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Training the End user in Secure Computer practices.

FINAL EVALUATION OF TECHNICAL AND FINANCIAL REPORTS

To

AFRINIC Ltd.

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By

SANVI & Co.

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EXECUTIVE SUMMARY

I.   CONTEXT AND DESCRIPTION

FIRE is a Grant and Awards program designed by AFRINIC in order to support and encourage the development of solutions to information and communication needs in the Africa Region. It places particular emphasis on the role of the Internet in the social and economic development for the benefit of the African community.

Launched in May 2012, the program is partly funded by two donors: IDRC and SIDA International Development Agencies. In 2013, AFRINIC selected eleven grant recipients which received 10 000 USD each for their project.

The grantees are bound by several obligations, which are among other things:

- Implementation and use of the project funds solely to perform the objectives and activities of their project
- Use the funds in accordance with the budget set out in their application
- Submission of an Interim and a Final Report in accordance with AFRINIC's report guidelines outlined in the Memorandum of Grant Conditions.

II.   PURPOSE AND EXPECTED USE

AFRINIC required this evaluation in order to confirm that the project is run in accordance with the following criteria:

- Quality and reliance of design
- Effectiveness
- Efficiency of implementation
- Impact and potential of sustainability
- Replicability

AFRINIC also requires this evaluation to be run on the basis of the Interim and Financial Reports sent by the project in accordance with their obligations.

III. OBJECTIVES

AFRINIC requires this evaluation to ensure of the following:

- The project meets identified objectives;

- Enhance the Design and the implementation of FIRE programme;

- Demonstrate and Improve the impact of the various projects on the local community;

- Develop recommendations to improve the implementation and the monitoring of future projects;

- Ensure that funds allocated to the various projects are used efficiently and within the initial identified scope.

IV. FINDINGS AND CONCLUSIONS

Though considerable adjustments were made between the interim report and the final one, we still deplore considerable lacks of planning and implementation of the project. Furthermore, we notice a lack of care in the presentation of both the technical and the financial reports. In effect, few inconsistencies were noticed in the financial report that we recommend to correct.

V. KEY RECOMMENDATIONS

The report as presented does not show considerable attention given to its conception. We recommend that project team pay close attention to shortcomings that were pointed out in this evaluation. Moreover, we recommend that result measurement methodology and data archiving be performed so as to ensure a good level of success of activities.

THE EVALUATION

1. BACKGROUND INFORMATION

1.1. PURPOSE

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This evaluation is also required by AFRINIC in order to help the project in its implementation in accordance with the Memorandum of Grant Conditions.

1.2. AUDIENCE AND USE

The stakeholders who will make use of the evaluation reports are:

1. FIRE programme – AFRINIC

2. International Development Research Center (IDRC)

3. Swedish International Development Agency (SIDA)

4. The grantees

5. Prospective applicants to FIRE program

1.3. OBJECTIVES

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1.4. METHODOLOGY

The evaluation methodology is linked with the objectives, the evaluation questions and the type of evaluation.

Evaluation criteria	Key Results Areas	Evaluation questions	Data sources
Design	Assess the extent to which the project responds to priority issues and identified objectives.	• Are the project objectives still valid? • Has the project team put in place the appropriate strategies? • Are there major risks that have not been taken into account?	• Design documentation. • Project objectives. • Interim and final technical reports.
Effectiveness	Assess the project major key results.	• Are the obtained results aligned with planed objectives? • Are the results in acceptable both in terms of the quantity and their quality?	• Interim and final technical reports. • Project management plan. • Result monitoring report.

Efficiency	Assess the extent to which: - Project plan has been followed; - Project reports are up to date.	• To which percentage has project plan been achieved to date? • Are expenses aligned with established budget? • Have data collected archived for future use?	• Project management plan. • Monitoring and control reports. • Financial reports. • Interim and final technical reports.
Impact	Assess to which extent the project will have a long-term positive impact on local community.	To which extent has the project's general objectives and final goals been achieved?	• Project objectives • Interim and final technical reports. • FIRE programme objectives
Sustainability	Assess to which extent the project has been socially and politically adopted by the local community.	• Will the project contribute to long-term benefits? • Would the long-term benefits be materialized by the implementation of an organization? • What are the costs implications for scaling up impact? • Are there savings that could be made without compromising delivery?	• Project benefits report. • Project cost report. • Project monitoring report.

1.5. TEAM

M. Kenneth SANVI, PMP, is a Canadian Consultant in International Development, specialized in all areas of project management. M. SANVI is a seasoned expert with many audits and evaluations projects in several countries in Africa. He is also a trainer in many areas among which, monitoring and evaluation.

Ms. Rebecca GIDEON, CISA will perform the evaluation of Information Technology aspects of the reports. Ms. Gideon is an experienced Information Technology professional with over seven years of diversified experience.

2. THE PROJECT

2.1. CONTEXT

As a leading training provider in Information Systems Security, Iservices is Education Affiliate of ISC2 (for the Certified Information System Security Professional training – CISSP) and Accredited Training Center for EC-Council (for the Certified Ethical hacker Training). Iservices has organized the Certified Ethical Hacker training as wells as the Certified Information Systems Security Professional training in the country.

As a consulting company in the field and we have noticed that the human element is the largest security risk in any organization. Most security incidents are the result of human errors and human ignorance no matter how strong is the defense in place.

Therefore, it is critical that significant effort is focused on end-users' education and awareness. End-users education while forging next generation of security experts is the top two priorities for 2013– 2014.

2.2. UNDERLYNG RATIONALE

The objectives of the project are listed below:

i. Respond to the huge need for capacity building in the country,

ii. Train anyone who use a personal computer for his day to day activities with necessary knowledge and skills to protect information assets.

iii. To respond to capacity building needs in the country for fundamental understanding of various computer and network security threats such as identity theft, credit card fraud, online banking phishing scams, virus and backdoor, emails hoaxes, sex offenders lurking online, loss of confidential information, hacking attacks and social engineering.

iv. Enhance the skills for participants and to help them take the necessary steps to mitigate their security exposure.

v. Train students in selected schools in basic Information Systems Security.

2.3. STAKEHOLDERS AND BENEFICIARIES

2.3.1. Stakeholders

a. FIRE programme – AFRINIC

b. International Development Research Center (IDRC)

c. Swedish International Development Agency (SIDA)

d. The grantees

e. Prospective applicants to FIRE program

f. Participants to the workshops

g. General public

h. Students

2.3.2. Users & Beneficiaries

a. Participants to the workshops

b. Students

c. General public

2.4. CONCEPTUAL MODEL

2.4.1. Resources and activities

Project team projects to hold below activities:

- Acquisition of the platform.

- Setting up

- Training assignment

- Course 1: First module delivery in night teaching for a week

- Course 2: First module delivery in night

2.4.2. Expected results

Expected results from Communinet are listed below:

- Platform

- Social Media and Facebook page

- Course delivered at FIMAC

- Promotion thorough mailing list for Large scale training

- Large Scale Training

2.5. RESULT CHAIN AND LOGICAL FRAMEWORK

Deliveries through instructor lead classes (4 classes for Education institutions and 3 classes via ISOC Togo Education program) for Education Institutions. Course Duration: 21 hours.

The project has identified two education institutions in Togo with a target of 25 students per institution. The students are being trained for free without any additional costs as a sponsoring activity from the community. Two instructors hosted three days classes in the schools according to a schedule defined together with the schools' Content and Program Directors.

Section one and section two (advanced) as described above. The courses have been performed in the evening after working day. Also, participants have been given the access to the online platform, which provides them with short videos of the courses for their review at home.

For other participants, the course lasted 14 hours and has been held on two Saturday classes for interested parties.

Despite the fact that the project related the way the sessions have been held, we still miss the way they proceeded to acquire the platform and set it up. We recommend that all the process be described in the report in order to understand the connection between the activities.

2.6. PROJECT MONITORING SYSTEM

Based on the final report submitted, we can neither ascertain that proper project monitoring is being made nor that data are being archived. We thus recommend that necessary steps be taken to implement monitoring processes and identify tools for data archiving.

2.7. EVALUATION FINDINGS

2.7.1. DESIGN

➢ Valid objectives

Based on final report, it clearly appears that the objectives remain still valid. The main objectives of the project were to develop a course and provide training to end-users in basic understanding of information security.

➢ Appropriate strategies

Given the scarcity of trained professional in the region, project team adopted a train the trainers approach so as to be able to increase the number of end-users exposed to information security. Furthermore, the project was divided in two phases, the first one consisting of training candidate and the second one preparing them for a certification exam.

➢ Major risks not accounted for

Based on the report, one of the risks encountered is the availability of staff that could perform activities. In addition, referring to the nature of the project we can suggest that the use of the Internet could be a risk. In effect, many African countries, Internet access is not as effective.

It could be mentioned that the report does not point out the major risks associated to this project. Thus, we clearly recommend that this should be corrected in the final report.

2.7.2. EFFECTIVENESS

➢ Results aligned with planed objectives

Final report indicates that results are aligned with planed objectives but fails to give clear indications that all objectives were achieved.

➢ Results acceptability

To provide the training activities, it was necessary to first deploy an online learning platform and develop training content. Furthermore, eight instructors were trained but the report falls short of identifying how many students participated.

2.7.3. EFFICIENCY OF PLANNING AND IMPLEMENTATION

➢ Percentage of achieved project plan

Based on final report, the second part of the project consisting in providing the training to ISOC TOGO members is delayed until October 2014.

➢ Expenses aligned with budget

We deplore that the financial report has not been completed with clarity and attention. The subtotal of salaries budgeted is not consistent with what was spent. In addition, the Train the Trainers class organization does not show any amount budgeted nor spent while the report identified it as an activity completed.

We recommend that the financial report be completed properly in order to comply with FIRE program requirements.

➢ Archive of collected data

The technical report does not provide any information that could help us ascertain that there is an archiving system in place for collected data. As already mentioned, there is an important lack in this area.

2.7.3. IMPACT

➢ General objectives and final goals achieved

We would like to point out that results alone are not sufficient to evaluate the impact of a project. However, it should be noted that the project objectives could be formulated as a first step in achieving overall objectives.

Though the second phase of the project is yet to be completed, based on the final report trainers have benefited of the program and were provided necessary tools to teach end-users. In addition, a first group of students were trained and could apply to take the certification examination.

➢ Long-term benefits contribution

This project could lead to a positive long-term impact. But it appears that the conception of the project had not been well conducted in order to take in account all aspects of the objectives pursued.

2.8. RECOMMENDATIONS

The report as presented does not show considerable attention given to its conception. We recommend that project team pay close attention to shortcomings that were pointed out in this evaluation. Moreover, we recommend that result measurement methodology and data archiving be performed so as to ensure a good level of success of activities.