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MID-TERM PERFORMANCE EVALUATION OF USAID/CAMBODIA'S DEVELOPMENT INNOVATIONS (DI) PROJECT

November 2015

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MID-TERM PERFORMANCE EVALUATION OF USAID/CAMBODIA'S DEVELOPMENT INNOVATIONS (DI) PROJECT

**SUPPORTING A MORE COLLABORATIVE ENVIRONMENT FOR
CIVIL SOCIETY AND TECHNOLOGY SERVICE PROVIDERS IN
CAMBODIA**

November 2015

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

COVER PHOTO

An ICT advisor from NGO World Education, one of Development Innovations Project grantees, demonstrates how to use TEST app to a young student in Kampong Cham. The TEST app helps teachers quickly and easily test the reading skills of Cambodian children. Because the assessment process is digitized, teachers can get results immediately and can lead student to other relevant literacy tools based on the result.

ACKNOWLEDGEMENTS

This evaluation could not have been possible without the contributions of dedicated USAID, implementing partner, and beneficiary organization staff whose inputs were instrumental to the evaluation team's efforts. The team expresses its deepest gratitude to the Contracting Officer's Representative, Ms. Peoulida Ros, for her tremendous support and guidance from the evaluation's inception to its close-out. The team would also like to thank Ms. Elizabeth Davnie-Easton, the Alternate Contracting Officer's Representative, for taking the time to provide critical information to the team.

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The team would like to convey its bottomless appreciation for the staff of each organization and partner sampled for this evaluation, as well as the beneficiaries who made themselves available to participate in focus group discussions and interviews. These staff and beneficiaries consistently greeted the team with warmth and enthusiasm, and willingly provided the information upon which this evaluation and its findings, conclusions, and recommendations is based.

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ACRONYMS

API	Advocacy and Policy Institute
CBCLO	Capacity Building for Cambodian Local Organizations
CCC	Cooperative Committee for Cambodia
CCHR	Cambodian Center for Human Rights
CDCS	Country Development Cooperation Strategy
COP	Chief of Party
CSO	Civil Society Organization
DAI	Development Alternatives, Inc.
DCHA	Democracy, Conflict, and Humanitarian Assistance
DEC	Development Experience Clearinghouse
DG	Democracy and Governance
DI	Development Innovations
FGD	Focus Group Discussion
FY	Fiscal Year
ICT	Information and Communication Technology
ICT4D	ICT for Development
INGO	International Non-Governmental Organization
ISC	Information Safety and Capacity
IVR	Interactive Voice Response
KII	Key Informant Interview
RFA	Request for Applications
SILK	Social Innovation Lab Kampuchea
SMS	Short Message Service
SOW	Statement of Work
SPICE	Structuring Partnerships for an Innovative Communications Environment
TEST	Technology for Education Systems Transformation
TRANSMIT	Tracking and Sharing Multi-Sector Issues with Technology
TSP	Technology Service Provider
USAID	U.S. Agency for International Development
VSO	Voluntary Services Overseas

EXECUTIVE SUMMARY

Technology advances within Cambodia have evolved rapidly in recent years, but gaps remain in the use of technology by citizens. Often the actual technical limitations are a result of traditional market forces. Therefore, many civil society organizations (CSOs) across the country have not been exposed to the various uses of technology for advancing their programs and goals. As a result, many CSOs are not able to recognize the possibilities that technology could provide them as they look to advance their development goals.

The USAID-funded Development Innovations (DI) project seeks to build capacities of Cambodian citizens and CSOs to use technology for development. To achieve this objective, the project used a strategy of events, trainings, the 5D Lab, and mentorship to help CSOs make the best use of new and emerging technology for their activities.

PROJECT BACKGROUND

Development Alternatives, Inc. (DAI) is currently implementing the three-year DI project (previously named Social Innovation Lab Kampuchea (SILK)), a \$7,499,744 project. The period of performance is from August 7, 2013 to August 6, 2016. The primary goal of the project, as stated in the project's Monitoring and Evaluation Plan, is "to enable a vibrant and sustainable community of Cambodia's top talent to create and utilize technology to facilitate the development of Cambodia by expanding the outreach and improving the impact of development programs and by increasing the efficiency and effectiveness of the CSOs engaged in USG-assisted activities."

The DI project specifically aims to build collaborative relationships between Cambodian civil society organizations and technology service providers in order to increase the use of technology solutions as a means of helping CSOs achieve their development goals. DI's stated project objectives are the following:

1. CSOs have an expanded understanding of what's possible with ICT and have the capacity, tools, and incentives to implement.
2. Tech and service providers have an increased understanding of and capacity to address ICT for development and Cambodian CSO needs.
3. Innovation facilitated through collaboration between CSOs, techies and private sector.

EVALUATION PURPOSE, QUESTIONS, AND USE

This mid-term performance evaluation assessed the workability of the development hypothesis of the DI project, measured the implementing partner's performance in achieving the results expected, and documented any obstacles encountered in implementation. The evaluation captured lessons learned from DI in order to inform decisions regarding the remainder of the project as well as potential future USAID/Cambodia interventions in the Information and Communications Technology (ICT) for Development sector. The evaluation also examined how gender was incorporated into program design and implementation. In addition, the evaluation looked at program design and implementation for USAID more broadly, as this project is the first of its kind for USAID.

Evaluation Questions

The evaluation examined DI's first two years of implementation (August 2013 - August 2015) and took place from August to October 2015. The evaluation team reviewed, analyzed, and evaluated the DI project

along the following criteria, and, where applicable, identified opportunities and recommendations for improvement. In answering these questions, the team assessed the performance of both USAID and its implementing partner(s).

1. To what extent has the project succeeded in achieving all of its objectives? Was there a significant departure between the Request for Applications (RFA), the project's Program Description, and the work plans? If there were objectives that were not, or are unlikely to be achieved, what were the key factors for such findings (please consider the role of project design and project implementation)? What recommendations does the evaluation team have for a) the remainder of the project, and b) future design and implementation of similar ICT for Development projects? Were there any unintended results (positive or negative) of the project? If so, what were they?
2. To what extent has the project successfully engaged with civil society organizations, especially in order to assist CSOs to utilize technological tools/solutions to amplify their programmatic impact and support civic outcomes? Have CSOs been able to use the project's assistance to develop solutions to assist them in achieving their development goals? If no or if only partially, why? How could the project improve it?
3. To what extent has the project as a whole (including all of its various activities) contributed to achieving the objectives of the USAID/Cambodia Office of Democracy and Governance?
4. In what ways has the project succeeded or failed in terms of financial sustainability? In what ways has the project succeeded or failed in terms of participatory sustainability (i.e. stimulating enduring participation in the Lab which could be sustained after the end of the project)? What evidence is there that the project will be sustainable at its completion?
5. How has the Cambodian country context (state of civil society and human capacity in the IT sector) affected the implementation of the project?

Social Impact's organizational practice is to ensure that, in addition to the above evaluation questions, the evaluation team collects data and presents it in a way that is useable by USAID. Specific utilization questions that USAID/Cambodia requested this evaluation answer include the following:

- What are the overall results of the project to date?
- What is the developmental impact of DI on the CSO and ICT for Development (ICT4D) community in Cambodia?
- This project was funded out of the DG office within the Mission. Did the project have a developmental impact within the DG sector? Should it be managed out of a different office?
- Once the DI project ends, what are next steps? Is this program self-sustainable or could it be supported in other ways (different donors, create a stand-alone entity, etc.)?
- Is the DI model viable, across a sector or across the entire mission? Can/should it be rolled into other capacity building programs? Should it be rolled into other support mechanisms within the mission?

Audience and Use

The primary audiences for the evaluation are the USAID/Cambodia Office of Democracy and Governance, the Office of Acquisition and Assistance, Mission leadership, the Mission as a whole, the USAID Global Development Lab, USAID Asia Bureau, the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), other overseas Missions, and DAI as the implementer of the DI project. A wider audience will also benefit from the midterm findings once the final evaluation report is submitted to the Development Experience Clearinghouse (DEC).

It is expected that these audiences will use the midterm evaluation results to support and enhance their internal decision-making regarding new or expanded activities to promote the use of technology to develop efficient and effective civil society groups and organizations. Specifically, the evaluation is intended

to inform USAID and DAI decisions to be made for the remainder of the DI project. Findings are also intended to help USAID/Cambodia decide on a future course of action with regards to technology programming. Additionally, the evaluation may have findings with implications for USAID as a whole.

EVALUATION DESIGN AND LIMITATIONS

The evaluation's data collection was conducted in two phases. Phase I included a comprehensive desk review of all project documents in order to build evaluation team members' understanding of the initial project concepts and desired outcomes based on the RFA and the cooperative agreement, and to better understand DAI's program design and implementation plan. Phase II consisted of qualitative data collection using key informant interviews (KIIs) with key stakeholders, focus group discussions (FGDs) with project partners and participants, and observation of scheduled project activities/labs. In total, the evaluation team reviewed more than 50 project documents, conducted 38 KIIs, held five FGDs, and conducted one observation of a DI activity.

The Evaluation Matrix in Annex II details the data sources and key respondent categories that informed the evaluation team's answers to each of the evaluation questions. The Matrix references Program Indicators, which include a compilation of indicators listed in the latest quarterly reports provided to the evaluation team.

Limitations

The most significant limitation during fieldwork was the availability of respondent groups. First, it was challenging for the evaluation team to schedule FGDs with the desired 6-10 participants per FGD. For example, the evaluation team contacted 60+ participants for the 5D Lab-member FGDs and was only able to speak with four men and two women. The evaluation team tried to mitigate this challenge by rescheduling FGDs, holding FGDs at the DI 5D Lab and offering one-on-one interview times as alternatives. Second, the evaluation team was unable to speak with the former Chief of Party (COP) of the DI project. Despite multiple communications, this critical respondent was not available for an interview.

While the study findings cannot be generalized beyond the DI project, the evaluation team believes that, should the evaluation be conducted again, similar findings to those included in this report would be uncovered. Feedback was consistent across all respondent groups; there was no feedback or responses that were outliers from the other information collected.

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Based on the evidence collected, the evaluation team concluded that the DI project has achieved its stated objectives to-date. The evaluation team noted, however, that DAI's slow project start-up, as well as both USAID and DAI not providing a clear vision of what success should look like and a lack of an agreed upon definition of what 'innovation' means, had a significant effect on DI's overall achievements to-date. The programmatic and management changes that took place in early 2015 helped to rectify these deficits. The evaluation team also notes that there was a clear distinction amongst respondents' attitudes toward the DI project that aligned with the course correction that took place in spring 2015. Those who encountered the DI project in the first 18 months of the project felt that it was too broad and unfocused, and found the grant program difficult to navigate. Respondents who have taken part in DI activities since the program and management shift have a more positive view of the program. Nearly all those interviewed, including sub-grantees, indicated positive feedback on DI's trainings and advisory support services that went beyond the standard confirmation that a specific training was 'useful.'

Specific findings and conclusions related to each evaluation question are included below, followed by targeted recommendations for DAI as the implementing partner and USAID/Cambodia.

Key Findings and Conclusions

While the DI project overall has delivered some measureable successes to note, it has suffered from a variety of factors that affected the substantive results the project has been able to achieve. These factors include: revisions to the overall programmatic approach; management and personnel adjustments; lack of clear vision of what DI's programmatic success should look like; different definitions of 'innovation'; and complimentary, and often competing, technology-focused programs funded by USAID and others.

All CSOs interviewed for this evaluation report stated that the DI trainings they attended were useful, and all named the 'low-fuss video', 'digital security', 'social media communication strategies' and 'design thinking' trainings as most useful. Over the course of the grant, DI provided 'advisory services' in a variety of packages to CSOs¹, although they were not always packaged as such. These advisory services consisted of trainings, one-on-one consultations and project design sessions. The evaluation team asked every KII and FGD participant (aside from USAID and DI project staff) about their interaction with the DI project to assess which activities were viewed as most useful by participants. All respondents confirmed that these services would be useful, though only sub-grantee partners were aware of the advisory services that the DI team offers as a package of support. The evaluation team concludes that the targeted support DI provides through specific training sessions, grant funding, and advisory services to sub-grantees have yielded the most positive results.

The evaluation team found that participating CSOs have benefited from the DI project to varying degrees depending on their own internal capacities and interests. Furthermore, the use of technology solutions by CSOs depends on individual CSO capacity and interest. The evaluation team also found that it is too early to tell what the developmental effect is from the technology solutions that CSOs are using. This is due to the slow start of grants and the recent re-focus towards the DG sector. While DI engaged with several women CSO leaders or women's issue CSOs, facilitated women's focused events and projects (such as the Technovations competition), and encouraged women and girls to participate in DI activities, these efforts did not yield the desired results of increasing women's engagement with ICT², even from the project staff's perspective.

It is too early to tell if the DI project will contribute to the goal of strengthening democracy and civil society, though the project has achieved results in USAID/Cambodia's Sub IR 1.2.2: Expanded technological platforms increasing civic engagement. Several sub-grant projects have the potential, however, for positively affecting the DG sector including TosFund, Khmer Smart Keyboard, the Advocacy and Policy Institute's (API's) Interactive Voice Response (IVR) project, the Cambodian Center for Human Rights' (CCHR's) Land Right, Pact's TRANSMIT (Tracking and Sharing Multi-Sector Issues with Technology) project, and the Cooperative Committee for Cambodia's (CCC's) digital M&E tool.

The DI project, as currently implemented, is not sustainable beyond the life of the current grant. Specifically, the evaluation team found that the 5D lab drew attention away from other collaborative work environments that already existed and were more organic in their origin. The evaluation team found the

¹ The "Advisory Services" offered by DI have gone through a number of iterations and names (including rapid consultations and the Innovation Resource Center). Based on project records, 60 CSOs and 24 TSPs have engaged in some form of advisory service over the life of the project (some returning for multiple visits).

² As described in program documentation including the cooperative agreement and annual work plans.

DAI's July 2015 sustainability assessment to be both realistic and feasible, with many of the evaluation team's findings being echoed in the assessment findings. This sustainability assessment replaced the original business plan for the project. If fully implemented, DI's revised sustainability plan will likely yield more meaningful results and prepare USAID for any follow-on or next generation project. If implemented, this should increase participatory sustainability. The evaluation team does not see, however, how the DI project will reach financial sustainability by the end of the grant program. The 2015 sustainability assessment does not include a financial sustainability component³.

The evaluation team found several contextual factors that inhibited the achievement of DI's outcomes, including the Cambodian legal framework and political context, a general lack of women in technology fields⁴, and different operational and business cultures between the private sector and CSOs.

Key Recommendations

Based on this evaluation's key findings and conclusions, the evaluation team recommends the following for the DI project and USAID/Cambodia:

- In order to increase local ownership of tech solutions, encourage local knowledge and ultimately, local ownership, USAID and DI should increase support of known local solutions and foster locally-driven tech solutions. This should hold true for other ICT4D projects USAID considers in the future.
- USAID and DI should incorporate high tech local CSOs into future ICT project(s) as 'tech influencers'. These local tech influencers can play a mentoring role to lower-capacity organizations and help make future projects locally sustainable.
- USAID and DI should develop a flexible, streamlined grant program that is multi-staged/phased and is not risk-averse. The grant program should support prototype development, allow for beta testing, and subsequently support the scaling up of projects. Any grant funds should support monitoring the tech solutions long term impact and support maintenance and tech updates.
- DI should continue to provide advisory services for CSOs. USAID should support DI's advisory services for CSOs and make it into a sustainable model by identifying an appropriate local entity that can be groomed to take over the neutral broker role in the future. CSOs are eager for more/expanded advisory service, which the current DI provides. DI should identify and mentor a local partner, such as university or technical school, who can take over DI's neutral broker role eventually.

³ The Evaluation team was provided a 23-page Sustainability Assessment Executive Summary during the data collection phase. If the full assessment report contains additional information, the evaluation team was not privy to it.

⁴ This is further explained under evaluation question 5 in the 'Findings, Conclusions, and Recommendations' section.

EVALUATION PURPOSE AND QUESTIONS

EVALUATION PURPOSE

Development Alternatives, Inc. (DAI) is currently implementing the three year Development Innovations (DI) project (previously named Social Innovation Lab Kampuchea (SILK)), a \$7,499,744 project. The period of performance is from August 7, 2013 to August 6, 2016. The primary goal of the project, as stated in the project's Monitoring and Evaluation Plan, is "to enable a vibrant and sustainable community of Cambodia's top talent to create and utilize technology to facilitate the development of Cambodia by expanding the outreach and improving the impact of development programs and by increasing the efficiency and effectiveness of the Civil Society Organizations (CSOs) engaged in USG-assisted activities."

This mid-term performance evaluation assessed the workability of the development hypothesis of the DI project, measured the implementing partner's performance in achieving the results expected, and documented any obstacles encountered in implementation. The evaluation captured lessons learned from DI in order to inform decisions regarding the remainder of the project as well as potential future USAID/Cambodia interventions in the Information and Communications Technology (ICT) for Development sector. The evaluation also examined how gender was incorporated into program design and implementation, as well as the effect that technology had on the promotion of gender equality and female empowerment. In addition, the evaluation looked at program design and implementation for USAID more broadly, as this project is the first of its kind for USAID.

EVALUATION AUDIENCE AND USE

The primary audiences for the evaluation are the USAID/Cambodia Office of Democracy and Governance, The Office of Acquisition and Assistance, Mission leadership, the Mission as a whole, the USAID Global Development Lab, USAID Asia Bureau, the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), other overseas Missions and USAID as a whole. A wider audience will also benefit from the midterm findings once the final evaluation report is submitted to the Development Experience Clearinghouse (DEC).

It is expected that these audiences will use the midterm evaluation results to support and enhance their internal decision-making regarding new or expanded activities to promote the use of technology to develop efficient and effective civil society groups and organizations. Specifically, the evaluation is intended to inform decisions to be made for the remainder of the DI project. Findings are also intended to help USAID/Cambodia decide on a future course of action with regards to technology programming. Additionally, the evaluation may have findings with implications for USAID as a whole.

EVALUATION QUESTIONS

The midterm evaluation examined DI's first two years of implementation (August 2013 - August 2015) and took place from August 2015 to October 2015. The evaluation reviewed, analyzed, and evaluated the DI project along the following criteria, and, where applicable, identified opportunities and recommendations for improvement. In answering these questions, the evaluation team assessed the performance of both USAID and its implementing partner(s).

1. To what extent has the project succeeded in achieving all of its objectives? Was there a significant departure between the RFA, the project's Program Description, and the work plans? If there were objectives that were not, or are unlikely to be achieved, what were the key factors for such findings (please consider the role of project design and project implementation)? What recommendations does the evaluation team have for a) the remainder of the project, and b) future design and implementation of similar ICT for Development projects? Were there any unintended results (positive or negative) of the project? If so, what were they?
2. To what extent has the project successfully engaged with civil society organizations, especially in order to assist CSOs to utilize technological tools/solutions to amplify their programmatic impact and support civic outcomes? Have CSOs been able to use the project's assistance to develop solutions to assist them in achieving their development goals? If no or if only partially, why? How could the project improve it?
3. To what extent has the project as a whole (including all of its various activities) contributed to achieving the objectives of the USAID/Cambodia Office of Democracy and Governance?⁵
4. In what ways has the project succeeded or failed in terms of financial sustainability? In what ways has the project succeeded or failed in terms of participatory sustainability (i.e. stimulating enduring participation in the Lab which could be sustained after the end of the project)? What evidence is there that the project will be sustainable at its completion?
5. How has the Cambodian country context (state of civil society and human capacity in the IT sector) affected the implementation of the project?

Social Impact's organizational practice is to ensure that, in addition to above evaluation questions, the evaluation team collects data and presents it in a way that is useable by USAID. Specific utilization questions that USAID/Cambodia has requested this evaluation answer include the following:

- What are the overall results of the project to date?
- What is the developmental impact of the DI program on the CSO and ICT4D community in Cambodia?
- This project was funded out of the Democracy and Governance (DG) office within the Mission. Did the project have a developmental impact within the DG sector? Should it be managed out of a different office?
- Once the DI project ends, what are next steps? Is this program self-sustainable or could it be supported in other ways (different donors, create a stand-alone entity, etc.)?
- Is the DI model viable, across a sector or across the entire mission? Can/should it be rolled into other capacity building programs? Should it be rolled into other support mechanisms within the mission?

The SI evaluation team incorporated these utilization questions into the Findings, Conclusions, and Recommendation section of this report.

⁵ During the USAID kick-off call with the evaluation team, USAID clarified that the team should focus on the goal of strengthening civil society as detailed in Development Objective 1: Strengthened democracy and government accountability, and enhanced respect for human rights, with a particular look at Intermediate Result 1.2: Increased capability of civil society to engage in political processes.

PROJECT BACKGROUND

PROJECT CONTEXT

According to the World Bank⁶, nine out of every 100 people in Cambodia have access to the internet. Coupled with an increase in the affordability of mobile technology, including the use of Khmer-enabled smartphones, internet penetration is set to skyrocket in the next five years, with the Minister of Post and Telecommunications predicting a 65 percent penetration rate by 2020⁷. This presents a growing opportunity for citizens and CSOs in Cambodia to utilize ICTs, mobile technology, and the internet to increase citizen access to information, identify innovative tech solutions that mobilize citizens around issues they care about, and to modernize how CSOs do their work.

CSOs have taken some measures to utilize ICT. Interactive Voice Response (IVR) was greatly popularized by the USAID-funded Structuring Partnerships for an Innovative Communications Environment (SPICE) project. The SPICE project, implemented from October 2012 to March 2015, facilitated CSOs to use IVR in almost 30 distinct activities, including projects in the education, health and DG sectors.

The general perception, however, is that citizens outside of the capital are still limited in their use of ICT, primarily using computers and the internet only for email, websites, Facebook, and other desktop-based software. Internet and data security remains an issue, especially for CSOs working on sensitive issues. The USAID Washington-funded Information Safety and Capacity (ISC) project has filled this gap to some extent by providing training and mentoring on information security to select CSOs.

Cambodia has an active ICT business sector, although many of these businesses remain too profit-oriented, operate under a different business culture than CSOs, or do not have the proper linkages or ability to effectively cater to the CSO market. While there are a number of small start-ups, larger ICT firms complain about the poor quality of Cambodian graduates in the sector. Some interlocutors point out that local ICT firms are still oriented towards foreign markets, rather than domestic ones.

Despite positive trends, there is still more progress to be made in the utilization of ICT by civil society groups, particularly in the DG sector. Civil society struggles with how to use technology to address access to information, corruption, human rights, civic education and policy advocacy.

PROJECT HISTORY

In January 2012, USAID/Cambodia's Office of Democracy and Governance commissioned an assessment of social media and ICT usage to inform future project designs. On October 1, 2012, Open Institute was awarded the SPICE project to accomplish several specific tasks related to ICT in Cambodia. In particular, Open Institute was to facilitate the use of Khmer text in Android-based smart phones, facilitate a public-private partnerships to enable greater use of IVR, promote CSOs use of Short Message Service (SMS) to disseminate information, localize applications, and create an anonymized crowdsourcing platform.

⁶ <http://data.worldbank.org/indicator/IT.NET.USER.P2>

⁷ http://news.xinhuanet.com/english/2015-04/27/c_134188747.htm

SPICE set the stage for the next CSO-ICT focused project. Following a full and open competition, DAI won the three-year award for the DI project. In January 2014, DI moved into their offices and opened the 5D Lab. DI was launched by the USAID Mission Director in March 2014. The project was not fully funded in the second year due to a shortfall in funds of the USAID/Cambodia DG Office. Additional funds were leveraged from other technical offices, including biodiversity and human rights focused projects, for the remaining project years. Based on program documents, primarily the monitoring and evaluation plan and annual work plans, the DI project, in addition to working with the CSO and Technology Service Provider (TSP) community based in Phnom Penh, included four cross-cutting themes: youth, women, sustainability, and populations within the provinces.

RESULTS FRAMEWORK/THEORY OF CHANGE

The theory of change stated in the RFA was as follows:

If USAID invests in the processes of social innovation, it will provide unique opportunities for civil society organizations and socially-minded entrepreneurs to advance their ideas and create new technological goods and services that benefit Cambodian society through increased communication and access to information.

Although the project description submitted by DAI does not explicitly state a development hypothesis, the following quote from the Executive Summary gives some indication of how DAI formulated the theory of change:

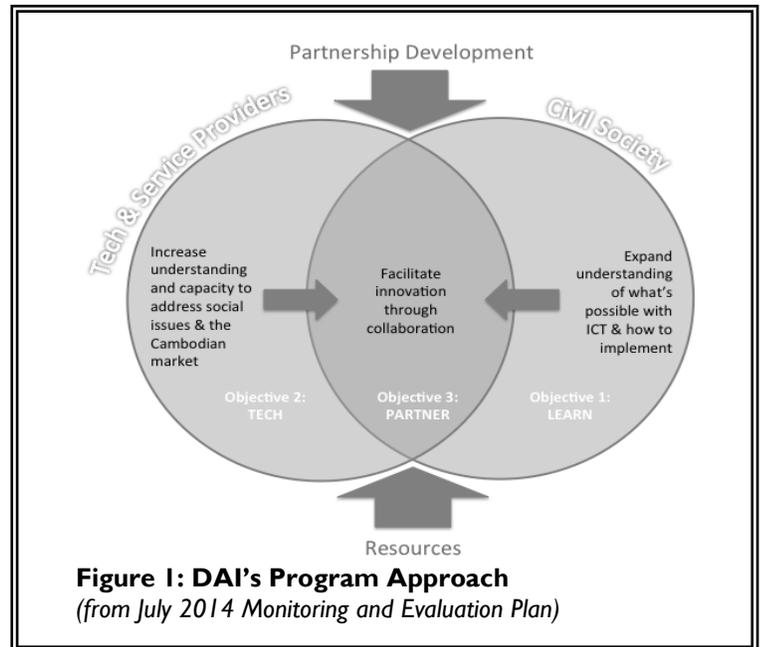
This program will enable Cambodian-led technology products to meet CSO demands and trigger transformative changes in the ways CSO conduct programs. At the same time, investing in the domestic information and communications technology (ICT) sector will enable it to become an engine of growth in the economy. This emerging ecosystem of technology and civil society will result in CSOs' increased ability to access technology tools and increase their proficiencies in order to apply knowledge of mobile, Internet, and social media tools to amplify their programmatic impact and support civic outcomes.

DAI's stated program objectives are as follows:

Objective 1: CSOs have an expanded understanding of what's possible with ICT and have the capacity, tools, and incentives to implement.

Objective 2: Tech and service providers have an increased understanding of and capacity to address ICT for development and Cambodian CSO needs.

Objective 3: Innovation facilitated through collaboration between CSOs, techies and private sector.



EVALUATION METHODS AND LIMITATIONS

EVALUATION FRAMEWORK

This evaluation was conducted using a three-person evaluation team. Following a comprehensive desk review, as well as an in-brief with the current USAID Mission Director and staff, the evaluation team refined the evaluation work plan and developed data collection tools for this evaluation. The evaluation team used a qualitative approach that included document review, key informant interviews (KIIs), focus group discussions (FGDs) with project participants, and observation of scheduled project activities.

The evaluation's data collection was conducted in two phases. Phase I included a comprehensive desk review of all project documents in order to build evaluation team members' understanding of the initial project concepts and desired outcomes based on the RFA, and to better understand DAI's project design and implementation plan. Phase II consisted of qualitative data collection using KIIs with key stakeholders, FGDs with project partners and participants, and observation of scheduled project activities. In total, the evaluation team reviewed more than 50 project documents, conducted 38 KIIs, held five FGDs, and conducted one observation of a DI activity.

The Evaluation Matrix in Annex II details the data sources and key respondent categories that informed the evaluation team's answers to each of the evaluation's questions. The Matrix references Program Indicators, which includes a compilation of indicators listed in the latest quarterly reports provided to the evaluation team. Annex V details the evaluation data collection schedule.

PHASE I: DESK REVIEW

The evaluation team conducted an extensive desk review of all available project documents supplied by both USAID and DAI. The evaluation used project data to corroborate findings from interviews and other data sources. The review included the following documents (see Annex IV for an exhaustive list of documents reviewed by the evaluation team):

- Project Request for Application (RFA)
- USAID Social Media Assessment 2012
- Project cooperative agreement and modifications (SILK/DI)
- Project reports (quarterly)
- Financial reports (quarterly)
- Work plans (annual)
- Project monitoring and evaluation plan
- Project grants documentation (proposals, reports, and tracking pipeline)
- USAID Cambodia Country Development Cooperation Strategy (CDCS)
- DI Business Plan

In addition, during Phase II of the evaluation, DAI provided the evaluation team with additional project literature that described individual DI-supported projects. The DAI team also provided a copy of the sustainability assessment conducted in the summer of 2015 that revised the original DI Business Plan.

PHASE II: QUALITATIVE DATA COLLECTION

Phase II began when the evaluation team leader arrived in country. Upon her arrival, the evaluation team held an in-brief with USAID/Cambodia in order to clarify expectations and discuss future utilization of the evaluation to ensure that the evaluation was responsive to the Mission's needs. Following the in-brief with USAID/Cambodia, the evaluation team finalized the work plan and all data collection instruments.

Key Informant Interviews (KIIs)

The team conducted KIIs to triangulate the data collected in the desk review and gain further insights into perceptions of the project's effectiveness at its midpoint. The evaluation team conducted 38 KIIs with the following individuals/organizations/technology service providers (see Annex IV for an exhaustive list of respondents):

- Current and former USAID staff
- Current and former implementing partner (DAI) staff
- Key CSOs and TSPs that have participated in DI
- CSOs that have not participated in DI
- DG Partners
- Sub-grantees
- Rejected Sub-grant applicants
- University or school representatives

Each KII protocol differed depending on the key informant's role and "causal distance" from DI activities, as well as the extent of the key informant's involvement in DI activities and the time available for interviewing. The questions addressed not just knowledge and general perceptions, but more importantly, probed for specific examples of attitude and behavior change. In total, the evaluation team held 38 interviews during the three-week data collection phase. Final interview questions and protocols are included in Annex III.

Focus Group Discussions (FGDs)

The evaluation team originally planned to conduct separate FGDs with the following types of individuals in Phnom Penh:

- 5D Lab Members (male and female)
- Training beneficiaries
- Bloggers
- Developer/Programmer community
- 5D Lab Advisory Board Members

As part of the evaluation design, the evaluation team intended to hold two FGDs with 5D Lab members – one with at least eight male members and one with at least eight female members. The evaluation team intended to conduct at least one FGD with a random sample of training beneficiaries. To maximize the use of time, the evaluation team also sought to hold FGDs with groups of individuals with similar characteristics including bloggers, members of the local developer/programmer community, and the DI Advisory Board.

The evaluation team held five FGDs in total, but with slightly different respondent groups than those planned and noted above. While the evaluation team did meet with 5D Lab advisors in their capacity as sub-grantees or key CSOs, the evaluation team was not able to meet with them in their capacity as 5D Lab Advisory Board members in a FGD as originally envisioned from the evaluation work plan. The evaluation team had considerable difficulty organizing and holding FGDs as originally envisioned. More

details on the difficulties and resulting data limitations are outlined below. In total, the evaluation team held five FGDs: one with male 5D Lab members, one with female 5D Lab members, one with bloggers, one with training beneficiaries, and one with DI staff not included in the KIIs.

Each FGD protocol differed depending on the groups' role and "causal distance" from activities, as well as the extent of the groups' involvement in DI activities and the time available for interviewing. The questions did not address just knowledge and general perceptions, but more importantly, probed for specific examples of attitude and behavior change. Final FGD questions are included in Annex III.

Observation

During phase two, there was one project event scheduled for the evaluation team to observe. On September 22, the team attended and observed the Innovations in Action Session entitled "Putting an End to Violence against Women through Innovations in Mobile Technology" by international non-governmental organization (INGO) The Asia Foundation and technology partner Golden Gekko.

DATA ANALYSIS

The evaluation team conducted daily de-briefs in order to discuss a) evidence collected, patterns, and discrepancies in answering the evaluation questions and b) any adjustments that were needed in the evaluation schedule.

This evaluation relied on two main sources of data: existing project documents and other relevant reports as a secondary source, and a number of key informant interviews, focus group discussions, and observations as a primary source. Parallel analysis was used to analyze the evidence from both sources. In this analytical approach, each type of data for the evaluation question was first analyzed according to its respective source, and then across both data sources. For example, the team developed preliminary findings by first analyzing interviews with key informants; then, developed complementary preliminary findings from the key documents and other secondary materials.

Given that the overall approach of this evaluation relies on in-depth interviews with a broad range of stakeholders as a primary data source, the evaluation team collected primarily qualitative data to be analyzed using appropriate qualitative analysis methods, specifically:

- The evaluation team began data analysis by performing a round of initial open coding in order to identify and conceptualize common trends and themes that emerged from the collected data.
- Once all the qualitative data were consolidated according to the evaluation questions, the evaluation team identified the most prevalent themes and concepts mentioned by respondents in order to yield in-depth analysis pertinent to the evaluation questions.

This two-step coding approach allowed for generating both "horizontal" analysis (across main themes to create the big picture) and "vertical" analysis (in-depth understanding of the most important issues).

Gender Integration

Consistent with USAID evaluation policy and recognizing that effects of integration and the success of the project might vary across gender, the team applied a gender perspective to its data collection and data analysis. All data collection methodologies considered the privacy and confidentiality of respondents as well as included gender-appropriate questions. Both women and men were included in the sampling of stakeholder groups. Lastly, the team ensured that interviews and focus groups were conducted at times and places accessible to both men and women equally. The evaluation team included gender-specific questions in interview guides with all relevant stakeholder groups in order to evaluate the effect of gender equality on project results and vice versa.

LIMITATIONS

There are few, but notable, limitations to the methods used and data collected during this evaluation. Below details limitations related to bias, availability of respondents, gender inclusion, and provincial populations and the evaluation team's mitigation strategies to address each limitation.

Bias

As is expected in any social research project, there are biases and other limitations that must be addressed through methodological or analytical methods. The evaluation team took special care in identifying and mitigating (as much as possible) the following issues.

- Recall bias, such as key informants responding to team questions with answers related to a different assistance program (particularly the SPICE program). A similar problem is that participants in multiple training activities may blend their experiences into a composite memory or response, e.g., individuals have received training on several topics before and during the evaluation period, and subsequently do not distinguish between them as separate activities in their responses. Additionally, respondents may have encountered other tech labs/social entrepreneur centers such as the Impact Hub and may confuse assistance received through other similar projects.
- Response bias, such as respondents giving the interviewer positive remarks about an activity like ICT training because they would like to participate in additional training in the future. The team fully expected that key points of contact, trainees, and partner organizations may understand that this assessment will shape future project opportunities and funding.
- Selection bias in the form of contacts provided by DAI and/or USAID can mean that the team only hears from people with positive experiences. The list of respondent groups was provided by USAID to the evaluation team. Due to a limited data collection phase, the evaluation team did not have additional time to reach out to others beyond the provided list. The exception to this was to interview additional university/learning institutions, as the evaluation team felt this was an important group to meet.

The most effective approach to combating these threats was to use multiple sources of data to triangulate data for each evaluation question. By combining information found in documents and interviews from multiple sources, any one piece of biased data did not skew the analysis. Another approach used by the team that pertains specifically to interviews is the inclusion of key informants from organizations that did not directly participate in DI. The following groups were interviewed:

- Voluntary Services Overseas (VSO)
- Cooperative Committee for Cambodia (CCC)
- SILAKA
- Returnee Integration Support Center

Availability of Respondents

The most significant limitation to the data collected was the availability of respondent groups. Below details the challenges the evaluation team faced when attempting to contact respondents.

- Declined to be Interviewed/Cancelled Scheduled Interview: Several respondents canceled scheduled interviews or declined to participate as a respondent in the evaluation. For those meetings that were cancelled, the evaluation team tried to reschedule for a time and location convenient to the respondent. Some of these meetings were rescheduled; some were not. Several

meeting requests were declined, as the respondents did not feel it was worth their time or they did not feel they had anything to contribute. This is true of both CSOs and TSPs.

- **No Response/No Shows:** The evaluation team experienced the most frustration in trying to schedule FGDs with the desired 6-10 participants per FGD. Despite all the evaluation team's efforts, all FGDs included less than the desired number of participants. For example, the evaluation team contacted 60+ participants for the 5D Lab member FGDs and was only able to convene four men and two women. The team had many more respondent confirmations, but when it came time for the scheduled FGD, there were several no shows for each respondent group. The evaluation team tried to mitigate this by rescheduling some FGDs, holding FGDs at the DI 5D Lab, and offering one-on-one interview times as alternatives.

Of note, the evaluation team tried several times to speak with the former Chief of Party (COP) of the DI project and could not get a time scheduled for an interview. In fact, the last emails sent by the evaluation team went unanswered.

- **Schedule Conflicts:** The evaluation team anticipated that interviews with government officials and advisory board members may be difficult to schedule because of existing demands on their time or the need to accommodate last-minute scheduling changes. In addition, the annual Pchum Ben holiday was scheduled for the week after the team's departure, making it difficult to schedule interviews later in the fieldwork schedule. There were a number of requested interviews and focus groups that were not able to be scheduled due to respondent scheduling conflicts and/or travel plans.

While the study findings cannot be generalized beyond the DI project, the evaluation team believes that, should the evaluation be conducted again, similar findings to those included in this report would be uncovered. Feedback was consistent across all respondent groups; there was no feedback or responses that were outliers from the other information collected.

Gender Inclusion and Provincial Populations

Because the DI project was not as successful as originally intended in increasing gender inclusion across activities, the evaluation team had difficulty gathering feedback from female project participants. Despite reaching out to several women-led CSOs, and reaching out specifically to female 5D Lab members, the evaluation team was only able to capture feedback from five females (not including USAID or DI staff). This had an effect on the gender analysis component of this evaluation. The feedback the evaluation team received from female respondents, however, does not differ in any meaningful way from male feedback. Therefore, the limited female sample does not negatively impact the reliability or coverage of findings presented here. The evaluation team concluded that the limited number of female respondents did not necessarily weaken overall analysis. The evaluation team was able to gather some gender-specific data based on the inclusion of gender-specific questions in each KII and FGD protocol, however.

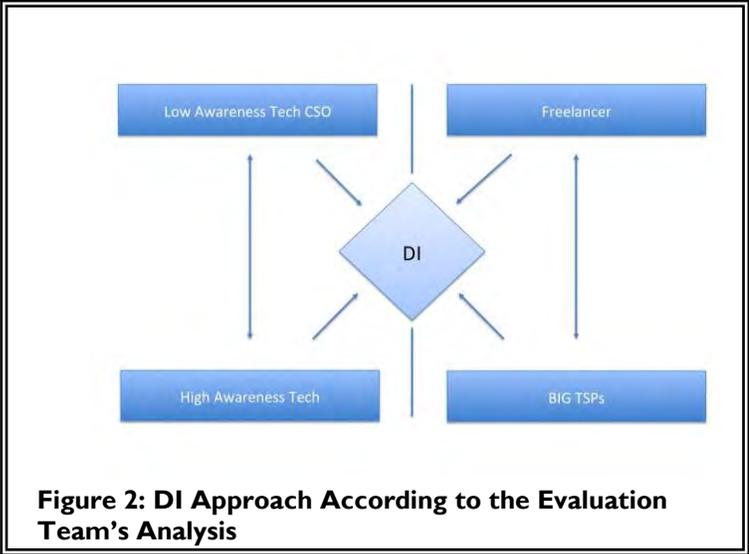
Additionally, as described in program planning documents (cooperative agreement and work plans), the DI program had several cross-cutting themes including activities that support and benefit provincial populations. The DI program focused most program efforts at CSOs and TSPs that were based in Phnom Penh. As described by DAI, this was due to time constraints and the refinement of their efforts with CSOs that had some degree of technical capacity and awareness of how to use technology in their work. DI did support organizations whose project activities, including those funded through DI's grant program, benefited citizens in the provinces. As a result, the DI project itself did not have a strong emphasis on the direct inclusion of provincial based CSOs or provincial training events other than the barcamps. Due to limited time, the evaluation team was not able to speak with attendees of the barcamps held outside

Phnom Penh, for example, who were the only provincial populations the DI project directly worked with. In analyzing the results of the program, the evaluation team included how the project reached out to, included and benefited provincial populations. Analysis around sustainability is captured under evaluation question 4. All other cross cutting theme analysis is incorporated, where appropriate, under each of the additional evaluation questions.

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Based on the evidence collected, the evaluation team concluded that the DI project had positive outcomes and met its stated objectives. The evaluation team noted, however, that DAI's slow project start-up, the project's lack of a clear vision of what success should look like and an agreed upon definition of what 'innovation' means had an effect on DI's overall achievements to-date. The programmatic and management changes that took place in early 2015 helped to rectify these deficits. The evaluation team also noted that there was a clear distinction amongst respondents' attitudes toward the DI project that aligned with the course correction that took place in spring 2015. Those who encountered the DI project in the first 18 months of the project felt that it was too broad and unfocused, and found the grant program difficult to navigate. Respondents who have taken part in DI activities since the program and management shift have a more positive view of the project. Nearly all sub-grantees indicated positive feedback on DI's trainings and advisory support services that went beyond the standard confirmation that a specific training was 'useful.'

While there was no significant departure from DI's project design, the evaluation team's analysis and understanding of the project differed from the project approach as stated by DAI in project documentation (see Figure 2). The evaluation team understood DI's project focus as lying primarily at the intersection of objectives 1 (CSOs) and 2 (Tech Providers) to bolster objective 3 (Partnerships). The evaluation team's understanding from project documents was that the DI program would work with CSOs, regardless of baseline ability, to increase their skills for including ICT solutions in their work. The evaluation team recognized that choices must be made about which organizations to support due to available financial resources and time. The evaluation team concluded, that the DI project as implemented had a slightly different focus than the one outlined in program documents. While the DI project certainly worked with CSOs and TSPs to build collaborative relationships, the evaluation team's analysis showed that the DI project focused mostly (though not exclusively) on the bottom half of Figure 2, with emphasis and support centering on CSOs that had an existing awareness of what tech solutions would be useful to their work and with larger TSPs that had the infrastructure and internal practices that could support CSO work.⁸ The evaluation team called these groups 'high tech aware'. This was an important distinction, as 100% of respondents



⁸ While most project public-private-partnerships have been with big TSPs that have significant funds to contribute, the project has begun working to introduce smaller TSPs to potential grantees in need of their services, recruit freelancers as mentors for project activities, including TSPs of all sizes in Tech Expos and Barcamp, and provide space for TSP-led IT training and mentorship. This information was clarified by the implementer post-evaluation fieldwork.

explained that one of the biggest barriers to greater usage of ICTs by Cambodians broadly, and CSOs specifically, is a lack of human and technical capacity. Working primarily at the bottom of Figure 2, with groups that were at a higher capacity and awareness for tech solutions, the project missed opportunities to help fill this gap with other lower capacity CSOs (represented at the top of Figure 2) which could have helped to level out the large deficit in capacity that currently exists. The evaluation team recognized, however, that the three-year grant length was a limiting factor in this regard.

It is through this revised understanding of the DI programmatic approach that the evaluation team centered the mid-term findings, conclusions, and recommendations. For this report, analysis is organized by evaluation question. Each question begins with a breakdown of key findings and includes a summary of conclusions. Each question is then concluded with specific recommendations for USAID and/or DAI.

Evaluation Question 1

To what extent has the project succeeded in achieving all of its objectives? Was there a significant departure between the RFA, the project's Program Description, and the work plans? If there were objectives that were not, or are unlikely to be achieved, what were the key factors for such findings (please consider the role of project design and project implementation)? What recommendations does the evaluation team have for a) the remainder of the project, and b) future design and implementation of similar ICT for Development projects? Were there any unintended results (positive or negative) of the project? If so, what were they?

Findings

Overall, the DI project has met its stated objectives (one, two, and three) and has some measureable successes to note. The DI project suffered, however, from a variety of factors that affected the results the project has seen thus far. These factors include: revisions to the overall programmatic approach; management and personnel adjustments; lack of clear vision, by both USAID and DAI, of what DI's programmatic success should or would look like; different definitions and understandings of what was meant by 'innovation'; and complimentary, and often competing, tech focused programs funded by USAID and others.

The evaluation team found that there was no significant departure from project work plans, project RFA, and the project's Program Description to date. DI activities were refined throughout the grant period, to reflect program realities⁹, but the program objectives did not change.

The evaluation team noted, however, that there may have been a flaw in the original program design process; the original RFA and the cooperative agreement were quite broad in terms of expected program achievements and did not mention USAID's intention that the proposed program should have a democracy and governance focus. Though there was no major departure from project plans, the DI project refined its approach after consultation with USAID to focus more on organizations operating within the democracy and governance sector in early to mid-2015. In the original project RFA, there was no democracy and governance goal or development objective referenced, nor was it referenced in subsequent program documents. The original AOR for the DI project notes that there was no explicit reference to the DG sector in early project documents or in verbal guidance provided to DAI. The DAI proposal, therefore, did not mention the democracy and governance and plans to achieve impacts in the DG sector. Under guidance from the USAID DG Office Director, the 2015 project shift included the inclusion of DG-specific goals.¹⁰ Since this re-focus, the DI project is clearer in its activities and desired outcomes.

⁹ This includes DAI's learning curve within the CSO and TSP community in Cambodia through the startup and launch phases, the receptivity of CSOs and TSPs to proposed activities and changing priorities from the proposal to implementation phase.

¹⁰ Additional findings related to this subject are included under evaluation question 3.

Findings Related to Objective 1

The evaluation team found that the targeted support DI provided through specific training sessions, grant funding, and advisory services to sub-grantees seemed to have yielded the most positive results from the CSO perspective. For CSO respondents, including sub-grantees that the evaluation team spoke to who had attended a DI training, 100% could articulate how they used the information from the training in their work. For objective one, CSOs that took part in DI trainings mentioned specifically their ability to utilize knowledge gained from the sessions. One organization mentioned their application of the design thinking training in their everyday work.

“The digital security training was good. It fit our needs and prompted us to develop an internal security policy.”
- Key CSO Respondent

Other groups discussed how the digital security training was beneficial, especially in relation to the potential for government surveillance of their work.

Over the course of the grant, DI provided ‘advisory services’ in a variety of packages to CSOs¹¹, although they were not always packaged as such. These advisory services consisted of trainings, one-on-one consultations, and project design sessions. The evaluation team asked every KII and FGD participant (aside from USAID and DI project staff) about their interaction with the DI project to assess which activities were viewed as most useful by participants. All respondents confirmed that these services would be useful, though only sub-grantee partners were aware of the advisory services that the DI team offered as a package of support. The evaluation team concluded that the targeted support DI provides through specific training sessions, grant funding, and advisory services to sub-grantees yielded the most positive results.

Findings Related to Objective 2

The evaluation team also asked all TSP respondents about their interactions with the DI project, including any events they may have attended. Two TSP respondents specifically stated that they found the events helpful as networking opportunities. Other TSPs, including those that use the 5D Lab, did not mention the events or trainings when asked about their interactions with the DI project.

Findings Related to Objective 3

With the exception of a few events, where one or two CSO-TSP collaborative relationships originated, most respondents did not find DI’s events (discussions, presentations, networking-style gatherings) useful. One notable exception was a speed dating style event where a future sub-grantee met a TSP with whom they developed a project to submit to the DI grant fund. This is in line with the DI revised approach that dropped tech focused events and refocused efforts on targeted trainings, advisory services and grant support. While TSPs did not find the DI events or trainings particularly useful, they did find utility from the role that DI played in linking TSPs and CSOs. Three TSP partners specifically mentioned they found this ‘interlocutor’ role helped them understand the CSO perspective and CSO needs.

The evaluation team noted several projects supported through the grant fund that help groups meet their development objectives. These included the World Education student aptitude and learning app, Cambodian Center for Independent Media’s citizen journalism app, and Advocacy and Policy Initiative’s public information app. This speaks directly to meeting objective three – developing collaborative partnerships. The evaluation team did note that several DI supported projects, including the People in Need mHealth app and ALiEN DEV’s Khmer smart keyboard app either a) had support from other USAID projects like SPICE or b) originated outside of the DI project parameters. This does not diminish DI’s

¹¹ The “Advisory Services” offered by DI have gone through a number of iterations and names (including rapid consultations and the Innovation Resource Center). Based on project records, 60 CSOs and 24 TSPs have engaged in some form of advisory service over the life of the project (some returning for multiple visits).

influence in these projects' successes, but does illustrate the overlap of tech-focused projects and the reality that idea generation does not always occur in confined programmatic spaces.

Despite these grant program high points and the achievement of DI objectives, many current, former, and potential sub-grant applicants noted that the DI grant program was extremely inflexible and burdensome in requirements for the application process, and in the program and financial reporting process. In fact, one current sub-grantee said that they will likely not reapply for additional DI grant support as they found

“We didn’t have the money to do a prototype, but that’s what DI wanted us to do [in order to apply for a grant]. The application process took more than a year. They said our proposal was still unclear and they wanted us to do another prototype.”

-Female Sub-grant partner

the grant procedures and processes too burdensome. Respondents explained that the grant process extremely slow and they were often asked to prototype ideas with their own resources. Those sub-grantees that received sub-grants since the mid-2015 cycle noted, however, that the process was smoother but still somewhat onerous.

Several respondents commented that DI could have more impact if they allocated funds to content and not just to tech solutions. This was due to the understanding that the content pushed out or collected through the tech solution (such as an app or website) is equally as important as the tech solution itself. The People In Need mHealth project was an example of this, where the tech solution was funded via SPICE and DI funded the development of additional content for dissemination through the app.

The evaluation team noted some unintended results of the project - most substantial was the 5D Lab. Originally envisioned as a standalone collaborative lab that would exist past the DI project, no one that the evaluation team spoke with felt that the DI 5D Lab was successful in that regard. In fact, the DI management team, self-identifying this unintended result, undertook a sustainability assessment mid-2015 in order to revise their plans for how the 5D Lab could be sustainable without DI support. Though the Lab was not successful in facilitating the incubation of ideas, there were positive outputs or outcomes from the 5D Lab as a co-working space for civic-focused groups or other social entrepreneurs. The 5D Lab did provide a physical space for people to work, such as sub-grantee ALiEN DEV, who created the Khmer Smart Keyboard, which could assist in linking 5D Lab members with TSPs.

The evaluation team also noted that gender inclusion in the DI project could have been more robust. DAI described to the evaluation team that they had difficulty getting women to attend DI events. DAI initially used a women development approach (hosting trainings and events specific to women or that highlighted gender specific topics) to encourage women to participate in the program. Some efforts were more successful than others. A highlight was the Technovations project that brought high school girls together to work on a technology competition. To increase female attendance at more DI events and trainings, DAI shifted to a gender mainstreaming approach, an approach that makes concerns and experiences of both women and men an integral dimension of the project design and implementation. This shift took place at the same time as the revisions to the project approach and management (early-to-mid 2015). From the evidence gathered, the evaluation team could not conclude that this shift in approach resulted in an increase in attendance by women in the DI project.

“At the beginning, they said it was collaborative [the DI project], but then it was just DI working alone.”

-Subgrant Partner

Finally, the evaluation team notes that the DI project did not have a local Cambodian counterpart as a part of this project. While the program certainly can consider sub-grantees and TSPs as partners, there was no local partner to act as a counterpart (or even to be mentored to eventually be a counterpart) for the project. Having a local partner to be more of a ‘co-implementer’ could help with both

sustainability issues and combatting the perception that the DI project is driven by internationals rather than locally driven. As a corollary to this, several CSOs and tech community members that the evaluation team met with mentioned that the branding, by both DI and USAID, of project activities was viewed negatively by local civic activists and tech community members. Several respondents remarked that the events, which they originally felt were their own, had been “coopted” by the international community and that these events were no longer their own.

Conclusions

The evaluation team concluded that at the project’s inception, USAID did not provide sufficient guidance to DAI in order for them to meet USAID’s expected outcome of developmental results within the democracy and governance sector. Additionally, USAID and DAI did not have a clear vision of what DI’s success would look like, making it difficult for the implementing partner to implement a project aimed towards those unknown goals. There was also little guidance on who beneficiaries of the DI project should be. The evaluation team heard from DAI, key CSO partners and sub-grantees alike that they were not sure who the project was supposed to work with – was the project focused on issue-specific CSOs (DG, human rights, education, health) or anyone with an innovative idea? Should the project be working with groups with lower capacity in order to bring them up to speed, or is the program focused on working with CSOs that already have a certain level of existing capacity? Was the project working with learning institutions (such as Liger) or CSOs? The result of this was that the DI project cast a very wide net early on that hampered their ability to invest significant time and energy with a few select organizations that had ideas for how tech could be a solution for their developmental challenges.

The evaluation team also concludes that several factors related to DAI’s initial staffing choices, as well as in-country experience, affected the DI project. DAI had difficulty in establishing a management team that had the skills and experience necessary for the project. A contributing factor was that the RFA requested that COP candidates have a strong media background. Second, the initial DAI management team did not have a strong civil society background. Third, DAI’s lack of experience in the sector within Cambodia slowed project start-up. At the same time, USAID did not identify management as one of DAI’s challenges to implementation until more than a year into the project. DAI undertook staff changes, which seemed to have improved implementation enough to lead to the achievement of more measureable successes. The evaluation team concluded that, had these challenges been identified and mitigated earlier, the DI project may have had more results by its midpoint.

“I wondered why the SILK/DI project ‘wasn’t awarded to a group that had been in the space longer -- both Cambodia or in the ICT field.”

- Sub-grant Partner CSO

USAID and DAI operated with different definitions and interpretations of what was meant by ‘innovation’. This affected the types of projects DI was targeting for support and affected USAID’s expectations of what the project should be achieving. Specifically, the evaluation team was told by one respondent that he/she thought the project requirement was that innovative ideas “had to improve a CSOs challenge by 100 percent and use *new technology*” only, instead of using innovative ideas and new or existing technologies to incrementally address CSO needs and/or goals. Another respondent explained that they thought USAID’s expectation of ‘innovation’ was “technology that was ‘disruptive’” – or technology that shakes up the industry (like the use of email as a communication tool or the smartphone replacing the ubiquitous Nokia phone). Other respondents, conversely, told the evaluation team that any tech solution, regardless of how flashy it was, should be considered innovative if it is new and innovative for that specific organization and its challenge.

Because there are several USAID-funded tech-focused and/or capacity-building programs that were/are being implemented at the same time as DI in Cambodia, it is difficult to attribute sector successes solely

and specifically to the DI project, though findings detailed above do explain specific DI activities and projects that respondents identified as resulting in positive change. Several project ideas that were supported by DI were also, in part, supported by the USAID-funded SPICE project, for example. This includes the People in Need mHealth project, as well as other IVR-based projects. At the same time, there was a specific capacity-building project, the Capacity Building for Cambodian Local Organizations (CBCLO), that one non-partner organization said they would go to if they needed tech or ICT support – they did not know DI offered similar tech solution support and advisory services. While CBCLO has a very different focus than DI, the perception of this local CSO (and likely others) was that DI was not a resource. There are also a number of other bilaterally-funded tech programs – including Daikonia and European Union support projects - that are competing within the CSO-ICT space in a similar way to DI's objective three.

Finally, the evaluation team concluded that DI missed an opportunity by not having any strong local partners as part of the implementation team. Local partners could have supported the DI management team in identifying local tech solutions that were at the right level for an organization's capacity and in-house technical capacity. A local organization, such as a university or vocational school, could have also helped support the now-defunct young professionals' internship program or could have housed the innovation 5D Lab more effectively and sustainably.

Recommendations

Based on the above findings and conclusions, the evaluation team makes the following recommendations for evaluation question 1:

Recommendations for USAID and DAI – Current Grant Period

- For the remainder of the grant period, USAID should be clear regarding any additional changes to outcomes it expects the DI project to achieve by the end of the grant period. At the same time, DAI should continue to be very explicit in seeking guidance from USAID and ensuring that their project meets USAID expectations.
- Streamline the current grant process and be less risk-averse in the ideas that are funded.
- Facilitate donor coordination so that ICT and tech-focused programming is complimentary and does not foster competition among local organizations. Reconsider branding requirements to encourage local ownership of the project components – such as trainings, BarCamp style events or hackathons.

Recommendations for USAID and DAI – Future Projects

- From the program design phase, develop a clear vision of success that includes tangible outcomes with clearly defined beneficiary groups. Project beneficiaries should be clearly outlined, for example. A program focused on university students is different than one focused on youth more broadly.
- USAID should also select implementing partners that have 1) a strong, successful track record on the technical areas required of the program and 2) substantial experience in the program country.
- Use a flexible, streamlined grant process that is multi-staged/phased and is not completely risk-averse. The grant program should support the development of prototypes, allow for beta-testing and piloting of ideas, and subsequently support the scaling-up of projects. Any grant fund should support monitoring the tech solutions' long-term impact, maintenance, and tech updates.

Recommendations for DAI – Current Grant Period

- Continue to provide targeted and tailored support to CSOs so that they may a) become better equipped to identify technology as a solution to their development challenges and b) improve internal capacity to manage tech projects. Additionally, incorporate high tech CSOs into the next

project as ‘tech influencers’. These local tech influencers can play a mentoring role to lower capacity organizations and can help make future projects locally sustainable.

- Increase support of known local solutions, such as Open Institute’s IVR services, and foster locally-driven tech solutions, such as those promoted by Open Development Cambodia and by the tech community writ large.
- Increase collaboration and partnerships with learning institutions in the project. This includes university and tech schools, as well as schools such as the Liger Learning Center that are focused on helping high school youth become more engaged in science and technology. Increasing engagement with learning institutions can provide a number of benefits including: learning exchanges that help showcase innovations in other countries and can spur new ideas for Cambodians, provide local partnerships that can help fill the human capacity need in the tech sector, increase women’s participation in technology-focused programs and employment opportunities, and encourage sustainable and locally-driven, collaborative solutions. Develop a communication and outreach strategy to potential partners and beneficiaries that better utilize partner communication styles. Communication should be multi-faceted and reach beyond just email and social media. Language used in communication should be simple and concise and convey how the topic/subject is pertinent to the end user.
- Increase efforts to include women in programming. For example, continue to support the Technovations activities to increase girls’ involvement in tech-oriented learning opportunities. The evaluation team recognized that there is a deficit of women in the tech sector to begin with, which makes gender inclusion a challenge but still a programmatic need. This could be achieved by having a gender-specific outreach plan to increase women’s involvement in tech-related educational programs, by having a gender focused mentorship or internship program, or through continuing support of the Technovations team.

EVALUATION QUESTION 2

To what extent has the project successfully engaged with civil society organizations, especially in order to assist CSOs to utilize technological tools/solutions to amplify their programmatic impact and support civic outcomes? Have CSOs been able to use the project’s assistance to develop solutions to assist them in achieving their development goals? If no or if only partially, why? How could the project improve it?

Findings

All CSOs interviewed for this evaluation report that the DI trainings they attended were useful, with most naming the low-fuss video, digital security, social media communication strategies and design thinking trainings as the most useful in helping them learn about the use of technology in their organization toward their ultimate development goal. All sub-grantees that the evaluation team met with also stated that the suite of services DI offers, including one-on-one consultations, design planning sessions, TSP/CSO matching service and targeted trainings were also useful. The evaluation team used the term, ‘advisory services’ (as also used by DI) to describe these CSO support activities. CSOs are beginning to understand the importance of ICT in their work and are willing to engage on how to use it more effectively. One training participant that attended an FGD described that he used the social media communication training in his daily work as the communications manager to promote his organization’s work in a more targeted and strategic way.

“DI helped us figure out the right platform for our needs. We were working off a basic app, developed under SPICE. DI helped us work with a local TSP to customize their tech solutions for our needs. DI went with us to a meeting with the local TSP to make sure we were getting the right info to help us inform our proposal to DI.”

-Female CSO/Sub-grantee partner

The evaluation team found, however, that participating CSOs have benefited from the DI project to varying degrees depending on their own internal capacities and interests. Several respondents explained that if an organization's leadership is excited about the use of technology, then the organization is more likely to incorporate tech solutions into their work. Unfortunately, the evaluation team found that most of the attendees at DI events and trainings are not organizational leaders, but instead program or IT staff. While these attendees were excited by what they learned at the DI event, several stated that they had difficulty putting into practice what they learned when they returned to their organization, as they often did not have the authority to promote these new ideas across their organizations or they did not have the buy-in from the organization's leadership to incorporate these new tech solutions into their work.

The evaluation team reviewed DI's sustainability assessment, which included a survey of CSOs on training and tech needs, which will be useful as the DI team considers its training offerings for the remainder of the grant period.

The evaluation team also found that it is too early to tell what the developmental effect is from the tech solutions that CSOs are using. This is due to the slow start of grants and the recent re-focus towards the democracy and governance sector. Additionally, identifying specific effects resulting from DI assistance is elusive because of the crowded tech sector donor landscape (as explained under evaluation question 1). For example, several DI-supported projects/initiatives overlapped with SPICE, and some tech solutions (such as the Khmer SmartKeyboard and TosFund) were identified separately from the DI project (although they did utilize DI resources to scale up or connect to key TSP partners).

Conclusions

As described in Figure 2, the DI project worked primarily with organizations that had a relatively high awareness and capacity for incorporating technology into their work. While the DI team describes having to work with many CSOs to help them to clearly identify how a tech solution could address development challenges, these organizations were already at the higher end of the knowledge and skills spectrum. The evaluation team concluded that the DI project may have produced more results as detailed in this evaluation question, and to objective 1 of the DI project, if there had been more support provided to organizations that had lower awareness of and capacity in technology use.

It is too early to identify, however, the result of DI's activities on CSO development goal achievement. Many tech solutions identified by CSOs as impactful in their work are not directly attributable to DI: TosFund, Khmer Smart Keyboard, Baby Village Care mHealth, and Technology for Education Systems Transformation (TEST) app. Khmer smart keyboard was self-started by ALiEN DEV, for example. DI's support to People In Need was strictly content development for Baby Village Care mHealth Program, as their app had already been developed through the SPICE program.

Figure 3 below details the overlap in tech solution development, complicating the evaluation team's ability to determine whether DI's assistance has helped CSOs achieve their development goals. The programs included here are not exhaustive and serve to show how three projects overlapped between DI and the SPICE project.



Figure 3: Overlap of Tech Solution Development

Recommendations

Based on the above findings and conclusions, the evaluation team makes the following recommendations for evaluation question 2:

Recommendations for USAID and DAI – Current Grant Period and Future Grants

- Target CSOs that have a development challenge where ICT solutions make sense and are necessary, regardless of where they lie on the spectrum of capacity and awareness for technology. The technology does not need to be flashy or the most recent solution. Often CSOs, especially those with low tech awareness or tech capacity, may need simple tech solutions that are innovative for them and their work. DI and future tech projects supported by USAID should be flexible in how ‘innovative’ is defined in order to be responsive to local organizations’ technology needs. For example, an appropriate and necessary tech solution for an organization may be to digitize records and reports so that they can more readily access their programmatic lessons learned.
- Support CSOs that may currently have lower capacity for technology (in terms of skills or human capacity), as well as those that may have lower awareness on how technology can enhance their work. A prevalent comment that the evaluation team heard from respondents across most stakeholder groups was that Cambodia suffers from a lack of human capacity in terms of tech skills and knowledge. USAID and DAI should support CSOs with lower capacity of technology in order to help them increase their ability to use technology in their work.

Recommendations for DAI – Current Grant Period

- Provide targeted support to CSOs that focuses on specific capacity needs. While the DI trainings have been useful, many groups asked for additional training support that is targeted to their organization’s specific needs as they seek to identify how and when tech solutions may be an appropriate tool for their organization. DI captured much of this in the recent sustainability assessment and should use those findings to revise their training offerings for the remainder of the grant period.

- Continue to offer ‘packaged’ support to CSOs. This packaged support should include both training as well as follow-on support to see if training participants are facing challenges with implementing skills or information learned from the trainings. Follow-on support can also address trainees’ questions after they return to their daily routine and try to apply lessons learned to their work.
- Revamp the DI training project, focusing on a revision of the training delivery method. For example, the training programs can be cyclical or academy style (having a package of training modules that are replicated multiple times per year to increase the number of people trained on IT basics).

EVALUATION QUESTION 3

To what extent has the project as a whole (including all of its various activities) contributed to achieving the objectives of the USAID/Cambodia office of democracy and governance?

Findings

To address this question, the evaluation team focused on collecting information on the extent that civil society was strengthened through DI, as detailed in Development Objective 1: Strengthened democracy and government accountability, and enhanced respect for human rights, with a particular look at Intermediate Result 1.2: Increased capability of civil society to engage in political processes from USAID/Cambodia’s CDCS.¹²

The evaluation team finds that the DI project contributed to Sub IR 1.2.2: Expanded technological platforms increasing civic engagement. All but two subgrant projects examined by the evaluation team used technology solutions to increase citizens’ access to information and freedom of expression in some way. The evaluation team also finds the DI project has improved the capacity of partners/CSOs as detailed in evaluation question 1 and 2 (contributing to DO 1). These CSOs are starting to use technology to better equip citizens with tools and information to engage on issues that affect their daily lives. The trainings, advisory services and grant support that CSOs received through their engagement with DI yielded the most positive results.

The evaluation team finds, however, the DI project has not specifically promoted the use of technology/tech solutions to improve citizens engagement “with the political process”, as targeted in IR 1.2 in the 2014-2018 CDCS. The one exception is Pact’s TRANSMIT project. While still in the early stages of their grant, the TRANSMIT project aimed to use technology to link citizens and local government authorities together around local community issues. This project has the potential to directly impact political processes by promoting greater government accountability.

Upon reviewing the original RFA, the winning proposal submission, DI’s work plans, and DI’s monitoring evaluation plans, the evaluation team could find no evidence that this project had any intended focus within the democracy and governance sector (as explained in evaluation question 1). It was not until the revised program approach and management shift in early-to-mid 2015 that a focus on democracy and governance became a project-level priority. When USAID clarified the required DG focus, DI quickly responded and included appropriate revisions to the project focus in their 2015 adjustment. Prior to this re-focus, the DI project worked across multiple sectors, including health, education, the environment, and human rights. Specific funding streams were provided to the DI project from the USAID human rights office and biodiversity team. The DI project did work with several sub-grantees on the issue of land rights (CCHR) and human rights (DC-CAM). Since the re-focus, the DI project has increased outreach and support to DG-focused CSOs and project ideas, with the goal of strengthening civil society.

¹² USAID/Cambodia Country Development Cooperation Strategy 2014 - 2018

Though the program as a whole is limited in the effect it has had (and will have) in the DG sector, considering the findings above, the evaluation team identified some activities and projects that have the potential to increase the capability of civil society by 2016. The evaluation team found the following sub-grant projects to have the potential for DG sector impact: TosFund, Khmer Smart Keyboard, API IVR project, CCHR's Land Right, PACT's TRANSMIT project, and CCC's digital M&E tool. These sub-grant projects all include a developmental focus that center around core DG values. If successfully implemented as envisioned, these projects can have a meaningful influence on Cambodian citizens' ability to access information and communicate.

Conclusions

The DI project has contributed to USAID/Cambodia's Development Objective 1, though more through Sub IR 1.2.2 than IR 1.2 at project midpoint. The current sub-grant projects including TosFund, Khmer Smart Keyboard, API IVR project, CCHR's Land Right, PACT's TRANSMIT project, and CCC's digital M&E tool have the potential to increase the capability of civil society by project close. It is too early to see the effect of these tech solutions at the DI project midpoint, however, as these projects are still in the early stages of development and have not been fully implemented. Overall, there is likely to be limited results in the DG sector from the DI project overall considering the focus on the DG sector was not clarified until 2015.

Recommendations

Based on the above findings and conclusions, the evaluation team makes the following recommendations for evaluation question 3:

Recommendations for USAID – Current Grant Period and Future Grants

- From the program design phase, USAID should clarify any sector-specific objectives or desired outcomes, particularly those related to USAID Development Objectives. USAID should be clear and realistic regarding any additional DG-related objectives it expects the DI project to achieve by 2016.

Recommendations for DAI – Current Grant Period

- Look for opportunities to continue coaching and mentorships with CSOs. This is especially useful within the DG sector, as there are a number of trust and confidence issues that may hinder DG-focused organizations from using tech solutions in their work (as described under evaluation question 2).

Recommendations for USAID and DAI – Current Grant Period

- Nurture CSOs that have identified how tech solutions could be transformational regardless of sector. The evaluation team developed Figure 4 (tech solution leads to desired change¹³, below) based, in part, from feedback received during the data collection phase. Specifically, USAID and DI should consider the component as well as the whole when it comes to ICT for development. The content that the tech solution generates, pushes out to the public or gathers is just as important as the trigger (or the motivation for the tech solution or tools use). These two components, content and trigger, must produce a specific result that will contribute to the desired change the CSO is looking to achieve. USAID and DI should look to support projects, regardless of sector, that marry these components together to solve development challenges for local civil society.

¹³ The graphic is intended to provide a visual that these are component parts that require the other for the entire system to function properly. The gears are not meant to be ranked by order of importance based on size.

TECH SOLUTION:

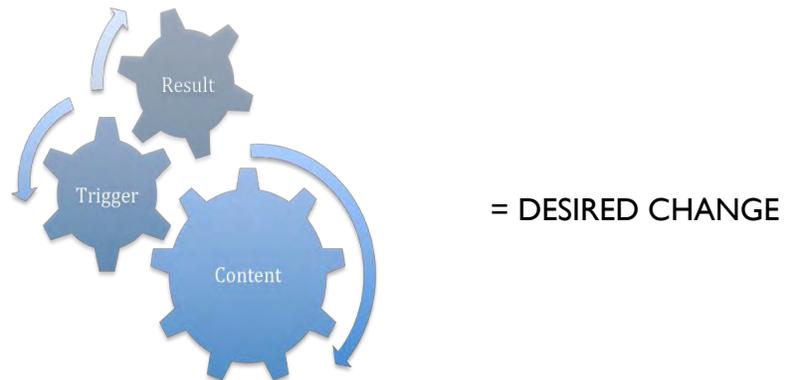


Figure 4: Tech Solution Leads to Desired Change

EVALUATION QUESTION 4

In what ways has the project succeeded or failed in terms of financial sustainability? In what ways has the project succeeded or failed in terms of participatory sustainability (i.e. stimulating enduring participation in the Lab which could be sustained after the end of the project)? What evidence is there that the project will be sustainable at its completion?

Findings

The evaluation team finds that the DI project, as designed and implemented currently, is not financially sustainable. This was stated by nearly every respondent the evaluation team met with. Specifically, the evaluation team found that the 5D Lab drew attention away from other collaborative work environments that already existed and were more organic in their origin, such as Small World, Hackerspace, Impact Hub, and Co-space. The evaluation team also found that some 5D Lab members decided to move to a paid space such as Impact Hub, as they provided expanded opportunities for engagement rather than limiting their work to only the CSO community.

DAI recognized these sustainability issues and, after the program revisions and management adjustments made in early-to-mid 2015, DAI conducted a sustainability assessment¹⁴. The evaluation team notes that the sustainability assessment plan echoes many of the evaluation teams own findings. If fully implemented, DI's revised sustainability plan should prepare USAID for any follow-on or next generation project. If implemented, the 2015 sustainability plan should increase participatory sustainability by "investing in Cambodian organizations to establish sustainable services that meet CSO demand"¹⁵. The evaluation team, however, did not see how the DI project will reach financial sustainability by the end of the grant program. The 2015 sustainability assessment did not include a financial sustainability component¹⁶. The evaluation team could not assess current progress made on the implementation of this plan considering it was formalized in July 2015.

¹⁴ This sustainability assessment replaces the original business plan for the project.

¹⁵ As described in the Sustainability Plan Executive Summary that was provided to the evaluation team.

¹⁶ The evaluation team was provided with the 23-page Sustainability Assessment Executive Summary during the data collection phase. If the full assessment report contains additional information, the evaluation team was not privy to it.

The evaluation team finds that, through DI's advisory services, the project was able to fill the role of a neutral broker between CSOs and TSPs. By providing unbiased recommendations for TSPs, a role that many respondents stated no other group in Phnom Penh is currently able to fill, the evaluation team found that DI is providing a valuable, trusted service to local organizations. This role is necessary but not yet sustainable beyond the life of the DI grant. It is not yet sustainable due to the lack of funds identified to support it outside of DI, and there is no other neutral party yet identified to fill the role after DI's completion. The evaluation team finds that these advisory services have the potential to contribute to participatory sustainability.

Without any local implementing partners, the DI project is viewed as a top-down initiative with no local ownership. This was echoed in evaluation question one's findings in relation to branding.

Conclusions

As currently implemented, the evaluation team found that the DI project is not sustainable (in terms of financial and participatory sustainability). In terms of financial sustainability, the 5D Lab was created as a free lab when other pay-for access labs were already available. This shifted users away from other collaborative work environments. As DI staff recognize, this 'cannibalized' an organically growing collaborative work environment. For the 5D Lab to be sustainable without DAI or USAID support, it would likely need to ask for membership fees of current 5D Lab members (to make it sustainable) when a) they cannot afford membership fees and b) there are other, more convenient co-working spaces available. This is something DAI, USAID, and the evaluation team recognize is not a viable option.

Additionally, the 5D Lab space was created with CSOs in mind. Both 5D Lab members and other CSOs who have been invited to use the space agree that having a space for use by CSO staff is not within their organizational culture. Most CSOs have their own office space, with leadership who expects their staff to work on-site at their own offices. One respondent described their desire to work at a space like the 5D Lab, but that they needed to be in their own office in order to a) appease their boss and b) be able to be near colleagues working on similar projects and tasks.

Recommendations

Based on the above findings and conclusions, the evaluation team makes the following recommendations for evaluation question 4:

Recommendations for USAID and DAI – Current Grant Period and Future Grants

- Foster and support locally generated tech solutions that have the potential to be self-supporting (beyond international donor support) and replicable, such as TosFund or Open Institute's IVR technology¹⁷, through the grant fund and partnerships (such as mentorship opportunities and training partners).
- Continue to provide advisory services for CSOs, but adjust the service model to be more sustainable by identifying local organization(s) that can eventually take over this role from the DI project. The DAI sustainability assessment and plan has good recommendations for this that the evaluation team supports.
- CSOs are eager to continue using the current advisory services that DI provides. DAI should therefore identify and mentor a local partner (or partners), such as university or technical school, who can take over this role in 2016.

"I attended the opening of the lab, but I do not see how it was relevant to what we were doing."

-Female CSO leader

¹⁷ The potential for these to start creating revenue is high.

Recommendations for USAID – Current Grant Period and Future Grants

- Stop support for stand-alone lab/hub space and instead focus on funding improved advisory services both in the DI project and in other USG-supported initiatives.
- Technology is a cross-cutting issue and should be a part of all USAID-supported programs. By incorporating technology training and support across all USAID programs, the local human capacity for technology could increase significantly.

“We used the 5D lab for our own events (the lab has an event space). We did not use the lab to work.”
-Key CSO partner

EVALUATION QUESTION 5

How has the Cambodian country context (state of civil society and human capacity in its sector) affected the implementation of the project?

Findings

The evaluation team found several contextual factors that inhibited the achievement of DI’s outcomes. Several respondent groups, especially those in the DG sector, expressed concern that the legal framework and political context will affect their ability to use tech solutions and ICTs in their work. Many respondents explicitly stated that they were concerned about the draft cybercrimes law and how it may affect their ability to use internet-based tech solutions to express themselves or organize their constituents, for example. CSO respondents expressed concern that their technology solutions may be accessed by unauthorized parties (such as the government or TSP employees). One large TSP stated explicitly that it does not want to be involved in any CSO project that is political or perceived as politically engaged [paraphrased].

The evaluation team found that there were few women in the technology sector, or who hold tech-focused positions with CSOs. While the DI project needs to have a more robust gender inclusion strategy, the evaluation team recognized this is difficult when there are few women in the field to begin with.

It was apparent to the evaluation team, as well as respondents involved in the DI project, that CSOs and TSPs have very different business cultures, motivations, and incentives. This directly affects their ability to naturally seek each other out as collaborative partners working together to identify development solutions. Based on the feedback from respondents, the nature of the CSO-TSP is more transactional versus transformative; TSPs seem to be singularly focused on a type of technology (internet service providers, website or app developers, mobile telephony and technology) as well as potential revenues. CSOs tend to work through a slower, more iterative process in identifying the right solutions (including tech solutions) for their development challenges. CSOs also tend to be less financially flushed and usually look for low-cost or discounted rates. These differing outlooks and financial motivations make for difficult partnerships and a complex context in which to implement a project like DI.

“It’s hard to get more women involved. There should be more awareness raising on Tech with women. Start from school level first.”
-Key CSO Partner

Trust is also an issue, as evidenced in the analysis on the political context. Several CSOs that the evaluation team spoke with explicitly described that they do not trust that TSP employees would ‘keep their data safe’ or would not ‘copy’ the information for their own needs. There is also a perception that the government uses TSPs to conduct surveillance of CSOs work. This compounds the lack of trust by CSOs of TSPs.

The evaluation team identified other contextual factors for DI to consider moving forward. Online penetration has increased as (1) electricity has become more available in rural areas, (2) internet coverage has spread and is cheaper, (3) smart phones are affordable, and (4) mobile phones use Khmer Unicode more widely. It will be critical for DI to support tech solutions that are quickly adaptable, work with TSPs that are flexible and can operate in this fluid environment, and refine the grant program to better respond to these changes.

Conclusions

There is a firmly held opinion among CSOs in DG sector that their ability to use ICT solutions is affected by the political environment and legal developments. The adoption of the Law on Associations and Non-Governmental Organizations (LANGO), the drafting and development of cybercrime law, the amendment of the election law, the lack of rule of law, and self-censorship have a direct impact on both CSOs and users.

There is a clear difference in organizational culture, difference in motivation and difference in time frames between CSOs and the private sector that made the partnering objective difficult.

Given the scarcity of women in tech, DI was struggling to include them in activities in a meaningful way. For CSOs, women were intended users of the tech solutions, but did not seem to hold roles within the CSOs that were tech oriented (e.g. communication officers were male, IT staff were male).

ICT solutions are constantly evolving, and the use of Internet and smartphones is increasing (although 80 percent of country is without both). Coupled with relatively low internet/data fees, the potential for expansion in this space is very high. Communications and/or online penetration has become increasingly necessary for CSOs - both high tech and low tech. There remains, however, a significant divide between knowledge and the technology.

Recommendations

Based on the above findings and conclusions, the evaluation team makes the following recommendations for evaluation question 5:

Recommendations for USAID –Current Grant Period and Future Grants

- Continue to support programs that encourage women in the IT field. Specific efforts to increase women's access to IT training and to help women become more competitive for IT jobs is important to increase their participation in projects such as DI. USAID should consider increasing the number of scholarships, training, and internship opportunities for women in the tech and ICT fields.

Recommendations for DAI – Current Grant Period

- Continue the unbiased brokerage role that DI plays between CSOs and TSPs. Similar to a customer relations manager in the private sector, this role has been valuable to both CSOs and TSP partners. This should continue as each group learns and adapts their operating culture to meet the needs and expectations of the other.
- DI should identify local partner(s) who could eventually take over the beneficial 'broker' role between CSOs and TSPs. At present, there is no local organization or entity that CSOs or TSPs can agree upon to play this brokerage role besides DI. In order to increase sustainability and to promote local ownership, DI should identify and groom a local organization (such as a CSO or coalition of organizations) or an entity (such as a learning institution) to eventually take over this neutral brokerage role.

- Refine the grants project to allow for a more nimble, flexible process that encourages partners to identify new technologies that are responsive to the rapidly changing tech environment, especially for tech solutions that can engage or affect non-Phnom Penh or Siem Reap based populations.

ANNEXES

ANNEX I: EVALUATION STATEMENT OF WORK

SECTION C - DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

C1. TITLE OF PROJECT/ACTIVITY

Development Innovations Mid-Term Performance Evaluation.

C2. PURPOSE

The Contractor will conduct a mid-term performance evaluation of the Development Innovations three-year project. The evaluation will assess the viability of the development hypothesis, the implementing partner's performance in achieving the results expected, as well as provide a clearer understanding of the obstacles and opportunities encountered in implementation. The evaluation will also capture lessons learned for the Development Innovations project, to inform decisions to be made for the remainder of the project as well as potential future USAID/Cambodia interventions. The evaluation will help USAID/Cambodia make a more informed determination on a future course of action with regards to approaches to utilizing technology to achieve development objectives and outcomes.

C3. BACKGROUND

1) Identifying Information

Title of the Evaluated Project/	Development Innovations
Award Number	AID-442-A-13-00003
Life of Project/Activity	From August 7, 2013 to August 6, 2016
Funding	\$7,499,744
Implementing Organization(s)	Development Alternatives, Inc.
Agreement Officer's Representative	Jean-Marc Gorelick, jgorelick@usaid.gov

2) Development Context

Empowering civil society organization¹⁸ with information and communications technology (ICT) for civic education, networking, and policy advocacy is a key part of USAID/Cambodia's

¹⁸ For the purpose of this evaluation, the evaluation team should use the definition of civil society organization contained in the Monitoring and Evaluation Plan approved on July 8, 2014.

Democracy and Governance strategy. USAID/Cambodia also recognizes the potential of ICT to contribute to CSO activities in ways beyond Democracy and Governance objectives. Some limitations remain, however, as Cambodia's population is primarily rural, with low incomes and limited access to electricity. In addition, although the number of phones which are capable of using Khmer script has increased to 51%, many users with Khmer-enabled phones do not actually use Khmer frequently, and basic phones are difficult to use to enter Khmer text. In addition, many Khmer people are illiterate or marginally literate. Despite these challenges, according to a Singapore-based consultancy firm, internet penetration grew to 25% in March 2015, an exponential growth over the last several years. Most users access the internet using mobile phones, and a survey conducted by Open Institute in 2014 found that 28% of phones in usage in Cambodia are smartphones. Cambodians are still not using the internet for a wide variety of purposes, however, with Facebook incredibly popular at 1.4 million accounts as of 2014. Other popular services include YouTube and instant messaging applications. An unknown number use the internet to access news items on websites, such as Radio Free Asia Khmer, Voice of Democracy, or other Khmer language newspapers. Despite the limited range of social or political content, it is widely perceived that content shared on Facebook played a key role in influencing youth, who were exceptionally active in advance of the July 2013 elections, which saw the ruling Cambodian People's Party lose a significant portion of its seats in the Assembly.

The government has also considered a number of measures to limit the influence of the internet. A draft Cybercrimes Law, which would have punished a wide range of vaguely defined speech crimes, was dropped by the government in December 2014, although lingering concerns remain that it will be revived at a later date. Moreover, the government has instituted orders mandating Internet Service Providers (ISPs) and Mobile Network Operators (MNOs) to install surveillance equipment allowing the government to conduct surveillance on phone calls, SMS, and internet activity. The government has also announced a "cyber war room" to monitor public usage of online forums or discussion on Facebook. Government transparency is still quite low, despite the potential to use the internet to share information with the public and despite a draft Access to Information Law in the works.

Civil Society Organizations (CSOs) have taken some measures to utilize ICT. Interactive Voice Response (IVR) was greatly popularized by the USAID funded Structuring Partnerships for an Innovative Communications Environment (SPICE) project. The project, which ended in March 2015, facilitated CSOs to use IVR in almost 30 distinct activities. CSOs involved in education have utilized ICT to encourage reading in Khmer, while CSOs in the health sector have utilized SMS, IVR and multi-channel platforms for a variety of purposes. In the Democracy and Governance sector, CSOs have utilized IVR, a corruption reporting application, and an open data website to disseminate information. The general perception, however, is that CSOs based outside of the capital are still limited in their use of ICT, primarily using computers and the internet only for email, websites, Facebook, and other desktop-based software. Internet and data security remains an issue, especially for CSOs working on sensitive issues. The USAID Washington funded Information Safety and Capacity (ISC) project has filled this gap to some extent by providing training and mentoring on information security to select CSOs.

Despite having an active ICT business sector, many of these businesses are still too profit-oriented to effectively cater to the CSO market. While there are a number of small start-ups, larger ICT firms complain about the poor quality of Cambodian graduates in the sector. Some interlocutors point out that local ICT firms are still oriented towards foreign markets, rather than domestic ones. There are several ICT Labs or start-up incubators in Phnom Penh such as Co-lab and Small World.

Despite positive trends, there is still more progress to be made in the utilization of ICT by civil society groups, particularly in the Democracy and Governance sector. Civil society struggles with how to use technology to address access to information, corruption, human rights, civic education and policy advocacy.

3) Project/Activity Information

a) History

In January 2012, USAID/Cambodia's Office of Democracy and Governance commissioned an assessment of social media and ICT usage to inform discussion about future project designs. On October 1, 2012, Open Institute was awarded the SPICE project to accomplish several specific tasks related to ICT in Cambodia. In particular, Open Institute was to facilitate the use of Khmer text in Android based smart phones, facilitate a public-private partnership to enable greater use of IVR, promote CSOs use of SMS to disseminate information, localize applications and create an anonymized crowdsourcing platform.

Following a full and open competition, Development Alternatives, Inc. (DAI) won the three year award for the Development Innovations project (previously named Social Innovation Lab Kampuchea(SILK)), with a period of performance from August 7, 2013 to August 6, 2016. In January 2014, Development Innovations moved into their offices and opened the Lab. The project was launched by the Mission Director, with special guest Minister of Education Hang Chuon Naron, on March 18, 2014. Development Innovations hosted Innovations in Development Tech Expo with Acting Assistant Administrator Denise Rollins on September 8, 2014. The project was not fully funded in the second year due to a shortfall in funds of the Democracy and Governance Office. Additional funds were leveraged from other technical offices to focus on protecting biodiversity in Cambodia using ICT tools.

b) Results Framework/Theory of Change

The theory of change stated in the RFA was as follows:

If USAID invests in the processes of social innovation, it will provide unique opportunities for civil society organizations and socially-minded entrepreneurs to advance their ideas and create new technological goods and services that benefit Cambodian society through increased communication and access to information.

Although the program description submitted by DAI does not explicitly state a development hypothesis, the following quote from the Executive Summary gives some indication of how DAI formulated the theory of change:

This program will enable Cambodian-led technology products to meet CSO demands and trigger transformative changes in the ways CSO conduct programs. At the same time, investing in the domestic information and communications technology (JCT) sector will enable it to become an engine of growth in the economy. This emerging ecosystem of technology and civil society will result in CSOs' increased ability to access technology tools and increase their proficiencies in order to apply knowledge of mobile, Internet, and social media tools to amplify their programmatic impact and support civic outcomes.

c) Approach and Implementation

The Project Description of the Cooperative Agreement contains the following objectives:

Component 1: Partner.silk

Component I will identify, design, and formalize partnerships that match CSOs with companies to develop and introduce technologies that support democracy and governance development objectives into the Cambodian market.

Component 2: Tech.silk

DAI, through SILK¹⁹, will foster an active technology community focused on Cambodian challenges, cultivate and incubate social enterprises, and support the development of Khmer language content that supports development goals and can be accessed by average citizens. This program will connect and activate CSOs; programmers; small IT enterprises; and multinational companies, universities, bloggers/khloggers, informal technology user groups, and donors to develop a profitable and responsive Cambodian ICT market that serves CSOs and citizen information needs.

Component 3: Learn.silk

The Learn.silk component creates opportunities to increase technology literacy among citizens and CSOs; develop a body of knowledge and collection of best practices on technology and security among Cambodian CSOs and citizens; field test new technologies in training focused on practical application; and build awareness of information security concerns. Learn.silk will also build the community around CSO needs while connecting it with state-of-the-art mobile, Internet, and ICT tools. SILK presents a timely opportunity to provide balanced, wide-ranging training programs grounded in the international knowledge of DAI and its partners, the relationships across the network of SILK partners, and access to best practices and lessons learned from USAID and other programs. Implementing ICT innovations brings with it a responsibility to train users on appropriate uses and effective security practices.

In its first workplan, Development Innovations adjusted these objectives as follows:

¹⁹ SILK was the original name of the project, an acronym for Social Innovation Lab Kampuchea

Objective 1: *PARTNER*, Innovation facilitated through collaboration between CSOs, techies and private sector.

Objective 2: *TECH*, Technology and service providers have an increased understanding of and capacity to address social issues and Cambodian CSO needs.

Objective 3: *LEARN*, CSOs have an expanded understanding of what's possible with ICT and have the capacity, tools, and incentives to implement.

d) Geographical Coverage and Targeted Beneficiaries

Although the project nominally covers the entire country, many of its activities are based in Phnom Penh. Most of the activities outside of Phnom Penh are carried out under sub-grants (although not all sub-grants include work in the field). For example, the sub-grant to World Education for the TEST application utilized the TEST application in a small number of rural or provincial schools. In addition, BarCamp activities which were partly funded by the project also take place in selected provincial towns.

The targeted beneficiaries of the project include primarily civil society organizations, staff of civil society organizations, technologists and technology service companies, youth (especially youth interested in technology), and entrepreneurs. Members of the general public may also participate in project activities, especially those who have access to the project facility in Phnom Penh. In addition, the general public is also target beneficiaries to the extent that ICT solutions implemented by CSOs lead to improved development results for their Cambodian beneficiaries. The sub-populations to be reached by these CSOs depend on which CSOs develop ICT solutions with assistance from the project, and which CSOs are successful in getting funding from the project.

e) Expected Results

The following results are contained in the project Cooperative Agreement:

Objective 1: Partner

- Identification and facilitation of 10 partnerships per year; partnerships toolkit tailored to SILK; investor pitch days held biannually, product focus groups established and meeting quarterly.
- At least 30 CSOs using secure mobile email; at least 30 CSOs completed information security training.
- Five serious games available in Khmer; serious games used in SILK training programs.
- OCR software available; Khmer Unicode usage increased among universities, government and CSOs; awareness of software availability increased.
- (Illustrative) New solutions identified and funded for up to two intractable challenges annually.
- (Illustrative) Test and roll out at least three mature technologies annually within the technology and CSO communities.

Objective 2: Tech

- Annual apprenticeship program established; CSOs linked to technology firms for their ICT needs; SILK is a space for technologists to develop new products for marketing to CSOs and consumers.
- At least five technology-oriented social enterprises developing tools for Cambodian development community with sustainable business plans.
- An actual and perceived increase in Khmer content available as part of technology-based solutions.

Objective 3: Learn

- Approximately 25 percent of CSOs in Cambodia receiving mentoring; use of technology by mentored CSOs increased; numbers of stakeholders reached increased via technology.
- Social media training curriculum established; CSOs trained; train the trainer program implemented.
- Technology training curriculum established; bi-monthly training held; train-the-trainer program established.
- Mass media and viral campaigns launched; knowledge of information security practices increased.
- Quarterly youth outreach events conducted by mentee CSOs; annual video blogging challenge conducted in partnership with a CSO; SILK participants are engaging with youth.

Other relevant content within the Cooperative Agreement, which are not listed as results, but which actually constitute results under the award are:

- Establishing SILK, the iLab²⁰ - DAI will collaborate with our Cambodian partners-including CSOs, private IT firms, mobile network operators, and international investors-to establish SILK (the iLab) within three months of award.
- Formulating and executing a sound, market-driven business strategy for SILK means that it must not only consistently deliver results but also be self-sustaining before the end of USAID funding. We propose that SILK will be sustainable²¹ by Year 3 of implementation.
- Promote mobile technology as a platform for businesses to expand their markets: SILK will actively promote mobile technology as a platform to expand the market base for businesses.
- Provide market insights, understanding, and access to seed capital: SILK will identify innovators within the business community and provide them with the skills necessary to expand their businesses.
- Provide infrastructure to empower business ideas: SILK will support the development of business-accessible ICT infrastructure that will encourage testing and piloting tools for CSO use with minimal up-front investment.
- Utilize innovative funding mechanisms to spur product development: DAI will design prize competitions that are attractive to the business community and provide incentives for businesses to design solutions for CSOs.

²⁰ The Lab is a publically accessible physical space implemented by the project where interested members of the public can access equipment and develop ICT ideas with other innovators. It is intended to remain self-sustaining after the end of the project.

²¹ Additional analysis of the Cooperative Agreement demonstrates that "sustainable" means financially sustainable.

Key Indicators:

1. The number of CSO beneficiaries using ICT-based solutions as a result of the CSOs' engagement with USG assistance
2. Percent of CSOs that have engaged with USG supported ICT project that have implemented ICT-based solutions.
3. Number of ICT-based solutions designed and implemented as a result of CSO and TSP engagement, through a USG supported ICT project.
4. Number of CSOs working in Cambodia (whether a local CSO or an international CSO working through its local affiliate) that have engaged with a USG-supported ICT project to address an identified development problem through an ICT-based solution.

C4. WORK REQUIREMENTS

1) Evaluation Rationale

As the Development Innovations project has reached the half-way point, the Office of Democracy and Governance has some key questions about the project.

2) Evaluation Purpose, Audience and Intended Use

a) Purpose

The evaluation will assess the workability of the development hypothesis, the implementing partner's performance in achieving the results expected, as well as a clearer understanding of the obstacles encountered in implementation. The evaluation will also capture lessons learned from Development Innovations, to inform decisions to be made for the remainder of the project as well as potential future USAID/Cambodia interventions in the ICT for Development sector. In addition, the evaluation may have findings with implications for USAID as a whole, as this project was a first of its kind for USAID. The evaluation will help USAID/Cambodia decide on a future course of action with regards to technology programming.

The evaluation is to cover the period from the beginning of the project on August 7, 2013 until the time the evaluation is conducted.

b) Audience and Intended Use

The audience is the USAID/Cambodia Office of Democracy and Governance, The Office of Acquisition and Assistance, Mission leadership, the Mission as a whole, the USAID Global Development Lab, USAID Asia Bureau, the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), other overseas Mission, USAID as a whole, and interested members of the international development community who access the final evaluation report through the

Development Experience Clearinghouse (DEC). The Contractor will submit the final evaluation to USAID/Cambodia, who will ensure that the report is uploaded to the DEC.

For the Evaluation's intended use, please see the "Purpose" section, above.

3) Evaluation Questions

1. To what extent has the project succeeded in achieving all of its objectives? Was there a significant departure between the RFA, the project's Program Description, and the work plans? If there were objectives that were not, or are unlikely to be achieved, what were the key factors for such findings (please consider the role of project design and project implementation)? What recommendations does the evaluation team have for a) the remainder of the project, and b) future design and implementation of similar ICT for Development projects? Were there any unintended results (positive or negative) of the project? If so, what were they?
2. To what extent has the project successfully engaged with civil society organizations, especially in order to assist CSOs to utilize technological tools/solutions to amplify their programmatic impact and support civic outcomes? Have CSOs been able to use the project's assistance to develop solutions to assist them in achieving their development goals? If no or if only partially, why? How could the project improve it?
3. To what extent has the project as a whole (including all of its various activities) contributed to achieving the objectives of the USAID/Cambodia Office of Democracy and Governance?
4. In what ways has the project succeeded or failed in terms of financial sustainability? In what ways has the project succeeded or failed in terms of participatory sustainability (i.e. stimulating enduring participation in the Lab which could be sustained after the end of the project)? What evidence is there that the project will be sustainable at its completion?
5. How has the Cambodian country context (state of civil society and human capacity in the IT sector) affected the implementation of the project?

4) Evaluation Design and Suggested Methodologies

a. Study Design

The Mid-term Performance Evaluation of the Development Innovations project will be a qualitative design in nature through examining project documents, indicator and additional tracking data results, interviews, observations, and (if necessary) focus group discussions. For further detail, please see "Data Collection and Analysis Methods," below.

b. Data Collection and Analysis Methods

It is recommended that the evaluation team employ a combination of desk research, observations, focused group discussion(s), and interviews. The proposed evaluation methodology is as follows, but not limited to:

1. Desktop Review of Key Documents and Initial Analysis

The Evaluation Team shall review relevant USAID documents, as well as key documents from USAID's implementing partners and outside sources, and as necessary, internet based research on

ICT for Development in Cambodia. The Evaluation Team will use this literature to develop required evaluation tools, and to set forth a hypothesis that can be tested through limited field research and interviews. The list of documents is as below, but not limited to:

- Cooperative Agreement and modifications Project Monitoring and Evaluation Plan Annual Workplans
- Quarterly reports Quarterly financial reports DQA Worksheets
- Indicator results as reported in quarterly reports,
- Additional tracking indicators contained in quarterly reports,
- Sub-recipient reports (as available from Development Innovations) Sub-recipient proposals
- Development Innovations Business Plan Development Innovations grant tracking pipeline USAID Social Media Assessment
- USAID/Cambodia Country Development Cooperation Strategy (CDCS) Request for Applications (RFA) for the SILK/Development Innovations project

2. Conduct Interviews

The Evaluation Team will conduct interviews with key informants chosen from the following categories: USAID personnel (including former AOR of the project); implementing partner staff and volunteers; key CSOs and Technology Service Providers (TSPs) that have participated in the project; *CSOs and TSPs that have not participated in the project*; Lab members; Developer/Programmer community using the Lab and attending the project events; Advisory Board members; Sub-grantees and sub-grant applicants; university or school representatives; relevant government officials (if any); and CSOs and others that have consulted with the Innovation Resource Center. The Team should create a sampling frame to conduct interviews of stakeholders and field visits with the few sub-grantees. The Evaluation Team's work plan should include an interview list and proposed field visits. The Mission's Office of Democracy and Governance will provide the evaluation team lists of individuals/organizations of each category and a suggested informant list for the interviews, after the award. The evaluation team can expand upon this list if they receive any useful leads. As the project is primarily based in Phnom Penh, it is not anticipated that extensive field trips will be needed.

3. Conduct Observations

The team shall conduct observations of events and activities taking place at the project during the duration of the evaluation, including organized events as well as daily operations of the project's Lab. These organized events may include, but not limit to, Hackathon; Tech and ICT Solutions Expo; and BarCamp Phnom Penh. A complete list of the confirmed events shall be provided to the evaluation team after the award.

4. Conduct Focus Group Discussions

The evaluation team shall conduct Focus Group Discussions.

5. Critically Analyze Reported Achievements

The evaluation team shall probe more deeply into achievements reported by the implementing partner team to ascertain their accuracy.

The Contractor will build on the proposed methodology and provide more specific details on the evaluation methodology in their Proposal. Once awarded, the evaluation team will be provided with necessary documents to review and it is permitted to make modification to the evaluation methodology with close consultation with USAID/Cambodia. The modification shall be reflected in the Evaluation Workplan. The methodology narrative should discuss the merits and limitations of the final evaluation methodology. The Evaluation Team will design appropriate tools for collecting data from various units of analysis. Any data collection tools developed will be submitted to USAID/Cambodia prior to fielding.

The information collected will be analyzed by the Evaluation Team to establish credible answers to the questions and provide major trends and issues. USAID requires that evaluations explore issues of gender; thus, the evaluation will also examine gender issues within the context of the evaluation of Development Innovations. Sex-disaggregated data shall be presented where applicable.

c) Limitations or Constraints of the Design and Methodologies

In order to avoid a "participants' bias" by talking to those involved in the project and its beneficiaries, the evaluation team should make a significant effort to talk to stakeholders who have *not* been involved in the project, or those who were involved at some point, but later discontinued participation. In addition, participants or beneficiaries may generally give positive reports about the project without a broader awareness of the project's relationship to Mission objectives under the CDCS, thus, it is a responsibility of the evaluation team to ensure that the data collection tools and the analysis capture findings that can be linked to the relevant objectives of the CDCS. Further, the team needs to avoid being drawn into divergent objectives- objectives which have value, but are not the objectives of the project and the evaluation themselves.

Another constraint is that some effects or impacts of the project, especially those related to events or trainings, may be difficult to assess.

The evaluation team should be careful not to confuse the accomplishments of the SPICE project and the Development Innovations project. The Evaluation Team should also ensure that they clearly explain the difference between the SPICE project and the Development Innovations to informants prior to and during interviews as well.

5) Team Composition and Roles and Responsibilities of Team Members

a. Team Composition and Qualifications

The team should contain the following elements: ICT for development experience, Experience conducting monitoring and evaluation, especially mid-term or final project evaluations,

experience in the Cambodian ICT for Development context, Civil society/DG experience, and a broader development context lens. These elements could be distributed among members of the team as follows:

Team Leader, International (Evaluation Specialist): A senior-level development practitioner with at least a Master's degree in a relevant discipline and at least twelve (12) years of work experience in development. The Team Leader must have significant experience in the ICT for Development field, and significant experience conducting monitoring and evaluation, particularly high quality evaluations. The Team Leader should also be an excellent writer. Ideally, the Team Leader would have several years of Cambodia experience. Familiarity with USAID policy guidance and program design is preferred. The Team Leader will be responsible for development of the evaluation and overall team coordination, including ensuring that team members adequately understand their roles and responsibilities, and for assigning individual data/information collection, and reporting responsibilities.

Team Member, Cambodian (Democracy, Rights and Governance Specialist): This team member must hold a Bachelor's degree in development studies, human rights, social science, law, political science, or similar degree, with eight years of work experience in development, or a Master's degree with six years of work experience. Significant experience conducting evaluations is preferred. This team member will provide expertise to the team related to civil society and democracy and governance issues. The team member will understand the challenges of civil society in the Cambodian context, and be well versed in the Cambodian governance and political context. This team member should have strong English language skills, the ability to conduct interviews in English, and strong English language writing skills are preferred. The team member should not have political or other affiliations that would unduly influence (or could reasonably be perceived as influencing) their recommendations.

Team Member, Cambodian (Other Cross-cutting Technical Specialist): This team member must hold a Bachelor's degree in development studies, human rights, social science, law, political science, or similar subject, or Management, or an ICT related field, with eight years of work experience in development, or a Master's degree with six years of work experience.

Significant experience conducting evaluations is preferred. This team member will provide expertise to the team related to ICT for development in the Cambodian context. The team member will be well versed in the state of ICT for development in Cambodia, and preferably the state of private sector technology firms as well. This team member should have strong English language skills, the ability to conduct interviews in English, and strong English language writing skills are preferred. The team member should not have political or other affiliations that would unduly influence (or could reasonably be perceived as influencing) their recommendations.

Overall the team will need expertise in USAID or other major donor practices and expectations in program evaluation; program design and analysis; quantitative and qualitative data collection and analysis; survey design and analysis.

b. **Roles and Responsibilities of Team Members**

The evaluation team can establish roles and division of labor among the team during preparation or at the Evaluation Team Planning Meeting. However, the Contractor is responsible for ensuring that all deliverables are received by USAID/Cambodia. Additional members of the team may be asked to contribute portions of the writing as per agreement among the team members.

END OF SECTION C

ANNEX II: EVALUATION MATRIX

Evaluation Question	Key Related Indicator(s)	Key Related KII/FGD Question ²²	Proposed Data Collection Methodology	Respondent Group
<p>To what extent has the project succeeded in achieving all of its objectives?</p> <p>Was there a significant departure between the RFA, the project's Program Description, and the work plans?</p> <p>If there were objectives that were not, or are unlikely to be achieved, what were the key factors for such findings (please consider the role of project design and project implementation)?</p> <p>What recommendations does the evaluation team have for a) the remainder of the project, and b) future design and implementation of similar ICT for Development projects? Were there any unintended results (positive or negative) of the project? If so, what were they?</p>	<p>Outcome Indicator 1: The number of CSO beneficiaries using ICT-based solutions as a result of the CSOs engagement with USG assistance</p> <p>Outcome Indicator 2: Percentage of CSO, TSP, individual participants that show improved skills after participating in Training Events.</p> <p>Outcome 1.1 including:</p> <ul style="list-style-type: none"> • Outcome Indicator 1.1: Percent of CSOs that have engaged with USG supported ICT project that have implemented ICT-based solutions • Outcome Indicator 1.2: Number of CSOs receiving USG assistance engaged in advocacy interventions • Output Indicator 1.1: Number of CSOs working in Cambodia (whether a local CSO or an international CSO working through its local affiliate) that have engaged with a USG-supported ICT project to address an identified development problem through an ICT-based solution. • Output Indicator 1.2: Percent of CSOs, TSPs, and individual participants that show improved skills after participating in Training Events. <p>Outcome 2 including:</p>	<p>Based on your interaction with the DI program, please describe your assessment of the program to date.</p> <p>What project outcomes have you observed to date? Have you observed any unintended/unexpected results (positive or negative)?</p> <p>Has the project encountered any challenges? If so, please describe (program design, implementation, or other challenges). If challenges did occur, how did they affect the program? How did the project address and overcome the challenges?</p> <p>Have your activities included both male and female participants? How did you ensure activities were made available to both men and women equally?</p> <p>What recommendations do you have for the project?</p> <p>What do you think the project should do more of? What do you</p>	<p>1. Key informant interviews</p> <p>2. Focus Group Discussions</p> <p>3. Observation</p> <p>4. Review of program documents</p>	<p>1. USAID</p> <p>2. DI Program Staff/Volunteers</p> <p>3. Key Participating CSOs and TSPs</p> <p>4. Sub-grantees</p> <p>5. Training beneficiaries</p> <p>6. 5D Lab Members</p>

²² Questions included here are not exhaustive. See Annex III for complete data collection tools and protocols.

Evaluation Question	Key Related Indicator(s)	Key Related KII/FGD Question ²²	Proposed Data Collection Methodology	Respondent Group
	<ul style="list-style-type: none"> • Output Indicator 2.1: Number of Technology and Service Providers (TSPs) that have actively participated in USG assisted activities • Output Indicator 2.2: Percentage of CSO, TSP, and individual participants that show improved skills after participating in Training Events <p>Outcome 3 including:</p> <ul style="list-style-type: none"> • Outcome Indicator 3.1: Number of ICT-based solutions designed and implemented as a result of CSO and TSP engagement, through a USG supported ICT project. • Output Indicator 3.1: Percentage of youths that participate in USG assistance's youth-oriented activities that acquire new or improved knowledge from participating in program activities. 	think the project should do less of?		
<p>To what extent has the project successfully engaged with civil society organizations, especially in order to assist CSOs to utilize technological tools/solutions to amplify their programmatic impact and support civic outcomes?</p> <p>Have CSOs been able to use the project's assistance to develop solutions to assist them in achieving their goals?</p>	<p>Outcome Indicator 1: The number of CSO beneficiaries using ICT-based solutions as a result of the CSOs engagement with USG assistance.</p> <p>Output Indicator 1.1: Number of CSOs working in Cambodia (whether a local CSO or an international CSO working through its local affiliate) that have engaged with a USG-supported ICT project to address an identified development problem through an ICT-based solution.</p> <p>Output Indicator 2.2: Percentage of CSO, TSP, and individual participants that show improved skills after participating in Training Events</p>	<p>Can you describe the collaborations that you observed between CSOs and TSPs that took part in the DI program? How could those collaborations be further strengthened or expanded?</p> <p>What types of requests for support/training have you received from participating CSO/TSPs or 5D lab members?</p> <p>What development problem is your CSO seeking to better address by utilizing technology?</p>	<p>1.Key informant interviews 2. Focus Group Discussions 3. Review of program documents</p>	<p>1. Key Participating CSOs and TSPs 2. Sub-grantees 3. Training beneficiaries 4. 5D Lab Members 5. Blogger Community 6. Developer/Programmer Community 7. DG Partners</p>

Evaluation Question	Key Related Indicator(s)	Key Related KII/FGD Question ²²	Proposed Data Collection Methodology	Respondent Group
	<p>Outcome Indicator 3.1: Number of ICT-based solutions designed and implemented as a result of CSO and TSP engagement, through a USG supported ICT project.</p>	<p>What type of ICT-based solution are you using?</p> <p>Please describe the type of assistance provided to you through the DI program. Did you find the information/relationships gained through your participation in the program useful for your work as a CSO? If yes, please describe in more detail.</p> <p>On a scale of 1-5, how frequently do you use the information you gained from your participation in DI trainings/partnership? (1 being frequently, 5 being infrequently)</p> <p>Please describe any relationships that you have developed as a result of your participation in the DI program. (Probe for collaboration, etc.)</p>		
<p>To what extent has the project as a whole (including all of its various activities) contributed to achieving the objectives of the USAID/Cambodia Office of Democracy and Governance?</p>	<p>Outcome Indicator 1: The number of CSO beneficiaries using ICT-based solutions as a result of the CSOs engagement with USG assistance</p> <p>Outcome 1.1 including:</p> <ul style="list-style-type: none"> • Outcome Indicator 1.1: Percent of CSOs that have engaged with USG supported ICT project that have implemented ICT-based solutions • Outcome Indicator 1.2: Number of CSOs receiving USG assistance engaged in advocacy interventions • Output Indicator 1.1: Number of CSOs working in Cambodia (whether a local 	<p>What project outcomes have you observed to date (<i>specifically related to outcome 1</i>)?</p> <p>Can you describe the collaborations that you observed between CSOs and TSPs that took part in the DI program?</p> <p>Has civil society and TSPs been receptive to DI initiatives?</p> <p>What development problem is your CSO seeking to better address by utilizing technology?</p>	<p>1.Key informant interviews 2. Review of program documents</p>	<p>1. USAID Staff 2. DI Program Staff/Volunteers 3. Key Participating CSOs 4. Sub-grantees 5. DG Partners</p>

Evaluation Question	Key Related Indicator(s)	Key Related KII/FGD Question ²²	Proposed Data Collection Methodology	Respondent Group
	<p>CSO or an international CSO working through its local affiliate) that have engaged with a USG-supported ICT project to address an identified development problem through an ICT-based solution.</p> <ul style="list-style-type: none"> Output Indicator 1.2: Percent of CSOs, TSPs, and individual participants that show improved skills after participating in Training Events. 	<p>What type of ICT-based solution are you using?</p> <p>Please describe the programs gender inclusion efforts. How do project activities ensure participation by both men and women?</p>		
<p>In what ways has the project succeeded or failed in terms of financial sustainability?</p> <p>In what ways has the project succeeded or failed in terms of participatory sustainability (i.e. stimulating enduring participation in the Lab which could be sustained after the end of the project)?</p> <p>What evidence is there that the project will be sustainable at its completion?</p>	<p>Outcome 2 including:</p> <ul style="list-style-type: none"> Output Indicator 2.1: Number of Technology and Service Providers (TSPs) that have actively participated in USG assisted activities Output Indicator 2.2: Percentage of CSO, TSP, and individual participants that show improved skills after participating in Training Events <p>Outcome Indicator 3.1: Number of ICT-based solutions designed and implemented as a result of CSO and TSP engagement, through a USG supported ICT project.</p>	<p>Explain the sustainability steps the DI project has taken to ensure lasting outcomes (discuss financial sustainability of partners/sub-grantees).</p> <p>If the DI program were to end tomorrow, would you continue utilizing technology to advance your CSOs mission? If yes, how? If no, why?</p> <p>If the DI program were to end tomorrow, would you maintain the relationships with CSOs you built through the program on your own? If yes, how? If no, why?</p> <p>Explain how you plan to continue the work you started with the DI program. If you are not planning to continue this work, can you explain why?</p>	<p>1.Key informant interviews 2. Focus Group Discussions 3. Review of program documents</p>	<p>1. Lab Members and staff 2. Key Participating CSOs and TSPs 3. Sub-grantees 4. Training beneficiaries 5. 5D Lab Members 6. Blogger Community 7. Developer/Programmer Community</p>
<p>How has the Cambodian country context (state of civil society and human capacity in</p>	<p>NA</p>	<p>Are there any barriers, in your estimation, standing in the way of the program achieving its stated objectives?</p>	<p>1.Key informant interviews 2. Review of program documents</p>	<p>1. USAID Staff 2. DAI Program Staff 3. CSO and TSP Partners</p>

Evaluation Question	Key Related Indicator(s)	Key Related KII/FGD Question²²	Proposed Data Collection Methodology	Respondent Group
the IT sector) affected the implementation of the project?		Have there been any contextual factors (Cambodia's political environment, gender disparities, etc.) that has affected the DI project?		

ANNEX III: DATA COLLECTION INSTRUMENTS

USAID/Cambodia DI Evaluation

Coversheet for All Key Informant Interview Protocols

Date of Interview:	Interviewee Name, Title:	
Team:	Time Start:	Time End:
Interviewer(s):	Location:	

Introduction: Good morning/afternoon and thank you for taking the time to speak with us today. As mentioned during our interview request, we are working with USAID/Cambodia to conduct a midterm evaluation of the Development Innovations Project (DI). The evaluation is intended to provide an informed assessment of progress to date and recommend potential modifications, if needed.

Our team has had the opportunity to review some background documents to get a better sense of the design and implementation of the project. However, these documents can only tell us so much. We would like to speak with you today to hear about your experience, in your own words, in order to help us better understand how these projects look and function “on the ground.”

Confidentiality Protocol

- We will collect information on individuals’ names, organizations and positions. A list of key informants will be made available as an annex to the final evaluation report, but those names and positions will not be associated to any particular findings or statements in the report.
- We may include quotes from respondents in the evaluation report, but will not link individual names, organizations or personally identifiable information to those quotes, unless express written consent is granted by the respondent. Should the team desire to use a particular quote, photograph or identifiable information in the report, the evaluators will contact the respondent(s) for permission to do so.
- All data gathered will be used for the sole purposes of this evaluation, and will not be shared with other audiences or used for any other purpose.
- Your participation in this interview is voluntary and if you do not feel comfortable answering a particular question please let us know and we will simply go on to the next question.

Once again, thank you for taking the time to speak with us today. Do you have any questions for us before we get started?

Inform interviewee we may follow-up with brief email survey at the end of fieldwork.

USAID/Cambodia DI KIIs
(Est. Time ~45 min)
USAID Staff

Introduction and Project Scope

- What has been your experience with the grant/project?
- Can you describe the project to date, as you understand it?

Progress and Effectiveness

- Have there been any changes to the scope or program activities since you have overseen the DI project? If yes, please describe any and all changes, including contextual factors, intervening circumstances or other reasons that may have affected the program.
- Based on your interaction with the DI program, please describe your assessment of the program to date.
- What project outcomes have you observed to date?
 - Have you observed any unintended/unexpected results (positive or negative)?
- What do you think are the projects high points/successes?
- Are there any barriers, in your estimation, standing in the way of the program achieving its stated objectives?
- Has the project encountered any challenges? If so, please describe (program design challenges, implementation challenges, or other).
 - If challenges did occur, how did they affect the program?
 - How did the project address and overcome the challenges?
- What do you think the project should do more of?
- What do you think the project should do less of?

CSO/TSP Collaboration

- Can you describe the collaborations that you observed between CSOs and TSPs that took part in the DI program?
 - How could those collaborations be further strengthened or expanded?
- What types of requests for support/training have you received from CSO/TSPs or 5D lab members?

Cross-Cutting Issues

- Can you describe any observations about women and youth participation in the DI program?
- Explain the sustainability steps the DI project has taken to ensure lasting outcomes (discuss financial sustainability of partners/sub-grantees).

Contextual Issues

- Are there any contextual factors, such as Cambodia's political environment, that have affected the DI project?
- What are the major impediments to the use of technology by CSOs in Cambodia?

Recommendations

- What recommendations do you have for the project?
- Is there any specific information that you would like the evaluation team to collect that will be helpful for you as you develop further funding or program plans?

USAID/Cambodia DI KIIs
(Est. Time ~60 min)
DI Program Staff

Introduction and Project Scope

- Describe your role in the DI project. How long have you been with the project?
- Can you describe the project to date?
- Have there been any changes to the scope or program activities since you have been with the DI project? If yes, please describe.

Progress and Effectiveness

- What do you think are the projects high points/successes?
- What have been the most effective program activities to support DI's overall goal?
- Has the project encountered any challenges? If so, please describe (program design challenges, implementation challenges, or other).
 - If challenges did occur, how did they affect the program?
 - How did the project address and overcome the challenges?

CSO/TSP Collaboration

- Has civil society and TSPs been receptive to DI initiatives?
- What do you think the project should do more of?
- What do you think the project should do less of?
- Can you describe the collaborations that you observed between CSOs and TSPs that took part in the DI program?
 - How could those collaborations be further strengthened or expanded?
 - Are there any hindrances to CSO and TSP collaboration?
- What types of requests for support/training have you received from participating CSO/TSPs or 5D lab members?

Cross-Cutting Issues

- Please describe the programs gender inclusion efforts. How do project activities ensure participation by both men and women?
- Explain the sustainability steps the DI project has taken to ensure lasting outcomes (discuss financial sustainability of partners/sub-grantees).

Contextual Issues

- Are there any contextual factors, such as Cambodia's political environment, that have affected the DI project?

Recommendations

- What recommendations do you have for the project?

USAID/Cambodia DI KIIs
(Est. Time ~60 min)
Key CSOs

Introduction and Project Scope

- What development problem is your CSO seeking to better address by utilizing technology?
- What type of ICT-based solution are you using?

Progress and Effectiveness

- Please describe the type of assistance provided to you through the DI program.
- How many ICT events / trainings have you participated in DI? List as many as you can.
- Did you find the information/relationships gained through your participation in the program useful for your work as a CSO? If yes, please describe in more detail.
- How frequently did you visit the 5D Lab?
- How have you used the knowledge you gained from your participation in DI trainings/partnership in your organization's work?
- Since participation with DI, what do you see as the most significant improvement within your organization?
- Have you experienced any challenges with the DI program?

CSO/TSP Collaboration

- Have you ever developed an ICT solution for your organization? If yes, please list all.
- Please describe any relationships that you have developed as a result of your participation in the DI program. (Probe for collaboration, etc.)
 - With DI
 - With other CSOs
 - With TSPs
 - With the Developer/Programmer Community
 - With the Blogger community
- If the DI program were to end tomorrow, would you maintain the relationships you built through the program on your own? If yes, how? If no, why?
- If the DI program were to end tomorrow, would you continue utilizing technology to advance your mission? If yes, how? If no, why?

Cross-Cutting Issues

- Please describe the programs youth and gender inclusion efforts. How do project activities ensure participation by both men and women? Such as:
 - Tracking the progress of women and girl's access to ICT or women participating in policy making
 - Developing capacity building for gender equality through ICT
 - Promoting good practices on the ways women use ICT
 - Increasing women's networks through electronic connectivity
- Is the assistance you have received through the DI project sustainable?

Contextual Issues

- Will you use more ICT solutions for your communication and to improve your activities?

- The ICT sector is growing in Cambodia. Do you see your organization using ICT solutions for communications in your activities?
- Do you have any concerns about security in relation to using ICTs in your work?

Recommendations

- If additional training or support could be provided, what type of training/support would you find useful (try to dig past the obvious financial support request; try to urge answers that fit into scope of DI program)?
- Do you have any recommendations for the program going forward?
- What types of technology would be useful for you in your CSO work?

USAID/Cambodia DI KIIs
(Est. Time ~60 min)
Key TSPs

Introduction and Project Scope

- Please describe the type of assistance provided to you through the DI program.
- What is your main reason that you would use the 5D Lab? (possible answers: working space, Internet Access, Meeting Space, Access to Technology Materials, Getting Advice, Networking with other TSP/CSO/Technologist)
- What ARE your main business activities?

Progress and Effectiveness

- What was the main benefit from participating with DI? (ICT Capacity Development, ICT Solution, Relationship with TSP & Technologist, Grant etc.)
- How did you use the knowledge or connections gained through your participation in the program?
- Please describe any collaborations that you have developed as a result of your participation in the DI program. (Probe for collaboration, etc)
 - With other TSPs
 - With CSOs
 - With DI
 - With the Developer/Programmer Community
 - With the Blogger community
- Thinking about your interaction with the program, what do you wish would have been done differently?

CSO/TSP Collaboration

- How many CSO have you made contact with as a result of the DI program? Please provide details.
- Have you provided mentoring / training to CSOs through DI?
- How can the tech community provide additional support to CSOs?
- Can you think of ways of collaborating with CSOs that could push your company's mission forward?

Cross-Cutting Issues

- Please describe the programs youth and gender inclusion efforts. How do project activities ensure participation by both men and women? Such as:
 - Tracking the progress of women and girl's access of ICT or women participating in policy making
 - Developing the capacity building for gender equality through ICT
 - Promoting good practices on the ways women using ICT
 - Increasing women network through electronic connectivity
- Is the assistance you have received through the DI project sustainable? If yes, how so? If no, why?

Contextual Issues

- Are there any contextual factors (such as Cambodia's political environment) that affected your collaboration with CSOs?

Recommendations

- Do you have any recommendation to improve the 5D Lab?
- Do you want the 5D Lab continue to operate after the DI program ends?

USAID/Cambodia DI KIIs
(Est. Time ~60 min)
Non-Partner CSOs

Introduction and Project Scope

- Have you heard of the 5D Lab and DI?
- What do you know about the DI program?
- What types of technology do you currently use in your work to support your mission?
- What types of technology would be useful for you in your work?

CSO/TSP Collaboration

- Do you currently collaborate with TSPs to produce ICT solutions for your organization's work?
 - If yes, please describe.
- If no, how can collaborating with TSPs be possible?

Contextual Issues

- How do you see the future of the technology landscape within Cambodia and within your organization?

USAID/Cambodia DI KIIs
(Est. Time ~60 min)
Non-Partner TSPs

Introduction and Project Scope

- Have you heard of the 5D Lab and DI?
- What do you know about the DI program?

CSO/TSP Collaboration

- Do you collaborate with CSOs currently? If yes, for what purpose? If no, could collaborating with CSOs be useful for your work?
- What could be done to strengthen CSOs ability to work with TSPs such as yourself?

Contextual Issues

- How do you see the future of the technology landscape within Cambodia and within your organization?

USAID/Cambodia DI KIIs
(Est. Time ~60 min)
DG Partners

**Some of the partners in this category may also fall under another respondent category (Key CSO, sub-grantee, etc). The Evaluation Team will supplement these DG specific questions with the appropriate protocol for the other questions.*

CSO/TSP Collaboration

- Do you think CSOs and TSPs could collaborate on ICT solutions to further D&G project goals?
If yes, please describe
- If no, what are some of the barriers?

Contextual Issues

- How do you see the future of the technology landscape within Cambodia and within your organization?

USAID/Cambodia DI KIIs
(Est. Time ~60 min)
Sub-grantees

**Some of the partners in this category may also fall under another respondent category (Key CSP, sub-grantee, etc). The Evaluation Team will supplement these DG specific questions with the appropriate protocol for the other questions.*

Introduction and Project Scope

- Please briefly describe your project that is being funded through the DI sub-grant.
- Please describe the assistance DI provided through the sub-grant you received.
- Please describe your interaction with DI in terms of sub-grant program implementation/grant management.

Cross-Cutting Issues

- Have your activities included both male and female participants? How did you ensure activities were made available to both men and women equally?

Contextual Issues

- How do you see the future of the technology landscape within Cambodia and within your organization?

**USAID/Cambodia DI KIIs
(Est. Time ~60 min)
Rejected Sub-grantee Applicants**

Introduction and Project Scope

- What was your proposal to DI?
- Why do you think your proposal idea was rejected?
- Did DI give you a reason for why your proposal was rejected?
- Was the call for proposal clear to you?
- Would you consider reapplying for a DI sub-grant?
- Explain your current work and how future collaboration or support by TSPs could enhance your program impact.

CSO/TSP Collaboration

- Do you currently collaborate with CSOs/TSPs to produce ICT solutions for your organization's work?
 - If yes, please describe.
- If no, how can collaborating with CSOs/TSPs be possible?

Contextual Issues

- How do you see the future of the technology landscape within Cambodia and within your organization?

USAID/Cambodia DI KIIs
(Est. Time ~30 min)
Government Officials/University officials

Introduction and Project Scope

- Are you aware of the DI program?
- How have you interacted with the DI program? What is your impression of the program?

CSO/TSP Collaboration

- How does the program most benefit the CSO and TSP community in Cambodia?
- How could the DI program better benefit both CSOs and TSPs in Cambodia?
- In your view, how could CSOs better utilize technology in their work?
- In your view, how could TSPs provide better services or support to CSOs?

Cross-cutting Issues

- How could women be better integrated into CSO-ICT collaboration programs such as DI?
- How could youth be better integrated into ICT programs such as DI?

Recommendations

- Do you have any recommendations for the program going forward?

**USAID/Cambodia DI Evaluation
Coversheet for All Focus Group Discussion Protocols**

Date of Interview:	Interviewee Name, Title:
Interviewer(s):	Time Start:
Location:	Time End:

Introduction: Good morning/afternoon and thank you for taking the time to speak with us today. As mentioned during our interview request, we are working with USAID/Cambodia to conduct a midterm evaluation of the Development Innovations Project (DI). The evaluation is intended to provide an informed assessment of progress to date and recommend potential modifications, if needed.

Our team has had the opportunity to review some background documents to get a better sense of the design and implementation of the project. However, these documents can only tell us so much. We would like to speak with you today to hear about your experience, in your own words, in order to help us better understand how these projects look and function “on the ground.”

Confidentiality Protocol

- We will collect information on individuals’ names, organizations, and positions. A list of key informants will be made available as an annex to the final evaluation report, but those names and positions will not be associated to any particular findings or statements in the report.
- We may include quotes from respondents in the evaluation report, but will not link individual names, organizations, or personally identifiable information to those quotes, unless express written consent is granted by the respondent. Should the team desire to use a particular quote, photograph, or identifiable information in the report, the evaluators will contact the respondent(s) for permission to do so.
- All data gathered will be used for the sole purposes of this evaluation, and will not be shared with other audiences or used for any other purpose.
- Your participation in this interview is voluntary and if you do not feel comfortable answering a particular question please let us know and we will simply go on to the next question.

Once again, thank you for taking the time to speak with us today. Do you have any questions for us before we get started?

Inform interviewee we may follow-up with brief email survey at the end of fieldwork.

Focus Group Discussion Guide
5D Lab Members (female cohort, male cohort)
Time: 90 minutes

Be sure to:

- Set up the room to facilitate a participatory discussion
- Introduce yourselves
- Introduce SI and explain why you are conducting the focus group session
- Ask the participants to do the same
- Give a verbal agenda and length of the meeting
- Set goals
- Clarify your role as a facilitator

Evaluation's objective

To better understand what the DI program has accomplished, document any challenges and identify opportunities for program improvement.

Purpose of discussion

To hear from 5D Lab members about their experience in the Development Innovation Program.

Focus Group facilitator's guidelines for effective discussions:

- Everyone is clear on the topic
- Everyone participates; no one dominates the discussion - No speeches!
- One person talks at a time
- Comments and discussion stay on the topic
- Comments should be to the whole group - no side discussions
- Respect time limits
- Write down unanswered questions
- No divisive or confrontational language or tone
- Take notes of discussion, comments and observations so that you can write report

1. Introduction (10 min)

Reaffirm points of the meeting

Welcome participants

Set 90 minute timeline

Introduce the evaluation, give verbal agenda, objectives (as stated above)

2. Setting rules (5 min)

Before the participants begin dealing with issues and ideas, the participants should agree on a set of rules that define how a group will function and how the participants will interact.

Sample rules

Each group member has the right to participate.

The opinion of each group member is important and should be respected.

Group members should be tolerant of different ideas.

Each group member is important.

3. Tell us about your involvement with the DI project (40 min)

Ask participants:

- Describe your role at the lab. How long have you been coming to the lab?
- Can you describe the type of services or programs the lab offers?

- How have they been received by CSOs and TSPs?
- Has the lab encountered any challenges? If so, please describe.
 - If challenges did occur, how did they affect the lab's work?
 - How did DI address and overcome the challenges?
- What types of support/training have you requested from the lab?
- What do you think the lab should do more of?
- What do you think the lab should do less of?

4. CSO/TSP Collaborations (20 min)

Ask participants:

- Can you describe the collaborations that you observed between CSOs and TSPs that come to the lab?
 - How do you think those collaborations could be further strengthened or expanded?

5. Cross-cutting issues (10 min)

Ask participants:

- What efforts does the lab take to promote women and youth's involvement in lab activities?
- What could the lab do differently to encourage more women and youth to become involved in technology and civil society?

6. Contextual Factors (15 min)

Ask participants:

- Will you use more ICT solutions for your communication and to improve your activities?
- The ICT sector is growing in Cambodia. Do you see your organization using ICT solutions for communications in your activities?
- Do you have any concerns about security in relation to using ICTs in your work?

7. Conclusion / Close (5 min)

- Summarize the session
- Ask if everyone agrees to what was discussed, offer any final comments and thank all those who participated.

Focus Group Discussion Guide

Training Beneficiaries

Time: 90 minutes

Be sure to:

- Set up the room to facilitate a participatory discussion
- Introduce yourselves
- Introduce SI and explain why you are conducting the focus group session
- Ask the participants to do the same
- Give a verbal agenda and length of the meeting
- Set goals
- Clarify your role as a facilitator

Evaluation's objective

To better understand what the DI program has accomplished, document any challenges and identify opportunities for program improvement.

Purpose of discussion

To hear from training beneficiaries about their experience in the Development Innovation Program.

Focus Group facilitator's guidelines for effective discussions:

- Everyone is clear on the topic
- Everyone participates; no one dominates the discussion - No speeches!
- One person talks at a time
- Comments and discussion stay on the topic
- Comments should be to the whole group - no side discussions
- Respect time limits
- Write down unanswered questions
- No divisive or confrontational language or tone
- Take notes of discussion, comments and observations so that you can write report

1. Introduction (10 min)

Reaffirm points of the meeting

Welcome participants

Set 90 minute timeline

Introduce the evaluation, give verbal agenda, objectives (as stated above)

2. Setting rules (5 min)

Before the participants begin dealing with issues and ideas, the participants should agree on a set of rules that define how a group will function and how the participants will interact.

Sample rules

Each group member has the right to participate.

The opinion of each group member is important and should be respected.

Group members should be tolerant of different ideas.

Each group member is important.

3. Tell us about your involvement with the DI project (35 min)

Ask participants:

- Please describe the training you received (name of training).
- Did you appreciate the training organization and method? If yes, what specifically made the training a positive experience for you? If no, what could have been done better?
- How have you used this information in your daily work?
- Are there topics or sessions that you would like DI to host?
- Have you visited the 5D lab?
- Can you describe your visits to the 5D lab?

4. CSO/TSP Collaborations (20 min)

Ask participants:

- Have you made any new connections or relationships as a result of your participation in the training?
- Have you collaborated with anyone from your training session as a result of the training session?

5. Cross-cutting issues (10 min)

Ask participants:

- What efforts did the training facilitators take to promote women's involvement?
- What could the training facilitators do differently to encourage more women to become more involved in technology and civil society trainings and work?
- Will you use more ICT solutions for your communication and to improve your activities in the future? If yes, how so? If no, why?

6. Contextual Factors (15 min)

Ask participants:

- The ICT sector is growing in Cambodia, do you see your organization using ICT solutions for communications in your activities?
- Do you have any concerns about security in relation to using ICTs in your work?

7. Recommendations (5 min)

- Do you have any recommendations for how the DI project could be improved?
- How would you improve DI's trainings?

8. Conclusion / Close (5 min)

- Summarize the session
- Ask if everyone agrees to what was discussed, offer any final comments and thank all those who participated.

Focus Group Discussion Guide

Bloggers

Time: 90 minutes

Be sure to:

- Set up the room to facilitate a participatory discussion
- Introduce yourselves
- Introduce SI and explain why you are conducting the focus group session
- Ask the participants to do the same
- Give a verbal agenda and length of the meeting
- Set goals
- Clarify your role as a facilitator

Evaluation's objective

To better understand what the DI program has accomplished, document any challenges and identify opportunities for program improvement.

Purpose of discussion

To hear from bloggers about their experience in the Development Innovation Program.

Focus Group facilitator's guidelines for effective discussions:

- Everyone is clear on the topic
- Everyone participates; no one dominates the discussion - No speeches!
- One person talks at a time
- Comments and discussion stay on the topic
- Comments should be to the whole group - no side discussions
- Respect time limits
- Write down unanswered questions
- No divisive or confrontational language or tone
- Take notes of discussion, comments and observations so that you can write report

1. Introduction (10 min)

Reaffirm points of the meeting

Welcome participants

Set 90 minute timeline

Introduce the evaluation, give verbal agenda, objectives (as stated above)

2. Setting rules (5 min)

Before the participants begin dealing with issues and ideas, the participants should agree on a set of rules that define how a group will function and how the participants will interact.

Sample rules

Each group member has the right to participate.

The opinion of each group member is important and should be respected.

Group members should be tolerant of different ideas.

Each group member is important.

3. Tell us about your involvement with the DI project (35 min)

Ask participants:

- Describe your knowledge/interaction with the DI program.

4. CSO/TSP Collaborations (20 min)

Ask participants:

- How could a project such as DI better support CSO/TSP collaboration?
- Can you identify any entry points where collaboration could be strengthened?
- Can you identify any barriers to collaboration?

5. Cross-cutting issues (10 min)

Ask participants:

- How could the DI project encourage more women to become involved with technology and seek out technology solutions?

6. Contextual Factors (15 min)

Ask participants:

- Are there issues in the blogging community or in Cambodia that may impact your ability to continue working and utilizing ICT?

7. Recommendations (5 min)

- Do you have any recommendations for how the DI project could be improved?
- How would you improve DI's trainings?

8. Conclusion / Close (5 min)

- Summarize the session
- Ask if everyone agrees to what was discussed, offer any final comments and thank all those who participated.

Focus Group Discussion Guide **Developers/Programmers** **Time: 90 minutes**

Be sure to:

- Set up the room to facilitate a participatory discussion
- Introduce yourselves
- Introduce SI and explain why you are conducting the focus group session
- Ask the participants to do the same
- Give a verbal agenda and length of the meeting
- Set goals
- Clarify your role as a facilitator

Evaluation's objective

To better understand what the DI program has accomplished, document any challenges and identify opportunities for program improvement.

Purpose of discussion

To hear from developers/programmers about their experience in the Development Innovation Program.

Focus Group facilitator's guidelines for effective discussions:

- Everyone is clear on the topic
- Everyone participates; no one dominates the discussion - No speeches!
- One person talks at a time
- Comments and discussion stay on the topic
- Comments should be to the whole group - no side discussions
- Respect time limits
- Write down unanswered questions
- No divisive or confrontational language or tone
- Take notes of discussion, comments and observations so that you can write report

1. Introduction (10 min)

Reaffirm points of the meeting

Welcome participants

Set 90 minute timeline

Introduce the evaluation, give verbal agenda, objectives (as stated above)

2. Setting rules (5 min)

Before the participants begin dealing with issues and ideas, the participants should agree on a set of rules that define how a group will function and how the participants will interact.

Sample rules

Each group member has the right to participate.

The opinion of each group member is important and should be respected.

Group members should be tolerant of different ideas.

Each group member is important.

3. Tell us about your involvement with the DI project (40 min)

Ask participants:

- Describe your interaction with the DI program. How long have you been coming to the lab?
- Can you describe the type of services or programs the lab offers?

- How have they been received by CSOs and TSPs?
- Has the lab encountered any challenges? If so, please describe.
 - If challenges did occur, how did they affect the lab's work?
 - How did DI address and overcome the challenges?
- What do you think the lab should do more of?
- What do you think the lab should do less of?
- What types of support/training have you requested from the lab?

4. CSO/TSP Collaborations (20 min)

Ask participants:

- Can you describe the collaborations that you observed between CSOs and TSPs that come to the lab?
- How do you think those collaborations could be further strengthened or expanded?

5. Cross-cutting issues (10 min)

Ask participants:

- What efforts does the lab take to promote women's involvement in program activities?
- What could the lab do differently to encourage more women and youth to become involved in technology and civil society?

6. Recommendations (5 min)

- Do you have any recommendations for how the DI project could be improved?
- How would you improve DI's trainings?

7. Conclusion / Close (5 min)

- Summarize the session
- Ask if everyone agrees to what was discussed, offer any final comments and thank all those who participated.

Focus Group Discussion Guide
5D Lab/DI Advisory Board
Time: 90 minutes

Be sure to:

- Set up the room to facilitate a participatory discussion
- Introduce yourselves
- Introduce SI and explain why you are conducting the focus group session
- Ask the participants to do the same
- Give a verbal agenda and length of the meeting
- Set goals
- Clarify your role as a facilitator

Evaluation's objective

To better understand what the DI program has accomplished, document any challenges and identify opportunities for program improvement.

Purpose of discussion

To hear from 5D Lab members and DI Advisory Board about their experience in the Development Innovation Program.

Focus Group facilitator's guidelines for effective discussions:

- Everyone is clear on the topic
- Everyone participates; no one dominates the discussion - No speeches!
- One person talks at a time
- Comments and discussion stay on the topic
- Comments should be to the whole group - no side discussions
- Respect time limits
- Write down unanswered questions
- No divisive or confrontational language or tone
- Take notes of discussion, comments and observations so that you can write report

1. Introduction (10 min)

Reaffirm points of the meeting

Welcome participants

Set 90 minute timeline

Introduce the evaluation, give verbal agenda, objectives (as stated above)

2. Setting rules (5 min)

Before the participants begin dealing with issues and ideas, the participants should agree on a set of rules that define how a group will function and how the participants will interact.

Sample rules

Each group member has the right to participate.

The opinion of each group member is important and should be respected.

Group members should be tolerant of different ideas.

Each group member is important.

3. Tell us about your involvement with the DI project (20 min)

Ask participants:

- What is your role as an advisory board member? Please describe.

4. CSO/TSP Collaborations (30 min)

Ask participants:

- Do you think the DI project is having a positive impact within the CSO and TSP communities?
- In relation to the DI project, what do you see as the primary needs of both CSOs and TSPs?

5. Cross-cutting issues (10 min)

Ask participants:

- How can more women and youth be included in CSO/ICT collaborations?

6. Contextual Factors (15 min)

Ask participants:

- What are some of the challenges you have seen for CSOs use of ICTs?
- The ICT sector is growing in Cambodia. Do you see organizations using ICT solutions for communications in their activities?
- Do you have any concerns about security in relation to using ICTs in CSO work?

7. Recommendations (5 min)

- Do you have any recommendations for how the DI project could be improved?
- How would you improve DI's trainings?

8. Conclusion / Close (5 min)

- Summarize the session
- Ask if everyone agrees to what was discussed, offer any final comments and thank all those who participated.

USAID/Cambodia DI Evaluation Observation Protocol

Date of Observation:	Activity ID:
Team:	Time Start: Time End:
Observer (s):	Location:

Purpose of Observation:

To witness DI events, activities or labs in order to better understand what the DI program has accomplished, document any challenges and identify opportunities for program improvement.

Before Observation:

- Explain:
 - the purpose of the observation to activity facilitators/staff
 - that no information will be used to evaluate a particular person's performance
 - that the results of the observation will not affect the facilitators/organizations/TSPs ability to receive support now or in the future
- Obtain consent from activity facilitators/staff to do the observation
- Clarify the focus of each evaluation team members' observation

General Guidelines:

- Do not, in any way, interfere with the activity or event
- Observe quietly and take notes

Observation Notes:

Facilitator/Organizer Name: _____

Name of participating organizations/TSPs:

1. _____
2. _____
3. _____

Number of speakers/facilitators:

M/F: M _____ F _____

Number of adults in attendance/participating: _____

M/F: M _____ F _____

Subject being discussed/taught: _____

Describe the topic being discussed/taught:

Describe facilitation/teaching style (inclusive, participatory, etc.):

Describe engagement between participants and facilitators (between CSOs and TSPs? during Q&A? during coffee breaks?):

Describe main outcomes of the activity/event:

Describe how (and if) the facilitator/organizer will follow-up with participants post-event:

ANNEX IV: SOURCES OF INFORMATION

List of Respondent Affiliations

The evaluation team, as part of the KII and FGD protocol, told all respondents that their names would be kept confidential in order to encourage open and frank feedback. The evaluation team did, however, inform respondents that their organization would be included in the final report. All organizations that were represented by a respondent in a KII or FGD are detailed below. Numbers in parenthesis represent the number of individuals interviewed from a particular organization/company/office.

1. Current USAID Staff (7: 5 female, 2 men)
2. Former USAID Staff (1: male)
3. Current DI Staff (18: 6 female, 12 male)
4. Former DI Staff (2: 1 female, 1 male)
5. Key CSOs (participating and non-participating)
 - a. Transparency International-Cambodia (1 male)
 - b. Open Development Cambodia (2 male)
 - c. Community Legal Education Center (CLEC) (1 male)
 - d. Saakum Teamng Ta Naut (STTN) (1 male)
 - e. Returnee Integration Support Center (RISC) (1 male)
 - f. SILAKA (1 female, 2 male)
6. Key TSPs (participating and non-participating)
 - a. EZECOM (1 male)
 - b. CellCard (1 male)
7. Subgrantees
 - a. Advocacy and Policy Institute (API) (1 female, 2 male)
 - b. Open Institute (OI) (1 male)
 - c. The Documentation Center of Cambodia (DC-CAM) (1 male)
 - d. Cambodian Center for Independent Media (CCIM) (1 female)
 - e. ADHOC (2 male)
 - f. People In Need (2 female, 1 male)
 - g. PACT-Cambodia (1 female, 2 male)
 - h. ALiEN Dev (1 male)
 - i. Action IEC (2 male)
 - j. World Education (1 female)
 - k. Cambodian Center for Human Rights (CCHR) (1 female)
8. Rejected Subgrantees
 - a. Voluntary Services Overseas (VSO) (1 male)
 - b. Cooperative Committee for Cambodia (CCC) (2 male)
9. Training Beneficiaries (2) (2 male)
10. Bloggers (1) (1 male)
11. 5D Lab Members (6) (2 female, 4 male)
12. University/Technology Vocational Schools (5)
 - a. Institute for Technology of Cambodia (1 male)
 - b. National University of Management (1 male)
 - c. Liger Learning Center (2 male)
 - d. Passarelles Numeriques Cambodia (1 male)
13. Local Lab/Hub Community Members (1)
 - a. Impact Hub (1 male)

Bibliography of Documents Reviewed

The evaluation team conducted an in-depth review of all program documents provided by USAID and DAI. Documents provided included:

- Program Request for Application (RFA)
- USAID Social Media Assessment 2012
- Program cooperative agreement and modifications (SILK/DI)
- Quarterly program reports
- Quarterly financial reports
- Annual work plans
- Project monitoring and evaluation plan
- Program grants documentation.
 - Approved and rejected subgrant applications,
 - Subgrantee program and financial reports,
 - Subgrant tracking pipeline
- USAID Cambodia Country Development Cooperation Strategy (CDCS)
- DI Business Plan
- DI Sustainability Assessment
- Grant Program Announcements and guidelines from spring 2015
- Promotional DI program literature
- Contact information for stakeholder and potential evaluation respondents

ANNEX V: DATA COLLECTION SCHEDULE

Mid-term Evaluation of Cambodia Development Innovations Project: August 17 - November 16, 2015

		Weeks (as in Contract)	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
		Week of	August			September				October			November		
			8/17	8/24	8/31	9/7	9/14	9/21	9/28	10/5	10/12	10/19	10/26	11/2	11/9
Award	Contract Award (August 17)														
Start-Up and Coordination	Kick Off Meeting with USAID/Cambodia														
	Consultant on-boarding														
	Document Review														
	Team Planning Meeting (Webex)														
	Development of data collection tools and evaluation work plan														
	Logistics														
	Submit Draft EWP + tools														
	Travel to Cambodia (TL): Arrive on Sept 13														
	Team Planning Meeting (Cambodia)														
	Inbrief with USAID/DG														
Submit Final EWP															
Field Work	Data Collection														
	Data Analysis														
	Out-brief with USAID														
	Out-brief with Partners														
	Travel from Cambodia (TL): Depart on October 9														
Analysis and Reporting	Data Analysis and report writing														
	Draft Report Submission (10 working days for USAID review)														
	Address comments from USAID														
Revise/Finalize Evaluation Report and submit all records from the evaluation															

Key	
Completion of tasks	
Fieldwork	
Submission of Deliverable	x

ANNEX VI: DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Kourtney Pompei
Title	Team Leader
Organization	Social Impact
Evaluation Position?	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	AID-442-A-13-00003
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Development Innovations
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <i>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i> <i>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i> <i>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i> <i>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i> <i>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i> <i>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i> 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	October 20, 2015

Name	Panhavuth LONG
Title	Mr.
Organization	Social Impact
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	AID-442-A-13-00003
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Social Innovation Lab-Kampuchea (SILK)/ Innovations Development
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <p>7. <i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></p> <p>8. <i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></p> <p>9. <i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></p> <p>10. <i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s)</i></p>	

<p><i>whose project(s) are being evaluated.</i></p> <p><i>11. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></p> <p><i>12. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i></p>	
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I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	16 October 2015

Name	Samdy Lonh
Title	ICT Technical Specialist
Organization	Social Impact
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Social Innovation Lab Kampuchea, DAI, AID-442-A-13-0003
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.	
Signature	
Date	October 19, 15

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523