



**PROTECTION OF MEDIA PROFESSIONALS, HUMAN RIGHTS DEFENDERS AND MEMEBERS OF THE ACADEMIC COMMUNITY IN IRAQ  
FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT**

**Programme Title & Project Number**

- Programme Title: *Protection of Media Professionals, Human Rights Defenders and Members of the Academic Community in Iraq*
- Programme Number (if applicable): F8-13
- MDTF Office Atlas Number: 00075766

**Country, Locality(s), Thematic Area(s)<sup>2</sup>**

*Country/Region Iraq –Erbil, Baghdad and Basra*

*Thematic/Priority: Governance and Human Rights (Protection)*

**Participating Organization(s)**

*UNESCO, UNOPS*

**Implementing Partners**

- Ministry of Human Rights
- Communication and Information Commission
- Iraqi Bar Association

**Programme/Project Cost (US\$)**

MDTF Fund Contribution:	\$1,000,000
UNESCO	\$589,452
UNOPS	\$410,548

Agency Contribution

Government Contribution

Other Contribution (donor)

**TOTAL: \$1,000,000**

**Programme Duration (months)**

Overall Duration	24 months
Start Date	9 July 2010
End Date	9 July 2011
Revised End Date	9 July 2012
Operational Closure Date	9 July 2012
Expected Financial Closure Date	9 July 2013

**Final Programme/ Project Evaluation**

Evaluation Completed

Yes  No Date: August 2012

Evaluation Report - Attached

Yes  No

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<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

## **FINAL PROGRAMME REPORT**

### **I. PURPOSE**

The aim of the project is to support and build capacity on human rights and personal security and safety protection for professional media workers, the academic community and Human Rights activists, who have been especially targeted and suffer the consequences of violence and threats inside Iraq.

#### **Project Outcome 1: An environment for improved protection of civilians based on Human Rights Standards in place throughout Iraq**

JP Output 1: National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.

JP Output 2: Government officials, HRDs, media organizations, members of the academic community and their respective professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.

JP Output 3: HRDs, academics and media workers have increased capacities to cope with threats and professionals risks.

The project directly supports the NDS objective to Strengthen Good Governance and Improve Security by combining awareness activities, advocacy of human rights, capacity building of both governmental and non-state actors, and a solid safety component. This contributes to overcoming the plague of insecurity in Iraq, enhance adherence to the rule of law, and create a favorable environment for a country-wide respect of human rights.

Further, the project contributes to ICI targets 3.3.2: “establish and implement effective rule of law and policies” by working hand in hand with line ministries and members of the judicial system, providing them with capacity building on norms and standards of human rights to strengthen judicial administration and maximize the respect of the rule of law in accordance with the Universal Declaration of Human Rights and end impunity.

It also includes a contribution to ICI goal 4.4.1.6: “Reduce gender discrimination, increase participation of women in public life and economic activity; increase women’s participation in politics at decision-making levels and their involvement in the democratization process; protect women from violence and mobilize their potential to promote peace.” Reducing insecurity faced by women journalist, activists and academics through specific trainings will create a propitious climate for their participation in all areas of the community and civil society.

The responsible line Ministry is the Ministry of Human Rights (MoHR), as well as and the Communication and Media Commission (CMC), a key governmental body. The Iraqi Bar Association, the Ministry of Higher Education and Scientific Research, the Ministry of Justice and the Ministry of Interior are part of the project as relevant to the activities undertaken. In addition, the key beneficiaries are members of the following fields: civil society organizations, the media and the academic community. UN partners are UNESCO, UNOPS and UNAMI Human Rights Office.

## II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

*JP Output 1: National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.*

### *Consultative meetings*

As part of the human rights protection training seminars conducted in Erbil, Baghdad and Basra, a total of 12 meetings were carried out by UNAMI HRO staff. The meeting topic was focused on how a federation could possible function and potential benefits of having a federation of human rights defenders in Iraq. These discussions gave the participants the opportunity to theoretically create their own federation and give ideas on the structures breakdown needed to be. These meetings were followed by the formation of a steering committee to set up the Federation of Human Rights Defenders. The Committee was comprised of 15 Iraqi activists from within the field of human rights, academia and media, selected from the pool of participants of the human rights protection trainings.

In July 2012, the Committee launched the Federation and its rules of procedures in a conference held in Erbil and attended by academics, journalists, CSO members, Ministry of Human Rights officials including the Deputy Minister as well as other government representatives from the central and KRG region. The conference was facilitated by the Committee members and also supported by UNESCO and the KRG. A total of 54 Iraqi stakeholders (16 women; 36 men) attended the event. Keynote speeches were delivered by the Deputy Minister of Human Rights, representatives from the KRG and the Federation Steering Committee as well as UNESCO Programme Specialist.

In relation to this output, the variance in planned versus achieved activities lies in the decision to draw on the UNOPS Conference, held in September 2011, as a platform to gauge and agree on the idea of the Federation among stakeholders. This allowed the process to be completely run by and for the Iraqi stakeholders, capitalizing on local experience and supporting long-term sustainability of the Federation. UNESCO, UNOPS and UNAMI HRO provided direction and technical assistance to the said committee in order to fulfill its responsibilities.

### *National Conference*

In September 2011, UNOPS organized a national conference on the situation of human rights defenders in Iraq in accordance with the project work plan. The event was originally planned to take place in July 2011 but was postponed for two months with the agreement of the project steering committee due to general delays faced in the overall implementation of the project. The conference was held in Erbil and focused on the challenges the three target groups face in their human rights work and how to develop a framework whereby HRDs are better protected in Iraq. One of the main objectives of the conference was to also discuss the potential launching of a federation of human rights defenders in accordance with the project design and federation activities led by UNESCO and detailed above.

The conference was attended by academics, journalists, CSO members, Ministry of Human Rights officials including the Deputy Minister as well as other government representatives from the central and KRG region. The conference was facilitated by Iraqi civil society experts and was also supported by UNESCO and UNAMI HRO. A total of 62 Iraqi stakeholders attended the event as well as 10 internationals. Keynote speeches were delivered by the Deputy Minister of Human Rights, representatives from the Council of Representatives (CoR) and from the Human Rights Office of the KRG as well as the Chief of UNAMI HRO and Civil Society representatives.

As a result of the conference, participants agreed on the establishment of an Iraqi federation of human rights defenders, expected to raise awareness of human rights issues as well as promoting on the national level the culture of human rights.

General recommendations made by conference participants on the situation of HRD“ s in Iraq included the following:

1. Build the capacity of human rights defenders and increase their experience through training courses and experience sharing seminars/

2. Strengthen the culture of human rights awareness raising within communities.
3. Improve coordination and communication with governmental and judicial bodies, including parliamentary provincial councils as well as supporting international and regional human rights defenders.
4. Ensure wider access to informational materials on human rights. Call on Parliament to enact laws that protect human rights defenders, both on legal and administrative levels.
5. Call on Parliament to enact laws that protect human rights defenders, both on legal and administrative levels.
6. Encourage the implementation of international conventions ratified by Iraq by following up on their ratification and adaptation of their contents into national law.
7. Speed up the formation of the Independent Human Rights Commission in Iraq to ensure a champion for human rights in Iraq.

#### *Project Website and newsletters*

UNOPS, in cooperation with its implementing partner finalized the project website design in 2010 and launched it online in early 2011. The website is intended as an information source for human rights defenders and the general public, providing resources and information on human rights protection and the situation of human rights defenders in Iraq. Requests were sent to all project partners and beneficiaries to contribute to the website with documents, reports and human rights information and the site has been regularly updated with articles throughout the years.

In addition, UNOPS completed work on the monthly newsletter publications linked to the project website <http://www.modafaaun.com> and exceeded the planned number newsletters set in the project's expected results matrix. By the end of 2011 a total of 16 newsletters out of a planned 14 had been sent out electronically to a distribution list of human rights defenders from the three target groups of academics, media workers and human rights activists. The project website continues to be popular. For example, in the month of July alone, the website received 644 visitors.

Three focal points were selected during the first federation steering committee in September to continue to oversee the management of the project website with the assistance of the website manager, it is expected that this sharing of tasks and link to the federation will add to the sustainability of the site beyond the project timeframe.

*JP Output 2: Government officials, HRDs, media organizations, members of the academic community and their respective professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.*

#### *TOT on human rights protection*

The training of trainers (ToT) on human rights protection was implemented from 12 – 17 December 2010 in Erbil. 20 participants from the project's 3 target groups (media workers, academics and human rights activists) were selected following a competitive application procedure. Participants were selected based on a number of criteria including knowledge of human rights, experience in the field and qualifications. 19 out of 20 participants successfully completed the training, which covered topics such as the use of human rights protection mechanisms and reporting and monitoring tools. One participant fell ill during the training and was therefore unable to continue with the course.

The aim of the ToT was to train qualified trainers, the best of which were selected to deliver the planned protection seminars. The training was delivered in Arabic by an international specialist and a local Iraqi trainer. The MoHR was invited to send one of the ministry's trainers to support the ToT for selected sessions of the training as was agreed at the SC meeting in November. Unfortunately however, the ministry was unable to send the trainers due to other commitments.

It is expected that those who were selected for the delivery of the project seminars will use the training received to design and deliver their own training to the benefit of their NGOs or local communities. As part of the training, all participants also developed training plans to be used in their own training activities outside the remit of the project and the project intends to follow up with each participant in the coming months to monitor this.

### *Roundtables on human rights*

UNAMI HRO conducted 12 roundtables on human rights as part of the consultative meeting under Output 1 to further support on the topic. Discussions focused around the role of the Human Rights Office in Iraq for the promotion and protection of human rights. The presentation was delivered directly by staff members of the UNAMI HRO to enhance the exchange of information between the participant and the trainers on a more concrete ground based on real experience.

### *Seminars on Human Rights Protection*

Between April and July 2011, UNOPS organized 12 in country seminars on the protection of human rights, implemented in Erbil, Basra and Baghdad. Civil society members trained in the last quarter of 2010 delivered the protection seminars alongside Ministry of Human Rights trainers.<sup>3</sup> Each seminar benefitted participants from the fields of academia, journalism and human rights activists/organizations across Iraq. A total of 208 people (54 women; 154 men) from the three target groups took part in the seminars. Feedback received from the participants on the results of the seminars was generally positive. The seminars provided participants with a solid background in human rights protection mechanisms to assist them in their work as human rights defenders. The acquired knowledge of the participants was measured through written tests both prior to and after the seminars. In general there was a noted increase in the expertise of the participants following the seminars. Additionally, participants were requested to evaluate the seminars and a majority of participants stated that they had gained from the experience and found it useful to partake in the activity, noting particularly the usefulness of the seminars being jointly facilitated by civil society representatives and MoHR officials. This aspect gave beneficiaries a broader perspective on human rights protection work from both a civil society and government viewpoint, promoted fruitful dialogue and exchange between the two parties and gave both sides experience in working together to deliver human rights messages.

### *Seminar on Safety and Security Awareness*

From April to May 2012, UNESCO organized 9 safety and security awareness courses in Basra, Erbil and Baghdad. A total of 129 HRDs, journalists and university professors (33 women; 96 men) trained in the human rights protection seminars participated in these courses. Feedback received from the individuals trained was positive. The trainings conducted were in the area of safety and security with a weight in security planning and managing in different daily areas including explosives, kidnapping awareness, weapon awareness and trauma first aid. First aid kits and the UNESCO Safety Manual were distributed in the courses. In general there was a noted increase in the expertise of participants in the area of safety and security following the training. Generally participants stated that they had gained from the experience and found it useful to partake in this training activity.

### *Legal Awareness Training*

UNESCO organized a legal awareness training session was conducted in Erbil from 16-18 May 2012. 22 individuals (7 women; 15 men) from the Ministries of Justice, Interior and Defense, in addition to the Iraq's Bar Associations, were trained in the following topics: International Human Rights Framework (UN and regional protection mechanisms); international and domestic implementations; lawful limits and restrictions on human rights; the relation between civil society organizations, the government and human rights; and freedom of expression in Iraq. The trainees undertook practical exercises in order to deepen in their understanding of human rights and their responsibilities as government officials. The trainers –Dr John Pace and Dr Ben Saul- surpassed all participants' expectation, as they showed to have the perfect combination of global, legal and humanitarian experience. The course was completed successfully to the satisfaction of all participants, all of whom gave positive feedback.

The initial plan was to deliver two legal awareness sessions; one in Erbil and another in Baghdad. However, the Arab Nuclear meeting was taking place in Baghdad during the same week as the Baghdad session. This would mean lengthy delays travelling around the city, and it would be almost impossible to access the Baghdad International Airport Hotel, where the course was to be held. In addition, the response from the various ministries in Baghdad to nominate students was poor to non-

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<sup>3</sup> With the exception of 3 seminars in Baghdad where MoHR officials were unavailable due to other work commitments.

existent. Consequently UNESCO decided to deliver one course in Erbil and invite potential participants from Baghdad.

*JP Output 3: HRDs, academics and media workers have increased capacities to cope with threats and professionals risks.*

#### *TOT on Safety and Security*

Following the safety and security awareness courses, UNESCO conducted a Training of Trainers in safety and security in Basra, Erbil and Baghdad from April to May 2012. A total of 61 individuals (24 women, 40 men) were trained to become professional trainers in their workplace and communities on safety and security procedures. Participants were selected based on a number of criteria including active participation in the Security Awareness Course, their professional background, their previous experience with security and safety matters, geographical distribution, gender balance and representation of minority groups. The training covered topics such as course administration and safety; training needs analysis; preparing for training; training methods and techniques; training session planning; learning outcomes; and presentation skills. In addition, participants were required to prepare and deliver three security oriented training sessions to their peers, in which their abilities were critiqued and improved upon. All participants showed significant improvement at the end of the course.

#### *Regional Safety Resource Hubs*

In February 2012, UNESCO hired two Safety and Security Coordinators, one in Erbil and one in Baghdad, to set up two regional hubs of media organization, coordinate trainings, assist in dissemination of safety and security materials, and to be responsible for a continual exchange of information on safety and security issues to the target group. These coordinators conducted an assessment aimed at identifying local NGOs working on some activities in the area of security awareness for journalists, for the purposes of identifying the appropriate NGO in which to base the regional safety resource hubs. Three Baghdad-based NGOs and one Erbil-based NGO were assessed. In addition, the coordinators approached various local authorities to ensure maximum security coordination among them and the regional hubs and to gather information on security conditions/incidents in Iraq.

However, shortly after the conclusion of the recruitment process for the Safety and Security Coordinators, the Erbil Coordinator notified his resignation. Despite countless efforts, UNESCO was unable to find a skilled local expert to take over this position. Due to this constraint, UNESCO decided to select a local NGO in Baghdad that has also coverage in the northern region of Iraq. Thus, the northern region could also benefit from the safety information collected and distributed from the Baghdad Safety Resource Hub. The evaluation of the NGOs was based on the following criteria: organization profile, organization impartiality and credibility; technical expertise; organizational capacity, and organization commitment and willingness. Based on the outcomes of the conducted evaluations, the Society to Defending Press Freedom NGO was chosen due to its expertise and relevant competences, its respectable reputation, and its comprehensive network of media organizations/journalists and local authorities in Iraq. In addition, the SDPF has subsidiary offices in Sulaymaniyah and Kirkuk, as well as a monitoring team across the country. Cooperation with the organization was established through the provision of office equipment and technical assistance by UNESCO. The SDPF is committed to this activity and has asseverated to be able to sustain it without external financial support, adding to the sustainability of the hub beyond the project timeframe.

#### *Field Work Safety Manual*

UNESCO, in cooperation with its implementing partner, developed the “Work Field Safety Manual”. The manual is intended as an information source for journalists, academics and HRDs, providing basic knowledge and practical skills needed to effectively address and mitigate critical security threats and risks faced by the target groups. Participants of the safety and security seminars received copies of this manual.

a. Contribution of the outputs to the achievement of the outcomes

Output	Activity	Beneficiaries	Explanation
<p><i>JP Output 1:</i></p> <p>National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.</p>	Consultative meetings and establishment of Federation of HRDs	208 HRDs, journalists and academics (54 women; 154 men) Federation launched in July 2012 in a conference attended by 52 participants (16 women; 36 men)	National capacity to monitor and report on human rights violations occurring in Iraq strengthened.
	News sheets and mailing list.	16 newsletters	
	National Conference and establishment of Federation of HRDs.	72 HRDs, journalists, academics, government officials (62 Iraqi stakeholders, of which 20 were women, and 10 internationals of which 4 were women)	
	Interactive website	Website launched	
<p><i>JP Output 2:</i></p> <p>Government officials, HRDs, media organizations, members of the academic community and their respective professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.</p>	Trainings of trainers in human right protection systems	19 HRDs, journalists, academics	<p>Awareness and understanding of the UN Declaration of Human Rights and the role of the UN Special Representative on the situation of HRDs increased.</p> <p>National capacity to disseminate information on protection, security and human rights issues built.</p> <p>Iraqi judicial and law enforcement systems strengthened its ability to respond to human rights violations.</p>
	Roundtables on human rights	208 HRDs, journalists and academics (54 women; 154 men)	
	Seminars on human rights protection mechanism	208 HRDs, journalists and academics (54 women; 154 men)	
	Seminars on personal safety and security	129 HRDs, journalists and academics (33 women; 96 men)	
	Legal awareness training	22 ministry officials, law enforcement officials, lawyers (7 women; 15 men)	
<p><i>JP Output 3:</i></p> <p>HRDs, academics and media workers have increased capacities to cope with threats and professionals risks.</p>	Trainings of trainers in personal safety and security	61 HRDs, journalists and academics (24 women, 40 men)	<p>Sustainability of personal safety and security training in Iraq ensured.</p> <p>The capacity of an Iraqi NGO to ensure a continual exchange of information on safety and security issues between all stakeholders developed</p>
	Establishment of two resources hubs (Baghdad and Erbil).	1 hub created	
	Field Work Safety Manual.	129 HRDs, journalists and academics (33 women; 96 men)	

- Overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc.

The project directly supports the NDS objective to Strengthen Good Governance and Improve Security by combining awareness activities, advocacy of human rights, capacity building of both governmental and non-state actors, and a solid safety component. This contributes to overcoming the plague of insecurity in Iraq, enhance adherence to the rule of law, and create a favorable environment for a country-wide respect of human rights.

Further, the project contributes to ICI targets 3.3.2: “establish and implement effective rule of law and policies” by working hand in hand with line ministries and members of the judicial system, providing them with capacity building on norms and standards of human rights to strengthen judicial administration and maximize the respect of the rule of law in accordance with the Universal

Declaration of Human Rights and end impunity.

It also includes a contribution to ICI goal 4.4.1.6: “Reduce gender discrimination, increase participation of women in public life and economic activity; increase women’s participation in politics at decision-making levels and their involvement in the democratization process; protect women from violence and mobilize their potential to promote peace.” Reducing insecurity faced by women journalist, activists and academics through specific trainings will create a propitious climate for their participation in all areas of the community and civil society.

Access to information and education, as well as respect for human rights, are all key factors in achieving the MDGs. A citizenry empowered and educated to play its role in the development of democratic institutions, and a media establishment capable of holding officials accountable for their actions, directly influences outcomes on a variety of local and national priorities including those related to the MDGs, as they apply to Iraq.

The contribution of key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

UNESCO, as the UN agency with the particular mandate to defend freedom of expression and right of access to information, was responsible for the implementation of training activities related to media professionals and members of the academic community as well as build awareness, understanding and developing active coordination among these stakeholders with the government through the creation of a Federation of HRDs.

Further, UNESCO sought support in those partnerships built with the media and the academic community to attract participants for the training activities. Stakeholders included professionals from fields, professional associations, unions/syndicates, as well as related institutions and organizations.

UNESCO and its implementing partner, Hart Security, worked together on the basis of a Memorandum of Agreement signed in accordance with UNESCO procurement rules. Detailed agreements on cooperation and consultation on project activities ensured a good working relationship between the two organizations and allowed for UNESCO to have full oversight.

UNOPS was responsible for the implementation of training activities under the project linked to human rights protection as well as support to awareness activities and the implementation of the conference on human rights defenders. This work was done in collaboration with its implementing partner, People in Need (PIN), and in close cooperation with the line ministry for the project MoHR. UNESCO as the project lead was kept informed of UNOPS activities and UNAMI HRO was also consulted on human rights issues as necessary.

UNOPS undertook this role because of its strengths in project and training implementation and its experience in implementing conference activities in Iraq and working with civil society organizations, including human rights activists. In particular, UNOPS has worked on the implementation of human rights training in Iraq since 2005, in coordination with MoHR and UNAMI HRO.

MoHR as the project’s line ministry was regularly consulted on project activities through phone and email correspondence and regular meetings. The MoHR took a lead role as co-chair of the project steering committee and therefore made key inputs on the overall strategy of the project. The ministry also participated in the implementation of project activities by providing trainers and materials on human rights in Iraq.

While not an implementing agency, the role of UNAMI Human Rights Office, based on its mandate, is to facilitate and assist all key stakeholders in the establishment of the Federation with the different actors and to support them through the office’s technical expertise.

UNOPS and PIN worked together on the basis of a Memorandum of Agreement signed in accordance with UNOPS procurement rules. Detailed agreements on cooperation and consultation on project activities ensure a good working relationship between the two organizations and allow for UNOPS to have full oversight. PIN is an observer on the Steering Committee and informed of all project requirements.

The relationship between all project partners was strengthened by regular communication,

correspondence and meetings to discuss project implementation and progress. In general the project partnerships worked well and had a positive impact on the project implementation.

The primary beneficiaries and how they were engaged in the programme/ project implementation. Provide percentages/number of beneficiary groups, if relevant.

The key beneficiaries of the project are professional media workers, the academic community and Human Rights activists, In addition, government officials and members of judiciary institutions, including judges, lawyers, and law enforcement officials were also sensitized on the government's role as guarantor of rule of law.

The contribution of the programme on cross-cutting issues pertinent to the results being reported.

**Human rights:** All three beneficiary groups are directly or indirectly involved in promoting human rights in Iraq. HRDs are on the frontline promoting and respecting human rights. Media workers hold officials accountable for their actions, including failure to uphold human rights and protect civil society in order to ensure its role in the country's development. Academics lay the foundation stones for tomorrow's leaders and ensure that education includes the principles of respect for human rights, mutual respect, tolerance and peace. This project promoted human rights advocacy, especially through the areas of expertise of the target group. By supporting them the Project helped to the suppression of climate of insecurity in Iraq.

**Gender equality:** The project aimed to include as many qualified women as possible in its activities. However, achieving gender balance remains a challenge in the Iraqi context, where NGOs and professions such as journalism and academia tend to be more male dominated and male representatives are put forward as participants as a first choice by beneficiary organizations and institutions. The project partners worked hard to encourage the inclusion of female participants. Nevertheless in addition to participant numbers, quality of applications and relevant qualifications also had to be considered and despite encouraging women to apply, overall numbers remained much lower than expected. Furthermore, the project partners sought to include sessions and topics that have been taken into account particular problems faced by women. For instance, during the training on human rights protection, The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its monitoring were introduced and discussed. Also, the UNESCO Safety Manual included a section dedicated solely to those additional measures women can take to protect their physical integrity and safety. The safety and security training also dedicated a session to this subject.

**Key environmental issues:** There are no specific environmental issues being addressed by this project.

**Employment generation:** The assurance of knowledge and skill transference has increased the opportunities for employment generation of all three beneficiary groups.

### III. EVALUATION & LESSONS LEARNED

Final external evaluation of the project was conducted and finalized in August 2012 to evaluate the impact of the project against the set quantitative and qualitative targets. The methodology of the evaluation has been based on the analysis of actual outputs against the designed targets.

UNESCO faced some delays in the project implementation due to the security situation. During the second quarter of 2011a strategic decision to implement immediately elements of the project that would be in direct response to the SRSG's call to action for a rapid response to issues surfacing in Iraq as a result of the Arab Awakening, forced UNESCO to implement elements of the project while bids were being evaluated. This action required that UNESCO reissued the tender reflecting a reduced number of activities. The issuance of a new tender slowed down the project implementation. Moreover, it had the potential to hold back UNOPS implementation in regard to the implementation of the human rights protection and safety and security trainings, originally scheduled to be executed

jointly. The splitting of the trainings was agreed by the project steering committee and did not have a negative impact on the overall results of the activities.

Furthermore, the project partners were faced repeatedly with unjustified absence of participants whose attendance had been confirmed. This meant that in many of the project activities the expected number of participants could not be reached. Due to the activities' timeframe, these nonattendances did not allow for last minute changes given travelling distances and the amount of the seminar that would be missed by any replacements.

**Key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.**

There were many delays in the submission of requested information to UNESCO and UNOPS especially with regards to the nomination of officials to attend the training workshops or to become members of the project steering committee. Accordingly, agencies need to bear in mind the time required to receive nominations from the government entities and plan accordingly.

In addition, monitoring process is an essential part that needs to be reinforced during project implementation.

#### IV. 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)
<b>Outcome 1</b>							
National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.							
<b>Output 1.1</b> Output 1.1: National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.	1.1.1 Number of key stakeholders participated in consultative meetings to establish key issues within the domain of human rights in Iraq and to coordinate a unified response mechanism	0	288	208 beneficiaries (54 women; 154 men)	This is less than the planned number as some confirmed participants did not attend the meetings.	Consultative meetings reports, UNAMI HRO records	Facilitated by UNAMI HRO staff.  A Federation Steering Committee was formed following the meetings. The Committee worked on the Federation's rules of procedures. The Federation was officially launched in July 2012.
	1.1.2 Percentage of members of CSOs and government officials fully satisfied with the quality of the consultative meetings discussion in terms of relevance and usefulness.	N/A	80%	70%		Post participant assessment, UNAMI HRO records	
	1.1.3 Number of electronic publications such as regular news sheets and mailings on human rights issues	0	12 monthly news sheet	16		Publications and distribution list, UNOPS records	
	1.1.4 Number of members of Iraqi authorities international stakeholders, and CSOs attending the National Conference in Baghdad	0	70	72 (62 Iraqi stakeholders, of which 20 were women, and 10 internationals of		Conference report, UNOPS records	The Federation was launched in a later stage.

	to launch a Federation of CSOs (disaggregate by sex)			which 4 were women)			
	1.1.5 HRDs interactive website launched	No	Yes	Yes		Programme progress report, website itself: <a href="http://www.modafaaun.com">www.modafaaun.com</a> , UNOPS records	
<b>Outcome 2</b>							
Government officials, HRDs, media organizations, members of the academic community and professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.							
<b>Output 2.1</b> Output 2.1: HRDs have strengthened capacities to promote human rights protection systems, cope with professional security risks, and report to national and international human rights institutions.	2.1.1 Number of HRDs, media professionals and academics trained as trainers on human rights and related issues concerning protection. (disaggregated by sex)	0	20	19	One participant fell ill half way through the training and could not complete the ToT.	Training Reports, UNOPS records	
	2.1.2 Percentage of HRDs, media professionals and academics fully satisfied with the quality of the training in terms of relevance and usefulness	N/A	80%	84%		Post training participants' assessment, UNOPS records	
<b>Output 2.2</b> Government officials, media organizations, members of the academic community and professional unions have strengthened capacities to promote human rights protection systems, and report to national and international human rights institutions.	2.2.1 Number of roundtables involving HRDs, journalist, academics and officials on protection issues organised	N/A	Yes	12 roundtables		Report on roundtable discussions, UNAMI HRO records	Facilitated by UNAMI HRO staff. 208 individuals (54 women; 154 men) participated in 12 roundtables.
	2.2.2 Percentage of HRDs, journalists, academics and government officials fully satisfied with the quality of the roundtable discussion in terms of relevance and usefulness.	N/A	80%	70%		Post-roundtable discussions' assessment, UNAMI HRO records	

	2.2.3 Number of HRDs, media professionals, and academics (both practitioners and managers) trained on human right protection and on personal safety and security issues. (disaggregated by sex)	0	240	HR protection seminars: 208 beneficiaries (54 women; 154 men) Safety and security seminars: 129 (33 women; 96 men)	This is less than the planned number as some confirmed participants did not turn up on the first day of the seminars	Training reports, UNESCO records, UNOPS records	The trainings on human rights protection and safety and security were originally scheduled to be implemented jointly. However, UNESCO and UNOPS agreed to split these trainings so as not to hold back UNOPS in its implementation.
	2.2.4 Percentage of HRDs, media professionals, and academics fully satisfied with the quality of the training in terms of relevance and usefulness	N/A	80%	Human Rights Protection Seminars: 82%  Safety and Security Seminars: 95%		Post-training participants' assessment. UNESCO records, UNOPS records	
	2.2.5. Number of government officials, members of judiciary institutions and Iraqi Bar Association trained on implementing and international protection mechanism (disaggregated by sex)	0	30	22 (7 women; 15 men)	This is less than the planned number as some confirmed participants did not attend or did not complete the training.	Training report, UNESCO records	To be implemented in 2012
	2.2.6 Percentage of government officials, members of judiciary institutions and Iraqi Bar Association fully satisfied with the quality of the training in terms of relevance and usefulness.	N/A	80%	82%		Post-training participants' assessment UNESCO records	The original plan was to conduct two trainings, one in Erbil and one in Baghdad. However, due to security reasons UNESCO organized a single course in Erbil, inviting potential participants from Baghdad to it.
<b>Outcome 3</b>							
HRDs, academics and media workers have increased capacities to cope with threats and professional risks							
<b>Output 3.1</b>	3.1.1 Number of HRDs, media professionals, and	0	30	61	This is more than the planned number due	Training reports	

HRDs, academics and media workers have increased capacities to cope with threats and professional risks	academics trained as trainer on personal safety and security issues. (disaggregated by sex)				to high demand of participants to become trainers in the area of safety and security.		
	3.1.2 Percentage of HRDs, media professionals and academics fully satisfied with the quality of the training in terms of relevance and usefulness.	N/A	80%	95%		Post training participants' assessment	
	3.1.3 Number of resource centres created within a local NGO in Erbil and Baghdad	0	2	1	UNESCO was unable to find a skilled local expert in the area of safety and security to establish the Erbil hub. Instead, the NGOs selected to host the Baghdad Hub has coverage in the northern region of Iraq.	Programme progress report	
	3.1.4 Numbers of HRDs, media professionals and academics provided with Field Work Safety Manuals (disaggregated by sex).	0	240	129	This is less than the planned number as some confirmed participants did attend or did not complete the training. Therefore, the manual was distributed among those who attended the safety and security seminars.	Distribution list	The leftovers manuals have been placed at the disposal of the Baghdad hun