

**ANNEX 1**  
**ProCap Post-Evaluation Action Plan**  
**Update: 5 November 2007**

	Rec. reference	Issue	Activity	Responsible/Involved	Due / Status
<b>1</b>	<b>MANAGEMENT AND STRUCTURES</b>				
1.2	4, 29, 30, 32	<b>Structure and Role of Steering Committee</b>	<ul style="list-style-type: none"> <li>- Revise outline roles and responsibilities reflecting SC role in strategic leadership, recruitment decisions, priority countries, appropriate agency participation.</li> <li>- On NGO participation, liaise with ICVA on representation and future role; liaise with Standby Partners on their potential (?rotating) SC participation.; review NRC status on SC.</li> </ul>	<p>SC/PSU</p> <p>SC, PSU, Partners</p>	<p><b>On-going</b>; discussion in SC meetings; broad consensus by 7/07, pending PCWG developments.</p> <p><b>On-going</b>; ICVA continued participation agreed; decision from SPs on additional representation (inc NRC) awaited.</p>
1.3	4	<b>Synergies with Global Protection Cluster Working Group</b>	<ul style="list-style-type: none"> <li>- PSU/PCWG Chair to review linkage/synergy proposals; Draft proposed structure outline for SC/PCWG endorsement</li> <li>- Maintain ProCap participation in relevant PCWG structures and activities (core group, Task Team on Learning, Webpage, etc)</li> <li>- Establish formal and ad hoc reporting needs, process, formats (statistics, financial, updates and impact analysis)</li> </ul>	<p>PSU/UNHCR/SC</p> <p>PSU/SC</p> <p>PSU/UNHCR/SC</p>	<p><b>On-going</b>: Consultation initiated: formal outcome awaiting PCWG deliberations; Elements of strengthened linkage agreed SC 7/07</p> <p><b>Done</b>: Working Group participation agreed and on-going</p> <p><b>On-going</b>: Consultation with PCWG on reporting needs initiated; input to PCWG documents/Workplan/Appeal already established; SPO reporting format agreed and used; other formats being developed in consultation with SC.</p>
1.4	31, 33, 34	<b>Location, Structure and Role of ProCap Support Unit</b>	<ul style="list-style-type: none"> <li>- Maintain location of PSU in OCHA (assuming synergies with PCWG effectively established).</li> <li>- PSU to establish regular reporting, in agreed formats, on all aspects of the project. Relevant reports to include statistics, analysis and financial information.</li> <li>- PSU to ensure active linkage with PCWG (see above).</li> <li>- PSU to assess HR expertise needs, identify and implement relevant HR training and reflect this role in its workplan.</li> <li>- Liaise with SPOs on additional support needs.</li> </ul>	<p>SC</p> <p>PSU/SC</p> <p>PSU</p> <p>PSU</p>	<p><b>Agreed in SC</b>; for review March 2008; synergies being developed.</p> <p><b>On-going</b>: consultation underway on additional/standardised reporting formats.</p> <p><b>Ongoing</b>: PSU regularly participating in all relevant PCWG fora.</p> <p><b>Ongoing</b>: Discussion undertaken with selected partners and SPOs on HR support needs; training courses identified for PSU S/M; one attended Oct 07.</p>
1.5	13, 15, 35	<b>Role of NRC</b>	<ul style="list-style-type: none"> <li>- Contractual arrangements with NRC maintained and renewed (current MOU valid to November 2007).</li> <li>- NRC to advise on SPO head-hunting, define recruitment strategy, and related cost-implications/support needs (see SPO section below).</li> </ul>	<p>NRC/PSU</p> <p>NRC/PSU</p>	<p>NRC MOU extended to Dec 07; further renewal anticipated for 2008.</p> <p><b>Done</b>: NRC draft strategy prepared, shared with SC and implementation underway.</p>
1.6	31	<b>Financial Management, Liaison with Donors and Resource Mobilisation</b>	<ul style="list-style-type: none"> <li>- PSU to report on current budget status, income/expenditure, donor contributions and review with SC (in conjunction with submissions for Global Cluster Appeal).</li> <li>- ProCap to participate in and support resource mobilisation activities of PCWG for Global Cluster Appeal.</li> <li>- Cost/benefit analysis to be undertaken; agencies to provide relevant comparative costs.</li> <li>- ProCap to report through Global Cluster Appeal Mechanisms, but maintain established liaison with donor stakeholders.</li> </ul>	<p>PSU/SC/PCWG</p> <p>PSU/PCWG</p> <p>PSU/UN Agencies</p>	<p><b>Ongoing</b> : reporting already undertaken through PCWG ; updates on donor contributions shared. Additional formats to be developed.</p> <p><b>Done</b>: PSU active in PCWG resource mobilisation discussions/efforts.</p> <p><b>Pending</b>: form &amp; function of cost-benefit analysis to be established for 1<sup>st</sup> quarter 2008 (pre-March).</p> <p><b>On-going</b>: Donor Stakeholders briefed March 2007; Next briefing Nov 2007; individual contact on-going (through DPSS); ProCap reflected in Global Cluster reports.</p>
<b>2</b>	<b>STRATEGIC FOCUS AND USE</b>				

**ANNEX 1**  
**ProCap Post-Evaluation Action Plan**  
**Update: 5 November 2007**

2.1	2, 5, 6, 7, 10	<b>Define Strategic/Operational Use and roles of Senior Protection Officers</b>	<ul style="list-style-type: none"> <li>- Revise criteria and minimum conditions</li> <li>- Update request for deployment form</li> <li>- Monitor strategic role, supervision and reporting lines in Requests/ToRs and reports.</li> </ul>	SC/PSU PSU/SC PSU/SC	<p><b>Done:</b> Criteria finalised May 2007.</p> <p><b>Pending:</b> PSU to complete (including Guidance on deployment administration for receiving offices). Input to UNHCR guidelines in Sept 07.</p> <p><b>On-going:</b> through SC mechanism.</p>
2.2	3	<b>Deployment to other bodies</b>	<ul style="list-style-type: none"> <li>- Clarify mechanisms of such deployment in revised criteria</li> <li>- Inform partners in protection cluster of request/deployment mechanisms</li> <li>- Contact focal points in key agencies (including DPKO, UNFPA) on modalities of deployment (ie NRC MOU).</li> <li>- Review extant applicable MOUs.</li> </ul>	SC/PSU PSU/PCWG	<p><b>Done:</b> revised criteria reflect expanded categories of use.</p> <p><b>Ongoing:</b> included in PSU brief to PWCG on Evaluation findings; further dissemination required.</p> <p><b>Pending:</b> NRC has initiated contact with key agencies; further contact to be initiated through NRC and PCWG.</p> <p><b>Done:</b> extant NRC MOUs with: WFP, WHO, UNIESCO, UNDP, IOM, UNWRA, UNFPA.</p>
2.3	4, 10	<b>Prioritisation</b>	<ul style="list-style-type: none"> <li>- Encourage PCWG to outline priority countries (within current discussion on PCWG identity/strategic role)</li> <li>- Establish PCWG prioritisation as guide for deployment decision-making</li> </ul>	PCWG/SC	<p><b>Pending:</b> PCWG workplan review (potentially including update priority countries) due September.</p> <p><b>Done:</b> PCWG priority countries agreed by SC as framework for decision-making. Majority of current deployments to countries discussed in depth by PCWG (eg Chad).</p>
2.4	1, 2, 7	<b>Continuity/sustainability of role</b>	<ul style="list-style-type: none"> <li>- Include continuity/sustainability issues in criteria</li> <li>- Monitor mechanisms put in place for post-deployment</li> </ul>	SC SC/PSU	<p><b>Done:</b> included in revised criteria.</p> <p><b>On-gong:</b> New reporting formats for SPOs support monitoring of follow-up mechanisms/sustainability;</p> <p><b>Pending:</b> PCWG plans to address institutional capacity issues.</p>
2.5	2, 11	<b>Advocacy</b>	<ul style="list-style-type: none"> <li>- Communication to inform HCs and country teams of revised criteria, role and request procedure</li> <li>- Update all advocacy material (including leaflet) with revised criteria</li> <li>- Include information on ProCap at HC retreat</li> <li>- Produce ProCap 'Marketing' Plan</li> <li>- Produce ProCap quarterly, brochure and poster</li> <li>- Initiate standard email to inform on ProCap in general, and on individual deployments</li> <li>- Share updated statistics and report on ProCap impact with PCWG</li> <li>- Share individual SPO reports (in standard format, including perceived impact) with PCWG and mailing list.</li> <li>- Regular briefings of HQs and field personnel on ProCap and its use (see Information Management below)</li> </ul>	PSU/SC  PSU PSU/OCHA PSU PSU PSU PSU/SPOs  SC/all agencies	<p><b>Pending:</b> Briefed during HC Retreat; Included in RC training; further follow-up required.</p> <p><b>On-going:</b> leaflet updated May/Oct 2007; further material to be prepared.</p> <p><b>Done:</b> updated leaflet included in HC Retreat packs; information on ProCap included in protection briefing by DPSS.</p> <p><b>On-going:</b> statistics on deployments regularly shared with PCWG. Impact reporting to be developed. SPO standard reporting format now being implemented; PCWG informed of informal SPO debriefings.</p> <p><b>On-going:</b> PSU provides information to OCHA through EFCT; DPSS protection training; CSLT trainings.</p>
<b>3</b>	<b>SENIOR PROTECTION OFFICERS (CORE TEAM)</b>				
3.1		<b>Deployment of SPOs</b>	<ul style="list-style-type: none"> <li>- Continue deployment of Core Team (up to 15 members) in accordance with agreed revised criteria/minimum conditions.</li> </ul>	SC/PSU/NRC	<p><b>On-going:</b> 11 deployments since March 2007, to 8 countries: Sri Lanka, Chad, CAR, Jordan (2), Nepal, Georgia, Uganda (2), Timor Leste, BiH.</p>
3.2	12, 13, 15	<b>Recruitment (increase to 15)</b>	<ul style="list-style-type: none"> <li>- Obtain clear guidelines on rules of SLWOP from appropriate UN agencies.</li> </ul>	NRC/PSU	<p><b>Pending.</b> Initial discussion with SC; guidelines awaited.</p>

**ANNEX 1**  
**ProCap Post-Evaluation Action Plan**  
**Update: 5 November 2007**

			<ul style="list-style-type: none"> <li>- Update and reissue ProCap recruitment advertisement (targeting French-speakers)</li> <li>- Develop recruitment strategy.</li> <li>- Identify and incorporate agency specific skills (eg for OHCHR) in targeted recruitment</li> <li>- Use country offices and current SPOs to identify potential candidates</li> </ul>	<p>NRC</p> <p>NRC/PSU</p> <p>NRC/PSU</p> <p>NRC/PSU/SC</p>	<p><b>Done:</b> for recruitment drive closing date 4/9.</p> <p><b>Done:</b> shared with SC; implementation on-going; recruitment/advocacy mission being scheduled for end November.</p> <p><b>Done:</b> agency-specific skills discussed with OHCHR.</p> <p><b>On-going:</b> high percentage of quality applications through personal contacts.</p>
3.3	8	<b>Deployment Duration</b>	<ul style="list-style-type: none"> <li>- Outline timeframe and criteria for longer deployments in criteria (initial 6 months, potential extension to 9, and – exceptionally – 12 months maximum).</li> <li>- Update contractual terms for SPOs to reflect administrative, logistic, cost implications of longer deployments</li> <li>- Notify current and new SPOs of deployment periods.</li> </ul>	<p>SC/PSU</p> <p>NRC</p> <p>PSU/NRC</p>	<p><b>Done:</b> 6 month initial deployment; potential for 3 month extension subject to agreed request; exceptional deployment to maximum 1 yr.</p> <p><b>On-going:</b> updated on renewal and new contract form revised.</p> <p><b>Done.</b></p>
3.3	9	<b>SPO Down-Time</b>	<ul style="list-style-type: none"> <li>- Identify activities for SPOs with Global Protection Cluster and compile listing</li> <li>- Include down-time use in revised criteria</li> <li>- Access training opportunities (including skills, language, agency orientation) including Cluster Lead, WEM, EFCT.</li> </ul>	<p>PSU/SC</p> <p>PSU/SC</p> <p>PSU/NRC/SC</p>	<p><b>Pending:</b> to discuss further with PWCG leadership in November 2007 Retreat.</p> <p><b>Done.</b></p> <p><b>On-going:</b> Places secured for SPOs in WEM, CSLT and potential for EFCT. Other opportunities being explored.</p>
3.4	10, 16	<b>Support during deployment</b>	<ul style="list-style-type: none"> <li>- Ensure clear reporting lines/supervision during deployment</li> <li>- Ensure mechanisms for payment of SPOs (and other administrative functions) maintained.</li> </ul>	<p>PSU/SC/SPOs</p> <p>NRC/PSU</p>	<p><b>On-going:</b> respective ToRs checked on submission.</p> <p><b>Done:</b> Already established; NRC has provided additional guidance.</p>
3.5	14	<b>Training</b>	<ul style="list-style-type: none"> <li>- In lieu of training package, maintain Technical Workshop (with training elements) for SPOs</li> <li>- Liaise with SPOs on individual/collective training priorities</li> <li>- Obtain access to skill/agency-specific training for SPOs</li> <li>- Preparation of 'learning plan' for SPOs</li> </ul>	<p>PSU/SC</p> <p>PSU/NRC</p> <p>PSU/NRC</p>	<p><b>On-going:</b> Next workshop scheduled for 17-19.12.07 in Geneva; Focus on Protection Coordination.</p> <p><b>On-going:</b> initial suggestions received.</p> <p><b>On-going:</b> CL/WEM/EFCT already accessible; other options to be explored.</p> <p><b>Pending:</b> Develop in Technical Workshop December 2007, based on suggestions above.</p>
4	<b>STANDBY PARTNERS AND STANDBY PROTECTION EXPERTS (SPEs)</b>				
4.1		<b>Partner/Receiving Agency Coordination</b>	<ul style="list-style-type: none"> <li>- Use regular partner meetings to facilitate coordination and communication between partners/ receiving agencies</li> </ul>	<p>PSU/Partners/UN Agencies</p>	<p><b>On-going:</b> Partner meetings held in February, June, September 2007.</p>
4.2	18, 28	<b>Protection Capacity (existing partners)</b>	<p>Actively liaise with existing NGO standby partners to:</p> <ul style="list-style-type: none"> <li>o regularly map existing protection capacity and diversity in rosters; explore possibilities for increase in number and diversity of personnel; encourage and assist with increase in capacity; encourage increased diversity</li> <li>- Support OHCHR in accessing rosters: collate sample MOUs and seeks administrative guidance/clarification on deployment of gratis personnel of OHCHR; brief relevant resource persons on SoPs for deployment.</li> <li>- See also training section</li> </ul>	<p>PSU/Partners</p> <p>NRC/PSU</p>	<p><b>Ongoing:</b> Capacity and Diversity Questionnaire May 2007; PSU sharing cv's when received with appropriate partners; continued advocacy.</p> <p><b>On-going:</b> OHCHR on-going internal discussions on use of gratis personnel have clarified concerns;</p>
4.3	17	<b>Protection Capacity (new partners with existing rosters)</b>	<ul style="list-style-type: none"> <li>- Continue work with Canadem and Mercy Malaysia to facilitate access to their pools of protection personnel</li> </ul>	<p>PSU/Partners</p>	<p><b>On-going:</b> active liaison with Canadem in support for MOU signature with OCHA; MM link</p>

**ANNEX 1**  
**ProCap Post-Evaluation Action Plan**  
**Update: 5 November 2007**

			<ul style="list-style-type: none"> <li>- Identify and contact other existing rosters (NGOs/INGOs) for potential provision of protection personnel or other support (eg SHA, SRSA)</li> <li>- see also training section.</li> </ul>	PSU	with other partners for deployments explored. <b>On-going:</b> SRSA support to ProCap training agreed.
4.4	20, 27	<b>Recruitment Policy &amp; Practice</b>	<ul style="list-style-type: none"> <li>- Liaise with UN agencies on current competency needs and selection procedures</li> <li>- Hold Partners' meeting focussing on recruitment practice and produce actionable recommendations.</li> <li>- Engage with IRC on recruitment 'best practice', including briefing on methodology to partners.</li> <li>- Undertake advocacy to UN agencies on relevance of indigenous field experience.</li> <li>- Promote deployment of L2 level experts to assist SPOs, helping former to gain field experience.</li> <li>- Undertake advocacy to donors on resources for recruitment/ administration of rosters, including funding for recruitment travel.</li> </ul>	PSU/UN Agencies /Partners	<b>On-going;</b> ToRs/Required competencies discussed Partners' Meeting 28/06/07. <b>Done:</b> Recruitment focus of 28.6.07 partners' meeting. <b>On-going:</b> IRC attended Partners' Meeting 24.09.07. <b>On-going:</b> Discussed Partners' Meeting 28.06.07; respective advocacy efforts continue. <b>Pending:</b> modalities of joint deployment to be further explored; shared discussion forum created on ProCap Online. <b>On-going:</b> raised in individual briefings; to include in strategy papers/advocacy material.
4.5	19, 21, 24	<b>Core Competencies</b>	<p>To identify and develop core competencies as a basis for recruitment:</p> <ul style="list-style-type: none"> <li>- share draft Core Competencies with partners and invite their input.</li> <li>- Feed new comments into PCWG process on Core Competencies (Focal Point: Terre des Hommes).</li> <li>- Undertake comparative analysis of current competencies/skills-based recruitment policy by rosters.</li> <li>- Refine generic ToRs to reflect established competencies as well as general and specific skills.</li> </ul> <p>Ensure any ProCap assessment process linked to training based on agreed core competencies.  Share assessment methodology with PCWG, including Task Team on Learning and roster managers.</p>	PSU/Partners/UN Agencies	<b>On-going:</b> ToRs and CCs discussed Partners' Meeting 28.06.07; Comments/additional input awaited. initial CCs and input shared with TdH under PCWG initiative; ProCap training based on existing core competencies and Protection Officer profiles. <b>On-going:</b> prototype assessment process based on original CC's/behavioural matrix; update dependent on changes – if any – above. <b>Done:</b> Assessment methodology and sample documents shared with Partners/UN Agencies (inc UNHCR).
<b>5</b>	<b>TRAINING FOR SPEs</b>				
5.1	23	<b>ProCap Training Events</b>	<ul style="list-style-type: none"> <li>- Continue provision of ProCap training in core protection skills as per the existing course.</li> </ul>	PSU/OCHA/CHD	<b>On-going:</b> 2 training events completed (Denmark, March 07; Australia, July 07); 3 <sup>rd</sup> training in preparation (Nov, Sweden); Core protection skills remain focus; UN Agency resource person participation increased (UNHCR, UNICEF, potential ICRC).
5.2	17, 21, 27, 28	<b>Access to Training and additional training needs</b>	<ul style="list-style-type: none"> <li>- Work with Task Team on Learning (PCWG) on mapping, facilitated access and complementarity of training opportunities.</li> <li>- Convene Rosters/Agencies to agree on protection skills (and training needs) required for deployments.</li> <li>- consolidate listing of training opportunities (from agencies, by partners, from other sources) – including for specific skills and share with PCWG Task Team and partners.</li> <li>- facilitate access to appropriate training in protection (including ProCap) for roster members of new partners.</li> <li>- Consider focussed training for southern roster member who have no international experience.</li> </ul>	PSU/PCWG  PSU/Partners/UN Agencies  PSU/UN Agencies  PSU	<b>On-going:</b> PSU participation in Task Team. <b>Done/on-going:</b> skills discussed at Partners' Meeting 28.06.07.  <b>Pending:</b> consolidated list of training, access requirements (including for Southern Partners), etc, being prepared. Initial input shared with PCWG Task Team.
5.3	23	<b>ProCap Training of Trainers (certified)</b>	<ul style="list-style-type: none"> <li>- Build a cadre of 'certified' ProCap trainers to train on behalf of rosters.</li> <li>- Liaise with SPHERE on their ToT certification process.</li> </ul>	PSU/OCHA/CHD	<b>On-going:</b> 6 participants have completed ToT; suitable to co-train with a Lead Trainer.

**ANNEX 1**  
**ProCap Post-Evaluation Action Plan**  
**Update: 5 November 2007**

			- Clarify 'trainers' obligations, cost-sharing with rosters.		<b>Pending:</b> PSU in contact with SPHERE <b>On-going:</b> PSU in discussion with respective roster managers.
5.4	N/A	<b>Training Modules</b>	- Finalise facilitation guide and training module package. - Explore dissemination options, including through PCWG Task Team on Learning.	PSU/OCHA/CHD PSU	<b>On-going :</b> final corrections inputted post-Dookie training. Graphic design to be completed. Draft modules used in Denmark and Copenhagen with ToT participants. <b>On-going:</b> Elements of training package already shared with ProCap training/ToT participants and used during deployments. Discussion on further use initiated in PCWG Task "Team meeting July 2007 and continued Oct 07.
5.5	24, 19	<b>Assessment/Certification</b>	- Cease exploration of certification linked to deployment mechanisms (evaluation recommendation). - Collate feedback from partners on assessment methodology, process and explore ways forward (if any). - Ensure assessment remained inked to ProCap/PCWG core competencies.	PSU PSU PSU	<b>Done</b> <b>Done:</b> Collated feedback shared with Partners in June 2007. Cost reasons precluded assessment process in Australia; will be fine-tuned in Sweden. Final discussion on future will follow. <b>Done:</b> Reflected in behavioural matrix.
5.6	22	<b>Mentoring</b>	- Convene roster operators/mandated agencies to discuss/develop a scheme for mentored deployments to support development of field expertise. - Obtain and share details from WFP focal point on current mentoring scheme. Explore potential for WFP briefing to partners. - Investigate potential criteria for mentored deployments, potential numbers, related reporting/assessment procedures. - Explore donor reactions to funding mentored deployments.	PSU/Partners/UN Agencies PSU/WFP PSU PSU/Donors	<b>Pending:</b> Mentoring discussed with Partners/UN Agencies in meeting June 07. Feedback provided in Sept 07 from existing mentoring initiatives (DRC/UNHCR; NRC/WFP).
6	<b>INFORMATION MANAGEMENT</b>				
6.1	25, 26	<b>ProCap Online</b>	- 'Live' database as deployment mechanism to be discontinued. - Share 'model' with other parties for their potential use (eg OCHA Emergency Roster). - Maintain 'mapping' of ProCap trained personnel as indicator of protection capacity in the system. - Remodel website to provide information and support to roster operators, agencies and roster members (evaluation recommendation); review further information needs, if any, with Partners. - Maintain ProForum facility in interim for SPOs, SPEs , Roster Managers, details and resources for ProCap training, information on Standby Partner mechanisms (links to sites).	PSU PSU PSU PSU/Partners PSU/Partners/SPOs/SPEs	<b>Done:</b> Use discontinued pre-evaluation following partner feedback Sept 06. <b>On-going:</b> model shared for potential use by OCHA Emergency Roster initiative. <b>On-going:</b> ProCap trainees submit details with registration documentation. <b>On-going:</b> PSU to renew request for partner information needs. <b>On-going:</b> ProForum maintained. GenCap page and forum being established.
6.2	26	<b>PCWG Website</b>	- Ensure link to ProCap Online on PCWG website. - Initiate linkage and sharing of ProCap Online features (ie contents of resource library) with PCWG.	PSU/PCWG PSU/PCWG	<b>On-going:</b> Linkage agreed in principle, pending PCWG webpage update. <b>On-going:</b> preliminary discussion initiated, to continue Sept 07; pending PWCG webpage update.
6.3	31, 33	<b>Reporting</b>	- PSU to establish standard reporting format for SPOs for public/private dissemination and to facilitate comparative analysis. - Establish reporting mechanisms, focal points and formats for PSU reporting to the SC and PCWG. - Maintain meeting records, Notes for the File and other relevant	PSU/SPOs PSU/SC/ PCWG PSU	<b>Done :</b> Standard report format prepared and circulated. <b>On-going:</b> discussion initiated with PCWG on information/reporting needs. <b>On-going.</b>

**ANNEX 1**  
**ProCap Post-Evaluation Action Plan**  
**Update: 5 November 2007**

			documentation. - Clarify and implement financial reporting requirements and formats.	PSU	<b>Pending:</b> formal reporting formats/needs for discussion with SC/PWCG. Budget, income/expenditure and donor contribution information reporting on-going.
--	--	--	---	-----	---