

**FINAL NARRATIVE REPORT
IRFFI/UNDG IRAQ TRUST FUND (UNDG ITF)**

Participating UN Organization(s) UNAMI/IEAT, UNOPS	Sector(s)/Area(s)/Theme(s) Governance Sector Outcome Team
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Programme/Project Title Provision of Communication Support and Technical Assistance to the IHEC at the HQ and Governorate Electoral Office (GEO) levels	Programme/Project Number G11-17 UNDG ITF Atlas Project Number: 66970 UNDG ITF Atlas Award Number: 54970
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Programme/Project Budget UNDG ITF: USD 4,521,300 Govt. Contribution: USD Agency Core: Other: TOTAL: USD 4,521,300	Programme/Project Location Region (s): Iraq wide Governorate(s): Baghdad + 18 Governorates District(s)
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Final Programme/ Project Evaluation Evaluation Done <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Evaluation Report Attached <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Programme/Project Timeline/Duration Overall Duration Starting Date: 25 th January 2008. End Date: 31 st July, 2009 Original Duration Starting Date: 25 th January, 2008, End Date: 25 th January 2009 Programme/ Project Extensions Extension-I for an additional period of 6 months (end date 31 July, 2009) – approved in December 2008
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FINAL NARRATIVE REPORT

I. PURPOSE

a. Provide a brief introduction to the programme/ project (*one paragraph*)

UNAMI/ IEAT and UNOPS developed a project to provide necessary communications assistance to the IHEC at the HQ and GEO levels. This was required in advance of upcoming electoral events. The project's goal was to upgrade the level of IHEC communications with VOIP Internet capabilities, as well as provide maintenance support, a training package for IHEC personnel in the areas of installation, maintenance and repairs, and technical advice to the IHEC on its communications strategy. This project aimed to provide critical communications equipment at both the HQ and GEO levels. A contractor was engaged to provide the required support both in terms of upgrading HQ and GEO communication capacities, and the provision of the required capacity building training to IHEC personnel. A specialist consultant provided technical advice.

b. List programme/project outcomes and associated outputs as per the approved Project Document.

Objective 1: Contractor(s) engaged to install Internet and VOIP communications, provide maintenance support and capacity building to IHEC personnel at HQ and at all 19 GEOs.

Outputs for Objective 1

- 1.1 Draw up detailed scope of work for installation of Internet and VOIP communications, provision of generators as required, provide maintenance support and capacity building to IHEC personnel at HQ and GEO levels.
- 1.2 Issue an EOI on IRFFI and UNOPS public website.
- 1.3 Shortlist suitable companies or organisations for delivery of project services.
- 1.4 Issue RFPs to shortlisted companies and/or organisations.
- 1.5 Receive and evaluate bids, obtain endorsement from IHEC, and contract selected company(ies) and/or organisation(s).
- 1.6 Engage contractor(s) to install Internet and VOIP communications, to provide generators as required, and provide maintenance support and capacity building to IHEC personnel at HQ and GEO levels.

Objective 2: Improved connectivity through installation and subscription to Internet and VOIP communications equipment at IHEC HQ all 19 GEOs, and provision of generators as required.

Outputs for Objective 2

- 2.1 Contractor subscribes to Internet and installs VOIP communications equipment at IHEC HQ and GEOs.
- 2.2 Monitor & evaluate services provided by contractor(s).
- 2.3 Contractor submits report on installation and subscription package.

Objective 3: VOIP and Internet communication equipment developed and successfully introduced.

Outputs for Objective 3

- 3.1 Contractor drafts maintenance programme and activities for communications equipment at the HQ and GEOs
- 3.2 IHEC endorses maintenance programme
- 3.3 Contractor implements maintenance programme at IHEC's HQ and GEOs
- 3.4 Monitor and evaluate contractor maintenance services
- 3.5 Contractor reports on implementation of maintenance programme

Objective 4: Ownership and transfer of maintenance programme to IHEC, all relevant personnel trained in installation, maintenance and repair of Internet and VOIP communications equipment.

Outputs for Objective 4

- 4.1 Identify IHEC personnel at HQ and Governorate level to receive maintenance, installation and repair training of IHEC communication equipment.
- 4.2 Develop training programme for IHEC personnel by contractor.
- 4.3 IHEC endorses training programme.
- 4.4 Contractor delivers agreed training programme.
- 4.5 Contractor hands over management of maintenance programme to IHEC personnel.
- 4.6 Monitor and evaluate contractor training programme and maintenance programme handover.
- 4.7 Contractor submits final report on training programme and maintenance programme handover.

Objective 5: The IHEC has benefited from specialist guidance on their communications strategy and this is confirmed by a project evaluation.

Outputs for Objective 5

- 5.1 Draw up TORs and VA for specific expert consultant in communications and technology implementation and strategy.
- 5.2 Shortlist, interview and recruit communications expert.
- 5.3 Consultant provides technical guidance and assistance to IHEC in the development of the communications strategy.
- 5.4 Project evaluator conducts an assessment of the project results, the IHEC's communication capacity, any further support they might require and, if so, how it might best be delivered.

c. List the UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities, ICI benchmarks relevant to the programme/ project

UN Assistance Strategy for Iraq

Outcome 1: *strengthened electoral processes in Iraq,*

Output 1.1: *increased institutional capacity of IHEC to independently carry out elections.*

UN Millennium Development Goals

MDG 8 *develop a global partnership for development, Target 12 develop further an open, rule-based, predictable, non-discriminatory trading & financial system (including commitment to good governance, development, poverty reduction - both nationally & internationally).*

Iraqi National Development Strategy (NDS)

Pillar 4: *strengthening good governance and improve security.*

ICI Benchmarks

The Compact aims to consolidate peace and pursue political, economic and social development. Within this framework, the strengthening of the institutional capacity of the IHEC is a significant contribution to promote good governance and improve the political framework.

d. List primary implementing partners and stakeholders including key beneficiaries.

Primary implementing partners:

- UNAMI IEAT
- UNOPS

Line ministry counterpart to the project:

- IHEC

Key Beneficiaries

- IHEC staff

Indirect Beneficiaries

- All potential Iraqi voters will benefit from an enhanced electoral process in the future. Facilitating the participation of all Iraqi voters would also bring benefits to the whole Iraqi population as it would be a step on the road towards ensuring a feeling of 'inclusion' and ownership amongst Iraqi citizens in the determination of their country's future.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

- a. **Report on the key outputs achieved and explain any variance in achieved versus planned results. Who have been the primary beneficiaries and how they were engaged in the programme/ project implementation?**

The project was approved and funded in late January 2008, with activities initially planned to commence on 1 February. After slight delays in the first six weeks (requirement to re-advertise the position of Communications Expert), the project proceeded as per its work plan. The project met its deadline for the completion of the first phase (setup of the communications system at HQ and 19 GEO locations) before the start of the Voter Registration Update (VRU) operation held in July 2008.

All the 20 IHEC GEO Office sites and its HQ had VSATs installed, were connected to the Internet, and had basic functional VOIP systems.

Initial training was provided to IT personnel on ground during the installation of the systems. This was meant to ensure that the IT personnel were able to maintain the new systems. A comprehensive needs assessment was subsequently undertaken to determine the needs for a second phase of training, which was carried out in the last quarter of 2008.

Based on an assessment done jointly by UNAMI/IFES/UNOPS and IHEC, an additional dedicated VSAT was procured and installed with a three-month bandwidth subscription package. This was for the exclusive use of the IHEC electoral support application database/system (based in the IHEC HQ) during the governorate electoral event in January 2009.

The effects of the VSAT/VOIP installations were noticeable in the governorate electoral event. They resulted in improved communications and more efficient exchange of information between the IHEC HQ and the GEOs, as well as all the stakeholders in the elections.

The Communications Expert spent the majority of his time in Baghdad, and was based at the IHEC HQ. He oversaw systems streamlining, maintenance and support and also coordinated between and amongst the various stakeholders in the IEAT, IHEC and the contractor.

- b. **Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level**

The improved communications between the GEOs, IHEC and external audiences has greatly improved. This has directly resulted in the more efficient exchange of information between the HQ and the GEOs, as well as between all electoral stakeholders. At the same time, the IHEC now has more competent, confident and motivated IT personnel. This means that its support and service delivery have improved, and technical knowledge has increased.

Activities under output 1.1 Contractor(s) installs internet and VOIP communications, provide maintenance support and capacity building to IHEC personnel at HQ and at all 20 GEO locations;

Installations were done, within schedule and budget for all identified sites. One additional site was installed at the HQ to specifically cater for electoral support applications.

Activities under output 1.2 Improved connectivity through installation and subscription to Internet and VOIP communications equipment at IHEC HQ all 20 GEOs.

All installed sites benefitted from the improved voice and data communications. All connected sites experienced this enhancement during the first major electoral event, the Voter Registration Update. However, with the increase in staff and the loss of prioritization of voice traffic (QoS) after the upgrade of the connections to VPN, there was a deterioration of voice traffic. Many calls were dropped, there was an increase in latency, and bandwidth saturation was observed.

Activities under output 1.3 VOIP and Internet communication equipment developed and successfully introduced.

The systems were fully developed, implemented, and are currently in use as the primary method of communication. However, the changes in the IHEC and the increase in use meant that the system became overloaded and stretched. The main reason was the rapid expansion of IHEC and the lack of integration of ICT department in the process. This meant that the systems could not adapt to changing scope of usage.

Activities under output 1.4 Ownership and transfer of maintenance programme to IHEC, all relevant personnel trained in installation, maintenance and repair of Internet and VOIP communications equipment;

Initial training was given, and the first level of systems maintenance was handed over to IHEC personnel. A second round of training was also done after an additional mid project assessment. The assessment uncovered the need for further training to IHEC IT staff in both technical and organizational development areas. This would enable them to contribute to the IHEC planning processes in the medium and longer term. The role of the ICT department will need to also be reviewed and incorporated as a part of the IHEC organizational planning team.

Activities under output 1.5 The IHEC has benefited from specialist guidance on their communications strategy and this is confirmed by a project evaluation;

The specialist was recruited and spent most of his time in Baghdad. He was key to the contract process and administration, as well as the overall systems project management. However, most of his time was spent in reinstating the basic capabilities and systems at the IHEC, with the refocus of IHEC from current electoral events to more strategic goals and activities. There is now a need for the ICT unit of the IHEC to adopt the same approach towards aligning to the overall IHEC strategic goals.

In general, the project contributed both to the objective of the UN Assistance Strategy of increasing the institutional capacity of the IHEC to independently carry out elections, and to the target set by the National Democratic Strategy of strengthening good governance and improve security by, among other means, supporting the IHEC.

The above was confirmed by the contractor performance review in the provision of communication support and technical assistance to the IHEC carried out by the IHEC/IEAT ICT team in 2008 (please see find the performance review attached as annex I).

c. Explain the overall contribution of the programme/ project/ to the ICI, NDS, MDGs and Iraq UN Assistance Strategy.

International Compact with Iraq (ICI)

The project contributed towards the objectives set in the ICI by playing helping to implement a political/legislative timetable. The provision of communication support and technical assistance to the IHEC at both HQ and Governorate levels helped facilitate and ensure that the electoral events planned by the Government of Iraq were carried out in a transparent and efficient manner. The support also helped to ensure that Iraq could fulfil its international obligations, including those from the UN international covenant on civil and political rights to which Iraq is a signatory country.

Iraqi National Development Strategy (NDS)

The project has contributed to the achievement of Pillar 4 of the Iraq NDS; *strengthening good governance and improve security*. The NDS specifically mentions that to achieve the goals of Pillar 4 it is required, among other things, to support the Electoral Commission. Under this project the IHEC was directly supported in its capacity to be an autonomous institution able to coordinate electoral events, follow up on the outcomes and improve *modus operandi*.

Under the NDS, democracy was recognised as a cornerstone of good governance as it provides an enabling environment for Iraqi's diverse people to interact in a participatory and transparent manner. The effective and efficient flow of information, which is a direct result of the improved communication systems, is key in ensuring that IHEC meets its mandate to ensure a stable and transparent political system in Iraq.

UN Millennium Development Goals

This project contributed tangentially to the achievement of MDG8 concerning the "*Development of a global partnership for development*." by providing up-to-date communication systems to the IHEC. The project also assists the IHEC in the discharge of its essential electoral roles and responsibilities, helping to create a stable and transparent political system in Iraq.

UN Assistance Strategy for Iraq

The institutional development of the IHEC was identified by the former Cluster G-Electoral Support as an area where assistance should be provided. Following the restructuring of the Clusters into Sector Outcome Teams (SOTs), the project became relevant to the Governance SOT, Outcome 1: *strengthened electoral processes in Iraq*, Output 1.1: *increased institutional capacity of IHEC to independently carry out elections* and Output 1.3: *Select electoral operations supported* The Project focused precisely on the improvement of the capacities of the IHEC and has delivered substantial results.

d. Explain the contribution of key partnerships including national, international, inter-UN agency, CSO or others towards achievement of programme/ project results.

The project partners, UNAMI/IEAT, UNOPS, IHEC, and oftentimes IFES, worked closely together throughout the implementation phases to ensure coordination and maximise resources. The end users, IHEC, IEAT and IFES, in particular, provided continuous

feedback. This helped to monitor the activities and ensure successful and timely achievement of the outputs.

The IHEC was the project's direct line ministry counterpart. The working relationship with the IHEC was very close and cooperative. Discussions leading to the IHEC's request/endorsement of the first extension of this project also included very positive feedback about UNAMI/UNOPS.

Furthermore, the project's work plan was developed in cooperation with the IHEC and incorporated their needs. The IHEC was also actively involved in the project's delivery, with the support and facilitation of UNAMI/IEAT.

The project involved UNAMI as the lead coordinating body, with UNOPS providing technical expertise and oversight to activity implementation. The project used the expertise of UNOPS, whose staff continuously and successfully worked in and with the IHEC. It also utilized the daily presence of UNAMI/IEAT at the IHEC to ensure the successful communication of ongoing project activities, and continuous engagement with key stakeholders.

The UNAMI/EAT consists of electoral experts who have been working with the IECI/IHEC since 2004. They have provided significant assistance in the IHEC's institutional development and the implementation of electoral events. UNAMI/EAT has a permanent and high-calibre presence in Baghdad and daily contact with the IHEC. UNAMI/EAT also heads the International Electoral Assistance Team, a platform for international actors supporting the IHEC and the electoral system in Iraq (including IFES, several UN agencies, and donors).

UNOPS provides project management services to the UN, international financial institutions (including bilateral donors, development banks, and other non-private and non-profit entities), and governments. UNOPS began operations in Iraq in the late 1990s and the structure of its current Iraq Operations Centre has been established in 2003. The total budget value of UNOPS operations in Iraq since 2004 exceeds \$240 million. Current project activities range widely including electoral support. This successful team-based partnership with clearly defined roles and responsibilities has established SOPs and proven ability to deliver.

The project was developed with the IHEC and took into account the electoral calendar, workload and acknowledged needs. All activities were previously discussed with the BoC and endorsement was sought. The IT Department was directly involved in activities, and progressively put in charge of the support and stakeholder communications with the facilitation and support of the UNOPS expert. The project directly contributed to the capabilities and operations of the Electoral Commission, which is the independent body in charge of the organisation and management of any electoral event in the country.

e. Highlight the contribution of the programme/ project on cross-cutting issues:

- **Were the needs of particularly vulnerable or marginalised groups addressed?**

By developing and enhancing the capacity of the IHEC to efficiently exchange information between its various offices countrywide and externally to other stakeholders, the project allowed for improved implementation of electoral processes. It consequently encouraged and enhanced the participation of Iraqi voters including the most marginalised and disadvantaged groups. This allowed Iraqis to fully exercise democratic rights, and contributed to both the establishment of Rule of Law and promotion of human rights.

- **How did men and women benefit from the programme/project? How were gender inequalities handled?**

The project encouraged the participation of IHEC's male and female staff in all activities. However women's participation was lower given the fact that the IHEC's IT department is primarily staffed with men.

Also by working on the capacity of the IHEC and enhancing its accountability, it is envisaged that future electoral events will be more transparent and therefore conducive to substantial participation of all of society.

- **Were environmental concerns addressed including environmental impact/risk assessment where relevant?**

There was no environmental impact/risk assessment, as this project posed no environmental risks.

- **Were there any specific issues in relation to the security situation?**

Security delayed the identification/installation in several GEO offices. Additionally, two offices had to be relocated after installation for similar reasons.

- **Did the project contribute to employment generation (gender disaggregated)?**

N/A

f. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV

All the 20 IHEC GEO Office sites and the HQ had VSATs installed. They were all also connected to the Internet, and had fully functional VOIP systems.

Based on an assessment done jointly by UNAMI/IFES/UNOPS and IHEC, an additional dedicated VSAT was procured and installed with a three-month bandwidth subscription package. This was for the exclusive use of the IHEC HQ based electoral support application database/system during the provincial electoral event in early 2009.

In December 2008, IHEC, UNOPS and UNAMI carried out joint assessments on the communications support provided to date. The assessments determined that the IHEC was unable to take over the complete management and cost of running the new system. At the IHEC's request, UNOPS extended the contract for communications support for an additional six months, through July 2009. Some additional items were added to address specific support requirements in various GEOs as well. This complemented the support required for the governorate elections planned for early 2009, and the decision that operational activities should be given priority. This meant that the transfer of the system and its maintenance to IHEC was rescheduled to July 2009.

The effects of the VSAT/VOIP installations were noticeable in the build-up to the upcoming electoral event (provincial elections). This included the improved communications and more efficient exchange of information between the HQ and the GEOs and all electoral stakeholders. This has also been evident in subsequent electoral events such as the voter registration updates, and the provincial elections of 2009.

Follow up training was given to IT personnel in all the 21 sites. This was based on a needs assessment conducted in the third quarter.

The communications expert spent most of the time in Baghdad. He was based in IHEC HQ, where he oversaw the streamlining, maintenance and support of systems, as well as coordinated with various stakeholders in the IEAT, IHEC and the contractor.

III. EVALUATION & LESSONS LEARNED

- a. **Report on any assessments, evaluations or studies undertaken relating to the programme/ project and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme/ project have been done yet?**

A capacity and training needs assessment exercise was done in the second quarter (phase one) of the project. Knowledge gaps and related capacity building needs were identified. A follow up training was given to the IT personnel in all sites in the third quarter, based on a previous needs assessment;

From April 17-21 2009, a Lessons Learned and Future Planning Conference was organised in Istanbul for the IHEC and the IEAT. Eight out of the nine Commissioners of the Board of IHEC were present together with 13 senior officials from the electoral administration and five members of the IEAT. Following from these discussions, lessons learned and recommendations for the several potential electoral events in the coming year were drawn. A part of the Lessons Learned was also to evaluate this project.

The report from this conference is attached as an annex to this report and specific lessons learned identified are also in bullets below:

- IT considerations need to be included in strategic programming and policy decision making processes of the IHEC;
- Training of IHEC personnel should include topics related to the value of a well functioning communications and IT system in order to allow them to better understand the role of communications and IT in the implementation of IHEC's substantive responsibilities;
- Enhanced sharing of relevant IT information is needed within and between departments of IHEC; and
- The role of IT needs to be integrated into IHEC's strategic planning process, including into budget planning and assurance of necessary political will/support.

At the IHEC's request, UNOPS extended the contract for communications support for an additional six months. Some additional items were added to address specific support requirements in the various GEO offices based on assessments carried out jointly by IHEC, UNOPS and UNAMI in December 2008. Based on this assessment, an additional dedicated VSAT was procured and installed with a three-month bandwidth subscription package for the exclusive use of the IHEC HQ based electoral support application databases/systems during the provincial governorate electoral event.

A final project evaluation was carried out at the end of the project. The results indicated that there was a need to streamline the existing systems and to continue technical assistance to the design and maintenance new electoral systems. The evaluation suggested activities to support ongoing electoral events and geared them to contribute to IHEC's long-term goals without jeopardizing the impact/success and support to any planned electoral events.

- b. **Indicate key constraints including delays (if any) during programme/ project implementation**

The project was approved and funded in late January 2008 and activities were initially planned to commence in February. After slight delays in the first six weeks (requirement to

re-advertise position of Communications Expert), the project proceeded as per its work plan and met all the deadlines for the completion of its first phase.

In December 2008, IHEC, UNOPS and UNAMI carried out joint assessments on the communications support provided to date. The assessments determined that the IHEC was unable to take over the complete management and cost of running the new system. At the IHEC's request, UNOPS extended the contract for communications support for an additional six months, through July 2009. Some additional items were added to address specific support requirements in various GEOs as well. This complemented the support required for the governorate elections planned for early 2009, and the decision that operational activities should be given priority. This meant that the transfer of the system and its maintenance to IHEC was rescheduled to July 2009.

Security concerns caused the delay of identification/installation in GEO offices, as well as the relocation of two GEO offices.

c. Report key lessons learned that would facilitate future programme design and implementation.

Based on a review carried out at the end of the project in June 2009, a number of areas that require action and would need to be mapped into future programme design were identified and recommendations put forward.

The main recommendations include the following:

- Streamline and re-engineer existing system and applications in an effort to have efficient electoral systems capable of supporting all the electoral events effectively.
 - Setup of a Centralized Content hosting solution as opposed to the current HQ centred systems.
 - Electoral Database systems redesign to take advantage of the above.
 - Load sharing configuration design at HQ to reduce the current high resources contention among the electoral systems
- Develop a Disaster Recovery Plan (DRP) for the IHEC. This will ensure business continuity in case of any predefined risk activity occurring.
 - Redundant quick deployment emergency VSATs.
 - Off Site Data centres and or Content hosting.
- Develop appropriate capacity building plans to support the above.
- Highlight and mainstream ICT as a resource in IHEC and incorporate it in the strategic planning process.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Means of Verification	Comments (if any)
IP Outcome 1							
To contribute to an enhanced implementation of electoral processes in Iraq through the provision of sustainable communications, its improvement and technical capacity development within the IHEC.							
IP Output 1.1 Contractor(s) engaged to install internet and VOIP communications, provide maintenance support and capacity building to IHEC personnel at HQ and at all 19 GEOs.	Indicator 1.1.1 Contractor subscribes to internet and installs VOIP communications equipment at IHEC HQ and GEOs.	N/A	21 IHEC Offices installed with VOIP and Internet.	21 IHEC Offices installed with VOIP and Internet.		Local GEO Office Focal Points and remote monitoring	
	Indicator 1.1.2 Contractor submits report on installation and subscription package.	N/A	21 Installation Reports	21 Installation Reports		Reports counter signed by Local GEO focal points and HQ Manager	
	Indicator 1.1.3 Monitor & evaluate services provided by contractor(s).	N/A	100 % Online Up-time	98 % Online Up-time	Some sites experienced outages, caused mainly by faulty equipment which as replaced	Online checking and Reports	
IP Output 1.2 Improved	Indicator 1.2.1 Contractor	N/A	21 Installation Reports and	21 Installation Reports and		Reports counter signed by Local	

connectivity through installation and subscription to Internet and VOIP communications equipment at IHEC HQ all 19 GEOs, and provision of generators as required.	subscribes to internet and installs VOIP communications equipment at IHEC HQ and GEOs.		Report from ISP on Internet subscription in all 21 sites	Report from ISP on Internet subscription in all 21 sites		GEO focal points and HQ Manager	
	Indicator 1.2.2 Contractor submits report on installation and subscription package.	N/A	21 Installation Reports	21 Installation Reports		Reports counter signed by Local GEO focal points and HQ Manager	
IP Output 1.3 VOIP and Internet communication equipment developed and successfully introduced	Indicator 1.3.1 Draft, endorse and Sign maintenance programme and activities for communications equipment at the HQ and GEOs	N/A	Endorsed Maintenance Plan	Endorsed Maintenance Plan		Signed Maintenance Plan.	
	Indicator 1.3.2 Implement endorsed maintenance programme and activities for communications equipment at the HQ and GEOs	N/A	Implemented Maintenance Plan	100% GEO office functionality		Reports counter signed by Local GEO focal points and HQ Manager	
IP Output 1.4 Ownership and transfer of maintenance programme to	Indicator 4.1.1 Develop, endorse and deliver a training programme to IHEC personnel.	N/A	Endorsed Training Plan	Endorsed Training Plan		Reports counter signed by Local GEO focal points and HQ Manager	

IHEC, all relevant personnel trained in installation, maintenance and repair of internet and VOIP communications equipment.	Indicator 4.1.2 Contractor submits final report on training programme and maintenance programme handover.	N/A	Training and maintenance Handover report	Training and maintenance Handover report		Reports counter signed by Local GEO focal points and HQ Manager	
IP Output 1.5 The IHEC has benefited from specialist guidance on their communications strategy and this is confirmed by a project evaluation.	Indicator 5.1.1 Recruit communications expert.	N/A	Communications Expert Recruited	Communications Expert Recruited		Communications Expert Contract	
	Indicator 5.1.2 Consultant provides technical guidance and assistance to IHEC in the development of the communications strategy.	N/A	Technical guidance and assistance provided to IHEC to develop a communications strategy	Development of an IHEC communications strategy		Communications Strategy Report	
	Indicator 5.1.3 Project evaluator conducts an assessment of the project results, the IHEC's communication capacity, any further support they might require and, if so, how it might best be delivered.	N/A	Project Assessment and Report	Project Assessment and Report		Project Assessment and Report	