

**[UNDF-ITF]**  
**MPTF OFFICE GENERIC FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT**  
**REPORTING PERIOD: FROM 01/06/2010 TO 28/2/2013**

<p style="text-align: center;"><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>Programme Title: Modernizing Sulaymaniyah Museum, pilot for Museum Sector in Iraq</li> <li>Programme Number: B1-37</li> <li>MPTF Office Project Reference Number:<sup>3</sup></li> </ul>	<p style="text-align: center;"><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p>Country: Iraq Region: Kurdistan Governorate: Sulaymaniyah</p> <hr/> <p>Priority area/ strategic results</p>
<p style="text-align: center;"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>UNESCO</li> </ul>	<p style="text-align: center;"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>KRG Prime Minister Office</li> <li>KRG Ministry of Municipalities and Tourism</li> <li>KRG Ministry of Education</li> </ul>
<p style="text-align: center;"><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: MPTF /JP Contribution<sup>4</sup>: <b>USD 350,000</b></p> <ul style="list-style-type: none"> <li>by Agency (if applicable)</li> </ul> <p>Agency Contribution: <b>USD 50,000 (UNESCO)</b></p> <ul style="list-style-type: none"> <li>by Agency (if applicable)</li> </ul> <p>Government Contribution <i>Sulymaniah Governorate contributed \$305,000</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p><b>TOTAL: USD 705,000</b></p>	<p style="text-align: center;"><b>Programme Duration</b></p> <p>Overall Duration: <i>12 months</i> Start Date: <i>01/07/2010</i></p> <p>Original End Date<sup>5</sup> <i>23/08/2011</i> Actual End date: <i>24/08/2012</i></p> <p>Have agency(ies) operationally closed the Programme in its(their) system?      Yes    No  <input checked="" type="checkbox"/>    <input type="checkbox"/></p> <p>Expected Financial Closure date<sup>6</sup>: <i>31/12/2013</i></p>
<p style="text-align: center;"><b>Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Evaluation Completed  <input type="checkbox"/> Yes    <input checked="" type="checkbox"/> No    Date: <i>dd.mm.yyyy</i>          Evaluation Report - Attached  <input type="checkbox"/> Yes    <input checked="" type="checkbox"/> No    Date: <i>dd.mm.yyyy</i></p>	<p style="text-align: center;"><b>Report Submitted By</b></p> <p>Name: Geraldine Chatelard Title: CLT Programme Specialist Participating Organization (Lead): UNESCO Email address: g.chatelard@unesco.org</p>

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

<sup>2</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

<sup>4</sup> The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

<sup>5</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>6</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

(DELETE BEFORE SUBMISSION)

### **Guidelines:**

The Final Programme Report template is based on the UNDG 2003 template, which is currently under review and is in line with the [UNDG Results Based Management Handbook \(October 2011\)](#). The Final Programme Report should be provided after the completion of the activities in the approved programmatic document and provide information on the overall results of the programme including the final year of the activities.

Building on continued efforts made in the UN system to produce results-based reports, the report should demonstrate how the outputs collectively **contributed to the achievement of the agreed upon outcomes** of the applicable Strategic (UN) Planning Framework guiding the operations of the Fund.

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, Quarterly and/or Semi-Annual Updates and Annual Progress Reports prepared by the Participating Organizations may be useful in the preparation of the Final Narrative Programme Report. These Summaries, Updates and Reports where applicable, are available in the respective Fund sections of the MPTF Office GATEWAY (<http://mptf.undp.org/>).

### **Formatting Instructions:**

- The report should be between 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.
- Do not change the Names and Numbers of the Sections below.

## FINAL PROGRAMME REPORT FORMAT

### EXECUTIVE SUMMARY

- In ½ to 1 page, summarise the most important achievements of Programme during the reporting period and key elements from your detailed report below. Highlight in the summary, the elements of the main report that you consider to be the most critical to be included in the MPTF Office Consolidated Annual Report.

### I. Purpose

Following an assessment of the museum sector in KRG conducted by UNESCO in 2009, the Sulaymaniyah Museum was identified as an ideal flagship candidate for introducing state-of-the-art museology and internationally recognized good-practices in Iraq. By its size and collections, the museum is the finest archaeological museum in Kurdistan and the second largest in Iraq. Its management and staff, together with its overarching authority, the Department of Antiquities of Sulaymaniyah Governorate, expressed commitment to bring the museum into the 21st century.

A project was therefore designed to assist the Kurdistan Regional Government (KRG) to protect and promote the multi-ethnic national heritage of Iraq by introducing and disseminating international museological good-practices and related museum expertise into the Sulaymaniyah Museum. The onus was on the development of educational programs and materials for secondary school teachers and students to strengthen the pedagogical role of the museum in the area of Iraqi history and culture (outputs). However, important institutional and infrastructural modernization was necessary to embed the educational programmes in a sound framework and make them sustainable. This is why the project also addressed administrative management, collection management, and other museological aspects. Ultimately, the project was conceived as a pilot with the expectation that the Sulaymaniyah Museum would become a model and resource for other museums and museum specialists in the country (outcomes).

- Provide the main objectives and expected outcomes of the programme in relation to the appropriate **Strategic UN Planning Framework (e.g. UNDAF) and project document (if applicable) or Annual Work Plans (AWPs) over the duration of the project.**

The project was designed so as to contribute to UNCT Sector Team Outcome “Enhanced access to all levels of quality education with particular focus on girls” through two outputs:

Output 1.1: Department of Antiquities and the management of Sulaymaniyah museum have enhanced capacities to develop a Master Plan for Sulaymaniyah Museum. This was addressed by two components:

1. A Master Plan is developed comprising of analysis and research; development of alternatives; development and refinement of strategies, and; and finalization of the Master Plan.
2. Museum Spaces are redesigned and reallocated (administration, plant facilities, ancillary space, exhibition areas, etc.)

Output 1.2: Capacities are enhanced for the development and delivery of education programmes. This was also addressed through two components:

1. Educational programmes are developed and training material prepared with input from international experts in museum management, in close cooperation with the Ministry of Education of KRG and local teachers, the Department of Antiquities, and under the overseeing of the Project Steering Committee.
2. Teachers are trained in the use of the museum educational kits and the preparation of specific

itineraries for visits to the museum directly linked with the secondary school history curriculum.

## **II. Assessment of Programme Results**

### **i) Narrative reporting on results:**

Direct beneficiaries included the Museum of Sulaymaniyah, the Department of Antiquities of Sulaymaniyah Governorate, and the Education Department of Sulaymaniyah. Youth and school teachers benefited from the development of the educational programmes and training materials. The project aimed for, and reached, at least 45% participation by women in all workshops and training sessions.

Between the inception of the project in August 2010, and March 2012, a team of UNESCO international experts visited the museum to assess its organizational structure, management, staff, current expertise, the collections (registration, storage, and conservation) and the physical structure (museum galleries and storage facility). During the preliminary assessments of the collections, it was found out that the number of objects in the care of the museum was substantially larger than originally expected, that many of the artifacts were recently bought, and that their provenance and authenticity had not been properly evaluated for lack of expertise among the museum staff.

This created some delay in project implementation as it appeared essential to provide more international expertise to examine and catalogue these objects, and devise an acquisition policy in line with international standards. It was also decided that an on-site project coordinator with international museological credentials should be appointed to ensure smooth project implementation and the transmission of museological knowledge and good-practices through a long-term, daily interaction with the museum management and staff. A no-cost extension for the project was therefore requested and granted. In parallel, the Sulaymaniyah Governorate offered to allocate additional funds to cover the needed additional international expertise until February 2013 (see below).

Following the various assessments and the appointment of the on-site coordinator, and in dialogue with the staff and management of the museum and the Department of Archaeology, UNESCO made recommendations for enhancing all facets of the museum. This was developed in the form of a Master Plan in close consultation with the museum management. Some components of the Master Plan started being implemented before the end date of the project (24/8/2012), particularly the educational programme, whereas others were actualized over the following months, that is before the end date (28/2/2013) of the complementary project funded by Sulaymaniyah Governorate (see below under Outputs).

On 19<sup>th</sup> March 2013, the opening of an exhibition in 170m<sup>2</sup> of redesigned museum gallery, and proposing a new museological approach to the display of objects from the museum collection, was attended by representatives from other Iraqi museums, Governorate-level Department of Antiquities, and ministries from the KRG. It was an opportunity to publicize achievements and lessons learnt among the concerned Iraqi museum community, and to inform them about the type of resources now available to them at the Sulaymaniyah Museum in view of modernizing other similar institutions in the country.

## Outcomes:

As a whole, the exploitation of expert visits and the presence of the on-site coordinator imparted many intangible benefits to the museum. The staff of the Sulaymaniyah Museum is today well aware of what a museum is, what educational role it should play, how it functions, and its potential - notions quite alien to the vast majority of them at the inception of the project. Crucially, the museum is on track to continue its development as an educational institution open to schools, university students, and the general public. Furthermore, the local expertise developed in the course of the project is now available to other museums in KRG and the rest of Iraq.

## Outputs:

### Output 1.1

#### **Department of Antiquities and the management of Sulaymaniyah Museum have enhanced capacities to modernize the Museum**

##### 1- Capacity building for museum management and development of a Master Plan

Besides performing assessments of the various aspects of the museum, the twelve international experts that visited the museum over the course of the project all delivered on-site training on their areas of expertise: policies and procedures regulating the governance of the museum; international museological standards, specifically on acquisitions, collections management, storage facility management, exhibition management, education and educational outreach, public access, scholarships, conservation, loans, public relations, development (fundraising), publications and visitor services.

It is through this process that a Master Plan for the museum was developed collaboratively under the guidance of the on-site coordinator, and with input from the museum staff and management and visiting international experts.

The museum also identified English language training as essential for the museum growth so as to promote access to the international museum community and prepare staff members for internships and university training abroad. As part of the project, twelve museum staff successfully undertook three intensive English language courses at a language institute in Sulaymaniyah.

##### 2- Reinterpretation of the permanent collection of objects and establishment of Database for all objects of the museum's collection. (This output was added to the original project document after it was realized that the number of artifacts in the museum collection was far larger than expected).

The museum initiated new procedures for monitoring the cataloguing of the museum's collections, their identification and interpretation by archaeological experts and historians, the identification of highlights from the collection for possible inclusion into reinterpreted permanent exhibition, and a timeline for realizing the latter. The museum management appointed a Scientific Committee comprising of scholars, archaeologists, museum specialists, and historians from Iraq and abroad to function as a consultancy to the museum management in the development of the new reinterpreted permanent collection, providing advice and guaranteeing the scholarly authenticity of the new permanent exhibition.

The collection was transferred to a computerized catalogue with a data based developed to be compatible with that of the Iraqi National Museum. A team of national and international experts was

assembled to augment the museum's capacities. The team was divided into groups corresponding to the nine types of objects in the museum's collections (seals, pottery, glass, tablets and bricks, metal, coins, stone, and jewelry) to review each object in the collection, confirm its authenticity, identify fakes, and when necessary provide the museum with interpretive data (period, historical context, etc). The work was completed in September 2011 and the data input into the computerized catalogue.

Finally, an approach to developing a reinterpreted permanent collection including storyline, themes, and highlights was set.

### 3- Architectural Redesign of Museum spaces

A preliminary architectural and functional brief was developed including concept and assumptions for an expanded museum complex (incorporating an adjacent technical school) including:

- Zoning diagram (collection and non-collection/ public and non-public spaces)
- General site diagram of the existing structures (museum and technical school), planned new structures and site footprint, including access and circulation.
- A functional brief (architectural diagram) for the proposed complex including the anticipated functional distribution based upon a needs assessment, projections, and functional chart provided by the project coordinator.

Three perspective three-dimensional drawings of the proposed museum complex were produced: façade, lobby, and galleries.

The museum management also agreed on the idea of a prefiguration exhibition, representing the features of the future permanent exhibition, with the aim to show visible result of the work done, as an exercise for the museum staff, as a tool for the press communication and as a presentation of the Sulaymaniyah Museum renovation programme. The theme selected for this display was "In Writing: Objects from the collections of the Sulaymaniyah Museum". Refurbishment and renovation were executed through the months of February-March 2013. The opening of the Exhibition was held on 19<sup>th</sup> March 2013. Guest included the museum community from all over Iraq, and representatives from the federal and regional governments, foreign missions, and international organizations.

### **Output 1.2**

#### **Capacities are enhances for the development and delivery of education programmes**

- 1- Number of training materials on history and culture of Iraq developed for TOT
- 2- Number of trainers trained on use of training materials and educational kits

The education programme of the museum was identified as an important component in the museum's short and long-term strategy. It is also an essential element in the project directly impacting several aspects of the master plan. Hence, an Education Department was established with a head of department appointed in February 2011. Specialized short tours for children were developed, based upon themes supported by objects in the museum's collections. The museum has also set aside a temporary space as an education classroom to host children with specialized classroom programs linked to the short tours. The Education Department has also developed an educational outreach to school teachers in Sulaymaniyah, by training ten trainers. In addition, the Education Department, in collaboration with the Scientific Committee, has developed signage and pedagogics for the museum galleries as orientation for visitors, particularly the youth.

**Qualitative assessment:**

Throughout the project, the Governorate of Sulaymaniyah proved a supportive partner facilitating administrative and logistical aspects of implementation. In February 2011, and to cover a period of 2 years, the Governorate allocated to UNESCO through a MoU a self-benefitting amount of 305,100 USD to further complete the implementation of the project, particular to cover the additional costs incurred by the deployment of an on-site coordinator with international expertise, together with a larger number of short-term expert missions to assess the museum collection, deliver training, and provide input to the Master Plan.

## ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<b><u>Achieved</u> Indicator Targets</b>	<b>Reasons for Variance with Planned Target (if any)</b>	<b>Source of Verification</b>
<b>Outcome 1<sup>7</sup></b> Enhanced access to all levels of quality education with particular focus on girls <b>Indicator:</b> <b>Baseline:</b> <b>Planned Target:</b>			
<b>Output 1.1</b> Department of Antiquities and the management of Sulaymaniyah Museum have enhanced capacities to modernize the Museum  <b>Indicator 1.1.1</b> Assessment on the current condition of the Museum completed <b>Baseline:</b> No <b>Planned Target: 100%</b>	100%		Assessment report
<b>Indicator 1.1.2</b> No. of museum staff trained museum strategic planning disaggregated (disaggregate by sex) <b>Baseline:</b> 0 <b>Planned Target: 20 staff</b>	100% (50 Females – 50 Males)		Training reports
<b>Indicator 1.1.3</b> % of trainees satisfied with the quality of training in terms relevance and usefulness <b>Baseline:</b> N/A <b>Planned Target: 80%</b>	100%		Pre-post training assessment

<sup>7</sup> Note: Outcomes, outputs, indicators and targets should be **as outlines in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p><b>Indicator 1.1.4</b> Final Master Plan for Sulaymaniyah Museum developed  <b>Baseline:</b> No  <b>Planned Target:</b> Yes</p>	100%		Master plan
<p><b>Indicator 1.1.5</b> Architectural Redesign of Museum spaces prepared  <b>Baseline:</b> No  <b>Planned Target:</b> Yes</p>	100%		Museum designs in sketches, narrative and plans (hard and soft copies)
<p><b>Indicator 1.1.6</b> Exhibition Spaces and lecture auditorium refurbished  <b>Baseline:</b> No  <b>Planned Target:</b> Yes</p>	100%		Opening of Exhibition ceremony
<p><b>Indicator 1.1.7</b> Policies and procedures developed for regulating the governance of the museum  <b>Baseline:</b> No  <b>Planned Target:</b> Yes</p>	100%		Museum rules and regulations
<p><b>Indicator 1.1.8</b> Preliminary statement of purpose and mission drafted to underpin when finalized the museum's strategic planning  <b>Baseline:</b> No  <b>Planned Target:</b> Yes</p>	100%		Final Statement of Purpose and Mission
<p><b>Indicator 1.1.9</b> Inclusion of all data of reinterpreted newly acquired objects  <b>Baseline:</b> No  <b>Planned Target:</b> Yes</p>	100%		Database of all objects of the museum's collection

<p><b>Output 1.2</b> Department of Antiquities and the management of Sulaymaniyah Museum have enhanced capacities to develop and deliver educational programs on history and culture of Iraq</p> <p><b>Indicator 1.2.1</b> Number of training materials on history of and culture of Iraq developed for TOT  <b>Baseline:</b> 0  <b>Planned Target:</b> 5</p> <p><b>Indicator 1.2.2</b> Number of Trainers trained on use of training materials and educational kits  <b>Baseline:</b> 0  <b>Planned Target:</b> 30</p> <p><b>Indicator 1.2.3</b> % of trainees satisfied with the quality of training in terms relevance and usefulness <b>Baseline:</b> N/A  <b>Planned Target:</b> 80%</p>	100%		Training materials for teachers
	100%		Training reports
	80%		Pre-post assessment participants'

### iii) Evaluation, Best Practices and Lessons Learned

- Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?
  - 1) An assessment on the Museum's educational programme was conducted with a strategy addressing the educational needs of the museum. This assessment was conducted by an education consultant visited the premises of Sulaymaniyah museum in February 2011 to meet with the staff and the senior management; provide an assessment of the existing educational programmes in place in the museum and; develop a strategy for addressing the short and long-term educational needs of the museum. Following this assessment an Education Department was established and a head of the department was appointed. Also, an educational programme for school children finalized.
  - 2) An international expert on museology and exhibitions initiated in February 2011 the process of assessing the museum's collections and redefining a new permanent exhibition (core exhibition and themes), to developing a reinterpreted permanent collection including storyline, themes, and highlights, and to devise a program for realizing the reinterpreted permanent collection. Subsequently the Scientific Committee continue the process of developing the chronological chart covering all the periods represented by objects in the museum's collections and relating each period to a specific milestone.
  - 3) Museum management consultant visited the museum between 2 February - 12 April 2011 to follow up the mission of October - November 2010, to initiate the second phase of the Master Plan process, to liaise with experts and KRG and Governorate of Suly to promote the need of the museum and to develop improved management practices and an expanded museum organizational structure, and to help with realization of Master Plan.
  - 4) After the closure of the complementary project funded by Sulaymaiyah Governorate. an internal evaluation will be undertaken to (i) assess and showcase the achieved progress and results against stipulated project results on all stakeholders especially beneficiary groups, (ii) assess the efficiency of the project interventions (iii) understand the effectiveness of project interventions in addressing the underlying problem (iv) assess the relevance of project components in addressing the needs and issues of beneficiary groups (v) assess management arrangements (including procurement procedures, coordination, monitoring) in place by the local authorities and/ or the beneficiary communities towards the sustainability of various project-initiated services and benefits (vi) generate lessons on good practices based on assessment from the aforementioned evaluation objectives and to provide recommendations to all stakeholders (KRG, UN, donors, civil society) on how to maximize the results from similar initiatives in comparable situations.
- Explain challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?

A major legal delayed project implementation. A large number of objects recently acquired by the museum were from uncertain provenance (possibly the result of looting of archaeological sites, and/or

smuggling from neighboring countries) whereas a large number of others were fakes. Authenticity and provenance had to be ascertained by international experts and a policy devised for returning those found to originate from outside Iraq, according to international legal instruments. This was in fact an extremely serious issue in terms of museum management, but also at the political level as KRG is not sovereign in matters of restitution of illicitly trafficked cultural property. The short-term solution developed was the preparation of an agreement between the museum and the Museum Department of the federal Public Board of Antiquities a grant Sulaymaniyah Museum the right to keep all acquired objects with obligation to assess them (including their provenance and authenticity) and register them.

- Report key lessons learned and best practices that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

One of the primary objectives of the project was a reinterpretation of the permanent exhibition. Such a process requires a staff of scholars familiar with the museum's collections and the historical context from which they emerge. Without this expertise it would be impossible to select objects and ultimately organize and design a new permanent exhibition. This prompted an interesting dilemma: should the project bring in external experts to assess the collections and then proceed with defining a new permanent exhibition with an exhibition designer or would it be best for the museum to create a learning environment where international experts would assess the collections and simultaneously shadow museum staff offering them insight into the objects and imparting as much information as possible. The project operated under the assumption that the drafting of the Master Plan would be a cooperative effort in the fullest sense. It was also evident that this 'extra step' of expert assessments would extend the timeline for the project. Therefore the dilemma was approached as a balance between the expert assessment, the introduction of expertise, and the schedule. The primary emphasis was be on the assessment of the collections as this was necessary in order to proceed with the new reinterpreted permanent exhibition. Nevertheless, because the museum staff demonstrated a commitment, the experts committed part of their missions to providing remedial training to staff.

The under developed educational system in Kurdistan in particular, and in Iraq as a whole, raises some challenges especially as the museum sector tries to move forward. It was expected that most museum staff in Kurdistan would be only superficially acquainted with musicology and the workings of a museum. Nevertheless elevating their knowledge base can prove to be an endeavor. Lecturing and brief one-on-one mentoring provides certain short-term benefits. However these benefits only take root in the museum if they are supplemented and expanded over time. This requires staff to be proactive. It often also requires that staff have access to literature whether museology, history, archaeology, or other discipline. Most of this literature is not available in Kurdish or Arabic for that matter – especially museology. However there is a wealth of literature in English. One of the most valuable tools that can be given to any museum specialist in the Middle East is written and spoken English. The most successful elements of the project have been those which involved hands on training generally preceded by a brief lecture focusing on theoretics. Lectures or one-on-one training which overemphasizes theoretics will be lost on most staff.

Given the language barrier (Kurdish/Arabic/English) the availability of a good translator and interpreter is critical. Identifying one is a serious challenge in Kurdistan today, especially as the government's English language campaign is encouraging many English-speaking Kurds to go abroad for graduate language degrees. As consequence there is a scarcity of English language teachers and translators/interpreters. Most of the project work is dependent upon interpreters. This sort of project is

also paper intensive – reports, diagrams, charts, extended memoranda, articles, scholarly texts. The project was seriously handicapped as these sorts of documents were either not available in timely fashion or never available.

**iv) A Specific Story (Optional)**

- This could be a success or human story. It does not have to be a success story – often the most interesting and useful lessons learned are from experiences that have not worked. The point is to highlight a concrete example with a story that has been important to your Programme.
- In ¼ to ½ a page, provide details on a specific achievement or lesson learned of the Programme. Attachment of supporting documents, including photos with captions, news items etc, is strongly encouraged. The MPTF Office will select stories and photos to feature in the Consolidated Annual Report, the GATEWAY and the MPTF Office Newsletter.

**Problem / Challenge faced:** Describe the specific problem or challenge faced by the subject of your story (this could be a problem experienced by an individual, community or government).

**Programme Interventions:** How was the problem or challenged addressed through the Programme interventions?

**Result (if applicable):** Describe the observable *change* that occurred so far as a result of the Programme interventions. For example, how did community lives change or how was the government better able to deal with the initial problem?

**Lessons Learned:** What did you (and/or other partners) learn from this situation that has helped inform and/or improve Programme (or other) interventions?