

**FINAL NARRATIVE REPORT
IRFFI/UNDG IRAQ TRUST FUND (UNDG ITF)**

Participating UN Organization(s)	Sector(s)/Area(s)/Theme(s)
International Organization for Migration (IOM) United Nations Development Programme (UNDP)	Cluster 10 Poverty Reduction and Human Development

Programme/Project Title	Programme/Project Number
C10-01 Iraqis Rebuilding Iraq Preparatory Phase I	C10-01

Programme/Project Budget	Programme/Project Location										
<table border="0"> <tr> <td>UNDG ITF:</td> <td>USD 386,264.60</td> </tr> <tr> <td>Govt. Contribution:</td> <td>USD</td> </tr> <tr> <td>Agency Core:</td> <td></td> </tr> <tr> <td>Other:</td> <td></td> </tr> <tr> <td>TOTAL:</td> <td>USD 386,264.60</td> </tr> </table>	UNDG ITF:	USD 386,264.60	Govt. Contribution:	USD	Agency Core:		Other:		TOTAL:	USD 386,264.60	Region (s): Governorate(s): Baghdad, Erbil, Sulaymaniyah, Najaf, Salah Eldin District(s)
UNDG ITF:	USD 386,264.60										
Govt. Contribution:	USD										
Agency Core:											
Other:											
TOTAL:	USD 386,264.60										

Final Programme/ Project Evaluation	Programme/Project Timeline/Duration
Evaluation Done No Evaluation Report Attached No	Overall Duration <i>1 October 2004 - 28 February 2005</i> <i>(funds received only in December 2004)</i> Original Duration <i>October 2004 to February 2005</i> Programme/ Project Extensions This Project was the preparatory component of Iraqis Rebuilding Iraq Project (C10-01 and C10-03 combined).

Report Formatting Instructions:

- Number all sections and paragraphs as indicated below.
- Format the entire document using the following font: 12point _ Times New Roman & do not use colours.

FINAL NARRATIVE REPORT

I. PURPOSE

- a. Provide a brief introduction to the programme/ project (*one paragraph*)
The project was a preparatory component of the Iraqis Rebuilding Iraq project (C10-03) which aimed to capacitate the Iraqi public institutions through fielding expatriate nationals with the relevant skills to Iraq for short-term assignments. This preparatory phase included: i) setting up the Amman Management Unit with a help-line and a Baghdad Support Cell within the MoPDC, ii) conducting the initial needs assessment for priority positions required in the public institutions, iii) researching on the size of the Iraqi émigré populations, Iraqi associations, Iraqi related multipliers and Iraqi media outside Iraq for outreach purposes, iv) setting-up the website and database and, v) producing information campaign and promotional materials ready for printing.
- b. List programme/project outcomes and associated outputs as per the approved Project Document.

Development Goal (No indication of the Outcome per se in the approved Project Document):

To contribute to the recovery, rehabilitation and reconstruction efforts in post-conflict Iraq by establishing viable mechanisms to bolster the country's human resources in the key areas of the public sector.

Project Outputs (as per the ProDoc Logical Framework):

1. Fully functional Amman Management Unit (Programme Manager and supporting staff) established with a telephone and email help-line
 2. Fully functional Baghdad Support Cell (2 national consultants and Ministry of Planning and Development Cooperation counterpart staff) established within the MoPDC
 3. Initial needs assessment for priority positions required in the Ministries conducted and completed (further assessment will be done during the life of the project and as needs evolve outside and inside the Government)
 4. Research on size of the Iraqi émigré populations, Iraqi associations, Iraqi related multipliers and Iraqi media outside Iraq completed for outreach purposes
 5. Fully functional website and database
 6. Administrative templates completed (registration forms, employer form, application form, contract formats, reporting/monitoring etc)
 7. Information campaign and promotional materials produced and printed
 8. Targeted information campaign (including promotion of the website) conducted in the host countries by means of cost-effective dissemination of the project information fliers, public service announcements and posters among the Iraqi émigré associations and NGOs, as well as advertisement in the Iraqi émigré media and web based advertising.
- c. List the UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities, ICI benchmarks relevant to the programme/ project

The Iraqis Rebuilding Iraq Project is listed as part of the “Institution and Capacity Development” programme outcome / activity for Cluster 10 within the UN Strategy for Assistance to Iraq 2005 – 2007. The project had the potential to contribute to address all the sectors within NDS priorities, as well as to the achievement of the MDGs through capacity building of staff in specific ministries through the provision of targeted expertise.

- d. List primary implementing partners and stakeholders including key beneficiaries.

At this preparatory stage, the primary stakeholder was the Ministry of Planning and Development Cooperation. The potential beneficiaries were the participating Iraqi public institutions. All the participating ministries were coordinated through the Ministry of Planning and Development Cooperation as part of the established Baghdad Support Cell in coordination with the Amman Management Unit.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

- a. Report on the key outputs achieved and explain any variance in achieved versus planned results. Who have been the primary beneficiaries and how they were engaged in the programme/ project implementation?

The project achieved all the stated outputs, and the actual implementation phase began as a result of the achievements of this preparatory phase. As this project was the preparatory component of the overall Iraqis Rebuilding Iraq Project (originally, the preparatory phase and the implementation phase had been designed as one project), there were no specific beneficiaries.

- b. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.

See above answer to a.

- c. Explain the overall contribution of the programme/ project/ to the ICI, NDS, MDGs and Iraq UN Assistance Strategy.

See above answer to a.

- d. Explain the contribution of key partnerships including national, international, inter-UN agency, CSO or others towards achievement of programme/ project results.

The International Organization for Migration (IOM) and the United Nations Development Programme (UNDP) jointly managed this programme. As IOM did not have direct access to the IRFFI at the time, UNDP received the funds on behalf of both organizations. UNDP was responsible for overall financial reporting to the ITF reflecting IOM's inputs.

The Amman Management Unit (programme manager and support staff), under the supervision of the international programme manager and the clearance of the Steering Committee, was responsible for substantive implementation and reporting. The Baghdad Support Cell operated in close coordination and under supervision of the Amman Management Unit. The Baghdad Support Cell was placed in the Ministry of Planning and Development Cooperation.

Of particular importance was the role of the programme Steering Committee, which included the Ministry of Planning, IOM, and UNDP as the main coordinating and decision-making body for the programme. The Steering Committee met on a regular basis (at least quarterly) to review progress against the programme work plan, clear progress reports and make decisions in the critical path of programme implementation.

e. Highlight the contribution of the programme/ project on cross-cutting issues:

- Were the needs of particularly vulnerable or marginalised groups addressed?

As this project was the preparatory component of the overall Iraqis Rebuilding Iraq Project (originally, the preparatory phase and the implementation phase had been designed as one project), there were no specific needs of vulnerable and marginalised groups addressed.

- How did men and women benefit from the programme/project? How were gender inequalities handled?

See answer to above bullet point.

- Were environmental concerns addressed including environmental impact/risk assessment where relevant?

N/A

- Were there any specific issues in relation to the security situation?

No security issues in particular as this was a preparatory phase.

- Did the project contribute to employment generation (gender disaggregated)?

N/A

f. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV

III. EVALUATION & LESSONS LEARNED

a. Report on any assessments, evaluations or studies undertaken relating to the programme/ project and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme/ project have been done yet?

Research on the size of the Iraqi émigré populations, Iraqi associations, Iraqi related multipliers and Iraqi media abroad was completed (September – October 2004) through IOM Mission with Regional Functions (Washington, Canberra, Brussels and Helsinki) resulting in more than 200 contact details in 12 countries from EU, US, Canada, Scandinavia, Australia and New Zealand.

It was evaluated that the project's objectives were successfully achieved, which lead to the initiation of the implementation phase.

b. Indicate key constraints including delays (if any) during programme/ project implementation.

i) Slow bureaucracy held back project activities at times.

ii) Major setbacks resulted from insecurity in funding continuation in order to officially launch the project following the completion of the preparatory phase and continue implementation to respond to requests from participating ministries. IOM and UNDP's credibility was at stake as executing agencies and as a system as a whole.

- c. Report key lessons learned that would facilitate future programme design and implementation.

As mentioned above, the major constraint of the preparatory phase was the funding insecurity of the implementation phase of the project, due to ITF Steering Committee's decision to split the project into two phases. It would be advisable to fund projects comprehensively in order not to jeopardize credibility of the executing agents.

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)
<p>IP Outcome (Development Goal as per Project Document)</p> <p>To contribute to the recovery, rehabilitation and reconstruction efforts in post-conflict Iraq by establishing viable mechanisms to bolster the country's human resources in the key areas of the public sector.</p>							
<p>IP Output 1 Fully functional Amman Management Unit (Programme Manager and supporting staff) established with a telephone and email help-line</p>	Indicator 1.1 Amman Management Unit established	No Amman Management Unit	Amman Management Unit established within the first 3 months of the implementation	Amman Management Unit established within the first 3 months of the implementation	N/A	Narrative reporting produced, including expenditure reports indicating related activities	N/A
<p>IP Output 2 Fully functional Baghdad Support Cell (2 national consultants and Ministry of Planning and Development Cooperation counterpart staff) established within the MoPDC</p>	Indicator 2.1 Baghdad Support Cell established	No Baghdad Support Cell	Baghdad Support Cell established within the first 3 months of the implementation	Baghdad Support Cell established within the first 3 months of the implementation	N/A	Narrative reporting produced, including expenditure reports indicating related activities, staff contracts	N/A
<p>IP Output 3 Initial needs</p>	Initial human resources needs	Capacity needs	Initial human resources	Initial human resources	N/A	Compiled lists produced from	N/A

assessment for priority positions required in the Ministries completed (further assessment will be done during the life of the project and as needs evolve outside and inside the Government)	assessment compiled	recognized, but not clearly identified	needs assessment compiled within the first 3 – 6 months of the implementation	needs assessment compiled within the first 3 – 6 months of the implementation		various participating Ministries showing specific HR needs/gaps requested to be filled with the Iraqi expatriate experts	
IP Output 4 Research on size of the Iraqi émigré populations, Iraqi associations, Iraqi related multipliers and Iraqi media outside Iraq completed for outreach purposes	Research project conducted in a 4-week time period during the 3 month implementation of the project	Unverified knowledge on the Iraqi émigré population.	Research project conducted in a 4-week time period during the 3-month implementation of the project	Research project conducted in a 4 week time period during the 3-month implementation of the project	N/A	Compiled and reported results from the research project	N/A
IP Output 5 Fully functional website and database	Operational website and database operational	No existing website and database	Website and database are operational within the first 3- 6 months of the implementation	Website and database operational in May 2005	N/A	Accessing website / database	N/A
IP Output 6 Administrative templates completed (registration forms, employer form, application form,	All administrative templates developed	No existing administrative templates	All administrative templates developed within the first 3 months of the	All administrative templates developed within the first 3 months of the	N/A	Copies of templates	N/A

contract formats, reporting/monitoring etc)			project	project			
IP Output 7 Information campaign and promotional materials produced and printed	All information campaign and promotional materials are designed, developed and disseminated	No existing promotional campaign material.	All information campaign and promotional materials are designed, developed and disseminated	All information campaign and promotional materials are designed, developed and disseminated	N/A	Printed brochures and web based materials. Increased contacts received from the Iraqi émigrés.	N/A
IP Output 8 Targeted information campaign (including promotion of the website) conducted in the host countries by means of cost-effective dissemination of the project information fliers, public service announcements and posters among the Iraqi émigré associations and NGOs, as well as advertisement in the Iraqi émigré media and web based advertising	Outreach campaign is conducted after all the required preparatory actions have been undertaken. Additional outreach activities conducted as required throughout the duration of the project. # of applications received from the Iraqi émigrés.	No knowledge of the project among the Iraqi émigré community.	First outreach campaign is conducted within 6 months of the project implementation after all the required preparatory actions have been taken – additional outreach activities conducted as required throughout the duration of the project.	First outreach campaign conducted after all the required preparatory actions have been taken – additional outreach activities conducted as required throughout the duration of the project. Over 400 applications received.	N/A	News advertisements, reports on the meetings with the Iraqi communities and associations, emails, applications received.	N/A