awards in 2012, 2013 and 2014 and open calls for Grants during 2013 and 2014.

#### ***Funding Categories***

FIRE Africa required selected projects to be aligned with any of the following categories:

- Innovation on Access Provision
- E-development
- Freedom of Expression
- The Community Choice Award (a project from any of the above categories can win the Community Choice Award based on the number of votes from the community)

To improve the quality of applications for the next cycle, the FIRE Africa team - reworked and redefined the funding categories:

- Technical Innovation
- Community Development
- Governance Enhancement
- Education

### **FRIDA**

#### ***Call for Applications***

[FRIDA](#) conducted open calls for applications for small Grants and Award nominations during 2012, 2013, 2014 and 2015. Initially, the calls for both Grants and Awards were launched simultaneously, but now the timeline for the Grants and Awards is different, as this eases the application process and any confusion about the funding mechanisms is avoided.

### ***Funding Categories***

FRIDA required selected projects to be aligned with one of the following categories:

- Access
- Freedoms
- Development
- Innovation

Since 2014, a project can only apply in one category, which encouraged applicants to define their proposals more clearly, to identify their contributions and articulate the scope of their work in a more structured way.

In 2014, the FRIDA Jury worked to redefine the categories in response to the feedback provided by the evaluators where the need to provide a more specific framework was highlighted. The final categories, decided upon in March were:

- Devices, Infrastructure and Technologies. Broadening and Accelerating ICT Adoption
- Creating and Developing Skills and Content for Sustainable Human Development
- Mobile Internet for Social Inclusion, Growth, Political Participation, and Active Citizenship
- Internet for Promoting, Guaranteeing and Exercising Human Rights and Fundamental Freedoms
- The +VOTED +CREATIVE Initiative (this category applies only to the FRIDA Awards)

The funding allocated through the Start-ups modality in 2014 was not linked to specific categories.



Figure 17: “Community Action Networks” by Conexión al Desarrollo (El Salvador). 2014 FRIDA Grantees in the category of “Creating and Developing Skills and Content for Sustainable Human Development.”

#### 4.2.1. Application Process

During the three years of the Sida grant cycle, FIRE Africa, FRIDA and ISIF Asia opened the application rounds for their regional Grants and Awards programs. Since 2012, a total of 1,311 applications were received, with 116 of these being selected for funding after going through a rigorous selection process.

### ISIF Asia

#### Call for Applications

[ISIF Asia](#) conducted separate and open calls for applications for small Grant and Award nominations during 2012, 2013, 2014 and 2015. The timeline for the Grants and Awards was separated. Calls for Awards opened during the first semester of the year and Grants during the second semester, which eased the selection process for the Selection Committee and helped to clarify confusion among applicants about the funding mechanisms available.

#### Funding Categories

ISIF Asia required selected projects to be aligned with one of the following categories:

- Innovation on Access Provision

- Innovation on Learning and Localization
- Code for the Common Good
- Rights
- The Community Choice Award (a project from any of the above categories can win the Community Choice Award based on the number of votes from the community.)

For the next cycle starting with the 2016 grants, the categories have been simplified to:

- Technical innovation
- Community impact.

The Community Choice Award was restructured during 2015 into a 'top-up' of AU\$ 1,000 given to one of the winners. This winner is selected by the selection committee and responds to the need to value more the quality of the work presented instead of the effectiveness of an organization to actually conduct a successful social media campaign.

See the [Application Process section](#) on the Digital Report.

#### 4.2.2. Selection Process

All three regional programs worked towards the implementation of transparent selection processes, using technology to facilitate decision-making and promote participation from the Internet community. During the selection process, special consideration was given to applications and nominations coming from developing economies or to initiatives where the majority of the funds requested were to be invested in developing economies.

#### Online Evaluation System

A common online evaluation system was used by all three regional programs to facilitate the selection processes, to gather data from the applicants' pool for future evaluation processes, field building, to measure outreach of the programs and identify emerging issues where future investment might be needed, among other uses. While all programs followed the same basic principals, there were regional differences in how the selection process worked. This is outlined in the section below.

#### FIRE Africa's Selection Process

The [FIRE Africa](#) selection process comprised two phases applicable to both Grants and Awards.

- **Phase 1**

A pre-screening process took place, where the secretariat accepted applications that were “in scope” (aligned with FIRE Africa objectives and selection criteria) and if they were submitted from economies in Africa.

- **Phase 2**

The Selection Committee reviewed approved applications and produced a short list of potential fund recipients. During this step, applicants might have been contacted to provide clarification, additional information and/or to accept the funding offer. Once the shortlist was confirmed, the Selection Committee made a final selection. Selected recipients were then requested to confirm their acceptance of the Grants and/or Awards terms and conditions. Once they accepted the offer, a public announcement was made on the FIRE Africa website and a notification sent to the complete database of applicants via the email addresses used to submit proposals or nominations. During the application process (not during the pre-screening), the FIRE Africa Program coordinator was able to approach applicants to assist them to better meet the eligibility criteria

### **FRIDA’s Selection Process**

LACNIC staff did not participate in the final decision-making process. The [FRIDA](#) coordinator conducted the initial screening and reviewed applications against the program objectives and eligibility criteria for all four funding modalities: small Grants, Awards, Awards+ and Start-ups.

### **Awards**

An external jury, hired to independently review the Award nominations, conducted the selection process. The Awards jury took into consideration the following elements:

- Quality and merits of the initiative
- Interest of their results from a regional perspective
- Geographical distribution of the nominations
- Distribution among the categories established.

Each jury member assessed four or five projects and then worked in pairs to assess a similar number of nominations. Finally, the jury selected the best

projects for each category, plus the ‘most voted more creative’ project from the online voting.



Figure 18: Plan Ceibal (Uruguay). FRIDA Award Winner.

## Grants

The jury was composed of:

- One [IDRC](#) representative
- One [Internet Society](#) representative
- One external evaluator



Figure 19: M-Fisheries by the University of West Indies (Trinidad and Tobago). FRIDA 2012 Grantee.

During 2012, no Grant was allocated in the category of “Political, economic, and social effects of anti-piracy bills”. During 2012, for both the Grants and Awards selection process, a spreadsheet was used to conduct the selection process, as the online system was not yet ready.

## ISIF Asia's Selection Process

The [ISIF Asia](#) Program Coordinator conducted the initial screening and reviewed all applications (for both Awards and Grants) against the program objectives and eligibility criteria. Applications not complying were rejected but were stored in the system for data analysis. Six representatives from the ISIF Asia's partner organizations are members of the Selection Committee and perform the role on a voluntary basis. Since the program started in 2008, the committee has completed all of the assessments using the online system in full. Selection committee members from 2008 to 2013 were representatives from:

- [IDRC](#)
- [Internet Society](#)
- [Dot Asia](#)
- [APNIC](#)
- [CERNET](#)
- [NREN](#)

In 2014, two new members joined the selection committee, which is now composed of representatives from:

- [IDRC](#)
- [Internet Society](#)
- [Dot Asia](#)
- [APNIC](#)
- [Rowetel](#)

Divided in teams of two, they assessed applications and provided comments. Proposals accepted by two committee members were moved to full review, where all committee members commented and ranked the applications based on the eligibility criteria. Rejected proposals can be reassessed at any time. Proposals that passed for full review are encouraged to re-submit the following year. The final list of Award winners were confirmed through the mailing list. No face-to-face meeting or teleconference were required during the selection processes as all decisions and discussions are documented as part of the online selection system and on the selection committee mailing list.

*See the [Selection Process](#) section on the Digital Report.*

### 4.2.3. Efficient Use of Funding

The Seed Alliance fund administration for the Sida grant 2012-2015 was divided in two main allocations:

- Funds administered by APNIC for Secretariat support on behalf of the three regional programs
- Funds administered by AFRINIC, APNIC and LACNIC for the development of their own regional activities, including the allocation of Grants and Awards to the organizations/projects selected to receive the support in each region.

Both were compiled in a Financial Report that was submitted annually to Sida by APNIC on behalf of the Seed Alliance partners. Independent auditors also audited the report. No irregularities were identified during the course of the Grant as per the auditors' reports. Improvements to processes and procedures were identified and incorporated as a result of these Financial Reporting mechanisms. The Financial Reports publication is managed according to every donor's transparency and accountability requirements.

All three of the Seed Alliance partner organizations applied their own financial policies and procedures for the administration of the portion of the funds under their scope and also audited its own regional program's accounts in addition to the overall audit mentioned above. All expenditure followed guidelines regarding procurement as well as reasonable support for travel expenses.

As all small Grants allocated to third party organizations by the regional programs were under the US\$ 40,000 auditing threshold for Sida funds none of the Grant recipients' accounts were audited.

Funding recipients selected throughout the course of the Sida grant have submitted satisfactory and complete Financial Reports are archived by each of the partner organizations.

#### 4.2.4. Capacity Building

All three programs dedicate significant time and effort to ensure that fund recipients benefited from capacity building mechanisms available to support the success of their projects and the growth of their organizations and staff.

The Seed Alliance and the regional programs worked to ensure that former and current Grant and Award winners benefitted from additional funds to enable them to continue developing their projects and to help them look for sustainable business strategies and practices to incorporate in their projects/organizations. As most recipients lack the skills to develop viable business models and support from existing incubator programs, access to training and support from consultants take them a long way towards sustainability of their initiatives. As part of a Grant or Award, selected recipients could choose from specific options (online training courses, internships, or consultant fees) to develop new skills or to get their strategies on the right track.

*A detailed and interactive overview of each of the programs capacity building opportunities can be found in the [Capacity Building](#) section on the [Digital Report](#). An [evaluation](#) of each program's capacity building efforts can be found in the [Analysis of External Expectations at a Regional Level](#) below.*

## 5. Results Analysis

Throughout the three years of the Sida grant cycle, the team struggled to deliver a Results Assessments Framework to fit the Sida evaluation requirements, whereby the RAF should provide a good understanding about where the Seed Alliance started, the work done and where it is heading, as well as how the goals and objectives intertwined. Four different attempts to produce a framework were conducted and shared with Sida, while conducting activities according to the approved proposal. The four attempts were described above in the section about evaluation.

The results of the IDRC external evaluation shared in the section above are consistent with the RAF results outlined in this document. Based on focus groups and email interviews with around 25% of funding recipients, key informant interviews with regional program staff and the RIR CEOs, among

others, along with extensive project reviews, the report found that the Seed Alliance was meeting many of its principal objectives, as outlined in the original grant proposal submitted to IDRC and Sida. Details of IDRC's evaluation are mentioned below in each relevant RAF results section.

*Interactive diagrams to understand the flow of the RAF are available in the [Results Assessment Framework](#) section on the Digital Report.*

## 5.1. Regional Level Analysis

### 5.1.1. Analysis of External Expectations at a Regional Level

**Expectation: Receive high quality applications coming from as many of the economies as we serve.**

*An interactive overview of all applications received for all three of the regional programs can be found in the [Applications Received](#) section on the Digital Report. These diagrams can also be found in static format on the pages below. Please see section [4.2.1](#) for more information about each program's application process.*

## Applications Received [2012](#):

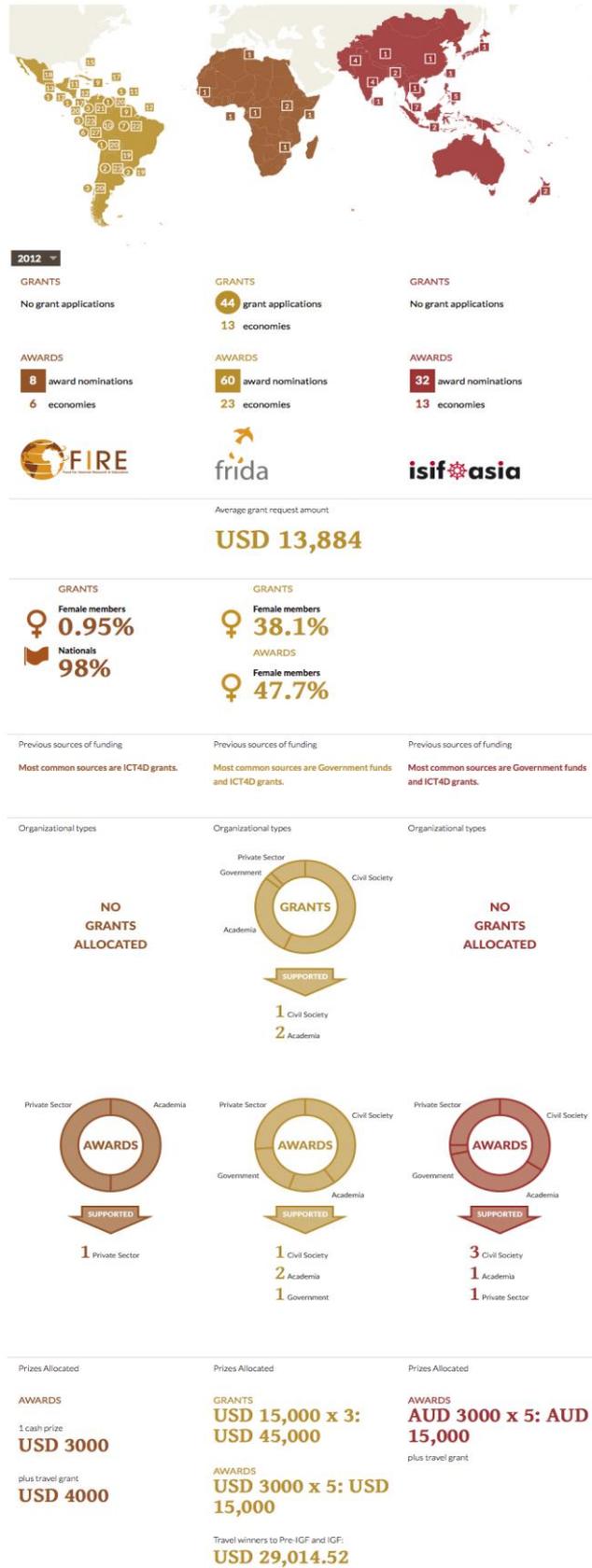


Figure 20: Applications received per regional program 2012. An interactive diagram is available on the [Digital Report](#).

## Applications Received [2013](#):



Figure 21: Applications received per regional program 2013. An interactive diagram is available on the [Digital Report](#).

## Applications Received [2014](#):



Figure 22: Applications received per regional program 2014. An interactive diagram is available on the [Digital Report](#).

## Applications Received [2015](#):



Figure 23: Applications received per regional program 2015. An interactive diagram is available on the [Digital Report](#).

## **FIRE Africa**

The FIRE Africa program worked hard to ensure that the proposals received were of high quality by providing example application forms and capacity building webinars on the [www.fireafrica.org](http://www.fireafrica.org) website. The FIRE Africa team also contacted the project leaders of several applications received during the application period to encourage the teams to submit extra information or improve the information submitted to enhance their submissions.

Although there is room for improvement, for the most part, quality applications were received, mostly for entrepreneurial or academic projects from Anglophone, Francophone and Lusophone economies throughout AFRINIC's service region. Throughout the Sida Grant, 70 applications were received in total. 22 Grants were given to projects from 13 different economies from 2012 – 2015, five of which were female led. In 2014, 11 projects were funded, one from a Lusophone economy (Cape Verde), five from Francophone economies, and five from Anglophone economies. In 2013, ten projects from Anglophone economies, and one project from Francophone economies. Over the 2012-2015 period, only one of the funded projects was based in the Indian Ocean region - in Mauritius. In the same period, the FIRE Africa program received 91 applications for Awards, of which 10 were selected as winners.

Although there was an increase in the number of projects submitted from Francophone economies year on year, it is clear that more outreach will need to be completed in the coming cycle to encourage more Francophone and Lusophone projects to apply for funding. While the Indian Ocean part of the AFRINIC service region comprises only six economies, more outreach also needs to be done to encourage applications from this part of the service region.

## **FRIDA**

FRIDA applied a two-pronged strategy to strengthen the quality of proposals received and the number of economies reached by the program. One strategy was to conduct a series of online workshops aimed at assisting potential applicants who were in the process of putting together a Grant proposal, specifically targeting grassroots and emerging initiatives. The other was to strengthen LACNIC's communication strategy through the organization's extensive network to encourage an increase in applications from new economies and achieve more geographical diversity in the pool of supported projects.

With regards to the origin of applications, data suggests that the program was successful in ensuring diversity and incorporating recipients from new economies. FRIDA did not have baseline data for all applications received prior to 2012, so the analysis is centered on data on the economy of origin of Award winners and Grantees. During the Sida grant, FRIDA was able to ensure as much geographic diversity in its Grants program as it did during the six years of work that took place between 2004-09. The results were even more marked among Award winners, where economy reach grew from 21.2% to 27.3%, with organizations from three economies that had not been previously been recognized by the program receiving a FRIDA Award.

In terms of the quality of proposals, results were more inconclusive though score cards suggest the quality of supported Grant proposals was high. While some data was collected about the workshops conducted, there is no information that directly connects workshop participants to actual applicants and recipients. There is, however, some anecdotal information from the two capacity building experts that led the FRIDA workshops on how to prepare applications and structure projects, a summary of which is available in the [FRIDA Book](#) (p. 14-15).

Of the 304 participants registered, only 33 completed the online workshops which means retention rates were low. It was noted by the instructors that several participants were taking the workshops to learn about proposal writing, but had no projects in need of funding with which to apply to FRIDA.

Some insight about the quality of proposals can be drawn from the score cards of supported projects. Under the category “[Project Consistency](#)”, which evaluates a range of characteristics linked to the quality of a proposal, Grantees had a 22.7 score average out of 28 for the quality of proposals (equivalent to 8.1/10). While we cannot say for certain if this performance comes as a direct result of the workshops, the quality of proposals supported under the Grants program was high.

## **ISIF Asia**

During the Sida grant ISIF Asia received 427 grant proposals and 227 award nominations. On average, 24.5% more submissions were received every year from 2012 to 2015. In addition, the amount of applications rejected during the initial screening process were reduced steadily, to an average rate of 12%, as quality and completeness of applications increased.

ISIF Asia attracted proposals from 37.5 of the economies served in the APNIC region, an average of 21 economies out of the 56 covered. These figures allow us to conclude that changes to the communication strategies to promote the ISIF Asia funding opportunities have been effective in attracting new applicants and that the training as well as the specific feedback provided to applicants during the application process has helped reduce the rejection rates.

Lessons learned from this process have been incorporated for the next funding cycles to encourage projects from economies that have never received funding from ISIF Asia to apply, for example Afghanistan, China, Korea, Japan, Mongolia, as well as more Pacific Island nations. In addition to language barriers during the application process, the ISIF Asia secretariat has identified that cultural barriers (especially for the Awards nominations), as well as negative effects from NGO restrictions on applying for foreign funding, exist in several economies in the region. Translation of the guidelines, helpdesk support in APNIC languages, and the national programs are some of the future strategies to overcome these issues.

**Expectation: The grantees use their funding efficiently and in line with their proposed activities.**

## **FIRE Africa**

Throughout the cycle, AFRINIC worked with its partner programs to improve reporting templates and hired consultants to assist with monitoring the progress of projects. Of the 22 FIRE Africa Grant recipients from 2012-2015, some did not submit satisfactory progress and final reports, both technical and financial, giving a satisfactory reporting rate of about 80%.

For some projects, it was noted that more attention should have been given to the final reports, especially to the financial reports. The link between the activities and the budget should have been demonstrated more clearly and, while the main objectives of the projects were generally achieved, the reports do not clearly show the sustainability of the project outputs.

A key concern by the external evaluators was the project team should pay attention to the quality of information disseminated to the main stakeholders. Another recommendation was that, as part of implementation strategy, project teams supported by FIRE Africa should clearly articulate the analysis of their own results so that the quality of their reports improves. Many of the projects were also noted to be deficient on how the data collected was

archived and the mechanisms associated. As part of the continuous improvement approach, FIRE Africa is working so that, for future funding cycles, more focus is given to coaching and mentoring projects on how to provide satisfactory reporting throughout the entire funding period.

## **FRIDA**

To ensure the efficient use of funds, FRIDA worked with the Seed Alliance partner programs to improve reporting templates and hired consultants for monitoring the progress of supported projects, providing these projects with written feedback throughout the year.

The Seed Alliance reviews how funding recipients use their funding according to the activities and expenses initially planned in the approved proposals. The capacity of each organization was assessed before contracts were signed to verify the organizations supported had the mechanisms in place for responsible management of funds. FRIDA Grantees had an average performance in this respect, which suggests this is an area for improvement in the future.

The most detailed indications about the efficient use of funding can be derived from the results in the score cards. Under the “Budget” category, one of the questions looks at whether project expenses were made according to the plan submitted. The average was 31.4 out of 50 (6.3/10) and is low due to three of the projects receiving a very low score in this category. Looking at the median as opposed to the average suggests a slightly better performance at 35 points out of 50 (7/10).

Another relevant category is “Reports”, which looks both at the technical and financial reporting done by the Grantees. Here the average is 21.3 out of 29.5 (7.2/10), which suggests an overall average performance in reporting procedures. It is important to highlight that projects tend to modify expenditure during execution to better fit the needs of projects. In the future, a better indication of efficient use of funds could be derived not from comparing budget allocation against the original plans submitted, but by comparing the actual use of funds in relation to the results obtained.

## **ISIF Asia**

All of the 21 ISIF Asia Grant recipients from 2012-2015 submitted satisfactory progress and final reports, both technical and financial, enabling a 100% reporting rate. 9.52% - two projects - of the projects supported reported *significant variations* from the original grant proposals that were pre-

approved by the ISIF secretariat. Variations reported negatively affected just one of these two projects, whereby two of the six project objectives were not achieved. Variations that were justified were based on changes in the context in which the supported project operates as well as organizational changes for the local partners, which were deemed outside of the control of the Grant recipient.

100% of the projects reported expenditure in line with the approved budgets and displayed satisfactory financial procedures. 4.76% - one project - of the projects supported were negatively affected by exchange rate losses. The score cards for all 21 projects show that the quality of the reports and the outcomes reported was on average 27% higher than the score for the approved proposal. 100% of the grant recipients supported used the ISIF Asia Grant funds allocated to them efficiently and in line with their proposed activities.

The ISIF Asia secretariat pays a lot of attention during the due diligence process, before contracts are signed with Grant recipients, to verify their capacity to manage external funding. During the process, ISIF Asia identified organizations that required additional support to be able to produce their reports to a satisfactory standard. Grant recipients submit at least two drafts for their reports, before the reports are accepted. Disbursements depend on approved reports so special attention is given to assist organizations in the preparation of the reports, so that there are no delays on the disbursement process.



Figure 24: Helen Keller Institute teacher, working with one of the adult residents of the center in Mumbai, who is deaf-blind, experimenting with the prototype app developed by BAPSI so deaf-blind people can use mobile phones. Project partner Vickram Crishna from Homi Bhabha Center explains the functions. ISIF Asia.

**Expectation: The Grantees use training provided to enhance their capacity in business management, monitoring and evaluation, communications and networking.**

## **FIRE Africa**

FIRE Africa held six workshops for Grants and Award recipients from 2013 - 2015. The workshops taught attendees about Marketing, Intellectual Property Rights, Grant Proposal Development, and Project Monitoring and Evaluation. FIRE Africa also provided 60 travel grants to several different events throughout 2012 – 2015, where participants received training, the chance to promote their project and gained access to global networking opportunities.

*“Our trainer managed to squeeze in a quick lesson on finance, which was most useful; it helped us understand its importance and how to interpret information properly to maintain financial success in our businesses. I’ve already started to implement the lessons learned in Tunis into my businesses back home.” - Jayson Johannes, South Africa, FIRE Grantee 2013, attended the FIRE AFRICA Marketing Workshop held in Tunis, Tunisia, June 2015*

[FIRE Africa](#) was represented at **10** events in **9** different economies around the world. This included Internet and ICT-related events, such as the Internet Governance Forum ([IGF](#)) or the International Conference on Information and Communication Technologies and Development (ICTD 2015), as well as specific events of relevance to the work fields of each Grantee.

*“As part of the Award, I was also able to attend the Internet Governance Forum (IGF) 2013 in Bali, Indonesia, to meet likeminded individuals and promote the MEWC platform to a global audience. In May 2014, with a huge amount of support from the FIRE Africa team, MEWC travelled to the Stockholm Internet Forum where we were able to showcase our work and lead a panel discussion on Women and ICT.” – Rainatou Sow, project leader [www.makeeverywomancount.org](http://www.makeeverywomancount.org). FIRE Africa Award winner 2013.*

While no quantitative data was collected, Grantees were required to submit brief reports from which some anecdotal evidence of impact can be drawn. More evidence of the impact achieved can be drawn from surveys conducted as part of FIRE Africa’s evaluation procedures. 22 recipients participated in the survey. On the reason why the applicants opted to apply for a FIRE Africa Grant, 70% of recipients said they had applied for the grants to share experience and knowledge, 34% wanted to know other relevant projects from the African region, 41% wanted to make new contacts and expand their networks and 38% wanted to make their projects more well known.

*“In addition to enabling us to make several business-related purchases and perform essential development work, we were also able to attend entrepreneurial workshops organized by AFRINIC and ICANN. We also took part in the Marketing Workshop held in Tunisia during the AFRINIC-23 Meeting which helped us enormously with this aspect of running the business. We are now focusing on putting what we learned there into practice.” – Idriss Marcial Monthe Djombissie, Ivory Coast, project leader of Cinetcore, FIRE Award Winner 2013, “Platform for the Promotion, Management and Sale of African ccTLDs via Mobile Payment”.*

This data suggests the support given to recipients enabled opportunities that resulted in projects being able to create new connections, gain additional funding, improve working relations and achieve greater visibility for their work.

## **FRIDA**

Prior to the beginning of the Sida grant, FRIDA did not allocate major resources to conduct capacity building activities for Grant recipients and Award winners. But, with the support of Sida, the program was able to provide 39 travel grants to a total of eight different events throughout 2012 - 2015 where participants received training and had access to global networking opportunities.

This included Internet and ICT-related events, such as the Internet Governance Forum ([IGF](#)) or the International Conference on Information and Communication Technologies and Development, as well as specific events of relevance to the work fields of each Grantee. While no quantitative data was collected, Grantees were required to submit brief reports, from which some anecdotal evidence of impact can be drawn. The table below summarizes one example.

**Project:** Conexión al Desarrollo.

**Support:** FRIDA Grantee in 2012 and 2014 for Telemedicine projects in rural communities in El Salvador.

**Event:** Capacity Building workshop and internship with Fundación Enlace Hispanoamericano (Foundation EHAS) and the University Carlos III (Spain).

**Project [Report](#) (in Spanish)**

**Results:**

The purpose of the training was for Conexión to familiarize itself with the telemedicine systems employed by Foundation EHAS and to determine how Conexión could go about incorporating tele-microscopy and tele stethoscope services for one specific rural community in Tasajera Island, El Salvador. Foundation EHAS worked with Conexión to conduct a feasibility study with which they identified the infrastructure that was needed for Conexión to be able to offer these services in Tasajera Island and an alliance was established between the two organizations to seek funding for this project.

More evidence of the impact achieved can be drawn from the semi-structured interviews conducted as part of FRIDA's evaluation procedures. While the surveys collected information from projects funded by FRIDA since 2004, 61% of the respondents received support between 2012 and 2015. From all projects supported since 2004, 53% of Award recipients and 25% of Grantees participated in the survey, which was voluntary.

In the case of Award recipients, 71% reported that the support of FRIDA enabled new alliances, 53% that it allowed them to obtain new funding, 47% that it contributed to strengthen work teams within the organization, and 41% that it helped give the organization visibility.

In the case of Grantees, 67% reported that the support of FRIDA enabled new alliances, 50% that it allowed them to obtain new funding, 44% that it contributed to strengthen work teams within the organization, and 39% that it helped give the organization visibility.

This data provides some evidence that the FRIDA support enabled opportunities that resulted in projects being able to create new connections, gain additional funding, improve working relations and achieve greater visibility for their work.

## ISIF Asia

Prior to the Sida grant, ISIF Asia did not provide capacity building opportunities. The variety of capacity building opportunities that the Sida grant facilitated not only benefited the 21 projects supported during the 2012-2015 period, but also the projects supported previous to the Sida grant. 126 people benefitted from participating in 69 events, with some events related to training and mentoring, while others offered specific opportunities for outreach and networking. Both Grant recipients and Award winners took advantage of these opportunities.

*“Through the ISIF Asia Grant we are now a fully functional product. We have successfully treated 200,000 patients (53% women and 25% children) who lacked access to healthcare facilities due to financial and social constraints. The Grant has played an incredible role for our organization in building valuable partnerships and platforms for networking both nationally and internationally. The visibility of our organization has immensely increased.” ‘Real-time Hepatitis Reporting and Surveillance System in Low-Resource Settings using ICT and Mobile Phones’, UM Healthcare Trust, Pakistan), ISIF Asia 2012 Grant Winner.*

*“ISIF Asia provided us with a lot support, not only through the funds, but connecting us with potential partners, informing us of other funding opportunities, promoting our projects and more. They did everything possible to ensure that we succeed. Additionally, the managers are very well aware and understand the environments in which grantees work.” ‘Developing Mobile Based Application to Support Pregnant Women’, Yagiten Pvt. Ltd., Nepal.*

In addition, 30 project teams (43.47%) participated in the Discover Program, a 21-Day pre-accelerator offered by JFDI.Asia. However, only 15 project teams (21.73%) completed all of the program requirements of attendance, tasks completion and assessments. The program included tailored online mentoring, which was available for seven months during 2015 to assist projects that were unable to complete the pre-accelerator on a specific edition, to re-enrol and finalize it during the following edition.

Also, a full mentoring program on Evaluation and Communication was offered by external consultants to three (14.28%) of the 21 projects supported during the Sida grant, with a combination of online support and face-to-face training. The three teams successfully completed the program requirements of participation, tasks completion and reporting, giving the program a 100% completion rate.

## **IDRC Evaluation: “Promoting networking and mentoring”**

During the IDRC external evaluation, it was concluded that participants in all three regional programs see this as another significant benefit of their involvement. The approach to mentoring was designed and implemented at each program’s regional level. While there was no overall Seed Alliance approach, all three programs used the following areas on which to base their mentoring activities:

- Learn to prepare better proposals.
- Improve reporting.
- Seek networking opportunities linked to collaboration.
- Fundraising.

*More information about the capacity building opportunities offered by all three programs is available in the interactive diagrams on the [Capacity Building](#) section of the Digital Report.*

**Expectation: Recipients make use of networking and mentoring opportunities.**

### **FIRE Africa**

70% of FIRE Africa recipients applied for a Grant to share experiences and knowledge, 41% wanted to make new contacts and expand their networks, while 38% wanted to make their projects known. FIRE Africa provided 60 travel grants to several different events throughout 2012 – 2015, where participants received training, the chance to promote their project and gained access to global networking opportunities.

This included Internet and ICT-related events, such as the Internet Governance Forum ([IGF](#)) or the International Conference on Information and Communication Technologies and Development (ICTD 2015), as well as specific events of relevance to the work fields of each Grantee.

11 projects that responded to a focused group discussion in Mauritius in 2014 were positive that they had made new associations and collaborations and that they had grown their professional networks beyond their expectations. Some were categorical that the most important connections they made were with peers in the FIRE Africa program i.e. “People who are at the same level”.

Six of the projects reported to have made important contacts that enabled them to pursue more funding and partners.

## **FRIDA**

With the support of Sida, the program was able to provide 39 travel grants to a total of 8 different events throughout 2012 - 2015 through which program recipients gained access to global networking opportunities.



*Figure 25: VotaloBotalo (Argentina). FRIDA Award Winner 2013 presenting project at LACIGF 2013.*

As discussed in greater detail in the [previous section](#), a mix of anecdotal data and qualitative data from the semi-structured interviews conducted by FRIDA suggest that projects took advantage of mentoring and networking opportunities to establish new connections, obtain additional funding, improve team interaction, gain greater visibility and learn about best practices in their respective fields of work. Quantitative data cited, however, involves feedback from projects funded prior to the Sida grant.

## **ISIF Asia**

31 networking opportunities benefiting over 45% of the supported projects were provided from 2012-2015. 92% of the supported projects participated in a survey and reported that the opportunities provided by ISIF Asia allowed them to learn (84%), expand their network (92%) and explore new funding opportunities or business leads for future development (34%).

***IDRC Evaluation: “Identify and build communities of practice”***

During the IDRC external evaluation, it was concluded that the Seed Alliance helps entrepreneurial, university- based and NGO innovation start-ups

become aligned with existing and emerging ‘communities of practice’ (networking opportunities) both regionally and globally. Further, many funded projects reported that connecting to these existing ‘communities of practice’ is a principal path to ongoing operations and sustainability. All three programs worked to ensure that funded projects were encouraged to ‘network with a purpose’ and that travel grants were provided for events that aligned to a certain project’s needs and development goals.

**Expectation: The projects funded are enabled to move forward on their own innovation path (from idea to realization).**

## **FIRE Africa**

The external evaluator found that most of the projects have great potential for success and a long-term social impact. However, various recommendations could be made to ensure complete success. The project teams should develop additional tools to ensure the uptake of their innovation. To capitalize on the experience acquired from project implementation, it is also important to continue the efforts started to enable financial sustainability of the project. Of the six projects that responded to this question during a focused group discussion in Mauritius in 2014, all said their projects would be sustainable after the funding period ended. Two of the projects stated that they would be able to attract funds from elsewhere to continue the growth of their projects.

*“I always trace my roots back to the FIRE Program which believed in a simple idea and gave it a chance - the program certainly encouraged me to make the idea come to life. I started off as a normal/ordinary Grantee, but I was driven to do my own research, especially on sustainability. I even tested a revenue model in 2015 using much of my own resources and learned so many shareable lessons pertaining to doing business in the African landscape...NatiV now has a proper home in the form of a new Learning Center for kids called ‘St. Tropez’ in Harare, Zimbabwe. St. Tropez was set up in January 2015 and is an important part of the project’s business model to ensure sustainability. The design team also enjoys the constant, free interaction with children and teachers as they use NatiV, enabling them to fine-tune the apps in preparation for the much-anticipated countrywide release.” – Ian Mutamiri, Zimbabwe, 2013 FIRE Africa Grantee. His project, ‘Shona Early Reader Android Application, now known as the MyNatiV app, has gone from strength to strength and is now being trialed in learning institutions in rural Zimbabwe.*

Mr. Mutamiri was also recently awarded a World Summit on Information Society (WSIS) Champion Certificate for his efforts. He credits the FIRE Africa program for his success:

*“Through the FIRE Africa training, we have avoided hundreds of mistakes and bad decisions. For every award we get, we remember that the FIRE Africa program was the beginning of it all. May the FIRE Africa Program continue to give hope and reward to young Africans with ideas that elevate the continent and the world as a whole!”*

At the end of the cycle, CINETCORE “...is now a fully functioning platform, serving over 80 customers a month and offering three mobile money payment options. CINETCORE has partnerships with six ccTLDs: .SN (Senegal) .CI (Ivory Coast) .TG (Togo) .ML (Mali) .GA (Gabon) and .CF (Central African Republic) and is currently in discussion with several more. In the coming months, the team will focus on implementing a sales and marketing plan and hopes to increase its client base to around 150 per month by the end of 2016.” – Idriss Marcial Monthe Djombissie, Ivory Coast, project leader of Cinetcore, FIRE Award Winner 2013, ‘Platform for the Promotion, Management and Sale of African ccTLDs via Mobile Payment’.

## FRIDA

FRIDA has successfully enabled projects to move forward in their innovation cycle through funding, capacity building and networking opportunities. score cards show that projects had good performance in terms of impact and degree of innovation, but indicating more work needs to be done to strengthen sustainability and replicability.

In order to enable selected projects to move forward from idea to realization, FRIDA provided funding as well as capacity building and networking opportunities. In terms of funding, while receiving support from Sida, FRIDA provided a total of 21 Grants and 18 Awards, increasing the number of funding opportunities offered and, in the case of the Grants, the amount of seed funding provided. The impact of capacity building and networking opportunities is discussed in detail [above](#).

Other interesting indicators about the extent to which projects were enabled to move from idea to realization can be derived from the score cards, in particular looking at how projects performed in innovation, impact, sustainability and replicability upon the completion of the Grant.

Under innovation, Grantees had a 19.5 score average out of 25 (7.8/10). Under impact, projects received an average of 34.7 out of 50 (6.9/10). Projects

had less outstanding performance in the sustainability category with a score of 19.9 out of 37 (5.4/10), and in the replicability category with 20.7 out of 33.5 (6.2/10). The scores under innovation and impact suggest that projects performed well in achieving project objectives while successfully innovating and delivering results. Sustainability remains a more challenging aspect for projects, mostly due to funding. Potential for replicability, which refers to the regional relevance of the solutions developed, also has been identified as an area where FRIDA could provide further assistance so that the innovations developed can more easily be replicated throughout Latin America and the Caribbean region.

### **ISIF Asia**

Out of the 21 projects supported from 2012-2015, 84% of the projects teams reported the specific activities funded by ISIF Asia were continuing after the project completion. 92% of the organizations supported reported that they had plans to further develop their activities based on the outcomes of the ISIF Asia funding from a traditional NGO set-up depending on grants. Only 9.52% of the supported projects reported that they were in a strong position to look for investors and were actively looking for avenues to expand and grow their activities, as they are transitioning to more entrepreneurial organizational arrangements building revenue models based on products and services.

### ***IDRC Evaluation: “Scale up relevant initiatives”***

During the IDRC external evaluation, it was concluded that the Grants and Awards provided by the FIRE Africa, FRIDA and ISIF Asia programs are small so it was deemed unrealistic to expect funding from the Seed Alliance to be a resource for ‘scaling up’.

However, some of the opportunities offered to the funded projects, including mentoring, coaching, increased visibility and networking opportunities, helped recipients to connect to partner and institutional resources, serving as a foundation for continued operations and integration into larger scale collaborations. The absence of an accessible and substantial set of resources for scaling-up was deemed by IDRC to be among the principal weaknesses and limitations of the Seed Alliance. This has been addressed with specific funding and dedicated Scale Up Grants for the next cycle.

### 5.1.2. Analysis of Internal Expectations at a Regional Level

**Expectation: Increasing inter-RIR collaboration around grant making mechanisms such as funding, capacity building, mentoring, evaluation, communication and networking.**

#### **FIRE Africa**

In 2012, FIRE Africa joined the Seed Alliance. FIRE Africa relied heavily on inter-RIR collaboration as well as knowledge share and best practice during the Sida grant. FIRE Africa benefitted from the knowledge and experience that both the FRIDA and ISIF Asia projects shared as it matured. Further, as the newest partner to join the Seed Alliance, FIRE Africa was able to bring fresh ideas to the table and boost the alliance's diversity and global viewpoint. Throughout the Sida grant, FIRE Africa worked with FRIDA and ISIF Asia to design, implement and improve application, selection and reporting procedures as well as communication strategies. The collaboration between the three RIRs enabled the improvement of processes and helped all three programs achieve greater visibility separately as well as collectively as the Seed Alliance, especially at a global level.

#### **FRIDA**

Inter-RIR collaboration improved significantly during the Sida grant, and in the case of FRIDA, it allowed the program to gain greater visibility (particularly at global events) and improve application and evaluation procedures. However, more work is needed to improve the collection of comparable data, although the collaboration initiated under this grant represents a major step forward for all three programs and has established a clear precedent of the benefits of inter-RIR collaboration.

FRIDA relied heavily on inter-RIR collaboration during the execution of the Sida grant, which enabled the improvement of processes and helped to achieve greater visibility for both FRIDA and the Seed Alliance. FRIDA aligned its grants program with those of sister programs FIRE Africa and ISIF Asia, for example, adopting a 12-month projects cycle and eliminating the 24-month project cycle that was available before the Sida grant.

## ISIF Asia

ISIF Asia relied heavily on the lessons learned from FRIDA, as the oldest program established, and reviewed its own internal application, selection and reporting processes through input provided by former coordinators of the program (before the Sida grant), the FRIDA selection committee members and LACNIC staff. Decisions around how to structure ISIF Asia's social media presence were implemented thanks to the advice of the FRIDA coordinators, as well as the main topics to be incorporated when assisting organizations to submit their proposals. FRIDA coordinators also contributed to a deeper understanding of the differences around evaluation methodologies to be used and survey design.

As the process to transfer the knowledge to the FIRE Africa program ensued, the opportunity to review existing practices at ISIF Asia encouraged a continuous improvement approach, where clarifications requested by FIRE Africa coordinators, helped to identify areas of improvement.

The work done from 2012-2015 through the establishment of the Seed Alliance facilitated several opportunities for senior RIR staff to share their views and aspirations about the contributions their organizations as a whole can make to development goals as well as the role that effective management of external funding can play in expanding the global reach of the RIRs themselves.

Thanks to these opportunities, another one of the world's five RIRs, Réseaux IP Européens Network Coordination Centre (RIPE NCC), the RIR for Europe, the Middle East and parts of Central Asia, has formally expressed its Interest to join the Seed Alliance by 2017 in order to establish its own Grants and Awards Fund based on the lessons learned from the three existing regional programs.

***IDRC Evaluation: "Provide better visibility for projects and partners"***

During the IDRC external evaluation, it was reported that there was substantial evidence that the Seed Alliance's programming helps to provide the visibility and partnership development intended by this objective. This is a principal beneficial outcome of the Seed Alliance regional programming. Many respondents in IDRC's evaluation focus groups and email interviews reported that this was a principal benefit of their involvement with the Seed Alliance

Grants and Awards program, raising their profiles globally, regionally and nationally and linking them to new partners and opportunities.

**Expectation: Regional programs are recognized by staff and members as an integral part of the organizations strategic objectives.**

## **FIRE Africa**

While more robust internal communication needs to be performed to ensure that all staff at all levels of the organization are aware and understand how FIRE Africa fits into AFRINIC's overall strategy, senior staff are aware of the importance of the program in terms of AFRINIC's commitment to capacity building throughout the region. Anecdotal evidence suggests that junior staff were aware of the value FIRE Africa was giving to the community, and they were helpful in ensuring the program executed its strategy, and met its core objectives through internal support.

Throughout the Sida grant, AFRINIC underwent major changes in senior leadership, departmental restructuring and long-term leave of the FIRE Africa coordinator. While continuity was maintained and all major deliverables achieved, these events undoubtedly had an impact on the momentum of the program.

In the coming cycle, the FIRE Program will make improvements to its communications strategies to ensure that all internal stakeholders, including the AFRINIC Board of Directors, the Council of Elders, the CEO, the Senior Management team and the staff body are fully aware of the crucial role that they play in the success of the FIRE Africa program.

While AFRINIC's members are kept up to date on the FIRE Africa program's activities via AFRINIC's generic communication channels (website, mailing list, social media), it is not clear whether they fully understand how the program fits into the organization's overall strategies. In the coming cycle, the FIRE Africa will adjust external communication strategies in order to ensure that the membership is much clearer on the program's goals and strategies by setting up dedicated social media accounts, conducting information sessions during membership meetings and improving periodic reporting of major achievements.

## FRIDA

While no quantitative data has been collected to measure this indicator, anecdotal evidence suggests there is a very good degree of understanding and support from LACNIC's Senior Management, but a lesser understanding of non-managerial staff within the organization. Greater efforts must be implemented in the future to gather more comprehensive data about this indicator and strengthen the knowledge and appropriation of the program by LACNIC staff.

On the other hand, FRIDA's contribution to organizational priorities and strategy is well understood and respected as demonstrated by the organization's and the Executive Board's continued support and interest in the program.

Senior management staff and the Board have continued to show their support for the FRIDA program as shown by anecdotal evidence and the organization's continued and renewed support to the work of FRIDA and the Seed Alliance. During the SIDA grant collaboration efforts were stepped up, and the Seed Alliance became one important example within the organization of collaborative inter-RIR initiatives.

The table below shows an excerpt of the opening speech at the Seed Alliance Award Ceremony in 2015 by LACNIC's CEO, Oscar Robles, at the Internet Governance Forum (IGF) in Brazil.

*"[...] I want to highlight that this effort [the work of the Seed Alliance] is a real collaboration. This program aims to promote innovation, to promote the solution of social needs through the use of ICTs [...] For this, what we are doing, the RIRs, is to connect the funds we receive from the donors with the recipients, the people doing these kind of efforts on the ground. It requires [from] the RIRs [...] real coordination, first inside the region, and second and not less relevant, the collaboration between the three RIRs." – watch [video](#).*

Other major goals achieved during the Sida grant include the greater knowledge and levels of commitment achieved from LACNIC's support and administrative areas, which now show greater understanding and provide more comprehensive support for the FRIDA Program. More work remains to be done for staff in coordination and junior positions for them to achieve a greater understanding of the program and how it aligns with LACNIC's mission. This weakness is already being tackled in the 2015-17 grant cycle with more frequent communications and presentations from FRIDA in staff meetings and mailing lists, and with active calls to action for staff to support the program, for instance, in promoting the call for proposals through their own networks.

Efforts to further align the program with LACNIC's organizational strategies are being made in the new funding cycle, whereby FRIDA has created a range of categories exclusively for more technical projects on issues such as IPv6 deployment and Cybersecurity.

## **ISIF Asia**

During the 2012-2015 period, APNIC underwent an internal restructuring process. One of the main changes implemented was the establishment of a Development Area to better respond to the growth of ISIF Asia program and to link the support it provides to APNIC's capacity building and policy activities. One of the organization's main objectives is now directly linked to development and capacity building. Furthermore, during 2015, a process to establish the APNIC Foundation started, with full support from the APNIC Board (EC) and the Leadership Team. Senior staff is involved directly in the design of the grant programs being offered and involved in the selection process. There is still room for improvement to engage junior staff, but under the new Development Program umbrella, the articulation of APNIC's core technical role as a Regional Internet Registry and its contributions to development throughout the region are now being incorporated into the organization's different roles and responsibilities. APNIC staff supports the program, recommends it to others and assists with providing effective follow-up.

**Expectation: Successful replication (knowledge transfer) of FRIDA and ISIF Asia in the African region.**

Lessons learned, as well as in-depth knowledge, from both the ISIF Asia and the FRIDA programs supported the establishment of the FIRE Africa program at the program level and the organizational level and furthered inter-RIR collaboration. FIRE Africa was formally launched in 2012. Patricia Senghor, the FIRE Africa Program Coordinator (2013-2015), joined the AFRINIC team in early June 2013 and attended the "Grant Proposals Development Workshop for the Pacific Islands" organized by ISIF Asia (Vanuatu, June 2013).

While there, she received support from the ISIF Asia Coordinator, Sylvia Cadena, to navigate the Seed Alliance documentation and was also able to get a better understanding of the regional program administration processes and procedures. Special focus was devoted to the overlaps between the IDRC and Sida proposals and budget allocation. The content provided during the

workshop served as a starting point for FIRE Africa to organize a workshop in Abidjan, Cote d'Ivoire, targeted to applicants coming from post-conflict and emerging economies, from Francophone and Lusophone economies, as well as from other isolated regions in Africa.

By the end of the Sida grant, FIRE Africa was a stable, well-established regional Grants and Awards program with solid foundations on which to build and improve over the coming years.

As part of the Seed Alliance, not only did FIRE Africa benefit from learning from the two previously established programs, the team further enhanced the Seed Alliance's work by sharing valuable lessons learned and key ideas for improvements, including:

- Exploring how to establish and maintain connections with entrepreneurs and the networks that supports them, around incubator spaces in Africa.
- Designing a support network for the FIRE Africa recipients.
- Defining a consistent mentoring and training approaches conducted before AFRINIC events.
- Provide feedback and continuous improvements to the reporting templates and strategies for how to communicate project results.

## 5.2. Overall Conclusions, Main Achievements and Contributions

To date, the Seed Alliance has supported **116** projects from **57** economies. It has allocated around **US\$ 2.2 million** of funding in Grants and Awards throughout Africa, Asia Pacific, and Latin America, helping to strengthen and promote the Information Society within these regions. More information can be found about each project by clicking on the interactive map on the Seed Alliance [Digital Report](#).

### 5.2.1. External (Recipient Level)

External indicators within the Results Assessment Framework (RAF) look at how the Seed Alliance's activities over the years have impacted those who the program seeks to serve: the Grants and Awards applicants and recipients. This section seeks to understand the Seed Alliance's impact and contribution as well as the value that the program brings to all beneficiaries in terms of encouraging innovation and social impact and the development of Internet-

based solutions in all three regions of work. This section covers the results and the impact of application procedures, use of funding by recipients, impact of training and capacity building activities, projects growth and successful roll out of projects (idea to realization) and the impact of the networking and mentoring opportunities that participants participated in.

#### 5.2.1.1. Applications

Contracts, application and evaluation systems were streamlined between all three programs which has allowed the Seed Alliance to make major steps towards obtaining comparable data and unifying procedures and standards for all three members.

Since 2012, a total of 1,311 applications were received for all three programs, with 116 of these being selected for funding after going through a rigorous selection process.

While each of the three programs cited activities that could be improved upon, from the evidence presented above, it can be concluded that during the 2012-2015 cycle was successful. Throughout the Grant, each program made significant improvements as well as contributing to improving the Seed Alliance's global reach and overall impact.

In terms of quality of applications, all three programs made efforts to improve the quality of applications received by offering workshops to help potential applicants submit satisfactory applications, by coaching strong applicants to add to or improve their submissions during the application round, or by strengthening communications strategies to ensure the goals and requirements were clearer.

Geographical spread throughout the global south is strong and all three programs made improvements during the cycle. FRIDA for example, was able to ensure as much geographic diversity in its Grants program as it did during the six years of work that took place between 2004-2009, and ISIF Asia consistently averaged applications from 21 of the 56 economies per round (although not the same 21 economies). While more needs to be done by FIRE Africa to encourage applications from certain parts of the region (Francophone and Lusophone economies for example), as its outreach strategy improved so did the number of applications received, with the program attracting significantly more Francophone applications during its 2014 Grants round.

*An overview of how the applications process works can be found in section [4.2.1](#). An overview of applications received can be found in section [5.1.1](#). An interactive overview of applications received can be found in the [Applications section of the Digital Report](#).*

#### **5.2.1.2. Administration, Reporting and Efficient Use of Funds**

The Seed Alliance team produced detailed annual reports about the operations of the program, both technical and financial. Feedback from every report was incorporated into the next reporting period. Funds managed by APNIC on behalf of the Seed Alliance were spent according to stringent policies and procedures for travel, vendor approval processes, double controls for expense approvals and strict record keeping. Funds managed were audited annually and no irregularities were identified during the audit processes. Recommendations from the auditors were incorporated for the next reporting period.

To support efficient use of funds at the funding recipient level, all three programs provided assistance so that projects were able to improve their reporting processes and produce satisfactory reports. The three regional programs worked together to make significant improvements to their reporting activities throughout the cycle and hired consultants to assist in monitoring the progress of projects and to conduct site visits to gain a deeper understanding of the supported projects. All programs acknowledge that improvements to the quality of reporting from funded projects need to be made.

#### **5.2.1.3. Capacity Building and Networking Opportunities**

Similarly, the three programs worked to develop common networking and capacity building activities through the preparation of online webinars, available in English on the [Webinars section of the Seed Alliance website](#) and in Spanish on the [FRIDA website](#).

Also, through joint awards ceremonies and activities during global events such as the Internet Governance Forum and the International Conference on Information and Communication Technologies and Development, as follows:

- [IGF 2012](#) – Baku, Azerbaijan, Oct 2012



- [IGF 2013](#) – Bali, Indonesia, Oct 2013



- [IGF 2014](#) – Istanbul, Turkey, Sep 2014



- [IGF 2015](#) João Pessoa, Brazil, Oct 2015



The Seed Alliance facilitated an information booth during the IGFs in 2013, 2014 and 2015 and also organized [workshops](#) as part of the IGF agenda discuss how funding is a key element to support Internet Development through a multi-stakeholder approach.

Over the three years Sida grant cycle:

- [FIRE Africa](#) was represented at **10** events in **9** different economies
- [FRIDA](#) was represented at **7** events in **6** different economies
- [ISIF ASIA](#) was represented at **24** events in **15** different economies



*ICTD 2015 – Singapore. Seed Alliance workshop “Helping ideas grow” – Recipients from FIRE Africa, FRIDA and ISIF Asia and regional program coordinators*

All three programs reported that the opportunity to build networks and meet likeminded people on a regional and global scale was something that the funded projects held in very high regard, with funded projects citing the advantages of mentoring and networking opportunities to establish new connections, obtain additional funding, improve team interaction, gain greater visibility and learn about best practices in their respective fields of work. This was also reiterated during the IDRC external evaluation.

Online forums are important mechanisms to facilitate training, mentoring, networking and outreach. Through feedback it was found that creating a new space is less effective than strengthening existing spaces at the regional/program level, taking into account that language barriers and contextual differences which make it difficult to encourage communication across all three regions. The Seed Alliance initially planned to hire moderators for different thematic online forums to be moderated by current and former recipients of each regional program. However, the use of existing forums, mailing lists and contribution to blogs were selected as more relevant after surveying recipients.

FRIDA developed an online course for proposal development using LACNIC's e-learning platform to support the development of Grant applications for 2014 with 180 participants and 2015 with 122 participants registered to start the course and a completion rate of 30%.

Thanks to the support from the Asian Venture Philanthropy Network, ISIF Asia was able to identify JFDI.Asia – a Singapore-based seed accelerator – as a partner to provide an online space for funding recipients to approach the concepts around business development on a pre-acceleration, 21-day online course. Three courses were run during 2015 with 60 project teams benefiting from the opportunity to explore possibilities for business skills development applicable for their organization in their quest for sustainability. JFDI.Asia also offers a full acceleration program, and ISIF Asia is working to define a partnership so that selected funding recipients can benefit from their mentoring services as well as access their network of investors for the 2016-2017 period.

## **Blogs**

In February 2014, ISIF Asia designed and launched the [discover.isif.asia](http://discover.isif.asia) blog to help identify innovative solutions for Internet development. It continues to grow with weekly posts posted online as well as distributed to the email database of registered subscribers. ISIF Asia recipients whose work is more technical or research focused have also published articles on the [APNIC blog](#).

Although the Sida grant cycle finalized in October 2015, it is worth mentioning that the [AFRINIC blog](#) was also launched in October 2015 as the organization's corporate blog. Several articles have been published to promote the FIRE Africa Grants and Awards and to showcase the program, the Seed Alliance and some of the projects that have been awarded funding.

The blog has featured [in-depth case studies](#) of the following 2012-2015 Grant and Award winners: Car Dispo, Continuous Medical Education, Make Every Woman Count, Vename, Farmerline, and the Shona E-Reader Project/NatiV app. The blog also has several articles about the capacity building workshops organized by FIRE Africa and attended by previous Award winners and Grantees.

*See the [Building Networks](#) section on the Digital Report and section [4.2.4](#) on Capacity Building.*

#### 5.2.1.4. Issues on Scalability and Continuity

The regional programs decided to support organizations/projects that are all in different stages of development.

For some, the issues around scalability and continuity concentrated on understanding and applying the business development principles to their own work. For others, it was about finding viable financial models to continue their work without depending on Grants. And some were more concerned about how their proven solutions can reach the scale to actually achieve their desired impact by targeting investors or venture capitalists. As each of the projects supported cover a vast range of issues - from education to health, from Internet freedoms to support for people with disabilities, just to name a few examples - the mechanisms to support scalability and continuity are varied and depend on the industry sector and the different markets in every region.

For the reasons stated above, there was no 'one-size-fits all' approach. The three regional programs offered limited support for these various stages of development and focused available resources on capacity building, facilitating access to information and knowledge, offering training and supporting networking activities.

All supported projects have, at their core, a strong focus on the use of Internet technologies for development, but as the issues they tackled were so very different, every supported project was required to work independently on the design and implementation of their strategy to travel the road to sustainability and achieve maximum impact. For many of them, they still have a long way to go. For some projects working on applications development, the solutions they have come up with are far from being "market-ready", so they struggle to attract investment from the private sector or retain qualified staff. They lack the contacts and visibility to attract investment and support.

In other cases, specially with projects focusing on access provision, the communities the projects work with or in are too far away, too remote or too small, and may also face huge challenges to attract much needed funding let alone have their needs understood.

The constant search for innovation imposed by existing funding mechanisms also means that organizations face issues with the maintenance and continuation of their work.

### 5.2.1.5. Sustainability

All three programs reported that, while many of each program's respective funded projects were in a position to continue with their efforts by the end of the cycle, more work is needed to further equip projects with the knowledge to enable them to move from idea to realization more effectively.

Those that benefited from the training and mentoring offered by the regional programs have reported that the knowledge provided has helped them design and strength their business strategies.

The Seed Alliance's regional programs supported projects at different stages on the development path. Some are in the early investment stages, others are in proof of concept development and some ready to scale-up. The support was tailored so that innovation did not slip through the cracks and projects were able to continue to further their development through scale-up support.

Many projects across all regions report lack of other sources of funding once their Seed Alliance grants ends. Traditional sources of funding such as government grants and international aid are structuring narrow portfolios with tighter rules and higher reporting requirements that exclude smaller organizations. Innovative mechanisms such as crowdsourcing are still far away from players in the field in developing economies, as many of those services have requirements that they can't fulfill. The private sector is increasing their contributions towards Impact Investment Funds, Venture Capital Funds, Angel Investors and Corporate Social Responsibility mechanisms but access to those require networking opportunities that most small organizations do not have access to.

Replicability was also noted as a challenge due to the vastly differing cultures throughout each of the three regions. Many supported projects reported a distinct approach to scale, but locally, looking for sustainability models, as a way to overcome the challenges around cross border replication.

Each program did support a number of highly successful projects as the score cards clearly show, which were able to take their ideas from proof of concept to effective deployments benefiting the targeted communities. Although some supported projects still face the challenge to reach a desirable growth and scale, the Seed Alliance approach has proven effective for funding recipients to deliver benefits to the communities they serve.

*“The ISIF Asia Grant played a major role in growing our team professionally. For example, the Rural Health Workers and medical practitioners now have easy access to updated and the latest information on medical knowledge, which they directly needed, especially during their field visits. The Grant also holds credit in supporting our organization in getting two research papers published at international conferences as well as a chapter in “The E-Medicine, E-Health, M-Health, Telemedicine and Telehealth Handbook”. Now our experience has been replicated to other provinces including Sindh and Punjab and extending health care across Pakistan. A major step towards sustainability, which could not have been possible without the ISIF Asia Grant.” ‘Real-time Hepatitis Reporting and Surveillance System in Low-Resource Settings using ICT and Mobile Phones’, UM Healthcare Trust, Pakistan, ISIF Asia 2012 Grant Winner.*

The Seed Alliance and the regional programs are always looking for opportunities to expand their funding pool to enable them to continue offering the flexibility that projects require to grow.

*See the [Sustainability](#) section on the Digital Report.*

### 5.2.2. Internal Recognition

Internal indicators within the RAF looked at achieving recognition for the Seed Alliance’s work and the impact that it has *within* each of the three RIRs – AFRINIC, APNIC and LACNIC. These indicators seek to understand and document actions taken to ensure each program’s future sustainability and to incorporate lessons learned over time.

This section outlines how the Seed Alliance has been strengthened internally and the steps taken by each RIR, and the alliance as a whole, to ensure sustainability in the long run. Sustainability is crucial to ensure that the regional programs can continue their work to support the development of Internet-based solutions and to encourage innovation and social impact throughout all three regions. Further, concrete examples of inter-RIR collaboration on Seed Alliance activities are outlined, with particular focus on the successful launch of the FIRE Africa program and the coaching and mentoring provided for this by the FRIDA and ISIF Asia staff. An overview of how each of the programs is valued internally by each RIR is also given.

#### 5.2.2.1. Internal Program Recognition

All three programs made improvements to internal program recognition and were successful in the internal promotion of their respective programs. APNIC

underwent an organizational restructure during the cycle, creating a Development Area to better respond to the growing ISIF Asia program. While all three programs acknowledge that senior staff and Board members recognize how the regional programs align to each of the respective RIR's goals and that major improvements were made in terms of staff support for the programs – particularly for FRIDA - there is still a need to strengthen internal communication to increase the level of understanding for junior staff members.

AFRINIC, APNIC and LACNIC have incorporated their own regional programs into their organizational structure. Programs are staffed and budgeted accordingly, and recognized by staff and the RIR members as an integral part of the organization's strategic objectives.

This has been implemented differently in each of the RIRs depending on its context, its organizational structure and Board direction. The FRIDA and ISIF Asia programs have also transferred their knowledge, systems and tools to the FIRE Africa program to ensure a successful kick off in the African region.

Efforts were made to improve internal program recognition throughout the Sida grant with some progress:

- AFRINIC experienced several changes in senior management and program leadership throughout the cycle, which hindered efforts to promote the program internally. Efforts will be made to improve this during the next cycle.
- APNIC underwent an internal restructuring process. One of the main changes implemented was the establishment of a Development Area to better respond to the growth of ISIF Asia program and to link the support it provides to APNIC's capacity building and policy activities. One of the organization's main objectives is now directly linked to development and capacity building. Furthermore, during 2015, a process to establish the APNIC Foundation started, with full support from the APNIC Board (EC) and the Leadership Team. Senior staff is involved directly in the design of the grant programs being offered and involved in the selection process. There is still room for improvement to engage junior staff however and efforts are focused on this for the next cycle.
- Anecdotal evidence suggests there is a very good degree of understanding and support from LACNIC's Senior Management, but a

lesser understanding of non-managerial staff within the organization. Greater efforts will be implemented in the future to gather more comprehensive data about this indicator and strengthen the knowledge and appropriation of the program by LACNIC staff. On the other hand, FRIDA's contribution to organizational priorities and strategy is well understood and respected as demonstrated by the organization's and the Executive Board's continued support and interest in the program.

#### **5.2.2.2. RIR Collaboration**

While maintaining autonomous programs in their respective regions, the FIRE Africa, FRIDA and ISIF Asia programs collaborate extensively globally as the Seed Alliance. Each regional program designed and defined its own strategies to enable it to reach the Seed Alliance's objectives, which provided them with the flexibility and autonomy to operate in their own context.

Throughout the Sida grant, inter-RIR collaboration improved significantly during the cycle. All three programs worked together to improve application, reporting and evaluation procedures and global communication strategies among others, which enabled the Seed Alliance to improve the process of collecting comparable data from which baseline data can be used for analysis. While vast improvements were made, more work is needed to improve the collection of comparable data, although the collaboration initiated under this grant represents a major step forward for all three programs and has established a clear precedent of the benefits of inter-RIR collaboration.

All three programs also reported that global visibility for each individual program as well as for the Seed Alliance as a whole improved due to the geographical impact of the Seed Alliance's work as well through attendance at relevant global events.

Throughout the Sida grant cycle, there were several opportunities for senior RIR staff to share their views and aspirations about the contributions their organizations can make to development goals as well as the role that effective management of external funding can play in expanding the global reach of the RIRs themselves.

Crucially, due to the huge efforts and improvements made in RIR collaboration during the cycle which enabled AFRINIC, APNIC and LACNIC to communicate its collective successes to their industry partners, one of the other five RIRs - the RIPE NCC - has formally expressed its Interest to join the Seed Alliance by 2017 in order to establish its own Grants fund based on the lessons learned

from the three existing regional programs. This is a key indicator of the Seed Alliance's successful RIR-cooperation and will help to ensure the alliance's future sustainability.

The score cards, in particular, while still in need of improvements, represent a major step forward in obtaining cross-alliance data about the impact of the three programs. While additional work is to be done in order to ensure more comparable data is collected for all three programs, the Sida grant proved vital in encouraging and guiding collaboration.

### 5.2.2.3. Successful Replication in the African Region

Lessons learned from [ISIF Asia](#) and [FRIDA](#) supported the establishment of the FIRE Africa program, from the programmatic level (defining categories and funding mechanisms) to the operational level (sharing the website platform, communications strategies, evaluation mechanisms, reporting tools etc.).

Special focus was devoted to the overlaps between the [IDRC](#) and [Sida](#) proposals and budget allocation. The content provided by ISIF Asia to potential applicants from the Pacific Islands during the workshop in Vanuatu served as a starting point for FIRE Africa to organize a workshop in Abidjan (Ivory Coast) targeted to applicants coming from post-conflict and emerging economies, from Francophone and Lusophone economies, as well as from other isolated regions in Africa.



Figure 26: Briefing for FIRE Africa set up during the ISIF Asia Grant Proposals Development Workshop for the Pacific Islands, Vanuatu 2013.

As evidence in this report shows, FIRE Africa is now a well established and fully functioning Grants and Awards program.

Not only has there been a successful replication in the African region but the setting up - and subsequent success - of the FIRE Africa provided the Seed Alliance with ongoing opportunities to examine existing processes and procedures and to incorporate a continuous improvement approach to how the three RIRs engage with their communities in their respective regions.

The FIRE Africa program approach of working more closely with entrepreneurs has been key to the design of the Seed Alliance 2015-2017 funding cycle.

### **Igniting the FIRE**

As of 2015, FIRE Africa is now a well-established program, building on the lessons learned but well defined in its own right and tailored to the very specific needs and challenges of the African region. The FIRE Africa program has given back to the Alliance by sharing many valuable lessons with FRIDA and ISIF Asia. These include:

- Exploring how to establish and maintain connections with entrepreneurs and the networks that supports them
- Understanding of how innovation is fostered in incubator spaces
- Designing a support network for the FIRE Africa recipients
- Defining a consistent mentoring and training approaches conducted before AFRINIC events
- Focusing on very specific guidelines for funding recipients so that they can manage grants effectively, which inspired the production of the Seed Alliance series of [webinars](#)
- Provide feedback and continuous improvements to the reporting templates and strategies for how to communicate project results

*See the [Replication in Africa](#) section of the Digital Report.*

#### **5.2.3. Future Programming**

The Seed Alliance and all three programs continue to mature and strengthen collectively as well as in the three respective regions. This has been recognized first and foremost by the extension of the IDRC grant, which will support the

Seed Alliance activities until 2017, for around CA\$ 1.1M, addressing all the feedback and recommendations from the IDRC External Evaluation, with a focus on scaling-up and leadership support.

In the coming cycle, the Seed Alliance is also seeking to tackle weaknesses or areas in need of strengthening as identified during the 2012-2015 cycle by addressing the recommendations from IDRC's external evaluation, incorporating new approaches as new regional coordinators join the team and by running surveys to increase the understanding of the needs of the organizations and individuals that the Seed Alliance has been able to support thanks to the regional grant programs.

### **New Partners**

In November 2015, the Internet Society joined the Seed Alliance as a Partner. The [Internet Society](#) promotes open dialogue on Internet policy, technology, and future development among users, companies, governments, and other organizations. Working with its members and Chapters around the world, the Internet Society enables the continued evolution and growth of the Internet for everyone. The Internet Society's (ISOC) support to the Seed Alliance will enable the three programs to give up to regional grants for projects that focus on Cybersecurity.

As mentioned above, the future inclusion of RIPE NCC will open the possibility to engage with European and Middle Eastern donors that require a regional partner to negotiate additional funding and will increase exposure for all supported projects which in turn will increase visibility for the Seed Alliance as a whole.

#### **5.2.4. Challenges**

Although the three programs work together, each faces differing needs in their own regions. These challenges included:

#### **Organizational Differences**

- Three independent organizations, each structured under different legal frameworks, with its own internal systems and reporting mechanisms,
- Extreme time-zone differences,
- Language barriers,
- Centralized and accessible record keeping,
- Internal high-level organizational/structural changes took place.

## Evaluation Approaches

- Adhering to one single evaluation framework across all three programs is challenging because the projects supported in each region differ hugely. It's difficult to use one method of assessment for all three.

## Leveraging Experiences

- Time constraints and logistical issues meant that mentoring and coaching sessions for the regional program coordinators to consolidate and leverage experiences was not prioritized and did not happen as often as the team would like it to.

## Growing Demand

- All three programs' growth was hindered by lack of resources both human and financial to cope with increasing demand. Areas that will benefit from additional investment:
  - Training of regional program coordinators
  - Support for regional and global communications activities, documentation, multimedia, printed materials and social media plans
  - Professional fees for workshops and training courses facilitation
  - Language services/translations
- Limited collaboration with other organizations and individuals involved in Internet development.

### 5.2.5. Lessons Learned

Work is needed to strengthen the use of simple but effective coordination mechanisms that focus on sharing the information required for planning, budgeting and decision-making as well as lessons learned after implementation at the regional program level.

These mechanisms should maintain a lightweight coordination structure while recognizing the individual needs of the three independent organizations ([AFRINIC](#), [APNIC](#) and [LACNIC](#)). Further, the coordination structure must meet the needs of three different communities operating in different contexts in Africa, Asia Pacific and Latin America and the Caribbean.

## Preserving Regional Differences

It is important to clarify that this does not mean that the same set of activities should be applied to all regions. The strength of the Seed Alliance lies precisely in its ability to adjust to meet the needs of each region, while incorporating best practices and experiences successfully implemented by others. This enables information to be leveraged and utilized by the members of the Alliance as well as other alliance and sub-granting programs, and also by other organizations, researchers and activists across the global south seeking inspiration or looking for ways to scale-up their work.

### 5.2.6. Recommendations

The Seed Alliance team is aware of the need to work on strengthening the use of simple but effective coordination mechanisms that focus on sharing, at the regional program level, the information that is required for planning, budgeting and decision-making as well as lessons learned after implementation.

It is important to clarify that this does not mean that the same set of activities should be applied to all regions. The strength of the Seed Alliance lies precisely in its ability to adjust to meet the differing needs of each region while incorporating the best practices and experiences successfully implemented by others. This enables information to be leveraged by the members of the Alliance as well as other alliance and sub-granting programs, but also by other organizations, researchers and activists across the global south seeking inspiration or looking for ways to scale-up their work.

As such, the Seed Alliance funding partners should support the design of evaluation approaches that balance the reporting and evaluation requirements from donors and sponsors with the needs of the regional programs and the resources available. The flexibility to allow the regional programs and the funding recipients to learn, adapt and adopt monitoring and evaluation tools is key to ensuring that the evaluation frameworks provide the necessary insights not only about the monitoring of the activities implemented, but that the frameworks can be used to influence strategic planning, guide growth and scale-ups etc.

### **Information Dissemination**

It is important to improve the mechanisms that support digital documentation and online dissemination of the experience gained over the years, both by the regional programs through their promotion of innovation as well as regional

funding recipients. The Seed Alliance team should explore the possibilities of online reporting mechanisms to simplify publication efforts. Support for social media management to enhance visibility of the regional programs across the three regions is also required.

Support for printed materials and participation at events is still necessary to expand regional outreach, dissemination of results and fundraising efforts. Collaboration among organizations and individuals involved in Internet development through research and implementation should continue to be promoted across all three regions and mechanisms to articulate collaborative projects should be implemented.

The Alliance should contribute to the establishment of channels that allow communication among funding recipients across regions, cross-fertilization of ideas and partnerships to be structured without creating an unnecessary workload for the regional program coordinators.

### **Language Diversity**

Although communication among the three programs will continue to be conducted in English, it is important to respond to the language diversity in which each region operates by allocating funding for translation services.

### **Meetings and Workshops**

Support for face-to-face meetings and workshops should continue and be increased, offering concrete opportunities linked to documentation, training, dissemination and fundraising activities among the regional programs, as well as their supported funding recipients.

### **Channelling Funds**

For the regional programs it is very important to be able to channel funding from other donors and sponsors in order to increase the funding they are able to allocate to the community and keep reasonable administration costs. Funding partners should continue to support the development of a fundraising strategy for the Seed Alliance that benefits all three regions and continues to contribute financially to cover some of the costs associated with pursuing potential donors and sponsors. The RIRs have leveraged on existing events and networking opportunities to seek support but as the program grows, the need for a more coordinated approach also increases. A key element in this process is leveraging the experience of the Seed Alliance partners (IDRC and Sida) from their support of similar alliance initiatives and

sub-granting programs. Work sessions with IDRC and Sida officials have been very productive, and the Seed Alliance team would benefit from more frequent communication.

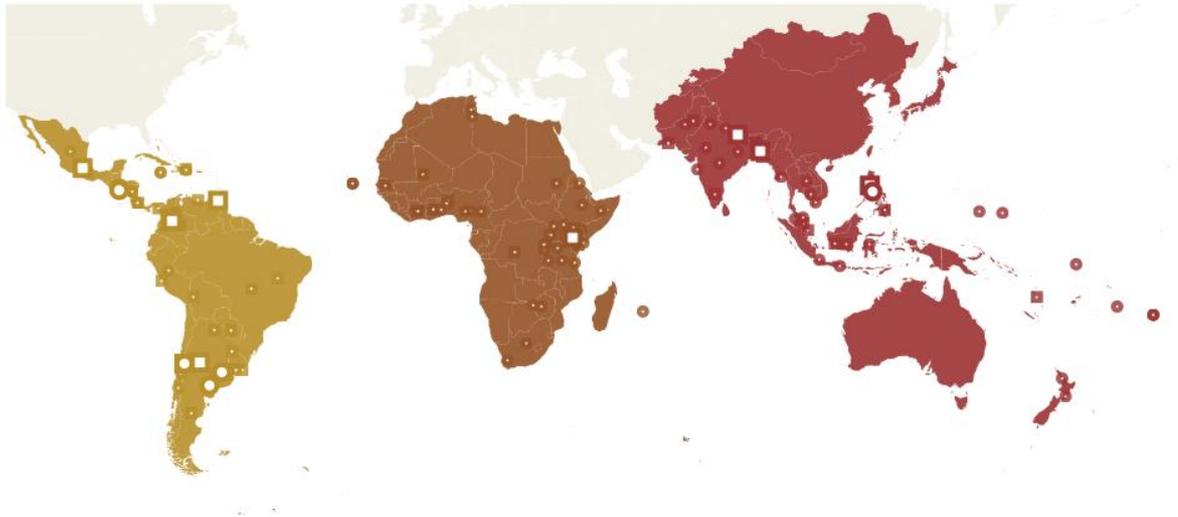
### **Future Resources**

AFRINIC, APNIC and LACNIC are committed to continuing managing the operations of their regional programs, as well as contributing financially to the Grants and Awards pools to support Internet development according to their own capacity. However, as the regional programs grow and gain recognition, so does the demand on the three RIRs' staff and resources. Funding partners should further contribute towards operational costs, such as staff salaries and training for coordination roles, fundraising, social media management, evaluation and communication.



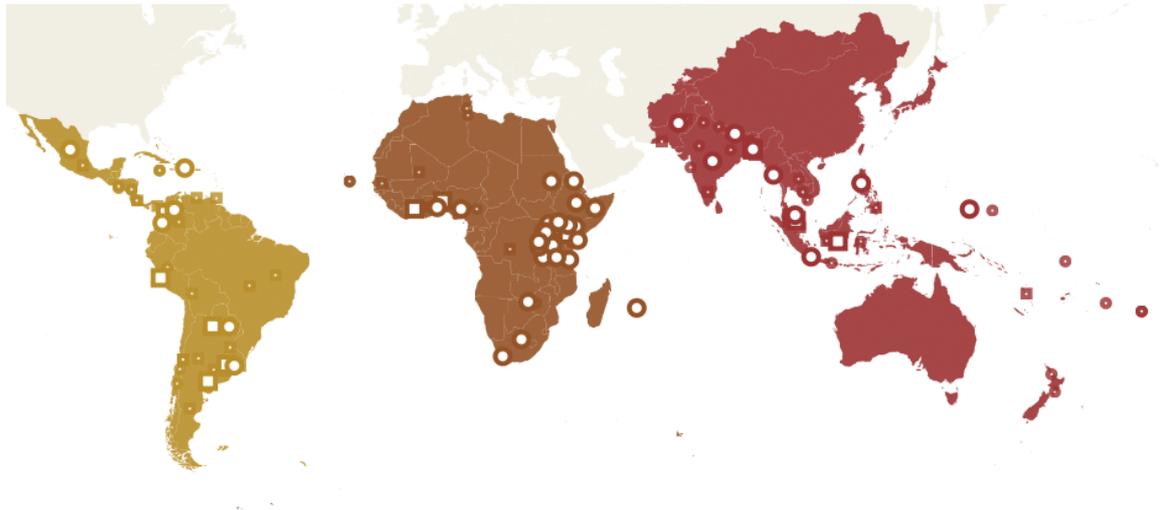
*Figure 27: Leaving Tezpur, after site visit to project partner Pahjra for the End Maternal Mortality Now project, using mobile phones to collect evidence to support policy development for better health care for Adivasi women in Tea Plantation, implemented by Nazdeek. In Assam province, India.*

## 6. Supported projects



2012 ▾

Program	Type	Economy	Title	Organization
	Award	Bangladesh	<b>Climate Radio – Climate Voice</b>	Machizo Multimedia Communication
	Grant	El Salvador	<b>Community Action Networks – Kit Reacción</b>	Asociación Conexión al Desarrollo
	Award	Colombia	<b>Digital Citizen Program: Working with Colombia's National Police</b>	ICDL Colombia
	Grant	Argentina	<b>Early Autism Diagnosis through gaze tracking</b>	Emily Fenichel Foundation
	Grant	Argentina	<b>Establishing a Measurement Lab (m-lab) node to evaluate broadband performance in Latin America</b>	Universidad de San Andrés – Instituto Tecnológico de Buenos Aires
	Grant	Chile	<b>Experimental Prototype for Dynamic Provisioning and Monitoring of Virtual Networks</b>	REUNA, Ciencia y Educación en Red
	Award	Philippines	<b>Ligtas Buntis: Safe Motherhood Project using SMS Technologies</b>	Movale Development Foundation Inc.
	Award	Trinidad and Tobago	<b>M-Fisheries</b>	The University of The West Indies
	Award	Mexico	<b>Math for everyone</b>	Math2me
	Award	Nepal	<b>Nepal Wireless Networking Project</b>	E-Networking Research and Development
	Award	Chile	<b>Net Neutrality Campaign in Chile</b>	ONG META/NeutralidadSi.org
	Award	Kenya	<b>Pan African Medical Journal from Uganda</b>	Pan African Medical Journal (PAMJ)
	Award	Argentina	<b>Participatory Network of Meteorological Stations</b>	Universidad De La Punta
	Grant	Philippines	<b>Promoting Women's Rights and Safety Online: Addressing Electronic Violence Against Women (eVAW)</b>	Foundation for Media Alternatives
	Grant	El Salvador	<b>Remote Health Services through Internet in Las Coloradas, Isla Tasajera</b>	Conexión

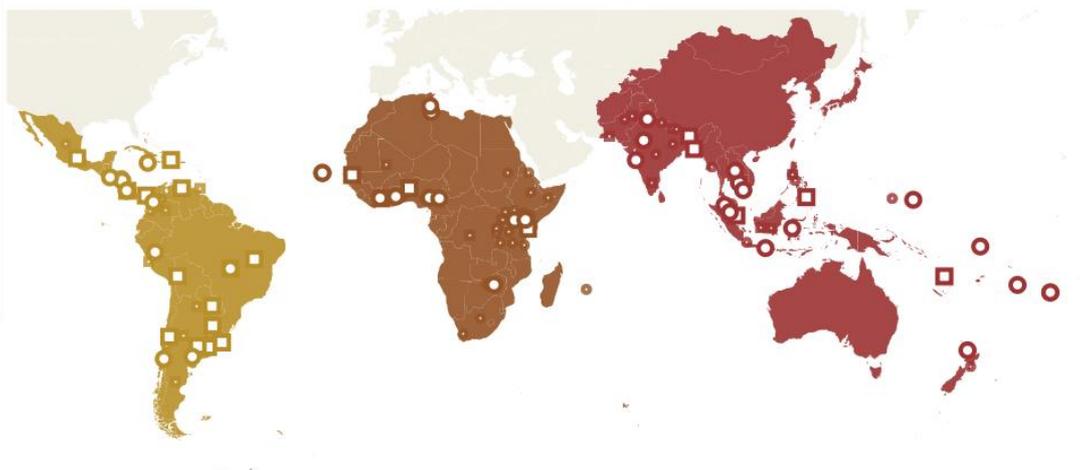


2013 ▾

Program	Type	Economy	Title	Organization
	Award	Bangladesh	<b>Amar Desh Amar Gram (My Country My Village)</b>	Future Solution For Business
	Grant	Kenya Rwanda Sudan Tanzania Uganda	<b>An electronic platform for East African Universities to enhance training and research in maternal health and gender</b>	Uganda Christian University
	Grant	Myanmar	<b>Building Low-Cost Telecommunications Infrastructure in Myanmar: Localization and Training of a Practical Guide</b>	First Myanmar Korea Group Co. Ltd.
	Grant	Togo	<b>Capacity Building in Information Security: Training the end-user</b>	ISERVICES SARL
	Award	Argentina	<b>Chequeado</b>	Fundación La Voz Pública/Chequeado
	Grant	Indonesia	<b>Cloud Based Application Measuring and Controlling Electricity Used for Indonesian Houses</b>	Binus International University
	Award	Bangladesh	<b>Design and Development of Precision Agriculture Information System</b>	Department of Computer Science & Engineering, University of Dhaka
	Grant	Nepal	<b>Developing Mobile Based Application to Support Pregnant Women</b>	Yagiten Pvt. Ltd
	Grant	Mauritius	<b>Development of a proof of concept (PoC) for an affordable method of monitoring ground level of Water resources in remote areas in Africa (Innovation on Access Provision)</b>	Cybernaptics Ltd
	Grant	Dominican Republic	<b>Dominican Cyber-Observatory: Design and implementation of a platform for the scanning and monitoring of Cyber Security Indicators</b>	Fundación DO-CSIRT
	Grant	Bangladesh	<b>Driver Distraction Management Using Sensor Data Cloud, Department of Computer Science and Engineering</b>	University of Dhaka
	Award	Colombia	<b>Early Warning System for Medellín and the Aburrá Valley, Alcaldía de Medellín</b>	Government of Medellín, EPM and ISAGEN
	Grant	Kenya	<b>Enabling access to basic Education through Technology</b>	Network of Non Formal Education Institutions (N-NFEI)
	Grant	Burundi Eritrea Ethiopia Kenya Rwanda Tanzania Uganda	<b>Enhancing Access to Kenya's Agricultural Sciences and Technology (AS&amp;T) Information in Institutional and KAINet e-Repositories</b>	Kenya Agricultural Research Institute (KARI)

	Award	Benin	<b>EpharmacyNet, an adapted Mail-Order Pharmacy for the Sub-Saharan African Developing Countries</b>	HSoft (Health care and Soft Africa) Africa, Ltd
	Award	Malaysia	<b>HajjLocator, Mobile Interactive Monitoring and Tracking System for Hajj Pilgrims</b>	Universiti Teknologi Malaysia
	Grant	Kenya	<b>Integrated Management System for Continuous Medical Education</b>	SYNERGY INFORMATICS
	Grant	Philippines	<b>Integrated Maternal and Child Healthcare Delivery and Training for Community Health Teams</b>	Access Health International
	Grant	India	<b>Internet Rights are Women's Rights</b>	Point of View in partnership with Association for Progressive Communications
	Grant	Mexico	<b>MediosDigitales: Digital Hub on tools for Journalists' Safety</b>	FACTUAL
	Award	Kenya	<b>Nikohapa Customer Engagement Platform</b>	Nikohapa Ventures Ltd
	Grant	Micronesia	<b>Pacific Islands Schools, Connectivity, Education, and Solar (PISCES) Project</b>	iSolutions
	Grant	Paraguay	<b>Participatory campaign in Paraguay: I like Free Internet</b>	TEDIC
	Award	Argentina	<b>Portable Electrocardiograph for Mobile Devices</b>	ElectroSmart
	Grant	Colombia Brazil	<b>Promoting Open Science and Open Data among Latin American Students</b>	Escuela de Física Universidad Industrial de Santander, Colombia
	Grant	Ethiopia Kenya Rwanda South Africa Tanzania Uganda	<b>Promoting and Monitoring Internet Freedoms in Africa through the provision of a repository for information</b>	Collaboration on International ICT Policy in East and Southern Africa (CIPEA)
	Grant	Uruguay	<b>Prototype RAU2</b>	Universidad de la República (UdelaR)
	Grant	Pakistan	<b>Real-time Hepatitis Reporting and Surveillance System in Low-Resource Settings using ICT and Mobile Phones</b>	UM Healthcare Trust
	Award	Indonesia	<b>RuaiSMS to empower grass root communities</b>	Ruai Television Station
	Grant	Mauritius	<b>Development of a proof of concept (PoC) for an affordable method of monitoring ground level of Water resources in remote areas in Africa (Innovation on Access Provision)</b>	Cybernaptics Ltd
	Grant	Dominican Republic	<b>Dominican Cyber-Observatory: Design and implementation of a platform for the scanning and monitoring of Cyber Security Indicators</b>	Fundación DO-CSIRT
	Grant	Bangladesh	<b>Driver Distraction Management Using Sensor Data Cloud, Department of Computer Science and Engineering</b>	University of Dhaka
	Award	Colombia	<b>Early Warning System for Medellín and the Aburrá Valley, Alcaldía de Medellín</b>	Government of Medellín, EPM and ISAGEN
	Grant	Kenya	<b>Enabling access to basic Education through Technology</b>	Network of Non Formal Education Institutions (N-NFEI)
	Grant	Burundi Eritrea Ethiopia Kenya Rwanda Tanzania Uganda	<b>Enhancing Access to Kenya's Agricultural Sciences and Technology (AS&amp;T) Information in Institutional and KAINet e-Repositories</b>	Kenya Agricultural Research Institute (KARI)
	Award	Benin	<b>EpharmacyNet, an adapted Mail-Order Pharmacy for the Sub-Saharan African Developing Countries</b>	HSoft (Health care and Soft Africa) Africa, Ltd

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	Grant	Kenya	<b>Integrated Management System for Continuous Medical Education</b>	SYNERGY INFORMATICS
	Grant	Philippines	<b>Integrated Maternal and Child Healthcare Delivery and Training for Community Health Teams</b>	Access Health International
	Grant	India	<b>Internet Rights are Women's Rights</b>	Point of View in partnership with Association for Progressive Communications
	Grant	Mexico	<b>MediosDigitales: Digital Hub on tools for Journalists' Safety</b>	FACTUAL
	Award	Kenya	<b>Nikohapa Customer Engagement Platform</b>	Nikohapa Ventures Ltd
	Grant	Micronesia	<b>Pacific Islands Schools, Connectivity, Education, and Solar (PISCES) Project</b>	iSolutions
	Grant	Paraguay	<b>Participatory campaign in Paraguay: I like Free Internet</b>	TEDIC
	Award	Argentina	<b>Portable Electrocardiograph for Mobile Devices</b>	ElectroSmart
	Grant	Colombia Brazil	<b>Promoting Open Science and Open Data among Latin American Students</b>	Escuela de Física Universidad Industrial de Santander, Colombia
	Grant	Ethiopia Kenya Rwanda South Africa Tanzania Uganda	<b>Promoting and Monitoring Internet Freedoms in Africa through the provision of a repository for information</b>	Collaboration on International ICT Policy in East and Southern Africa (CIPESA)
	Grant	Uruguay	<b>Prototype RAU2</b>	Universidad de la República (UdelaR)
	Grant	Pakistan	<b>Real-time Hepatitis Reporting and Surveillance System in Low-Resource Settings using ICT and Mobile Phones</b>	UM Healthcare Trust
	Award	Indonesia	<b>RuaiSMS to empower grass root communities</b>	Ruai Television Station



2014 ▾

Program	Type	Economy	Title	Organization
	Grant	Nicaragua	<b>Accelerating and Expanding SIVIPCAN 4.0</b>	Movicancer Foundation
	Award	Bangladesh	<b>Accessible reading materials for grades 1-10 students with print disability through DAISY standard</b>	Young Power in Social Action (YPSA)
	Award	Benin	<b>Affaires Mobiles Benin</b>	Beninese Agency for the Promotion of Commercial Exchanges (ABePEC)
	Grant	Côte d'Ivoire	<b>Android Application to identify and track the states of damaged infrastructures</b>	CHALA
	Award	Brazil	<b>Brasil4D: Information and Government Services through Interactive Public DTV for Low Income Populations</b>	Empresa Brasil de Comunicação (EBC)
	Grant	Cape Verde	<b>Cape Verde Tourism</b>	University Jean Piaget of Cape Verde
	Grant	Thailand	<b>Chiang-Rai MeshTV: An Educational Video-on-Demand (E-VoD) System for a Rural Hill-Tribe Village via a Community Wireless Mesh Network (CWMMN)</b>	Internet Education and Research Laboratory, Asian Institute of Technology, in collaboration with the Mirror Foundation and the THNIC Foundation
	Grant	Micronesia	<b>Chuuk State Solar Server Education Hub, Federated States of Micronesia</b>	iSolutions
	Grant	Algeria	<b>Citizens Jury</b>	Beacons Development Foundation
	Award	Vanuatu	<b>Connecting remote islands in Vanuatu with LiteGateway Network Access System</b>	Telsat Broadband Limited
	Grant	Cook Islands	<b>Cook Islands Maori Database</b>	Cook Islands Internet Action Group
	Grant	Zimbabwe	<b>CyCy - Internet for All. Anytime. Anywhere</b>	Freewire Networks (Pvt) Ltd
	Grant	Cape Verde	<b>Cyber Champion - Bodiel</b>	Competences Ltd Bodiel
	Grant	Argentina El Salvador	<b>DatoDuro: mobile app for open data and crowdsourcing</b>	Fundación La Voz Pública (Argentina) and El Faro (El Salvador)
	Grant	Malaysia	<b>Digitalizing and preserving Oro, a secret signage language of the nomadic Penans in the rainforest</b>	Institute of Social Informatics and Technological Innovations (ISITI-CoERI)
	Award	Costa Rica	<b>EDUS: Unified Digital Health Record</b>	EDUS
	Grant	India	<b>Enhancing Communication and Co-operation across South Asia: An ICT Solution to Script Barriers</b>	Punjabi University
	Grant	Malaysia Indonesia	<b>Extending ECHO to Homenet Indonesia</b>	eHomemakers

	Award	Uruguay	<b>Flor de Ceibo</b>	University of the Republic
	Grant	Peru Nicaragua	<b>ICT for improved management of water resources in vulnerable rural communities in Nicaragua</b>	ONGAWA (Peru) and Asociación de Educación y Comunicación La Cuculmecca (Nicaragua)
	Grant	Ghana	<b>Improvement of Aquaculture productivity and income of Fishers in Ghana</b>	Farmerline Ltd
	Grant	New Zealand Cook Islands Tuvalu Niue	<b>Improving Internet Connectivity in Pacific Island countries with network coded TCP</b>	Pacific Islands Chapter of the Internet Society (PICISOC)
	Award	Argentina Bolivia Brazil Chile Mexico Panama Paraguay Dominican Republic Uruguay Venezuela	<b>Linguoo</b>	Linguoo
	Grant	Cambodia	<b>Link TB with Technology (LTT)</b>	Operation ASHA
	Award	Côte d'Ivoire	<b>Lôr Bouôr</b>	ICT4Dev.ci
	Grant	Tunisia	<b>MILLIME</b>	TEC4DEV
	Grant	Viet Nam	<b>Monitoring and early warning of landslides in Vietnam</b>	University of Engineering and Technology and Vietnam National University
	Award	Kenya	<b>OER4Schools</b>	Witaba Foundation
	Grant	Costa Rica Brazil	<b>Online Campus for Educational Robotics</b>	Fundación Omar Dengo (Costa Rica) and Ministerio de Educación (Dominican Republic)
	Grant	Kenya	<b>Problem-based-E-Learning System Development for Use in Agricultural Training and Extension</b>	Masinde Muliro University of Science & Technology
	Grant	Brazil	<b>Remote experimentation with mobile devices for public basic education</b>	Universidade do Sul de Santa Catarina, Fundação de Amparo à Pesquisa e Extensão Universitária - FAPEU
	Grant	Kenya	<b>School Children Cyber Safety Project</b>	Asonga Kuchio Foundation
	Award	Malaysia	<b>Sinar Project</b>	Transparency International Malaysia
	Grant	India	<b>Smart Phones for the Deaf Blind</b>	Bidirectional Access Promotion Society
	Grant	Tunisia	<b>SmartEco</b>	TEN
	Award	Bangladesh	<b>Sohoj Sonchoy- Easy Savings</b>	Green Networking Research Group, Department of Computer Science & Engineering, University of Dhaka
	Grant	Cameroon	<b>TaxiMobile</b>	Novazen
	Grant	Colombia	<b>TeleMAP</b>	Universidad de Antioquia
	Award	Argentina	<b>Tifolibros, a digital library for the blind</b>	Asociación Civil Tiflonexos
	Grant	Chile	<b>Using Graphogame for levelling reading competences in vulnerable students of Chile's Araucanía Region</b>	Fundación AraucaníAprende
	Grant	India	<b>Using Mobile Application and Mapping Platform to Increase Accountability in Delivery of Maternal Health Services for Tea Garden Workers in Assam</b>	Nazdeek
	Grant	Indonesia	<b>Using technology to improve citizen science monitoring of coral reefs in Indonesia</b>	CoralWatch, The University of Queensland
	Grant	Jamaica	<b>Violence against Women and the Use of Information and Communication Technologies in Jamaica</b>	Centre of Leadership and Governance
	Award	Philippines	<b>e-Action for Universal Healthcare Coverage</b>	ACCESS Health Philippines
	Award	Senegal	<b>mJangale</b>	SenMobile



2015 ▾

Program	Type	Economy	Title	Organization
	Grant	New Zealand	<b>A Peering Strategy for the Pacific Islands</b>	Telco2 and Network Startup Resource Center
	Award	Indonesia	<b>Batik Fractal</b>	Piksel Indonesia Company
	Award	Ghana	<b>Code for Ghana</b>	Mobile Web Ghana
	Award	Democratic Republic of the Congo	<b>Côte na Tshombo</b>	Eagle Sight SARL
	Grant	Nepal	<b>Deployment of a Community based Hybrid Wireless Network Using TV White Space and Wi-Fi Spectrum in Remote Valleys around Manaslu Himalaya</b>	E-Networking Research and Development
	Grant	Bangladesh	<b>Development of mobile phone based telemedicine system with interfaced diagnostic equipment for essential healthcare in rural areas of Low Resource Countries</b>	University of Dhaka, Department of Biomedical Physics and Technology
	Award	India	<b>I Change My City</b>	Janaagraha Centre for Citizenship and Democracy
	Grant	India	<b>Improved Carrier Access in Rural Emergencies (ICARE) Innovadors Lab Pvt Ltd and School of Computer and Information Science</b>	IGNOU
	Award	Pakistan	<b>Jaroka- Mobile Based Tele-Healthcare</b>	UM Healthcare Trust
	Award	Mali	<b>Malisanté</b>	Ball Business Company
	Grant	Jamaica	<b>Open/Participatory Budgeting for Improved Transparency and Civic Engagement</b>	Centre of Excellence for IT Enabled Solutions
	Award	Argentina	<b>Quintana Libre, Digital Community Network</b>	Alter Mundi
	Grant	Chile	<b>Replacing HSMs with threshold cryptography based software</b>	NIC LABS - Universidad de Chile
	Award	Colombia	<b>Telepsychiatry in Prisons</b>	Universidad de Caldas – CREIMED
	Award	Pakistan	<b>doctHERs: How professionally marginalized, home-restricted female doctors can provide Lady Health Worker-Assisted Telemedicine in Urban Slums &amp; Remote, Rural Communities</b>	NAYA JEEVAN