

## ISIF Utilization Focused Evaluation - Final Report

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## Background

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Technological and social innovation, developed locally to address local priorities, is important in socio-economic development. Understanding technological and social innovation is at the heart of effective ICT-enabled interventions. However, in Asia, and particularly so for developing countries, national expenditure on research and development is below the global average<sup>1</sup>.

As Information and Communication (ICT) development is becoming an increasingly important tool for economic growth, developing economies that lack the resources to be able to participate are at a distinct disadvantage. Interested applicants then have to apply to external sources of funding. In this environment, small grants present an effective option to test innovative ideas, and fill a gap not covered by funding opportunities created by the private sector, government agencies, research institutions, and development agencies. The small grant allows organizations to take risks, and therefore, increase the chances for innovation. Small grants create opportunities to expand core knowledge that may result in technological advances and applications in the long run.

Between 1997-2001, the PAN Asia Networking R&D Grants Programme supported 25 projects totalling CAD 1.5 million. From 2001 to 2005, the "ICT R&D Grants Programme for Asia and the Pacific" awarded 56 projects with funding in partnership with UNDP-APDIP, APNIC, ISOC, and Microsoft. Both programs were administered under IDRC support, the first by CCOHS (Canadian Centre for Occupational Health and Safety), and the second by AMIC (Asian Media Information and Communication Centre, Singapore).

From 2005 to 2008, research was conducted through a variety of methods (Learning Forum, external evaluation, surveys, field visits, interviews with funding partners and projects leaders, and so forth) to reflect on the projects that have been supported and the administration of the grants by AMIC. Through that process, a series of recommendations were made.

The ISIF program is a refinement of both the PAN Asia Networking R&D Grant's Program and the ICT R&D Grants Program for Asia and the Pacific. It evolved after recommendations were adopted following evaluation and research conducted on the earlier two programs.

The Information Society Innovation Fund (ISIF) is a grants program aimed at stimulating innovative approaches and creative solutions to the provision of ICT access. These innovative approaches to ICT access leverage and support social, cultural, and economic development needs in the Asia Pacific region. ISIF places 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 is a joint initiative of the Asia Pacific Network Information Centre (APNIC), the International Development Research Centre (IDRC), and the Internet Society (ISOC), with support from the DotAsia organization.

The specific objectives of the ISIF program include:

- Encouraging innovative approaches to the extension of Internet infrastructure and services in

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<sup>1</sup> World Bank 2002, showing China as an exception (a global leader in R&D spending, per GDP see <http://www.worldmapper.org/display.php?selected=165>). In 2002, the world average expenditure on research and development was PPP\$US 132 per person, compared to PPP\$US 43 per person in Asia Pacific. Correspondingly, the number of patents granted (an accepted indicator of innovation) is significantly lower in developing Asia, as compared to first world innovation systems such as the US and Japan. Asia Pacific accounted for 1% of the world's patents (UNHRD 2004).

the Asia Pacific region

- Addressing issues of Internet sustainability and business models in challenging market circumstances
- Fostering innovation and creative solutions to development problems by supporting new and creative uses of ICT applications
- Helping development and public agencies identify new trends and actors in the ICT area for development in Asia
- Generating awareness and fostering sharing of innovative approaches to these challenges

## **About program management**

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APNIC, the Asia Pacific Regional Internet address registry, serves as the ISIF Secretariat, which is in charge of the administration of the funding provided by the Internet Society (ISOC) and APNIC for project grants, and the sponsorship for project grants provided by DotAsia. ISIF partners and sponsors provide funding, which goes straight to the project grants, while administration costs have been supported by the IDRC through a separate grant. The ISIF partners provide guidance, advice, and definition through two committees: the Grants Evaluation Committee and the Steering Committee.

The ISIF program has conducted two successful calls for proposals. The first one, conducted in 2008, received 148 applications and 11 proposals were selected for implementation during 2009. Projects were chosen from a wide Asia-Pacific base and supported topics such as health, disaster management, capacity building, and low-cost solutions for ICT access. The grant recipients were able to attend a workshop where they received feedback from their fellow applicants and ISIF partners' representatives (APNIC, IDRC and ISOC) about their proposals, and were able to present and discuss their ideas with the GEC. The grant recipients submitted two reports detailing their activities following templates designed to capture information that promotes ISIF and showcases specific projects at a regional and national level. Interim reports were received from June to August 2009, and final reports from February to July 2010. Final reports were edited and published on the ISIF website on 21 October 2010.

The second call for applications conducted in 2009, received its greatest number of applications so far with 207 submissions received from 25 different economies. The competition was very strong, with 8 projects being finally selected by the GEC following a strict and rigorous selection criteria process. Projects were selected from the following economies: Australia (to be deployed in Timor-Leste); Bhutan; India; Nepal; Sri Lanka; and Vietnam.

The successful projects showcase innovation, cooperation, and technical knowledge. They have the potential to create social change in their communities in areas such as IT infrastructure, health, or multilingualism. The projects also reflect current issues in technical and social discussion, including two projects that focus on IPv6 research and deployment. These two projects explore the opportunity for developing economies to get ahead in the IPv6 challenge. Two other projects focus on the deployment of wireless technologies to serve isolated communities, providing alternative services and making communications cheaper and more accessible. These projects started implementation in February-March 2010 and most of them have submitted at least one progress report at the time of this document's edition. One project has submitted its final report already and the report is in the process of final review and editing. All final reports will be available for distribution during late 2011 on the ISIF website.

The ISIF Evaluation Process, facilitated by another IDRC-funded initiative called DECI (Developing Evaluation Capacity in ICTD), has been finalized. DECI assisted ISIF to develop evaluation capacity in ICTD through action-research, using Utilization-Focused Evaluation (U-FE) as a framework. The evaluation findings have been used to develop the ISIF Resource Mobilization strategy. During this period, we have analysed the data from the application process and produced an online survey following the guidelines provided by the DECI consultant. Results from the evaluation process are included in this report.

The ISIF Resource Mobilization Strategy, facilitated by Venture for Fundraising and initially supported by the IDRC’s Partnerships and Business Development Division has been designed to seek a new approach for attracting donors and sponsors to enable ISIF to continue providing funds after 2011. New sponsorship materials have been developed and distributed, however, the strategy has not been implemented completely, as the IDRC’s Partnerships and Business Development Division has delayed the approval for additional resources to conduct this campaign.

**Lessons learned from program management**

APNIC, acting as the Secretariat, has been administering the ISIF program and contributing as a partner in the grants fund. APNIC hosts the administrative functions and technical infrastructure.

The Evaluation Plan work triggered an interesting reflection process at the secretariat, and the team identify the following as lessons learned from the program management:

Secretariat's responsibilities	Lessons learned
<p>Staffing for program planning and delivery: The ISIF Secretariat team is composed of five APNIC's staff: Director General; Business Director; Finance and Accounting Manager; Office Manager/Executive Assistant; and Project Officer.</p> <p>The Communications, Technical and Business Areas provide support on request.</p>	<ul style="list-style-type: none"> <li>• The ISIF Secretariat must have the support from a team composed of senior management with decision-making capacity, finance and accounting knowledge; office administration skills and technical knowledge</li> <li>• ISIF administrative, financial, and technical procedures should be integrated to the hosting organization to facilitate interaction with supporting staff and produce deliverables according to defined deadlines</li> <li>• Support from other areas/teams from the hosting organization should be granted by activity through specific requests</li> <li>• The Project officer has to promote internal communication so staff from the hosting organization understand the program's objectives, engage and contribute to the program's development</li> <li>• Active participation from APNIC’s Senior management is crucial to keep processes focussed and active.. Their engagement in selection procedures, evaluation programs, and resource mobilization activities is vital</li> </ul>
<p>Communication with prospective applicants, grant recipients, and program partners and sponsors</p>	<ul style="list-style-type: none"> <li>• Communication must be open at all times and responses should be provided as soon as possible</li> <li>• When appropriate, the mailing lists spaces should be preferred to promote dialogue and participation and to keep all parties informed, rather than direct email.</li> <li>• The Secretariat has to take a proactive approach when addressing difficulties experienced by all participants</li> <li>• The Secretariat must be very clear when requesting responses, decisions, and/or specific actions from any participants to avoid misunderstandings and define clear deadlines that provide them with enough time to prepare an appropriate response. Reminders must be sent at least two days before deadlines.</li> </ul>
<p>Effective public and private web sites (including mailing lists and other electronic communication</p>	<ul style="list-style-type: none"> <li>• Server outages/maintenance must be notified to all participants to avoid losing web pages updates, document uploads, etc.</li> <li>• The project participants have not intensively used available private web spaces available (recipients</li> </ul>

services)

and partners wiki). The Secretariat has used these spaces as a document repository for future reference but only a few grant recipients have prepared informal contributions (blog posts). However, all grant recipients keep their own project websites/pages with public documentation, blog posts, photos, articles and references, so it is safe to say that it is not a problem of lack of interest in sharing/documenting but that probably because the spaces are private, working on them is not as appealing as sharing them with the general public. Some grant recipients have suggested offering public websites for each project to document their progress under the isif.asia domain.

Secretariat's responsibilities	Lessons learned
<p>Publicity for the program; event management</p>	<ul style="list-style-type: none"> <li>• The Communications area has been supporting all promotional activities and campaigns. Materials have been designed in house, tailored to specific needs. Customer Relationship Management software has been used to develop electronic campaigns and follow-up on press releases. All these human resources, equipment, and software available in house have been of tremendous support to ISIF's outreach activities.</li> <li>• Both the Business and Communications areas have supported the development of on-site and off-site events, making good use of all resources available.</li> <li>• It is recommended that for the future, the Secretariat explore the possibility of participating in at least three communications/IT events in the AP region, to promote the ISIF program.</li> </ul>
<p>Dissemination of project achievements and results</p>	<ul style="list-style-type: none"> <li>• At the time this report was finalized, 11 final reports from the 2009 grant recipients were received and 10 were published by 24 August 2010 at the ISIF website, under a Creative Commons License. The last one is in the process of being reviewed, edited, and approved for publication and will be published before the end of February 2011. The APNIC Communications area team edited all the reports using the same template. Further campaigns to promote project results are underway (press release and media coverage per economy, and IT media, among others).</li> <li>• Also, 7 interim reports and 1 final report from the 2010 grant recipients have been received and approved. The interim reports will not be published in their entirety, but they will be used to prepare a press release to be distributed at APNIC 31 sharing the progress made by the grantees so far. The final report is being edited for publication on the ISIF website for APNIC 31 (21-25 Feb 2011).</li> <li>• The technical report templates have been modified to accommodate suggestions from grantees. It has been recommended that a more exhaustive review of the technical report template is conducted to simplify the language in the instructions provided and to modify the focus of the project to allow grantees to share their lessons learned in a more comprehensive manner. The section includes relevant questions for guidance..</li> <li>• It is recommended that for the future, the Secretariat:               <ol style="list-style-type: none"> <li>1) Explore the possibility that ISIF representatives (grantees, SC/GC committee members or staff) participate in at least three communications/IT events in the AP region, to promote the results achieved by the grant recipients, promote the ISIF program and the Resource Mobilization strategies that are in place (partner/sponsorship program).</li> <li>2) Reach out to other donor agencies, business incubators, government agencies, etc. to support former ISIF grant recipients to develop their projects even further and get additional funding.</li> </ol> </li> </ul>
<p>Monitoring of the project's progress</p>	<ul style="list-style-type: none"> <li>• The projects have been monitored online using a variety of online tools. We have identified a combination of factors that contributed to the success of this approach:               <ol style="list-style-type: none"> <li>1) If the project leader is heading the development of the technical components of the project, they are usually more comfortable reporting about the project's development in informal/formal publications.</li> <li>2) If the project leader is comfortable writing in English they are willing to use the online collaboration tools available for ISIF grantees.</li> <li>3) If the project leader is open to reflect and share the lessons learned during the project implementation they are willing to document processes with image/video/audio.</li> </ol> </li> <li>• The grant recipients have recommended that the Secretariat organize project visits.</li> </ul>

Secretariat's responsibilities	Lessons learned
Outsourcing the project evaluation and facilitation of program forums and workshops	<ul style="list-style-type: none"> <li>• The workshop held in Hyderabad in 2008 was facilitated by a consultant, Randall Lozano, as described in the “Project outputs and dissemination” section of this report. The APNIC Training Unit had previous experience working with Lozano and his contributions were very important to the success of the workshop. It proved that facilitators with relevant extensive technical knowledge are necessary. The workshop, held in Brisbane during November 2010, was facilitated by the ISIF Project officer, so required no outsourcing.</li> <li>• The Secretariat received additional but limited support from other IDRC projects/areas to conduct the program evaluation (DECI project) and resource mobilization strategies (Partnerships Division). This support guided the activities undertaken in both areas, however the Secretariat conducted the core work with support from different APNIC areas, for example, the Services area designed and implemented the survey.</li> <li>• An IT student has analysed the data collected during both application processes and the findings have supported the evaluation process.</li> </ul>
Financial administration and reporting	<ul style="list-style-type: none"> <li>• The annual APNIC audit was completed in January 2011 and special attention was paid to ensure all the procedures and formats used to effectively administer the ISIF finances were transparent and responsible.</li> <li>• The financial report templates have been updated based on the suggestions of the grant recipients:               <ol style="list-style-type: none"> <li>1) To allow reporting in local currency.</li> <li>2) To use only one template for both the interim and final report.</li> </ol> </li> </ul>

## About the Evaluation Plan

A meeting hosted by the IDRC Evaluation Unit and the Developing Evaluation Capacity in ICTD (DECI) project took place in Penang on 11 June 2009. DECI’s aim is to build evaluation capacity through “action-research”. 5 projects currently being funded by the PAN Program were invited to participate (SIRCA, DREAM-IT, PANACeA, ISIF and LIRNEasia) and were offered the possibility to receive additional support to design an evaluation plan and implement it, through the DECI project (also funded by IDRC). The project hired 3 regional evaluation consultants to work as mentors for/with the selected projects, offering 16 days of support over a year and visits to the projects for workshops. The facilitator selected for ISIF was Sonal Zaveri, and she provided assistance to define the evaluation plan, clarify the key questions and define the methods more suited to implement the evaluation plan. The first step will focus on the Secretariat’s processes and procedures. A future phase will focus on the development of the funded projects.

The DECI project proposed U-FE (Utilization- Focused Evaluation) to be the framework, the philosophy behind the design of the evaluation plan. This framework intends to provide a very clear understanding of what ISIF want to use the evaluation for, and design it accordingly, so when the evaluation is done, is not stored and forgotten, but used effectively.

After the meeting, an initial list of evaluation questions was shared with the Steering Committee for their input. During the Proposal’s Evaluation Meeting, held on 25-27 November 2009 the partners share what they wanted the evaluation to be, what do they wanted to learn about ISIF secretariat's role concentrating on aspects that were identified as useful and meaningful for all partners.

The funding partners agreed to concentrate initial efforts to evaluate the ISIF Secretariat and define the evaluation structure for the supported projects. The funding partners agreed to open the program to other partners and sponsors, and endorsed a proposal submitted to the IDRC

Partnerships Department to develop a Resource Mobilization Strategy (RMS) to secure funds for project administration, workshops, and grants provision. The evaluation findings main use was define to be an key input to nurture the RMS and defined the evaluation structure for the supported projects.

The first phase of the Evaluation Plan was developed from 16 January 2010 until 20 January 2011.

APNIC used systems and practices to ensure consistent and reliable monitoring of funded projects, including:

- Development of relevant templates for grant recipients to submit reports, both technical and financial;
- Grantees workshops;
- Effective private web services to allow the partners to keep informed of the progress of projects.

All these tools were reviewed and updated during the evaluation process.

The DECI Facilitator conducted a workshop inform 26-29 April 2010 at APNIC headquarters to finalize the evaluation plan, which included a set of three key evaluation questions to guide the process. The evaluation findings will be used to strengthen the Resource Mobilization Campaign.

The three evaluation questions are:

1. How effective was ISIF approach/methodology to encourage innovative projects to apply?
2. How effective was ISIF mentoring practices and administrative support during the implementation process?
3. What were the lessons learned from this investment? What work and what did not work? Why?

To find answers for each question, the ISIF Secretariat has been engaged in two major evaluation tools to support the evaluation plan:

- 1) Data analysis of the applications received,
- 2) An online survey. Both activities were designed and implemented in house, with support from relevant APNIC areas.

### **ISIF evaluation guidelines**

During Mrs. Zaveri visit to Brisbane, a plan about how to address the questions was initially drafted and a calendar of activities was proposed. With Mrs. Zaveri's guidance subquestions were identified and target groups to collect information from were drafted.



## 1) How effective was ISIF approach/methodology to encourage innovative projects to apply?

Note: From the theory of change: INPUT question. To apply to all applicants (148+207)

Quantitative	Subquestions	Who	How	Qualitative	Who	How
<b>How many submissions?</b>	How many submissions were relevant and align to the eligibility criteria out of the total applications received?	Recipients (analyse the samples and decide who is going to get it)	Review previous			
	What was the potential pool of more innovative proposals that make it to the final GEC meeting?					
<b>Analysis of submissions</b>	How many economies? Which economies have been impacted the most by ISIF awards?	Review previous Review application fields: (Legal status, country of legal incorporation, org experience and team info)				
	How many industry sectors? What sectors are ISIF projects from?	Review previous				
	How many focus areas?					
<b>Rate the ISIF application process compared to other grant funds you have applied for</b>		Applicant	Scale 1-5 Survey			
	How clear was the application form?	Applicant	Scale 1-5 Survey			
	Did you request feedback/advice from the secretariat? How quickly it was to receive a response during the application process? (less than days, more than a week). Was the feedback provided helpful to submit your application?	Applicant	Time Scale Survey			
	How long did it take you to complete your application form?	Applicant	Scale 1-10 Survey			
<b>How did you find out about ISIF</b>			Options to select for all applicants (148+207)			

## 2) How effective was ISIF mentoring practices and administrative support during the implementation process?

Note: From the theory of change: ACTIVITIES question. To apply only to shortlisted applicants (11+9).

Quantitative	Subquestions	Who	How	Qualitative	Who	How
<b>Rate the administrative support you received during the implementation of your project</b>		Grantee	Survey – Score 1-5	What areas do you feel you could have received more support?	Grantee	Survey
<b>How useful were each of the following support activities for managing your project?</b>	<ul style="list-style-type: none"> <li>- Proposals preparation workshop</li> <li>- Technical project report templates</li> <li>- Financial project report template</li> <li>- Documentation tools (Wiki, Flickr, Blog)</li> <li>- Articles and technical information</li> <li>- External contacts (networking)</li> <li>- Grantees +GEC network</li> </ul>	Grantee	Rate scale			
<b>What support activities did you find most helpful?</b>	<ul style="list-style-type: none"> <li>- Proposals preparation workshop</li> <li>- Documentation tools (Wiki, Flickr, Blog)</li> <li>- Articles and technical information</li> <li>- External contacts (networking)</li> <li>- Grantees + GEC network</li> </ul>	Grantee	Survey (rate from most helpful to less)			
<b>How does the support received compare to that received from other similar grant programs</b>	<p>Yes / No</p> <p>If yes, rate</p> <p>Then qualify your answer</p>	Grantee	Survey – Score 1-5 Explanation			

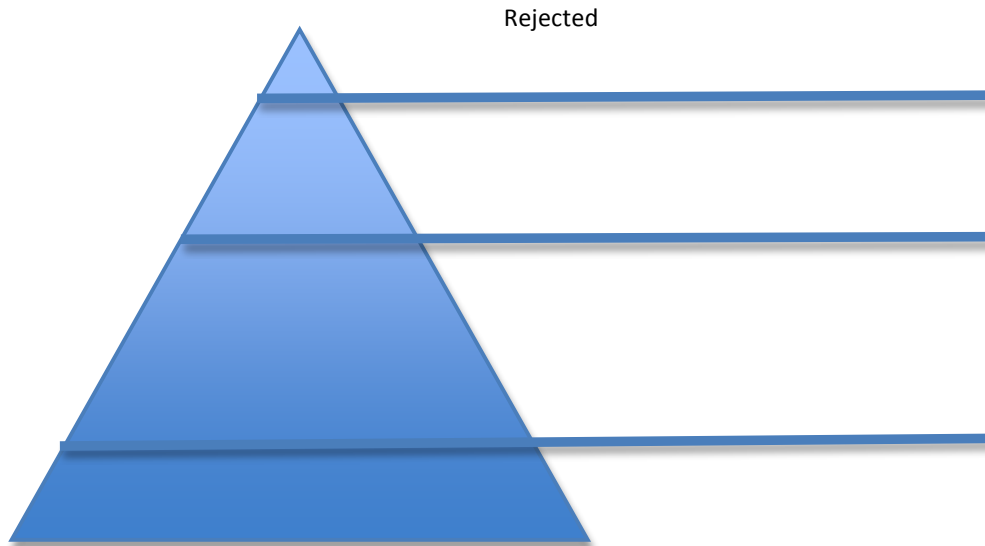
### 3) What were changes that occurred from this investment? What work and what did not work? Why? What lessons did we learn?

Note: From the theory of change: OUTCOME question. To apply ONLY to funded recipients (11+8)

Quantitative	Who	How	Qualitative	Subquestions	Who	How
Scale / list of options to select			What changes occurred as a result of ISIF investment in your idea?		Recipients	Survey
Has your relationship with your ISIF project partners improve as a result of the project activities?		Rate on a 1-5 scale		Describe how the project affected your partners and advise if it affected any other partnerships?		
Has your relationship with your ISIF project beneficiaries improve as a result of the project activities?		Rate on a 1-5 scale		Describe how the project affected your beneficiaries and advise if it affected any other beneficiaries?		
Has your relationship with your former ISIF grantees improve as a result of the project activities?	(11)	Rate on a 1-5 scale		Describe how the project affected your former ISIF grantees and advise if it affected any other beneficiaries?		
				Describe any broader social or cultural impacts of the project		
				What were the economic impacts?		
				Were these effects anticipated, and if no, can you describe any unanticipated effects of the project?		
			How was your organisation affected	During your time what other unexpected learnings/additional skills you acquire that were not considered in the original proposal.		
Can you tell us who your ISIF project partners are? Describe the nature of your partnership.				Can you provide a reference from a partner of the outcomes of the initiative?	Partners	
				Can you provide a reference from a beneficiary of the outcomes of the initiative?	Recipients	
How is knowledge/output from ISIF projects shared with the wider community?			Was this part of your project expected outputs? Or was this done by your initiative? Did you get any support from the ISIF secretariat?			

Additional questions were identified to be added to the survey to be able to: 1) define which application process the survey participant is referring to; 2) Measure level of satisfaction with the application process by adding qualifying questions; 3) Request qualitative documentation such as case studies, story, examples, letters of reference, background covered or organizational capacity or overlapping funding

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**Application process data analysis**

The 355 application forms that were submitted during the course of the 2 calls for applications conducted during the course of the program, were analysed to identify the:

- Amount of applications submitted by each economy
- Legal status, human resources (size, skills level, and gender), and current/future sources of funding of organizations applying for ISIF funds
- Major difficulties faced in the region where ICT projects are contributing to improvement/change
- Major focus areas/topics targeted by the project per economy
- Primary use of the funds requested

The graphics produced are included in this report, under the Research Findings section.

**Online survey**

The survey was open from August to September 2010. Electronic invitations were sent to the contact information available from all former applicants and also to the organizations that requested support but did not submit applications.

The survey was designed to compile feedback about the ISIF Secretariat’s performance including the application process but focused on the administrative support the ISIF Secretariat provided to the grant recipients.

The survey received 90 responses (mostly from former applicants of the 2009 call for applications), current grant recipients, and prospective applicants.

**Utilization-Focused Evaluation (U-FE) process, based on the checklist tool**

1. Program/Organizational Readiness Assessment: GEC/SC agreed to participate in the process, focusing the evaluation to find credible arguments and support the fund raising strategy for ISIF 2010-2014.

2. Evaluator Readiness and Capability Assessment: ISIF project officer was appointed as the evaluator. Her previous experience with evaluation processes was been the subject of external evaluations. Mrs. Zaveri provided relevant advice and clarification. Skype calls and exchanges of the checklist tool reporting the progress made were use to support the implementation of the evaluation plan. The data available at the time was 355 individual applications. A draft of the relevant fields to be included in a database to analyse the applications was defined.

3. Identification of Primary Intended Users: Paul Wilson, APNIC DG and Louise Flynn, Marketing Manager.

4. Situational Analysis to a limited extent: Although this is the first evaluation process conducted for the ISIF program, we have used the book “ICT4D learnings, best practices and roadmaps from the Pan Asia ICT R&D grants programme” to inform our processes and guide our decision making, as ISIF builds on lessons learned from that grants program which operated from 2001 – 2005 and was supported by IDRC, APNIC and ISOC among other participants. That evaluation was really useful, as it highlighted the aspects that the partners wanted to improve in the new/re-branded program. All these aspects were key elements in the definition of the secretariat’s role. APNIC uses regular evaluations at different levels in the organization to assess performance of staff and teams. Evaluation plan tasks were incorporated into the performance review process for consistency. Budget was reviewed and 4000 AUD were reallocated to cover evaluation related expenses. An assistant was hired in Sep 2010 to support the data analysis to compensate the time constraints experienced by the project officer (part-time, 2 d/w). No one from the ISIF secretariat had previous experience with formal evaluation using U-FE but the workshop with Mrs. Saveri, the book and the data analysis created opportunities to learn and put into practice. No concerns about political/organizational situations were identified as a treat to the program.

5. Identification of Primary Intended Uses: Evaluation findings were used as inputs for a Resource Mobilization Strategy (which includes a variety of activities such us technical reporting, marketing campaigns, proposals to potential donors and sponsors, promotional materials) required to secure the continuation of the small grants program and the development of complementary activities such as workshops, training, support for conference participation and awards. All the data analysis conducted focused on the need for investment towards innovative approaches and solutions to development problems through ICTs. The analysis about processes and procedures focused on the role performed by the secretariat, in terms of efficiency and transparency.

6. Focusing the Evaluation: We developed 3 key evaluation questions (included above). All 3 questions were answered with the information collected via the online survey and the analysis of all the data collected during the application processes. The information has been used to provide evidence about the ISIF program relevance to prospective sponsors/partners. Graphics have been used to illustrate progress reports and slides presented to prospective sponsors.

7. Evaluation Design: Online survey and data analysis were the basic methods used. Both SC and GEC reviewed questions from the survey and template sheet for data analysis. All feedback received was included in the final version. The SurveyMonkey interface offers a simple but clear way to visualize the data collected, which has been used to produce graphics and diagrams to summarize the trends identified. Although it was not planned for initially, the secretariat hired a temporary assistant to help with the transfer from the original application forms to a database to be used for the applications data analysis.

8. Simulation of use: The simulation was conducted during soon after the design of the online survey was finalized. The simulation was conducted with support from the SC and GEC members, and the feedback collected was used to finalize the design of the survey questions and format.

9. Data collection: The SC and GEC suggested what sort of graphics they would like to see included in the reports and with that in mind, the data analysis was structured to have views of what partners/sponsors are looking for when deciding on continuation of financial support.

10. Data Analysis: Paul and Louise, along with the SC, supported the development of the database structure used in the data analysis and defined most of the graphics/diagrams produced based on the data analysis. They were aware of the limitations and challenges posed by the clarity and formatting of some of the applications (specially from the first call) and suggested alternatives to interpret the data available. Also, as the 2 calls for applications used different application formats, the SC highlighted the areas where comparison were made possible as data was available from both pools.

11. Facilitation of Use: The results from the data analysis and the survey were included in the Progress Report (30 months) submitted to IDRC and shared with all SC members, to start with. This allowed the secretariat to position all the data in the context of the program implementation. Once the report was submitted and approved, the secretariat started preparing a publication to be distributed to potential donors and sponsors focusing on program management, the advantages of the small grants funding model and the benefits of the complementary activities such as travel grants and workshops. The report content has been used as a tool to discuss the development of a new umbrella program to strengthen and articulate the small grants programs conducted by LACNIC and APNIC and the establishment of a brand new one, to provide small grants in Africa, to be managed by AFRINIC. The evaluation findings and the framework provided by the U-FE approach has been used to update the reporting templates for the 2010 grantees and to develop the agenda for the 2010 workshop.

12. Metaevaluation: The evaluation findings have been used since the evaluation process was finalized early this year. A variety of uses, always linked to the main intended use, have occurred naturally. The data analysis of the applications received and the feedback provided by current and former grantees has provided the secretariat with intelligence to improve the application and selection process, to provide better support to grantees and to improve the reporting strategies used, which in turn, provide validation for the program needed by potential donors and sponsors to secure funding for support. The effectiveness of our financial pledge is yet to be determined, as negotiations are in place to secure funding from donors and sponsors, but as of the finalization of this report, funding for 2012 has not been secure.

## **Annex 1: About the Asia Pacific Network Information Center (APNIC)**

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APNIC was founded in 1993 as the Regional Internet Registry (RIR) for the Asia Pacific region, initially as a project of APNG (the Asia Pacific Networking Group) and then, from 1996, as an incorporated membership-based non-profit organization. There are currently five RIRs in operation, each charged with the responsible management of Internet address resources (and related services) in their respective regions of the globe. APNIC's service region comprises 56 economies across the Asia Pacific. APNIC provides registration services for Internet Protocol (IPv4 and IPv6) addresses and Autonomous System (AS) numbers, as well as some related technical services, including the "whois" database for the Asia Pacific region.

APNIC services constitute a crucial component of the Internet's operational and administrative infrastructure in the Asia Pacific region, and are necessary for the continued stable growth and operation of the Internet. Under its By-laws, APNIC's core registration services are complemented by a duty to promote infrastructure development, educational opportunities, and public policy. In practice, APNIC provides an extensive technical training program, which it delivers right across the region. It works closely with many technical, academic, and operator communities to organize training and outreach events.

APNIC has also invested significantly in the deployment of Internet root servers, as well as network measurement tools and devices, throughout the region, which has brought important benefits to the performance and development of Internet services in many economies. APNIC has strong community support and functions in a bottom-up manner, via processes that are open to input from all interested stakeholders. While its office is based in Australia, APNIC is a truly regional organization, with staff from almost 20 different national and linguistic backgrounds. APNIC contributes to global policy discussions and represents the interests of the Internet addressing community in many fora, including the recent UN World Summit on the Information Society (WSIS) and the Internet Governance Forum (IGF).

APNIC has received accreditation as an organization in Consultative Status with the UN Economic and Social Council (ECOSOC), and has established numerous Cooperation Agreements and Memoranda of Understanding with peak educational, operational and industry bodies throughout the region. APNIC has considerable experience in providing dedicated Secretariat support for other organizations, specifically the Address Supporting Organization (ASO) – one of the supporting organizations of the Internet Corporation for Assigned Names and Numbers (ICANN) – and the Number Resource Organization (NRO), which coordinates various activities among the RIRs.

While APNIC has been an active partner in the "PAN ICT R&D Grants Programme" since 2000, APNIC's Director General, Mr Paul Wilson, worked with the IDRC Asia Regional Office between 1994 and 1999, as a consultant to the PAN Asia Networking Program, and from 1997, as a member of the PAN R&D Grants Program. Since 2001, APNIC has been a contributing partner in that Program and its successors. In joining the current program, APNIC has reiterated its interest in technically oriented Internet-related R&D which may be of particular relevance to network operators in the Asia Pacific region, especially where they may aid in the security, reliability, competitiveness, and business sustainability of their services.