# Minutes of Project Board Meeting

**DATE:** 27 May 2014  
**TIME:** 11:00 a.m. – 2:30 p.m.

**VENUE:** Basrah International Hotel, Basrah, Iraq

**ATTENDEES**

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| **SIPD** | | |
| 1 | Hans Nijkamp | SHELL Chairman of SHELL Companies in Iraq, (Board Member) |
| 2 | Stephen Macklin | SHELL HS&E Manager |
| **GOI** | | |
| 3 | Akram Akrawi | GoI PMAC Representative, (Board Member) |
| **UNDP** | | |
| 4 | Dr. Adam Abdelmoula | UNDP – Iraq Country Director, (Board Member) |
| 5 | Lionel Laurens | Area Based Development & Local Service Delivery Programme Manager |
| 6 | Jan J. Roodt | Multi-Sectoral Programme Management Advisor |
| 7 | Saad Al Kadhimi | Basrah Programme Coordinator |
| 8 | Sinan Shakir | ***Secretary***, South Area Coordinator |

**OBJECTIVES**

* 1. To review progress and achievements to date;
  2. To review plans going forward and provide strategic guidance;
  3. To reflect on partnership value and agree on focus for independent review

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| 1. **Opening – presenting objectives of the meeting and expected outputs**    1. Dr. Adam announced that UNDP will be opening the new office in Basrah later on the same day and invited SHELL to attend the inauguration ceremony.    2. Dr. Adam spoke about the finalization of UNDP Country Programme Document (CPD) articulating three pillars of focus for UNDP Iraq. The theory of change for UNDP in Iraq is to strengthen institutions at central level and communities at local level for resilience and sustainability.    3. He also announced the end of the services of Mr. Lionel and asked SHELL to help in identifying qualified candidates for his post.    4. Stated that UNDP work is bounded by the UNDAF and will try to focus on the Environment and sustainability of the projects. 2. **SHELL Opening remarks – expectations (Hans Nijkamp)**    1. Congratulated UNDP for the inauguration of the new office in Basrah.    2. Spoke about the improvement of the situation in Iraq and the current status from security and logistical prospective.    3. Stated his satisfaction of the production level achieved by SHELL    4. Expressed his regrets to see that Mr. Lionel is leaving the project and acknowledged the significant role that he played to ensure the success of the project. 3. **GOI Opening remarks – expectations (Akram Akrawi)**    1. Very happy to see that UNDP offices are moving back to Iraq and for opening the new office in Basrah.    2. The five years strategy for the work of UNDP is very important and particularly the focus on the Environment and its effects.    3. Very glad to hear of the progress made within the partnership.    4. Expressed his gratitude to all the efforts of Mr. Lionel to ensure the success of this partnership. 4. **Presentation of progress, achievements, financial status and plans of the three current streams: (Lionel)**   Explained the main points of this partnership and how it evolved despite the major differences between the two partners. He added that the partnership reached the point where both partners are actually working side by side and co-creating development interventions. Then gave a brief description on each of the three components and the progress made under each.   * 1. LADP for Majnoon Communities: summary of intended objectives and how to make this a sustainable process, the sense of ownership, efforts to find the required financial resources, modalities used for selecting the schools. Lionel also spoke about the training of 30 unemployed youth from Al Nashwa and Al Dayre at Theodor Shneller School in Amman and the following apprenticeship period with one of the SHELL contractors to get an on job training.   2. Mr. Akram expressed his concerns of ending up with youth asking to be employed at SOC.   3. MSME Project: Briefing on the progress achieved and the bottlenecks faced and the current status of the English Language Training.   4. SIPD (Hans): The MSME project has yet to shift into delivery mode. However, capacity building of contractors remains relevant and a high priority need and a sound concept. Implementation of actual training must happen during the next 6 months.   5. SOC Welding Training & Testing Centre: Briefing on the background and the current status of this project in light of the results of the last workshop held in Amman. Two key decisions are still pending: (i) confirmation of location from SOC and (ii) go ahead from MoO   6. SIPD (Hans): Formal approval from SOC of use of TTSF for the entire required budget of WTTC project is pre-requisite for SHELL to start.   7. Soft Skills Training Center: Briefing on the background of this project and how it is important from SOC point of view. UNDP CD, gave an example on similar project done in Kuwait in cooperation with the Kuwait Institute for Advanced Technologies   8. It is important to shift focus from local SOC to National MoO to discuss human resource development   9. PMAC (Akram): MoO has shared its 5-year development plan with PMAC, which may include Human Resource Development Plan  1. **Reflect on partnership value and agree on focus for independent review:**     1. The independent review is planned to happen towards the end of the year    2. There is a need to ensure adequate induction particularly when new staff join SIPD or UNDP teams, which can be done through sending new staffs to spend time and work together with the team and at the premises of the partner organisation.    3. SIPD (Hans): The range of activities undertaken under the partnership is impressive. Partnership is not about SHELL paying the money and UNDP implementing the projects, the secret of its success lies in the joint management and the need to look at the impact of various activities and the sustainability to make sure that what was achieved will remain. SHELL can contribute its extensive experience and capacity.    4. SIPD (Steve): Stressed the need to hire a third party as independent eye to look at how we can improve the ways we manage the partnership and on added value in comparison to UNDP or SIPD working independently.    5. GOI (Dr. Akram): The partnership has proven its added value although there are needs for greater involvement of MoO in future activities with SOC.    6. GOI (Dr. Akram): Asked Lionel about the main challenges to which Lionel replied that they can be categorized as Institutional Challenges due to current ways of working and inadequate capacity of technical departments, Challenges with the community in managing relationships and expectations, Challenges with SHELL in bridging across both organisations, understanding respective culture and values and measuring progress.    7. UNDP (Dr. Adam): Stated that the partnership is a learning tool and being closely monitored by the higher management of UNDP and UNDP is committed to make it a model partnership, which can be scaled up globally. The hope is that this partnership is directed to empower communities, to promote their sense of ownership and ensure sustainability of the projects. It is essential that our work contributes to communities’ resilience who can stand on their own feet and reach a point where they no longer need external assistance. In order to find out whether communities are satisfied or not with the programme, the Government could ask them directly. The public information component needs to be enhanced so as to achieve a high degree of transparency. 2. **Lessons learned/Recommendations**    1. GOI (Dr. Akram): Activities under this partnership represent a good initiative and should continue. Although many other companies have similar activities targeting local communities, yet this partnership presented a different interesting model, which ought to be more widely publicized.    2. SIPD (Hans): The need is to focus of the WTTC and the modalities that will be used for the project implementation    3. SIPD (Steve): The first year of the partnership was more of getting to understand the partnership and figuring out how it can work, and setting up the community network while Year 2 was of delivery and learning, trying out various approaches and strategies, which led to a more tangible impact on the community through more productive project implementation. Year 3 is set out to continue to be a year of learning and delivery and SHELL feels very comfortable with the level of implementation and the results and hope that the third year would gear up towards more results. 3. **Wrap up**   Dr. Adam thanked the members for their participation in this meeting.  He also thanked Lionel for his efforts. | **ACTION POINTS**    5.1 SHELL: to continue offering the support for those two schools in Al Nashwa to give a good example on project sustainability  5.5.1 UNDP to Prepare an Arabic version of the Project Implementation and Cooperation Document.  5.5.2 UNDP to arrange for a Kick Start meeting for the project  5.5.3 UNDP to prepare a clear training plan and Cash flow forecast  5.7 UNDP to prepare a concept note is to be prepared for UNDP to conduct an institutional assessment for the development of SOC and MoO and sent to SHELL during June for their consideration |
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**Annex 1: meeting agenda**

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| **Time** | **Item** | **Presenter** |
| 11.00 – 11.10 | Opening – presenting objectives of the meeting and expected outputs | UNDP - Adam Abdelmoula |
| 11.10 – 11.15 | Opening remarks - expectations | Shell - Hans Nijkamp |
| 11.15 – 11.20 | Opening remarks - expectations | PMAC - Akram Akrawi |
| 11.20 – 12.40 | Presentation of progress, achievements, financial status and plans of the three current streams:   * 1. **LADP for Majnoon Communities**   2. **MSME Project**   3. **SOC Welding Training & Testing Centre** | UNDP - Lionel Laurens |
| 12.40 – 13.10 | Reflect on partnership value and agree on focus for independent review | Shell - Hans Nijkamp  UNDP - Adam Abdelmoula  PMAC - Akram Akrawi |
| 13.10-13.30 | Lessons learned/Recommendations  Wrap up and closing | PMAC - Akram Akrawi  Shell - Hans Nijkamp  UNDP - Adam Abdelmoula |
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| 13.30-14.00 | Lunch |  |

**Annex 2:** **List of Pre-Reading Materials**