

**Evaluation Report on  
Strengthening National Capacity in Human  
Rights, project, 2003-2006**

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**Submitted to: UNDP OFFICE, Sana'a**

**May 2007**

**Yemen Republic, Sana'a**

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CTA:

UNDP:

## **1. Executive summary**

- Brief description of project
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## **2. Introduction**

UNDP adopted a policy to integrate human rights into sustainable development realizing that development and human rights are mutually interrelated. Translating its human rights policy guideline into practice, UNDP Yemen has developed a project aiming to support the government's efforts in promoting human rights. This was achieved through the provision of appropriate technical assistance, training and various awareness raising methods including organization of public forums for the promotion and advancement of human rights. This support based on major finding and recommendation of the National workshop and based on the fact that promoting human rights is one of the key priorities identified in UNDP's second CCF for Yemen (2002-2006). This promotion resulted with the present project entitled "Strengthening National Capacity in Human Rights".

### **2.1. Background and project summary**

Against the backdrop of the CCA/UNDAF 2006, and in close consultation with the Government of Yemen, civil society organizations, and donors operating in Yemen, UNDP-Yemen developed a comprehensive project on "Strengthening National Capacity in Human Rights".

- The project aimed at building national capacity to promote, protect and respect human rights and strengthening the capacity of civil society to enable it to develop its advocacy and networking skills for promoting and defending human rights at the grassroots level.
- It was based on the needs assessment, recommendations from various studies, mission reports, consultations with key government agencies, donors and NGOs, and a human rights Programme framework developed by UNDP in 2002.
- The total budget of the Project was estimated at 1,8 million USD for the duration of three years and a half. The CTA together with the Project team managed to raise over 2.4 million USD.
- The key outcome that would be achieved from UNDP's support project is expanded national capacities to protect, promote and respect human rights including gender equity, and mainstreaming human rights into development process through capacity building support to governmental and non-governmental organizations.
- the main objectives of the project are stated in the project documents as :
  1. To strengthen the national institutional capacity to advance, in a meaningful way, protection and promotion of human rights through fulfillment of international obligations mainstreaming human rights into national development efforts.
  2. to strengthen the capacity of civil society to enable it to develop its advocacy and networking skills for promoting and defending human rights.

### **2.2. Purpose of the evaluation**

The objective of the evaluation is intended to provide a holistic picture of what the project has been able to achieve or not achieve. The Terms of Reference of the Project Evaluation as laid out by UNDP office defines certain tasks for the evaluation these are the following:

- Evaluation of the 1st phase of the human rights project
- Develop the project document of the project 2nd phase to be commence in July 2007.

According to the Terms of Reference (Annex 1), the purpose of this evaluation was “

- To review and analyze all relevant background materials, plans, reports, and other relevant documents related to the project.

Evaluate the implementation of the HR project bases on the project documents and work plans.

- Possible lessons learned from the implementation of the project and challenges it faced.

- Assess implementing capacity within the possible partners.

### **2.3. Key issues and problem addressed**

The project addresses the following problems:

- Inadequate presence of international standards of human rights in national laws;
- Weak capacity, lack of understanding and awareness of Government institutions with human rights mandate including law enforcement agencies;
- Weak NGO and civil society capacity to deal with human rights issues;
- Gender disparity and inadequate promotion of women's rights at all levels.

### **2.4. Methodology of the evaluation**

The primary methodology used was to conduct semi-structured interviews followed by direct interviews and discussions with Senior Management, Heads of some GD's of the Ministry of Human Rights. However, data collection and analysis based on:

- review of relevant documents (project documents, review reports –and TOR of projects components sub-projects , etc)
- Discussions with the Senior Management, Heads of some GD's of the Ministry of Human Rights, some NGOs beneficiaries , and program staff of UNDP Office;
- Interviews with partners and stakeholders (including gathering the information on what the partners have achieved with regard to the outcome and what strategies they have used

This evaluation relies more heavily on qualitative observations and professional judgments than on the qualitative data that would generally be found in an evaluation. This is due both to time constraints and to the type of data, indicators, and reporting that were available from the projects.

### **2.5 Structure of the evaluation report**

This evaluation report adapted the following structures:

1. Executive summary
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## **3. Development context of the project**

### **3.1. Project start and its duration**

The implementation of some of the project activities started in May 2003, full implementation (including deployment of a CTA) started in January 2004. The period from January 2004 to April 2006 witnessed the following developments and changes:

- Three different Ministers assumed responsibility for the Ministry of Human Rights;
- Six UNDP project officers (including 2 UNVs and one Intern) responsible for human rights at the Country Office (CO);

- The development of two major human rights projects by the European Community and by the Danish Human Rights Center. Both projects are building upon the experience of the UNDP comprehensive Human Rights Project and with a considerable input from the its team;
- The implementation of two significant activities that were not part of the original design, and
- The holding of Presidential and Local Council Elections in 2006 with most official energy been channeled to wards organization and campaigning for these

The Project has been extended by UNDP senior management for a period ending 30 June, 2007.

### **3.2. Problems that the project seek to address**

The project document statements imply that the main problem was:

- Inadequate presence of international standards of human rights in national laws;
- Weak capacity, lack of understanding and awareness of Government institutions with human rights mandate including law enforcement agencies;
- Weak NGO and civil society capacity to deal with human rights issues;
- Gender disparity and inadequate promotion of women's rights at all levels.

### **3.3. Immediate and development objectives of the project**

The project was to be implemented through two complementary phases. The first phase of the project would focus primarily on institutional capacity building in technical areas, The project was expected to build partnership with national NGOs active in the area of human rights as well as regional and international organizations, which share the common mission of promoting and protecting of human rights. The project was also to seek resource mobilization and partnership opportunities with key donors present in the country, particularly with the Netherlands and the UK.

### **3.4. Main stakeholders**

The project was to focus on two categories of immediate beneficiaries:

- The Ministry of Human of Human Rights.
- Civil Society organizations to widen the reach of the project to the grassroots level.

### **3.5. Results expected**

The project is expected to achieve the following results:

- National capacity to respect, promote, and fulfill human rights has been strengthened;
- Skills relating to treaty reporting, documentation, public awareness and project development and management have been acquired;
- A higher level of human rights protection has been attained;
- Public awareness of human rights has been improved;
- Capacity of civil society to participate in the promotion, protection, and awareness raising on human rights and networking is strengthened.

## **4. Findings and Conclusions**

The findings of this report will serve as a platform for further development interventions for the 2nd phase of the project.

*End of Report*

- The project has achieved considerable short-term progress, demonstrating some quick and positive results in strengthening capacity of human rights issues that could be rated as satisfactory
- Promoting public dialogues between government and civil society on issues of protection and awareness. satisfactory
- The project has had a positive impact on mobilization CSOs. satisfactory
- There are some positive changes in strengthening capacity of the ministry of Human rights. these changes are satisfactory

#### 4.1. Project Formulation

The UNDP Project was the first comprehensive human rights project to work with both governmental and non-governmental entities. As such, many of the project activities and their sequences had to be adjusted in accordance with developments in Yemeni human rights context.

In addition, strong support from leadership of both UNDP and the Ministry of Human Rights during the first two years (2004-5) allowed the Project to exploit many opportunities and achieve strong results. During the year 2006, much of the Project activities were slowed down as a result of the Presidential and local council elections (including the installment of a new "Elections" cabinet and a new Minister) as well as a decline in the level of support the Project received from UNDP management.

#### 4.2. Project Implementation

#### 4.3. Results

In term of quality of implementation, the Project managed to achieve most of the expected results outlined in the project document and have made considerable progress in addressing the problems mentioned in the project document.

The following factors have contributed greatly to the success of the Project:

- 1) A superb level of cooperation from the Minister and the staff of the Ministry of Human Rights;
- 2) Strong support from UNDP leadership especially during the first two year of the Project;
- 3) Strong support from donors especially the governments of the Netherlands and the U.K.; and
- 4) A dedicated group of local project team members.

The project document consisted seven intended outputs that the project is expected to reach at the ends of the project. However, in the following we give brief descriptions for each output.

**Output 1: Managerial and operational skills for office of the State Minister for Human Rights and the main departments of the Technical and Administrative Organ of the SNCHR designed and implemented.**

The implementation of the project coincided with the creation of the new Ministry of Human Rights and the transfer of the technical staff to the new Ministry. The following key results were accomplished:

- 40 MHR staff underwent 2 months basic administrative, managerial and basic computer training. The majority of the staff were fresh university graduates with no previous experience in public service.
- 10 Key staff underwent extra 10 days management training. 5 of them are still holding Director General's positions.
- Each trainee was given a set of 5 manuals covering from letter writing to proper office etiquette
- .Continuous soft assistance in the form of daily advice was provided to the Minister and key staff members throughout the project duration and up to 28 February 2007. Many staff members were tutored in proposal and project writing.
- Due to the expansion of the Ministry (on the form of staff and performed duties) and following a mission by the UNOHCHR, the development of a National Human Rights Action Plan was deemed appropriate to enhance the promotion and protection of human rights in Yemen. The Plan would also serve as a blue print for consolidation of most human rights activities and coordination therein. A concept paper was developed and discussed with key partners.

Impact:

Visible improvements were witnessed in the performance of key Ministry staff especially in the areas of complaint handling, project and funding proposals, and treaty reporting.

Output 2: Treaty reporting skills relating to international treaty reporting, producing an Annual National Human Rights Report and the documentation of state duties related to the implementation of international human rights instruments ratified by Yemen developed.

The Project adopted a two pronged strategy: (1) the provision of direct capacity building to MHR staff and (2) ensuring the participation of MHR staff members in the majority of training activities sponsored by the project and executed by local NGOs. The following results were achieved:

- The participation of 2 staff members in the annual international human rights training organized by the International Human Rights Institute in Strasbourg, France. The project provided partial funding in the form of airline tickets and negotiated the provision of funds for the rest with the French Embassy in Sana'a.
- Participation of 7 Yemeni human rights activists (6 women and one man) in the annual advanced human rights training organized by Equitas (formerly Canadian Human Rights Foundation) for three consecutive years, 2004-6. The program includes three weeks intensive human rights training and a week placement with a Canadian human rights institution. While the project team negotiated both admission and funding directly with Equitas, three of the participants were sponsored by the project.
- MHR staffs were trained as trainers on HR related to police work.
- 6 staff members have been trained by the CTA and NPM on treaty reporting with the ICCPR latest report being used as a practical test case. The training which lasted for three months focused on technical aspects with not direct interference on the actual content.
- A similar but more limited assistance was provided in relation to the drafting and submission of the latest CERD report.
- Two staff members were trained on CEDAW reporting and formed part of the drafting committee for the current CEDAW National Report.

- 25 participants (12 from NGOs and 13 MHR staff members) participated in a two-day training on reporting. Training led by an Egyptian expert who was providing technical (editorial support) to MHR's team responsible for the development of the National Human Rights Report. A 3-days training of the AHRR Drafting Committee members was also organized by the expert following the general training.
- The majority of Women National Committee provincial chapters (in addition to a limited number of NGO workers have been trained on both the content and on reporting duties under CEDAW.
- Members from 16 human rights NGOs were trained and participated in the development of a CEDAW shadow report.

Impact:

While the full impact of the foregoing activities should be assessed in a longer term, the following immediate impact can be mentioned:

- Timely submission of treaty reports as a result of the enhanced capacity of 5 MHR staff members who are currently working in the Ministry's reporting department. It is to be noted here that the Ministry is responsible for the preparation, coordination and submission of treaty reports relating to the following international instruments: ICCPR, ICESCR, CERD and CAT.
- Five of the individuals trained in Canada are now serving as main trainers and coordinators for the year long human rights skill training provided by the Girls World Communication Center. The Center specializes in training young women in human rights and other related skills.
- 5 staff members have been trained in the preparation of future national human reports. Plans to produce subsequent reports were delayed as a result of frequent changes in the leadership of the Ministry.

**Output 3: Capacity of the Ministry of Human Rights (a.k.a. Supreme National Committee for Human Rights) to promote awareness of human rights at various levels of the Government institutions and the public enhanced.**

The Ministry of Human Rights maintained the same structures for coordination with other government institutions established during the time of the National Committee for Human Rights, namely the technical committee made up of undersecretaries of 9 line Ministries. It is to be noted here that the project strengthened the capacity of the Ministry through its activities relating to treaty reporting noted under the foregoing output. In addition, the following activities were completed:

- **Police training:** This was one of the most successful activities carried out by the project. One of the reasons was the optimal level of coordination achieved between the project, the Ministry of Human Rights, and the Ministry of Interior. The following results were accomplished:
  - o 17 trainers underwent intensive training for trainers and were utilized in the subsequent trainings carried out in all governorates. They included 5 NGO members and 7 women. Three MHR staff were amongst the trainers.
  - o 340 officers were trained in human rights aspects relating to police work.
  - o A comprehensive manual based on the UNOHCHR's manual was produced together with a legislative containing national and international human rights

standards relating to police work. Both documents were made available in print and electronic format.

- The training manual is currently been used by HRITC for training Qatar's police on human rights.
- The training manual has also been shared with the relevant UNDP PO in order to be used in the new Justice Project. He was also informed that the Project office will also be able to supply him with an electronic copy should he desires. The CTA also passed two copies (both in print and electronic format) of the recent Arabic Edition of the OHCHR Manual on HR in the Justice (Judges, lawyers and Prosecutors).
- The project approached UNDP CO in order to expand the training and carry out a second wave of training focusing on female officers especially in aspects relating to the rights of female detainees and prisoners. The Project's repeated requests were not headed by UNDP management despite positive response from funders.

- **Promotion of Women's Human Rights through ICT (hereinafter ICTDAR Project):** Originally this activity was designed as a stand alone project (Country version of a regional UNDP Project known as ICTDAR) with funding from different sources including UNDP track and the HR Project. Upon refusal of MOPIC to sign a separate project document, UNDP management decided to the implement this stand alone project within the existing HR Project.
- The Ministry of Human Rights assumed a leadership position in the implementation of this activity through the formation of a project Steering Committee bringing together relevant governmental institutions (including the Parliamentary committees responsible for legal and constitutional affairs from each of the two legislative institutions). A top notch team of national legal expert was assembled and presented the legal materials collected before the Steering Committee who proposed certain amendments which were integrated into the present set of materials ready for electronic manipulation.
- The original duration of the Project was one year and its implementation commenced in May 2006 following the selection of NPM.
- The funds used in the implementation of activities came from the Danish Trust Fund. A fund of 100K was granted to UNDP CO (sometime in 2004) on the basis of a concept paper containing gender activities. Nothing happened until early 2005 when it was decided (by UNDP senior management) to allocate the amount to the first attempt of the Women's HR Conference. As the conference did not take place as planned (either Feb or March 2005), another decision was taken at the beginning of 2006 to allocate the funding to ICTDAR. Since the DTF funds were to expire at the end of 2006, most of the project team energy is directed towards early completion of as many activities, including the advance procurement of equipments. (See the relevant sections of Annex 1)
- Although UNDP senior management has been closely associated with this activity and attended the majority of related public functions
- this activity was also dropped from the work plan adopted by UNDP management despite the CTA's technical recommendation and obvious nature of the reasons for continuation of this activity.
- **Teaching human rights at Yemeni Universities:** Activities aiming at integrating human rights in Yemeni university curricula represented another instance of improved coordination capacity within the Ministry. The results achieved exceeded the expectations of the Project and its main partners. All the materials relating to this

activity were published in the second issue of the Yemeni Journal for Human Rights. (Full description of this activity is in the relevant parts of Annex 1) Despite senior management awareness of this activity, e.g. the UNDP DRR for Programmes attended the two public functions in Aden and was handed 2 copies of the journal by the CTA, follow-up activities were eliminated from the activities covered in the extension.

A Ministry staff member has accompanied the project team in its implementation of this activity. This staff member is currently coordinating follow-up activities picked up by the Danish Project following the abrupt disengagement by the UNDP Project as a result of senior management's decision to discontinue this activity.

- **Yemeni Journal of Human Rights:** This activity is equally successful beyond original expectations and met the same end.
- The Danish Human Rights Center have expressed strong interest to fund three issues in order to complete the training of the Ministry's staff to ensure durability.

**Impact:** Strengthened national capacity with respect to the promotion of human rights with law enforcement and higher education institutions. Training activities and products by the Project have been used in expanding activities both locally and regionally.

✓ **Output 4: National laws and Legislations with International Human Rights Standards harmonized.** *Just CEDAW?*

Activities under this output were to be implemented in 2006. However, implementation of the proposed activities was not commenced as planned for the following reasons:

- Request from the Minister to wait until the work of the Ministerial Committee Examining Harmonization of national laws with CEDAW is completed. The Minister also proposed looking into the experience of the Motherhood and Childhood activities relating to the harmonization of national laws with the CRC.
- Preliminary research carried out by the CTA revealed the need to adjust the activity on the basis of feedback received from the UNDP HURITALK and DG-NET practice groups, namely:
  - o The need to expand partnership to include (in addition to the Ministry of Human Rights), the Ministry of Legal Affairs, the relevant Committees from both chambers of the Yemeni legislature and the UNCT;
  - o The need to develop a good baseline study to outline the process through which laws, policies and programs that need to be harmonized with international human rights obligations;
  - o The need to initiate a wider participation from all sectors from the very beginning of the process

**Output 5: The capacity of the Documentation Center in the office of State Minister for Human Rights and the development of training and other forms of assistance in the use of information systems including the Internet and other research tools strengthened.**

This activity was completed successfully. Following are the main results:

- An integrated Information center was created and officially inaugurated by the UNDP Administrator. The Center contains:
  - o Internet Room with fully equipped 10 terminals.

- Traditional library with mostly Arabic language HR materials. 4000 Arabic language human rights books have been added to the library as a result of direct UNDP support.
- Training room with 25 mobile modern school chairs.
- Bilingual website developed and routinely updated.
- First version of the database was released in 2005. This release was a simple "File Manager" containing 2800 bilingual files covering treaties, legislation, reports, online books, etc.
- **Second release of the database** has been prepared. 400 English documents and 700 Arabic are added. An IT consultant was hired to convert the database into homepage interface in order to make it more accessible and easier to navigate by users. *was it done?*
- Two Ministry staff members were trained by the HR knowledge manager to search and print main human rights resource documents to be bound and add to the library.

Impact:

Similar information centers have been created with two Yemeni NGOs in order to expand the infrastructure needed for dissemination. Two factors needs mentioning here: (1) most human rights training and advanced knowledge materials are not available in Arabic and (2) there is an acute shortage of Ministry staff who can function in English and/or other European languages. Against this backdrop, the impact of activities under this output ought to be measured:

- Improving the state of Arabic language human rights knowledge; *To do: Expand Translation*
- The provision of permanent training facility together with research and training materials:
- In-house English training
- A number of training and discussion workshops organized by both the Ministry and other human rights NGOs
- A regional training for Iraqi human rights activists *on what?*
- Frequent visits by law students and human rights graduate students.

Output 6: A baseline study on Yemeni human rights NGOs/CSOs detailing their structure, size of member and activities, strengths completed.

This activity has been successfully completed:

- A national workshop was held in Aden which brought together MHR, Ministry of Social Affairs and local government authorities together with human rights NGOs to discuss: legal and ethical aspects and the state of human rights NGOs in Yemen.
- A survey was conducted in 2005 in an attempt to provide basic information and general profile of Yemeni NGOs working on human rights issues.
- A study on the regulatory framework and other legal aspects relating to the work of human rights NGOs in Yemen has been completed.
- The proceedings of all of the foregoing activities together with the UN General Assembly's Declaration on the Rights of Human Rights Defenders were published in a book entitled: "Nature of Human Rights NGOs in Yemen and their Impact"

*read study*

**Impact:** The final publication of this activity can be used as a reference for the capacity of Yemeni human rights NGOs. The project team has also benefited from this activity in using the knowledge gained as a result to improve the design and delivery of the activities implemented by local NGOs.

## 5. Recommendations

The main recommendations included:

- The project should continue to be supported so that it can evolve into a new, sustainable stage that include second phase *include what kind of evolving??*
- The creation of a strict and transparent framework organized through the Ministry of Human rights seems necessary in order to arrived at a more equitable and Human Rights System. *MHR organisational structure??*
- Staff training should include a main emphasis on techniques of: *...??*
- UNDP should consider how human rights capacity building project could have a closer link to other related projects. *such as justice*

As a result of the fact that the Project did not terminate in an appropriate manner, future recommendations are divided into two parts: immediate and long term.

### Immediate:

The work plan approved by senior management for the extension of project activities was not based on technically sound grounds and inexplicably dropped some activities that are nearly completed and against senior management's earlier decision to start the implementation of these same activities.

- 1) **ICTDAR:** as note earlier, the project team exerted substantial effort in making sure that funds allocated for the promotion of women's HR through the use of ICT are used. These efforts (including more than 34K in equipments and collected and classified legal materials) are likely to go to waist as a result of management's decision to terminate these activities by eliminating them from the set of activities to be implemented during the extension. **Recommendation: reinstating these activities to allow for their completion as planned.**
- 2) **National HR Institutions (NHRIs):** One of common recommendations of all major treaty bodies when examining Yemeni treaty reports, is calling for Yemen to establish NHRIs, an independent HR Commission. A national policy dialogue led by MHR (and attended by DRR-P) called for the development of a background study on the viability of NHRIs in Yemen. The Study was to be discussed in a National forum dedicated to the discussion of NHRIs. The creation of NHRI is one of the activities of the CPAP (2007-11). **Recommendation: commission the development of this study in light of the recommendations of the policy dialogue in order to set the stage for a more coherent implementation of the CPAP.**
- 3) **National Human Rights Action Plan (NHRAP):** A concept paper for the development of a NHRAP was prepared by the Project team and discussed with partners. (The CTA repeatedly requested feedback from senior management regarding the concept paper to no avail. See Annex 13) The Plan is prepared in accordance with standard UN outlines and was meant to provide a blue print for HR activities and mandates in Yemen. Since the creation of NHRIs is dependent on prevailing political will, the development of a

NHRAP will also enable UNDP to better manage the risk relating to the unavailability of such will. **Recommendation: Engage in a dialogue with both MHR and OHCHR regarding the completion of this activity.**

### Long Term:

While it is the CTA's believe that UNDP Yemen continues to engage in human rights activities, the following recommendations are deemed necessary in order to ensure a better impact for these activities.

- 1) Undertake an impact assessment of promotion activities (supported by both UNDP and other donors) that have thus far been implemented in Yemen. *Should have the activities and indicators to be able to measure*
- 2) Increase support for protection activities.
- 3) Rely on high quality Arabic speaking human rights expertise.
- 4) Develop formal links between human rights activities and others governance activities especially justice and elections.

## 6. Lessons learned

### 1. Flexible framework and strong senior management support ensure strong delivery of human rights activities:

The adoption of a flexible framework regarding implementation of the Project document was behind the success of the project activities in the first two years of implementation. Direct access to senior management has allowed better explanation of proposed activities and hence ensured faster delivery. This is very important given the fact that the implementation of many human rights activities does not lend itself neatly to UNDP rules. Senior management has prerogatives and discretions that can be used to offset the negative effect of rigid implementation of the rules. The HR Project benefited a great deal in this regard from support of senior management during the first two years. During the same period, direct contacts with senior management allowed the CTA to agree with management on best ways for resubmission of an acceptable proposal.

During the third year of implementation, many proposed activities were blocked or rejected without any written explanation, e.g. English Language training. The third year was also characterized by a lack of adequate response from senior management and hence the summary rejection of some activities. Many significant e-mails and important written submissions were not read and/or responded to in writing, e.g. various submissions of revised project document drafts, etc. *what happened?*

### 2. Undertaking HR within the Yemeni HR context requires, in addition to advanced HR expertise, mastery of the Arabic language and the ability to decipher many of the normative underpinnings of HR issues in Yemen:

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# Programme Meeting

## Results, Decisions and Action Log

Date: 3 June 2007

Location: UNDP – Third Floor Meeting Room

Attendees: Programme Team

- Dena Assaf DA
- Vibeke Risa VR
- Patricia Barandun PB
- Yazan Al-Zaghiry YZ
- Fahmia Al-Fotih FF
- Fuad Ali FA
- Yuka Ogata YO
- Kawther Zerouali KZ
- Maruan ElKrekshi MK
- Abdo Sief AS
- Younis Saqran YS
- Nashwan Al-Saharif NS
- Walid Baharoon WB
- Agnese Pinto AP
- Karolina Plickova KP
- Khaled Magead KM
- Amel Mohammed AM
- Rana Jarhum RJ
- Shirin Shamsan SS

### 1. Agenda

No	What	Who	When
	<ul style="list-style-type: none"><li>• <b>New Policy after return of Dena from medical evacuation</b></li><li>• <b>Project Closure</b></li><li>• <b>Track Resource Allocation</b></li><li>• <b>Training Plan</b></li><li>• <b>Update on Programme Development</b></li></ul>	All Prog. Staff	-

### 1. New Policy after return of Dena from medical evacuation

No	What	Who	When
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	<p>Dena was warmly welcomed by all Programme Staff after being absent on medical treatment in Beirut. She briefed the staff on her recent health condition and kindly advised on different steps and encouraged staff to take care of their health during working hours in terms of scheduling meetings, time and workload management.</p> <p>She will also introduce Team Units meeting on a bi-weekly basis in order to be updated by the different Teams. Each team will meet separately with her on Mondays every week for an hour. Timing will be confirmed and emailed to the Team Units concerned.</p> <p>She will continue to be accessible to all staff but in a more organized manner by keeping herself available on certain hours of the day.</p>	All Prog. Staff	
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## 2. Project Closure

No	What	Who	When
	<p>Vibeke is leading the process of project closures. There are 10 projects that predates the year 2000. There are a number of projects that need budget revisions. Each of the Pos has to take care of his/her projects which are assigned to them. Pos should understand how to operationally close their projects. It was decided that Younis will circulate the checklist and this will then be reviewed by the Pos before finalizing the process. TLs are required to work closely with their respective teams and to look at the list of projects to be closed, to review them and undertake action.</p> <p>In order to prevent HQs to have false impression, Pos are required to finalize this process. In this way it will be easier to manage work more professionally.</p>	TLs and POs	

## 3. Track Resource Allocation

No	What	Who	When
	<p>Dena gave a quick update on this issue. Vibeke will finalize the track allocation and then will arrange for an adhoc meeting.</p>	POs	

#### 4. Training Plan

No	What	Who	When
	<p>A strong training plan will be made for the next six months. It will focus mainly on key issues that need to be done i.e. capacity building etc. and this should be implemented as soon as possible. A detailed email will be sent out on the trng. Plan.</p> <p><b>RCAs</b> – Staff together with their supervisors were reminded to finalize their RCAs for the CRG to make their final comments before Flavia’s departure next week. Staff were also encouraged to discuss their 5 key results with their supervisors for this year 2007. There was an extensive discussion on the new RCAs and the use of it online. Dena promised that a separate meeting will be held to discuss this important topic in particular.</p>	POs	

## 5. Update on Programme Development

No	What	Who	When
	<p>The following TLS/Pos updated on their programme development status:</p> <p>Fuad/Abdo -</p> <p>Kawtar (Gender)</p> <p>Fuad/Yuka – on small arms proposals will be submitted to the US Government . A meeting will be held before submission of this proposal.</p> <p>Fuad – on Mine Action</p> <p>Walid Baharoon – Human Rights Strategy</p> <p>Amel Mohammed – is in the process to evaluate the test</p>		