Capacitating and Strengthening Protection Networks with the Government of Iraq

GENERIC ANNUAL PROGRAMME[1] NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Project Number	Country, Locality(s), Thematic/Priority Area(s)[2]
• Programme Title: Capacitating and Strengthening Protection Networks with the Government of Iraq • Programme Number *(if applicable)* F8-12 • MPTF Office Project Reference Number:[3] *F8-12*	*(if applicable)* *Country/Region:* Iraq, Middle East *Thematic/Priority* Improved Governance, including Protection of Human Rights

Participating Organization(s)	Implementing Partners
• IOM, UNHCR	• UNHCR, Ministry of Displacement and Migration

Programme/Project Cost (US$)	Programme Duration	
MPTF/JP Contribution: USD 518,325 • *by Agency (if applicable)*	Overall Duration *(months)* 12 months	
Agency Contribution • *by Agency (if applicable)*	Start Date[4] *(dd.mm.yyyy):*	1/07/2010
Government Contribution *(if applicable)*	End Date (or Revised End Date)[5]	30/6/2011
Other Contributions (donors) *(if applicable)*	Operational Closure Date[6]	30/6/2011
TOTAL: USD 518,325	Expected Financial Closure Date	closed

Programme Assessment/Review/Mid-Term Eval.	Report Submitted By
Assessment/Review - if applicable *please attach* ☐ Yes ■ No Date: *dd.mm.yyyy* Mid-Term Evaluation Report – *if applicable please attach* ☐ Yes ■ No Date: *dd.mm.yyyy*	o Name: Livia Styp-Rekowska o Title: Programme Officer o Participating Organization (Lead): IOM o Email address: lstyprekowska@iom.int

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[1] The term "programme" is used for programmes, joint programmes and projects.

[2] Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF; Sector for the UNDG ITF.

[3] The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the MPTF Office GATEWAY

[4] The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the MPTF Office GATEWAY

[5] As per approval by the relevant decision-making body/Steering Committee.

[6] All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office.

(DELETE BEFORE SUBMISSION)

Introduction:

The Narrative Progress Report template is in line with the UNDG Standard Progress Report.

Building on continued efforts made in the UN system to produce results-based reports, the progress report should describe how the activities (inputs) contributed to the achievement of specific short-term outputs during the twelve month reporting period, and to demonstrate how the short-term outputs achieved in the reporting period collectively contributed to the achievement of the agreed upon outcomes of the applicable Strategic (UN) Planning Framework guiding the operations of the Fund[7].

In support of the individual programme reports, please attach any additional relevant information and photographs, assessments, evaluations and studies undertaken or published.

Where available, the information contained in the Programme Summaries and Quarterly Updates prepared by the Participating Organizations may be useful in the preparation of the Annual Narrative Progress Report. These Summaries and Updates, where applicable, are available in the respective Fund sections of the MPTF Office GATEWAY (http://mdtf.undp.org/).

Formatting Instructions:

- The report should not exceed 10-15 pages. Include a list of the main abbreviations and acronyms that are used in the report.
- Number all pages, sections and paragraphs as indicated below.
- Format the entire document using the following font: 12point _ Times New Roman and do not use colours.
- The report should be submitted in one single Word or PDF file.
- Annexes can be added to the report but need to be clearly referenced, using footnotes or endnotes within the body of the narrative.

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[7] In the case of the MDG-F, the two bi-annual monitoring reports fulfill the request of the Annual Report. In the case of the Peacebuilding Fund's Peacebuilding and Recovery Facility (PRF), show how the programme relates to the PBF Priority Plan's objectives, as well as the PMP. For the UNDG Iraq Trust Fund, explain how the programme relates to the UN Assistance Strategy for Iraq, UN MDGs, ICI, NDS, etc.

NARRATIVE REPORT FORMAT

I. Purpose

This UNHCR-IOM joint project was designed to further advance the capacities of the Iraqi Ministry of Displacement and Migration (MoDM), which is mandated to monitor and respond to the needs of refugees, displaced, stateless and other populations of concern. Implemented under the overall leadership of UNHCR, it built on many years of capacity building support extended by IOM to MoDM in the area of institutional capacity building, including administration and finance, management, information management, and the direct provision of assistance.

This project directly contributed to Protection Outcome Team Outcome 1, "An environment for improved protection of civilians based on human rights standards in place throughout Iraq" and was designed to strengthen the capacity of Ministry of Displacement and Migration (MoDM). With support from UNHCR's protection outreach and assistance networks, the project addressed returnees and IDPs' needs, including access to basic services, documentation and enjoyment of rights, bringing together MoDM officials, IOM staff and external trainers through a series of sixteen participatory and tailored trainings and workshops targeting MoDM. It also contributed directly to the UNDAF Priority Area 1 for Iraq (Improved Governance, including Protection of Human Rights), specifically, outcome 1.4.25: By the end of 2014, capacities of the Ministry of Displacement and Migration are further strengthened to ensure adequate protection of their population of concern.

Additionally, the activities were linked to:
1) Goals identified in National Development Strategy for 2007 – 2010: Pillar 3 of the Strategy, Improving the Quality of Life and Pillar 4: Strengthening Good Governance and Improving Security;
2) ICI Benchmarks (as per the Joint Monitoring Matrix 2008):   3.3.Upholding and protecting human rights, and 4.2 Strengthening institutions and improving governance;
3) Target outcomes of the   Protection Sector Team: An environment for improved protection of civilians based on human rights standards in place throughout Iraq;

II. Resources

Financial Resources
The total amount allocated to this project was 518, 315 USD. The financial resources available to the project at the start of the reporting period (January 1, 2011) were 464,909.59 USD. By the completion of the project, on June 30, 2011, all 518,325 USD were spent. There were no budget revisions made to the project. Although IOM and UNHCR submitted separate financial statements, UNHCR assumed the overall lead financial responsibility for this project. All financial aspects of implementing the project were conducted smoothly and in accordance with IOM global rules and regulations. Core administrative and finance staff in the mission facilitated the release of payments, financial tracking and reporting of the project expenditures. Due to the limited coverage of Iraq's banking system, IOM sometimes faced difficulties transferring the funds from Jordan to Iraq, but not more than in other operations of this size and nature.

Human Resources:

a.   National Staff & Consultants assigned to this project: 1 full time staff in Amman, 1 full time support staff in Iraq, one part time staff in Amman

b.   International Staff: 1 (part-time)

III. Implementation and Monitoring Arrangements

The training topics were identified jointly with MoDM senior management. The trainings ranged from Advanced Statistical Package for Social Sciences to Customer Service, and targeted nominees from all sixteen branches of the Ministry in Iraq (all governorates except for the three provinces in the Kurdistan Region). The trainings required the attendance of senior Ministry officials, department-specific technical staff, as well as workers from MoDM's four Returnee Assistance Centres (RACs), including receptionists and data entry staff. Despite the security restrictions on travelling and political reappointments which slightly altered working relationships in place, 263 staff were trained by the end of the project (13 more than originally foreseen).

In the course of implementation, IOM periodically raised achievements and implementation challenges with MoDM, in order to inform ministry's senior management on the implementation progress. In addition, consultative workshops in Baghdad, Beirut, and Amman were organized to bring together key MoDM personnel, and on occasion, members of the Iraqi Council of Ministers, to discuss current legislation, trends related to displacement, and to jointly formulate appropriate responses. Conclusions and recommendations from these workshops were reflected in the trainings implemented for MoDM staff.

IOM's work plan with MoDM during the project also factored in, and was based on, external assessments implemented in the past. On several occasions, external consultants were hired as subject matter experts to carry out assessments, studies and surveys on MoDM procedures, such as a Financial Systems Analysis, a Human Resources System assessment, and a Field Reporting Mechanism assessment. The recommendations from these assessments were later incorporated in and led to the development of, for example, a financial procedures manual, an online human resources system, and the monthly reporting format, all of which were trained on in the course of this project.

Finally, the project had a built-in monitoring system in place to assess the status and progress of the activities. The project monitoring and reporting was aligned with the results framework and indicators, using regular weekly/monthly progress reports from project staff based in Iraq. As part of the monitoring and evaluation process, IOM regularly checked the adoption of the recommendations and lessons learned from the trainings in the ministry's daily work.

All the project activities were closely coordinated with MoDM, RACs and UNHCR on the ground. All activities were implemented directly by IOM (with the support of external subject matter experts), using the network of offices and staff based in different provinces of Iraq. Technical and administrative support was provided from the IOM Correspondence Office in Amman. In line with the GoI's request and IOM strategy, vast majority of activities were implemented inside Iraq.

IV. Results

Initially, the project was expected to offer 14 trainings, reaching a total of 250 staff. By the completion of the project, however, a total of 14 trainings and 4 workshops had been held. These 18 training/workshop activities included the participation of 263 MoDM staff members.

In accordance with the original proposal, training topics focused on four main areas:
1. Data collection and analysis
2. Communication and external relations
3. Programme design and implementation
4. Information management

Of the 18 project events, two trainings, as well as the project planning meeting with MoDM, took place in 2010, while the remaining 16 trainings and workshops were organized in 2011.

The events held in 2010 (and covered in the 2010 Annual Report to ITF) included a report writing skills course and a course on best financial practices. The first training was taught by a professor from the Mustansariya University in Baghdad. It took place in November 2010 in Baghdad, with in-kind contributions from MoDM in the form of the venue and refreshments. As a result of the training, a branch specific, monthly reporting format was developed and put into use. The second training took place in December 2010, and was a direct follow up on a financial assessment of the MoDM's department of administration and finance conducted by IOM earlier in the year. The training was held in order to provide the department with standard financial operating procedures, as well as to increase the department's capacity to budget and execute projects according to GoI rules and legislation. A manual titled after the topic was handed over the administration and financial department's deputy, who endorsed the use of the manual by her department after the group received the training.

Following the approval of the workplan by the technical directorates and the new MoDM minister (appointed in January 2011), the workplan was followed through and implemented in the course of January – June 2011. Trainings delivered during this period included:

I. **Training MoDM Branch Offices on Data Collection and Analysis (Target: 37 staff trained, Achieved: 106 staff trained)**

1. Report Production Training for MoDM's Information Department: 6 MoDM officials attended one day methodology workshop, which introduced participants to IOM's data collection methodology in regards to the field monitoring of displaced families, including those affected by drought and water scarcity. As a follow-up to the training, the participants shared their own methodologies and discussed the options for joint IOM-MoDM IDP monitoring in the field.

2. Advanced Geographical Information Systems Training: IOM's capacity building program for MoDM managed to provide an introduction to Geographic Information Systems (GIS) training during the previous phase of the programme. As a continuation of what was started earlier, and building on the basic knowledge developed, the project supported an advanced training on GIS, which better enables the Information Department staff to map collected information and to eventually connect the databases with geographical locations.

3. Statistical Package for Social Sciences (SPSS) Training: a specialized training on how to analyze the data statistically using SPSS was provided inside the ministry for the statistics section. The training enabled the trainees to provide statistical projections of data collected about its caseloads.

4. Developing Survey Forms (Advanced SPSS) Training: After providing a training to the Statistics Section on SPSS, it became clear that, due to the importance of MoDM surveying the needs and intentions of the caseloads, the ministry needed to be trained how survey forms are to be developed. In June, an advanced training on SPSS and developing survey forms was offered. This training was implemented over two weeks, and took the participants gradually from identifying the type of data that needs to be collected to how to design the appropriate form.

5. Monitoring and Evaluation of Development Projects: A training targeting MoDM's field programme units in the different governorate was held. The main goal of the training was to enable the unit staff to monitor and evaluate the different projects that are implemented in their areas of concern and targeting the ministry's beneficiaries.

6. Joint Displacement Monitoring Training: IOM's Programme for Human Security and Stabilization (PHSS) is implemented closely with MoDM. For example, IDP and returnee families registered with MoDM are referred to IOM for assistance. MoDM is also involved in the interviewing process,

provision of assistance, as well as monitoring and evaluation of the whole project. This training targeted 15 MoDM staff, specifically assigned by the ministry to work alongside IOM on PHSS implementation, to train them on PHSS methodology.

7. Monitoring Displacement Data Processing and Reports Writing: 5 staff from MoDM's Information department received training on the different phases of displacement monitoring which IOM conducted over the year 2010-2011. At the same time, MoDM staff participated in a technical training on how IOM's displacement monitoring database functions, how it processes the data, and how to auto-produce and edit reports. The training was taught by IOM in-house information management staff and introduced the participants to the variety of software IOM uses to process IDP- and returnee-related data.

II. **Training MoDM Branch Offices on Communication and External Relations (Target: 128 staff trained, Achieved: 104 staff trained)**

8. Project Planning Workshop: Following the two trainings given in November and December, 2010, a project planning workshop was held with MoDM (at the director general level) in Baghdad for four days to recapitulate capacity building efforts to date, and discuss, adjust and finalize the workplan of the project, including topics, prospective dates, the level and background of the participants.

9. Strategic Planning Workshop with the MoDM Minister: On 23-24 January, 2011, a strategic planning workshop was held with the new Iraqi Minister of Displacement and Migration in IOM support office in Amman. His Excellency, as well as senior staff including a deputy minister and four director generals, attended the two day strategic workshop in order to discuss long-term cooperation between IOM and MoDM. The workshop strengthened IOM's relationship with MoDM counterparts and ensured the new management's commitment to capacity building activities for MoDM staff as needed. During this event, the Minister endorsed the training workplan for this project. Additionally, an agreement was reached to sign a four year Memorandum of Understanding between MoDM and IOM on joint cooperation.

10. Project Reporting (2): As follow-on to the first training in report writing done during the project, held in 2010, a second report-writing training took place in Baghdad in March 2011. Taught by the same professor from the Mustansariya University in Baghdad, the training focused on the reporting mechanisms used by branches, and reviewed report-writing techniques. Fourteen MoDM branch offices staff members attended. During the training, the reporting format developed during the first report writing training (a monthly reporting template for assistance delivered) was disseminated for adaptation and general usage. Information will now be sent using the form from the field periodically to headquarters.

11. Public Relations Training: a Customer Services Training was offered for 42 staff. As all the work starts from the ministry's field offices and ends there, the field offices are the last entity that communicates the services that MoDM offers to the beneficiaries. Due to this, the importance to capacitate the field offices with the right manner in which to approach beneficiaries is critical. As a result and after the completion of this training, the ministry has managed to create reception areas in most of its field offices.

12. Communication Strategy Training: an Advanced Communication Skills Training was held. MoDM specifically requested this course, since MoDM's Branches and RACs are the main channel that communicates on a daily basis with the Ministry's beneficiaries, including from returnees and displaced, by providing and sending beneficiary-related information, inquiries and complaints.

III. Training MoDM Branch Offices on Programme Design and Implementation (Target: 56 staff trained, Achieved: 22 staff trained)

13. Joint Monitoring Planning Workshop: MoDM and IOM have been discussed joint IDP and returnee monitoring over the past few years. This workshop took place in Beirut, and brought together members of IOM's senior management and senior officials from MoDM in order to discuss and clarify the objectives of a four year memorandum of understanding. Priority issues and capacities were outlined and recorded and translated into an agreement between the two institutions, which will direct activities, including capacity building, for future years to come.

14. Property Claims Order 101 Workshop: A follow-on workshop was held in Beirut over the implementation of order 101, related to housing evictions and property claims. The purpose was to understand the differences between the implementation procedures that are taking place inside the Baghdad RACs and unify them. In addition, the training was a starting point to discuss concepts related to how data should be collected and the information; and on how evictions should be tabulated and reports produced.

IV. Training MoDM RACs on Information Management (Target: 28 staff trained, Achieved: 31 staff trained)

15. Archiving Training: 30 participants attended a 5-day training in archiving in Baghdad. The training, which was on proper archiving techniques, used exercises to simulate real-life archiving and was used to better organize returnees' files for greater speed of reference. Participants brought in real-life examples of files from their various branches, and are expected to have an increased commitment to organizational efficiency following the training.

16. Information Department IT assessment: the purpose of the assessment was to assess the Information and Research Directorate's information technology in place, in order to evaluate the feasibility of the transfer of information between MoDM headquarters and its branches in the provinces. This assessment was crucial in determining the follow up capacity building activities designed for this directorate.

Besides the absorption and incorporation of training materials in the Ministry's daily work, the project also facilitated an exchange between MoDM staff from various provinces, and increased interaction between MoDM and other ministries. It has importantly added to the ongoing capacity building efforts carried out by IOM and was greatly appreciated by the Ministry. His Excellency Dindar Najman, Minister of Displacement and Migration, reported in his 2011 address to the Prime Minister's office and members of the Parliament that, for example, due to the ITF-funded training in customer service and communication skills, MoDM had reorganized their reception areas within RACs. In addition, the Staff Affairs office of MoDM unofficially reported that, thanks to the knowledge gained during trainings, front-desk staff had reduced the number of requested transfers to other positions, as they have 'rediscovered' the purpose and potential of their job through the customer service trainings provided.

IOM faced difficulties in arranging trainings in the timeline suggested in the project document, as decision-making mechanisms within MoDM senior management were affected by political reappointments. The new MoDM minister was only nominated in December 2010 and took over the ministry in January 2011, half-way through the project. In order to mitigate this, in addition to the courses outlined, regular consultation meetings were held with MoDM senior management in order to clarify expectations and implementation arrangements. In addition, the security situation in Baghdad and some of the targeted governorates, and limited number of slots for international staff in Baghdad also made it difficult to conduct proper planning,

meetings and training. Meeting through the video and tele-conferencing facilities, in addition to meetings in Amman, Jordan, were used to compensate for the difficulties in scheduling meetings inside the country.

Finally, IOM has used every opportunity to encourage the participation of women in the trainings. However, due to the fact that the events took place in Baghdad, Amman or Beirut, and thus required travel and extended stay away from the home province, participation of women was difficult to enforce. Nevertheless, about 23% (60) of the 263 MoDM staff members trained within this project were women.

V. Future Work Plan (if applicable)

Completed in June 2011, the project has increased MoDM's exposure to the practical implementation of protection measures in MoDM's daily work. IOM will continue building on these trainings under other programmes run by the IOM Iraq mission, through which MoDM will participate in a series of other, related trainings that build skills of its key technical staff. In addition, under the envisioned HIJRA AMINA project, funded by the EU from 2012-2014, IOM will work closely with the ministry on several key areas of migration, including IDP integration and reintegration, land and property disputes, labour migration, irregular migration, migration and development, and migration and research.

Summary of ITF-funded Activities, 2010 and 2011

Title of Summit	Type	Location	Number of Participants	Date
Information Department IT Assessment	Training	Baghdad	16	1 July-31 August, 2011
Developing Survey Forms (Advanced SPSS) Training	Training	Baghdad	6	16-30 June, 2011
Monitoring Displacement Data Processing and Reports Writing	Training	Amman	5	17-27 June, 2011
Monitoring and Evaluation of Development Projects	Training	Amman	44	3-12 June, 2011
Communication Strategy Training	Training	Erbil	42	5-9 May, 2011
Public Relations Training	Training	Erbil	42	
Property Claims Order 101 Workshop	Training	Beirut	14	4-6 May, 2011
Joint Displacement Monitoring Planning Workshop	Training	Beirut	6	4-6 May, 2011
Statistical Package for Social Sciences (SPSS) Training	Training	Baghdad	8	24 April - 5 May, 2011
Advanced Geographical Information Systems Training	Training	Baghdad	8	20 April - 5 May, 2011
Joint Displacement Monitoring Training	Training	Erbil	15	28- 30 March, 2011
Archiving Training	Training	Baghdad	30	27- 31 March, 2011
Project Reporting (2)	Training	Baghdad	14	27- 31 March, 2011
Strategic Planning Workshop with the MODM Minister	Meeting	Amman	6	22- 28 February, 2011
Report Production Training for MoDM's Information Department	Training	Erbil	6	17- 19 February, 2011
Project Planning Workshop	Meeting	Baghdad	2	19 to 23 December, 2010
Best Financial Practices Manual Training	Training	Beirut	7	10-12 December, 2010
Project Reporting (1)	Training	Baghdad	15	25-28 November, 2010
		Total:	**263**	

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1[8] *An environment for improved protection of civilians based on human rights standards*							
Output 1.2	***1.2 MoDM have improved capacities to undertake data collection, analysis, and information management related to returnees and IDPs***	a. Data collection and analysis	a. 37 staff trained in total	106 staff were trained in different reporting and analysis skills	Full cooperation through consultation visits with the Ministry, and the occasional co-financing of activities (the provision of training spaces or materials), meant that training subjects were built in a participatory way and allowed for greater number of participation than initially anticipated	Emails, training provider reports, training databases, monthly and quarterly reports	Follow up trainings in all of the 4 major areas (data collection and analysis, communication and external relations, programme design and implementation, and information management) for MoDM staff would still contribute greatly to the Ministry's capacities.
		b.Communication and external relations	b. 128 staff trained in total	98 staff were trained in communication and external relations. 8 staff were included in IOM planning and strategic planning sessions			
		c. Programme design and Implementation	c. 56 staff trained in total	6 MoDM staff were trained in financial best practices, while a further 16 participated in strategic consultations			
		d. RAC information management	d. 28 staff trained in total	d. 31 staff trained in archiving			

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[8] For PBF: Either country relevant or PMP specific.