

ANNEX

Action Fiche for Support to improvement in quality and proximity of Public Services of PALOP and Timor-Leste

1. IDENTIFICATION

Title/Number	Support to improvement in quality and proximity of Public Services of Angola, Cape Verde, Guinea Bissau, Mozambique and Sao Tomé and Príncipe (PALOP) and Timor-Leste CRIS number: 2009/021-732		
Total cost	Total estimated cost: EUR 6 000 000 EDF contribution: EUR 5 000 000 This action is co-financed by: CAMÕES Instituto da Cooperação e da Língua, I.P. for an amount of EUR 1 000 000		
Aid method / Method of implementation	Project Approach Indirect centralised management with CAMÕES Instituto da Cooperação e da Língua, I.P.		
DAC-code	220	Sector	Communications

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

This action aims at improving the quality and proximity of Public Services of all the countries PALOP and Timor-Leste, through the use of Information and Communication Technologies – ICT (E-Governance). This project will comprise both local (national) and transversal activities targeted to the modernization of information technology (IT) Infrastructure in the beneficiary countries, the creation of conditions for the implementation of integrated services for citizens and companies, the improvement of best practices and legal effectiveness in the area of ICTs, and capacity building for all the technological stakeholders. Both companies and citizens are expected to benefit from this project, as it will help to improve both the quality and the proximity of public services shortening the gap between the Local and Central Governments and all its stakeholders.

2.2. Context

The choice of a cooperation project with the PALOP and Timor-Leste is justified by the strengthening of synergies in the promotion of South-South cooperation, based on a common linguistic identity and similarity of tradition and cooperation of the participant countries. One area of agreement of cooperation between the group PALOP and Timor-Leste with the EU is called "Government Effectiveness/Public Service Delivery." Within this area of focus, the European Union and the National Authorising Officer (NAO) of Cape Verde¹ identified this project in 2011,

¹ Cape Verde was confirmed Delegated NAO for this project at the annual PALOP-TL / EU high level meeting that took place in Dili - Timor-Leste - in February 2013, see final conclusions document.

and proposed its implementation by the Portuguese national development cooperation agency (CAMÕES Instituto da Cooperação e da Língua, hereinafter called CAMÕES), through a delegation agreement with the European Union (indirect centralized management). This proposal was subsequently discussed at the eighth Meeting of the National Authorising Officers (NAO) in Mozambique in 2011, and accepted by all the NAOs of the group PALOP and Timor-Leste.

Under current circumstances, in Guinea-Bissau basic conditions enabling a context suitable to the implementation of PALOP-TL cooperation programmes in the framework of the 10th EDF and to the achievement of their expected results are not fulfilled, due to the lack of a democratically elected President and Government.

As stated in the Dili Declaration, adopted by the NAO of PALOP-TL on 28 February 2013, Guinea-Bissau will not be in a position to benefit from PALOP-TL cooperation until Constitutional order will be restored and civil-military relations will comply with the principles of democracy. Therefore, in accordance with the EU position, until a legitimate Government will be in place following appropriate legislative and presidential elections, the country shall not benefit from any institutional support, including from this project.

2.2.1. Regional context

2.2.1.1. Economic and social situation and poverty analysis

Over the last four years, Gross National Income (GNI) per Capita increased in all the 5 PALOP-TL countries. The highest levels (and rates of growth) of GNI per capita have been registered in Angola (USD 4,812 in 2012) and Timor-Leste (USD 5,446 in 2012). Both countries have oil-based economies, which have been quite relevant for the achievement of these results. Nevertheless, more than 60% of the population in both countries still face poverty (income of less than USD 2 per day).

Cape Verde, with a lower level of GNI per capita, has nevertheless been ranked in 2008 as a Medium Income Country, becoming the first PALOP-TL country to achieve this goal. The country's strategy towards development and economic independence, as well as political stability, have been key for this achievement. São Tomé e Príncipe (1,864) and Mozambique (906) score the lowest GNI per capita of the PALOP-TL region. Despite these results and high poverty levels, Mozambique has emerged as one of the world's fastest growing economies, with foreign investors showing interest in the country's untapped oil and gas reserves.

In 2012, Angola (0,508), Cape Verde (0,586), São Tomé e Príncipe (0,525) and Timor-Leste (0,576) were the only four PALOP-TL countries ranked above the regional average Human Development Index of Sub-Saharan Africa (0.475). Mozambique was ranked below that score.

2.2.1.2. Regional development policy

The European Union, together with the countries of the PALOP and Timor-Leste group, designed "Country Strategy Papers" for all of them, for the period covered by the 10th EDF (2008-2013), aligned with the national "Poverty Reduction Strategy Papers"²

The social and economic situation in these countries is heterogeneous. For instance, over the past years, Mozambique and Cape Verde registered strong progress in areas like Health, Education and Rural Development, whereas other countries are still struggling to achieve the UN Millennium goals.

Although national strategies differ to some extent, they all focus on the need for improving governance in general, deemed as instrumental for the achievement of Poverty Reduction. In fact, the 2008-2013 National Indicative Programmes for Angola and Cape Verde selected "Governance" as one of their focal areas. Nevertheless, there are major differences in the way programmes and policies are implemented.

² Angola (Medium Term Economical and Social Development Plan, 2009-2013), Cape Verde (Growth Strategy and Poverty Reduction Document 2012-2016), Mozambique (Action Plan for Poverty Reduction), São Príncipe (National Poverty Reduction Strategy, 2012-2016) and Timor-Leste (Strategic Development Plan, 2011-2030).

2.2.2. Sector context: policies and challenges

The key challenge for the E-Government development of PALOP and Timor-Leste remains the widespread lack of infrastructure and functional literacy. Nevertheless, the PALOP and Timor-Leste region has seen improvement in E-Government with countries looking to increase their online presence through developing websites for government ministries and agencies. In fact, it is notable that, according to the Department of Economic and Social Affairs of the United Nations, all of the PALOP countries increased their E-Government development index value in 2012. However compared to the rest of the world, the relative performance decreased.

In general, the definition and implementation of E-Government policies and programmes face several common challenges amongst all the PALOP and Timor-Leste countries, such as: asymmetries between rural and urban areas regarding access to computers and mobile devices; lack of technical skills on ICTs; rehabilitation of physical infrastructures absorbs the biggest share of public investment; lack of appropriate legislation on new technologies; proliferation of isolated ICT projects/duplication of actions; several ICT projects are designed and implemented by foreign companies and experts, without any transfer of know-how to the national beneficiaries, putting project's sustainability at risk.

In some of the PALOP and Timor-Leste countries, national authorities have shown a strong commitment towards the creation of legislation deemed as instrumental for E-Government, as a means to tackle some of the challenges mentioned above. This has been done through the publication of a wide scope of white books, master plans, guidelines and regulations on ICTs, data protection or telecommunications. Nevertheless, the creation of laws either lacks effectiveness or fails to address the main problems arising from weak human, technical and financial capacity.

2.3. Lessons learnt

There is no other EU funded project in the Lusophone countries in the area of E-Governance so far. Nevertheless, this project may draw lessons from previous successful experiences of cooperation within the PALOP and Timor-Leste region, particularly from the Regional Indicative Program projects "PIR PALOP II - Project to Support the Development of Judicial Systems"(EUR 9 750 000) and "PIR PALOP II – Consolidation of the Capacities of Public Administration" (EUR 6 000 000), both funded by the 8th and 9th EDF, completed in 2008 and 2009, respectively.

The information collected and lessons learned in the reports and evaluations of previous projects indicate that there is absorption capacity and ownership by the beneficiary countries. However, ensuring the sustainability of the projects requires strengthening institutions and human resources stability.

In order to multiply and reuse knowledge already developed in previous actions, this project should use, whenever possible, materials and manuals already available (e.g. for trainings on managerial skills), in particular, the products of PIR PALOP II. It is also crucial to create, enhance and maintain national experts' databases, as a sustainability factor. Experience suggests that a progressive reduction of the role of international technical assistance will contribute to a bigger and better national participation.

This project should also take into consideration the experiences, material produced and lessons learned from the Legis-PALOP project (an action inserted under the Project to Support the Development of Judicial Systems, mentioned above).³

Another project to take into consideration for this project is the "Common Knowledge Network" (RCC – "Rede Comum de Conhecimento"), which is an online-based data centre shared by roughly 200 entities. RCC (www.rcc.gov.pt) is an initiative of AMA, the Portuguese Agency for the Public Services Reform, providing relevant information and best practices on Administrative Simplification, Interoperability and Inclusive Governance, among others. The experience, the

³ Legis-PALOP is an ambitious project that provides a platform for knowledge and information sharing among legal texts in PALOPs.

services, technical solutions and applications provided by RCC may be shared among all the stakeholders of this PALOP-TL project on E-Governance, namely for the creation of its Portal. Additionally, inspired by similar initiatives in the use of Public Software in Brazil (www.softwarepublico.gov.br) and Chile (<http://www.softwarepublico.cl>), this project intends to implement a similar initiative to increase the source code available.

2.4. Complementary actions

“Electronic Government” is a project supervised by the CPLP – Community of Portuguese Speaking Countries- devoted to building a collaborative network for the diffusion of knowledge generation and actions on Electronic Government between the various Member States. The “Electronic Government” Project has strong synergies with this project as they both involve the same Beneficiary countries and similar issues. In fact, the Institutional Focal Points appointed by the PALOP countries and Timor-Leste shall remain the same in both projects.

The Portal to be designed and managed within this E-Gov project shall have a link to the Legis-PALOP website. Meetings with the Legis-PALOP management team shall be foreseen, namely to use Legis-PALOP as a best practice model for the financial sustainability of this project.

In Angola, there is a project funded by the People's Republic of China and executed by Huawei Technologies Co, Ltd, which will be instrumental to create conditions for the interoperability between information systems of various public administration bodies. The total amount predicted for the project is USD 137 000 000. In Mozambique, the World Bank is financing a project managed by INTIC (this project's institutional focal point) with the objective of designing and implementing the basic infrastructure for E-Government. The total funding in 2012 reached approximately EUR 3 000 000. In São Tomé e Príncipe, the African Bank of Development (AfDB) is funding a project aiming at ensuring communication between the various government entities (USD 10 000 000). This project includes a budget line to finance the fiber optic network of the Government. United Nation Development Programme - UNDP also funded a project in the area of E-Government, aiming at the computerization of the Civil Registry (the scope of this project is restricted to the digitalization of birth records from 2010 onwards).

2.5. Donor coordination

The project will systematically coordinate its main activities with the partner countries/regional organizations and other donors (notably Member States), taking into account the Paris Declaration/Aid and Development Effectiveness agenda, the European Consensus on Development and EU Code of Conduct. For this purpose, during the Inception Phase, a first meeting shall be organized with all the relevant partners of the PALOP-TL, who will appoint focal points, to whom regular information is to be provided. As a result of this articulation, partner's participation in specific activities may be foreseen. Partners may also be invited to take part in the Steering Committee, as observers, and they may also be invited to identify key reference institutions to be part of the Advisory Council. Furthermore, the NAOs of the group PALOP and Timor-Leste will provide, from a national point of view, the needed coordination, facilitating /promoting E-governance's projects coordination within each participating countries and among each other, with the support of the Technical Coordination Team.

3. DETAILED DESCRIPTION

3.1. Objectives

Overall objective: “To contribute to better and more accessible public services to citizens and companies by improving the way public administrations at national and local levels operate”.

Specific objective

“Support for the modernization of public administration through computerization of public services (E-Governance)”.

3.2. Expected results and main activities

The expected results and main activities of the project are the following:

Expected Results

The expected results for this project are: **Result 1** - Knowledge and institutional capacity to manage and implement ICT projects in public administration improved; **Result 2** - Legislation on E-Governance, aligned with best practices created/revised; **Result 3** - Conditions for the delivery of public services to citizens and companies according to the principles of proximity and efficiency improved; **Result 4** - IT operations and solutions in the PALOP-TL region improved

Activities

To achieve the expected results and in accordance with the strategy defined, the following activities shall be developed during the implementation phase:

During the Inception Phase:

- Installation of the TCT – Technical Coordination Team
- Appointment of the Focal Points (from the Institutional Focal Points already identified), which will be responsible for the coordination of the National Teams
- Assessment/analysis of the issues to be identified in the Opening Conference (see Component 1, activity 1.1.1) including further detail assessment/analysis of each partner’ capacities and needs
- Assessment/analysis of each country’s videoconference installed capacities and problems to be addressed
- Formulation of the project’s Capacity Building Strategy (including Training and Technical Assistance Plan) based on the PALOP-TL’s existing systems, capacities and needs, to be approved/validated by the 1st Steering Committee
- Formulation of the Communication and Visibility Plan to be approved/validated by the 1st Steering Committee
- Formulation of the project management handbook, which will be the reference management-agreed-instrument for implementation, including the definition of all partners’ responsibilities, information flow, decision making processes, administrative and financial’s rules and procedures, to be approved by the 1st steering Committee
- Review (if needed) of the key results indicators by making them SMART and identification of baselines and target values, to be approved/validated by the 1st Steering Committee
- Formulation of the national projects Action Plans, to be approved/validated in the 1st Steering Committee
- Organization of the Opening Conference that will mark the end of the project’s “inception phase”.

During the Operational Phase:

Component 1 – Transversal Activities among Countries

Result 1 - Knowledge and institutional capacity to manage and implement ICT projects in public administration improved

1.1. International conferences on E-Governance

Up to 3 international high-level conferences will be organised during the implementation of this project. They will take place before the 3 Steering Committee meetings, so that the

recommendations of the conferences participants (mainly, the project stakeholders) can be taken into consideration.

1.2. Design and management of an E-Gov Portal for PALOP-TL region.

The Portal will provide three main features: best practices sharing in the administrative modernization domains; public software component foreseeing the share and reuse of source code and; advanced e-learning features. The Portal will also be connected to the Legis-PALOP website.

1.3. Trainings.

The project will provide several training activities, on issues identified by the PALOP-TL during the fact-finding missions and integrated in the project's Capacity Building Strategy (formulated in the Inception Phase and validated by the Steering Committee). It is foreseen to have trainings on "Key Enablers" and administrative simplification and on managerial skills and best practices.

1.4. Technical assistance to institutional focal points.

Short-term Technical Assistance to Institutional Focal Points, accordingly to the Capacity Building Strategy approved/validated in the Inception Phase.

1.5. Support to each beneficiary country by "counselling countries"

There are different development stages and different expertise levels among the PALOP-TL countries. Therefore, "counselling countries" shall be identified amongst PALOP-TL countries (in the Inception Phase) accordingly to their recognized knowledge, competences and experience on Public Administration's IT projects. These "counselling countries" will ensure bilateral capacity building missions, aiming to explore the existing national systems and capacities, as well as to contribute to sharing experiences and good practices amongst the PALOP-TL (South-South cooperation and Horizontal cooperation).

Result 2 - Legislation on E-Governance, aligned with best practices created/revised

2.1. Seminar on administrative simplification and legal effectiveness

Sharing of initiatives and best practices implemented in all the countries and planning of future initiatives on simplification of public administration.

2.2. Publication of a compendium on ICT legislation for PALOP-TL countries

The publication will gather all the relevant legislation on Electronic Services and Electronic Data from all the PALOP-TL countries.

2.3. Support to each beneficiary country by "counselling countries"

"Counselling countries" shall be identified amongst PALOP-TL countries (in the Inception Phase) accordingly to their recognized knowledge, competences and experience on creating/revision of ICT legislation. Bilateral technical assistance on legal improvement and effectiveness (South-South Cooperation and Horizontal cooperation).

Result 3 - Conditions for the delivery of public services to citizens and companies according to the principles of proximity and efficiency improved

3.1. Drawing up a "roadmap" on E-Governance for the PALOP-TL region

The purpose is to provide through a set of reports a diagnosis, a vision and a strategy for all the E-Governance areas relevant to PALOP-TL countries.

3.2. Publication of the reports

Making the reports available to PALOP-TL countries and organizations involved in the programme.

3.3. Seminars at national level on the conclusions of the "roadmap"

Result 4 - IT operations and solutions in the PALOP-TL region and countries improved

4.1. Transfer of knowledge and software applications

Make available all the open source applications developed in PALOP-TL countries to all the members through the Portal; Implementation of a source code tool to ease the project sharing.

4.2. Implementation of pilot projects

Component 2 – National Priorities

Only results 3 and 4 mentioned above are concerned by this component

During the fact-finding mission, the institutional focal points identified several indicative projects to be implemented at the national level, according to national (central and local) priorities and E-Governance Strategies. Those will be analysed and eventually approved by the Steering Committee.

Key results indicators

As a mean to evaluate the achievement of results, key indicators will be used. The proposed key indicators, as well as baselines and target values, shall be reviewed during the Inception Phase and approved by the Steering Committee at its first meeting.

3.3. Risks and assumptions

This project has the following risks:

Risk	Impact	Actions to be taken (mitigation)
Poor coordination among the partners and managers, including governmental structures	High	Project management structures, namely the Steering Committee, will be used to minimize the risk
Insufficient capacity and/or empowerment of Focal Points to implement the project	High	Technical Assistance and Trainings on Management to be provided to focal points.
Selection of the pilot Projects with high complexity and results not verifiable.	High	The selected projects will need to have successfully undergone a viability analysis. Preference should be given to projects with short duration, capable to deliver quickly results.
Discontinuity in Portal’s functioning, at the end of the project	Medium	Institutional Focal Points should sign a formal agreement, in order to guarantee the Portal’s management, maintenance and update beyond the time scope of this project (part of the project’s Sustainability Strategy). Lessons should be drawn from the Legis-PALOP project and from this project’s design and management. Financial sustainability should be achieved by the countries contributions and by, for example, publications’ sells and tuitions fees of e-learning training actions. Technical sustainability should be achieved by the project’s capacity building activities.

3.4. Cross-cutting issues

This project impacts on the following cross-cutting issues:

Cross-cutting issues	Impact	Actions

Environmental Impact	Low and Indirect	<p>The project aims at having a positive impact on the environment by reducing its environmental footprint due to reduced energy, water and paper use and mobility efficiency, sustainable consumptions patterns.</p> <p>It will have also an indirect positive environment impact by enabling people to avoid travel, thus reducing the overall carbon output.</p>
Gender:	Medium and Indirect	<p>The adoption of a gender perspective and access to public services build upon Information and Communication Technologies (ICTs) is based on consensus and recognition of the potential of technologies to promote "gender equality and women's empowerment" and allow "immense opportunities for women" in the information society. The information society may also be enabling participation in the public sphere and destroying barriers to learning and knowledge.</p> <p>The project will ensure equal opportunities in the selection of experts and of beneficiaries. Also, it will monitor this equality though including gender sensitive indicators in the Log frame.</p>
Governance:	High and Direct	<p>The objectives set and activities planned aim at improving Good Governance, making public administration closer, faster, easier, more effective and transparent.</p> <p>Transparency of public administration services to the citizens and interoperability will allow a more coordinated and accountable relationship and will promote efficiency. Training of IT public services specialists will also strengthen the capacity of public services for the development of future E-Governance projects. By strengthening the E-Governance, the project will contribute to a more transparent and thus less corruptive Public Administration.</p>
Human Rights	Medium and Indirect	<p>Being an E-Governance project, it will have an indirect positive impact by promoting more equitable and transparent access to Public Services in general, especially for physically handicapped people. Transparency and accountability towards the larger public should increase.</p>

3.5. Stakeholders

The project targets both public and private entities, as the scope of its activities and results will positively (directly and indirectly) affect a wide scope of stakeholders.

The project will intervene in technical strengthening of key areas of public management, including the various political and administrative levels of the participating countries.

As far as the public entities are concerned, the main stakeholders (direct beneficiaries) will be:

- The sovereign bodies involved in the preparation and approval of laws and regulations in the area of E-Governance (Governments and Parliaments – result 2);
- The ministries responsible for the implementation of the national policies and programmes in the area of E-Governance (result 3);
- The Institutional Focal Points responsible for the implementation of this project at the national level (results 1 and 4);
- Universities, vocational schools and other training centres, especially from the PALOP-TL, involved in the preparation and delivery of Management and IT trainings (results 1 and 4).

Both companies and citizens (in general) are expected to benefit indirectly from this project as well, as it will help to improve both quality and proximity of public services shortening the gap between the Local and Central Governments and all its stakeholders.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the National Authorising Officer from Cape Verde, referred to in Article 17 of Annex IV to the Cotonou Agreement.

4.2. Indicative operational implementation period

The indicative operational implementation period of the action, during which the activities described in sections 3.2. and 4.3. will be carried out, is **54** months, including an Inception Phase of 6 months, subject to modifications to be agreed by the responsible authorising officer in the relevant agreements.

4.3. Implementation components and modules

This action, with the objective of supporting the modernization of public administration through computerization of public services (E-Governance), will be implemented in indirect centralised management mode with CAMÕES in accordance with Article 54(2)(c) of Financial Regulation 1605/2002. Camões - Instituto da Cooperação e da Língua, I.P. is a Portuguese public institute created in 2012 as the merger between former Instituto Camões and IPAD (Instituto Português de Apoio ao Desenvolvimento). The latter had successfully passed the 6 pillar assessment and was eligible to implement EU funded projects through the Indirect Centralised Management modality. Camões - Instituto da Cooperação e da Língua, I.P. will be assessed for the Audit 6 pillars. If the outcome of the 6 pillars audit assessment is positive, then the delegation agreement will be signed with Camões for the implementation of the project. This project is therefore subject to the positive outcome of the audit which will take place in September 2013.

This implementation is justified because of CAMÕES's previous experience in the management of EDF funded projects within the PALOP-TL Governance initiative and its strong expertise in the Public Administration sector in PALOP-TL. Furthermore, CAMÕES provides co-financing (EUR 1 000 000) to the project. The agency will be responsible for the general, operational and financial coordination of the project and will act, as delegated body, on behalf of the European Commission. It will therefore perform all its duties as a contracting authority throughout the project, preparing, launching and signing all relevant contracts, except for evaluation which will be directly concluded by the European Commission. The procurement of any goods, works or services and the award of grants in the context of the project shall be carried out in accordance with the applicable rules and procedures adopted by CAMÕES.

The change of method of implementation constitutes a substantial change except where the Commission "re-centralises" or reduces the level of budget-implementation tasks previously entrusted to the agency.

4.4. Indicative budget

The total project cost is estimated at EUR 6 000 000 of which EUR 5 000 000 shall be financed from the NIPs of the beneficiary countries in the framework of the revised ACP-EU Partnership Agreement and EUR 1 000 000 shall be financed by CAMÕES – Instituto da Cooperação e da Língua, I.P.

The budget is set as follows:

MODULE	EU Contribution EUR	CAMÕES Contribution EUR	TOTAL EUR
Delegation Agreement	4 800 000	1 000 000	5 800 000

Evaluation – Audit	200 000		200 000
Total	5 000 000	1 000 000	6 000 000

4.5. Performance monitoring

Key results indicators shall be discussed and updated, where appropriate, in the Steering Committee (ST), in the beginning of the project. The Log frame includes technical explanations regarding calculus methods and information sources.

The annual work-plans and annual activities reports will be produced by the Technical Coordination Team (TCT), with the collaboration of the 5 Institutional Focal Points, and may include an update of the log frame. These 5 Institutional Focal Points will be responsible for providing permanent technical support to the project and the TCT, particularly regarding the implementation of the national activities; the coordination and monitoring of national activities; definition of the annual work-plans and annual activities reports. Furthermore, CAMÕES will establish an internal technical and financial monitoring system.

4.6. Evaluation and audit

Independent consultants, recruited directly by the Commission on specific terms of reference developed in consultation with CAMÕES, will carry out a pre-completion evaluation and an ex-post evaluation and also possibly an external audit.

Annual financial audits will be carried out under the responsibility of CAMÕES as part of the Delegation Agreement. The Commission reserves the right to undertake an independent audit of expenditure under this Agreement. The Commission shall endeavour to inform CAMÕES at least two months in advance of the dates foreseen for any external missions. CAMÕES shall collaborate efficiently and effectively with the monitoring and/or evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. Regarding technical issues, AMA will also collaborate.

4.7. Communication and visibility

Communication and Visibility activities will be carried out by the Technical Coordination Team (TCT), with the support of the Six Institutional Focal Points. All the actions financed on the resources of the project will be implemented according to the EU visibility guidelines, specifically highlighting the EU's financing support. A website may also be maintained providing access to project plans, reports and links to relevant ministries. Online platforms offer the greatest possibility for significant communication activities, given the direct impact that the action is likely to have on improving people's lives.

The visibility activities will be carried out under the responsibility of CAMÕES as part of the Delegation Agreement.

The possibility of procuring the services of a Communications Specialist(s), to assist in implementing the above outlined activities will be explored.