

UN PARTICIPATING ORGANISATION
LOGO

United Nations Development Programme
United Nations Development Group Iraq Trust Fund



COMPLETION REPORT FOR PROJECT: IRAQIS REBUILDING IRAQ
(MAY 2005 – 31 DECEMBER 2007)

Summary

Participating UN Organisation:

International Organization for Migration (IOM)
United Nations Development Programme (UNDP)

Cluster:

Cluster C
Governance & Human Development

Project No. and Project Title:

C10-03
Iraqis Rebuilding Iraq

Project Location/Region/Province:

Baghdad, Erbil, Sulaymaniyah, Najaf, SalahEldin.

Reporting Period:

May 2005 – 31 December 2007

Report Number:

7 (Final)

Counterpart organisations / implementing partners:

- International Organization for Migration (IOM)
- UNDP
- Ministry of Planning and Development Cooperation

Project cost:

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Abbreviations and acronyms:

International Compact with Iraq (ICI)
Iraqis Rebuilding Iraq Programme (IRI)
Amman Management Unit (AMU)
Baghdad Support Cell (BSC)
Erbil Support Cell (ESC)
Ministry of Planning and Development Cooperation
(MoPDC)

Project Duration:

- May 2005 to 31 May 2006
- No-cost extensions approved:
 - First: until 31 July 2007
 - Second: until 31 December 2007

I. Purpose

Main objectives and outcomes expected as per approved Project/Programme/project document:

The IRI project intended to contribute to the sustainability of the recovery, rehabilitation and reconstruction efforts in post-conflict Iraq by establishing viable mechanisms to bolster the country's human resource base in the key areas of public sector. Specifically, the project offered expatriate Iraqis who have migrated to other countries and achieved professional success abroad the possibility to undertake short-term consultancies of up to one year in Iraq. The project targeted those needs which cannot be immediately met by the labour force inside Iraq and which are deemed essential for the reconstruction and development efforts of the country.

As of December 2007, 62 IRI experts were deployed to Baghdad, Najaf, Tikret and northern Iraq. They were selected from 315 listed in "IRI Roster" database of qualified Iraqi national living abroad, selected among 540 applicants. (For more statistical information please see ANNEX A).

The project's main objectives were achieved by:

- Supporting the government in identifying human resources gaps in key areas of the public sector;
- Providing support to Iraqi professionals, living abroad, interested in joining the programme and maintained an Iraqi Skills Roster to match the demand of human resources;
- Organising the screening, recruitment, deployments and monitoring for all selected IRI experts in the field.

In particular the following outcomes can be reported:

- Needs assessment for priority positions required in the Ministries and Universities ongoing as needs evolved in the public sector;
- High response received from ministries and public institutions to recruit professional Iraqis living abroad to help provide capacity building, professional support and training for existing ministry staff in Iraq;
- Identification of specific skills available among the Iraqi émigré community based on the needs identified by Iraqi public sector authorities;
- Matching, recruitment and deployment of 62 IRI experts to Iraq from the beginning of the project.
- Monitoring of deployed IRI experts during their assignment in Iraq

Reference to how the programme/project related to the UN Assistance Strategy to Iraq and how it aimed to support Iraq national development goals and the Millennium Development Goals :

The project has been fully integrated into the Cluster C, which has developed a matrix of UN interventions relating to 'Governance and Human Development' based on the ICI. This particular project is listed under the programme outcome "Iraqi led Institutional aimed at achieving economic and social development" in the matrix under the UN Assistance Strategy for the Cluster C for the current year.

The project promotes equal gender employment opportunities. From the beginning of the project 11 female experts were deployed in Baghdad and in the Kurdistan Region (For more information about the beneficiaries see ANNEX A).

It is also worth noting that several experts have been deployed to teach at Universities, in particular at Medical Universities. Thanks to the international expertise they brought, their contribution will have a long-term impact in terms of supporting the improvement of health sector quality in Iraq.

The IRI Programme addressed many developmental and empowerment issues in Iraq, in particular it enhanced health care and improved educational opportunities. Health services in Iraq have been seriously undermined by the shortage of doctors. According to the IMA (Iraqi Medical Association), at

least 75 percent of doctors, pharmacists and nurses have left their jobs at universities, clinics and hospitals. Of these, at least 55 percent have fled abroad.

Consequently, the IRI project was successfully able to provide health and educational expertises, by increasing the number of assigned medical personnel and spreading their locations where mostly needed.

The IRI Programme managed to bring medicine and health expertise back to Iraq to serve the educational and health institutional sectors.

Project Management arrangements

Implementation mechanisms:

The IRI project was implemented by IOM in collaboration with UNDP and MoPDC –line ministry for this project-. The overall management was done from Amman, Jordan.

Roles and responsibilities of each partner were as following:

IOM

Amman Management Unit (AMU):

- Manage all project activities and staff;
- Outreach public information (PI) campaign to reach out and attract the Iraqi expatriates;
- Receive application forms from interested Iraqi professionals living abroad. Enter complete applications in the project database, and request missing details for incomplete forms;
- Match candidates' profiles with the institutions' specific requests. Share profiles of candidates with participating institutions for their final selection;
- Create and maintain the IRI website and IRI database;
- Organise all logistic/admin procedures for the deployment of experts to Iraq;
- Organise pre-deployment briefing in Amman, including comprehensive security briefing;
- De-brief participants at the end of their assignment;
- Organise project Steering Committees (SC);
- Organize IRI Human Resources management Workshop;
- Keep track and follow up on all monitoring activities and reports;
- Liaise with the Government of Iraq and the donor community.

Baghdad/Erbil Support Cells, in coordination with the Ministry of Planning and Development Cooperation:

- Map human resources (HR) needs/ and capacity gaps in participating public institutions;
- Organise their outreach work, and hold meetings with participating and new partner institutions seeking HR to explain the mechanisms of the IRI and the way in which the programme could support their institutions;
- Identify and synergize with on-going reconstruction projects and initiatives in Iraq for which the IRI could be beneficial. Existing tools such as Donor Assistance Database (supported by UNDP) were tapped into;
- Monitor activities in Iraq and support beneficiaries during their assignment.

UNDP:

- Support in the development of the IRI website and IRI PI campaign;
- Participate in the IRI Steering Committee.

MoPDC:

The Ministry was involved in a number of ways:

- it was an essential part of the BSC structure having appointed two senior staff as focal points

- and one administrative staff to support the project together with the project recruited staff;
- it was a member of the project Steering Committee, where all major decisions on the direction of the project were taken;
- it was responsible for coordination with all 37 participating ministries (the participating ministries have been encouraged to appoint a focal point dealing with this project to which many of them have responded positively);
- it was requested to clear all appointments of Iraqi experts under the project.

Monitoring system(s):

During their stay in Iraq the performance of the IRI experts and the impact of their work in the hosting institution were closely monitored by the IRI staff. Regular monitoring visits were organised to each hosting institutions and feedbacks were collected from both experts and institutions. Each expert was reporting on a monthly basis to the project management team.

Each **expert** was requested to submit the following reports:

- ⇒ Monthly activities report and certified monthly attendance sheet
- ⇒ Post arrival (two week after arrival) monitoring report
- ⇒ Candidate mid term evaluation report
- ⇒ Candidate final evaluation report

Each participating **public authority** was requested to submit the following reports, for each expert assigned to their institution:

- ⇒ Institution mid term evaluation report
- ⇒ Institution final evaluation report

It is worth noting that during the implementation of the IRI the consultants working in Iraq in the IRI support cells of Baghdad and Erbil were trained on monitoring techniques.

The IRI database was an essential tool to monitor the process, keep track of all candidates, appointees who returned within the programme or are in the process of returning to Iraq, ensuring proper follow up of each case. The database also monitors financial project expenditures.

Every expert was passing via Amman prior to his/her deployment and at the end of it. These meetings were good monitoring opportunities to discuss with the beneficiaries and identify problems/issues to be addressed.

Monitoring of the activities was done through close contact, regular communications and working relationship with the Ministries and returned experts. Project Steering Committee (gathering IOM, UNDP and MoPDC) were organised regularly to evaluate progress and need to adjust/develop further strategies to ensure the successful implementation of the programme: Several corrective actions like: expanding the geographical coverage of the project (it was initially only targeting the Central institutions in Baghdad and was then extended to other locations); improvement of the pre-deployment security briefing for experts were taken after SC meetings; discuss lessons learned and new approaches to be included in phase III (For the last SC note for the file see Annex E).

Procurement procedures utilized:

Very little procurement was requested by the project. When necessary the standard IOM's procurement rules were applied. All material/equipment bought during the project was donated to the different hosting institutions in Iraq. IRI consultants in Iraq closely monitor this process.

- Baghdad and Erbil Support Cells procured for their needs (office supplies, services etc) locally. Same applied for Amman Management Unit in Jordan.
- Staff costing (P staff, national staff) was based on generally accepted UN rules and regulations. National Consultant costing was based on the prevailing average rate for such services in Iraq.
- Costing has been kept to minimum possible.
- All the operational set up/ delivery mechanisms were in place.

II. Resources

Total approved budget and summary of resources used for the programme/project from the UNDG Iraq Trust Fund (and non-Trust Fund resources where applicable):

UNDG ITF funds received.

UNDG ITF funds granted IRI USD 2,777,323 for Phase II. The project was granted a no cost extension until December 2007.

No other funding sources were available.

During the reporting period, the main area of expenditures included the following activities:

- The recruitment of IRI experts to be deployed in Iraq, including payment of compensation packages, travel tickets, and temporary accommodation for the experts once they arrive in Iraq;
- Procurement of technical equipments and resource materials for the work of the expert during his/her assignment;
- A Human Resources Management Training Workshop in Amman for 22 Iraqi ministries' focal points;
- Pre and post deployment briefing for each expert in Amman;
- Production and sending IRI programme certificate to the experts who finished their assignments and went back to their country of residence;
- Production and sending IRI programme PI material;
- Website and database design, establishment and maintenance;
- Staff and office costs.

Human Resources

International Staff:

- 1 Project Manager based in Amman for overall project coordination (IOM)- P3 level
- 1 half time Project Officer based in Amman (UNDP) from 1st of May 2007 till 31 July 2007

National Staff:

- 1 Project Assistant based in Amman – G5
- 1 Candidate Support Assistant based in Amman – G5
- 1 Data Base Assistant based in Amman – G5
- 1 IRI Consultant based in Baghdad – National Consultant
- 1 IRI Consultant based in Erbil – National Consultant

Project Assets

Assets purchased under the project and their disposal

2 desktop computers – IOM for IRI website and IRI data base

4 laptop computers – IOM 1 in Amman 3 in Iraq

Office furniture for the IRI support cell in MoPDC Baghdad

III. Results

An assessment of the extent to which the programme/project component / programme /project has achieved the outcomes and outputs expected

The International Organization for Migration (IOM) and the United Nations Development Programme (UNDP) jointly implemented the IRI project in coordination with the Ministry of Planning and Development Cooperation (MoPDC) to assist the Iraqi Government in recruiting and placing qualified expatriate Iraqi nationals for the reconstruction and rehabilitation of the country. Specifically, the project offered expatriate Iraqis who have migrated to other countries and achieved professional success abroad the possibility to work for short term consultancies with the Iraqi government.

This project aimed to enhance the institutional capacity of the Iraqi Ministries and other Iraqi public sector institutions through the deployment of selected Iraqi émigré experts. The sustainability of managing the IRI human resource system by Iraqi authorities is envisaged in the longer-term.

As of December 2007, 62 IRI experts have been deployed to Baghdad, Najaf, Tikret and northern Iraq. They were selected from 315 listed in "IRI Roster" database of qualified Iraqi national living abroad, selected among 540 applicants. (See attached ANNEX A for statistical information of the results achieved)

- As of end of December 2007, 62 IRI experts have been deployed throughout the public sector of Iraq. The experts have been deployed in several different sectors of the public administration and academic institutions; they brought their international experience and thus supported the capacity building of their country.
- Despite the unstable security situation, the Iraqis Rebuilding Iraq Programme (IRI) has successfully achieved its goal to recruit 60 professional Iraqi expatriates for short term assignments in the public sector in Iraq. The Programme also managed to have extra two experts assigned exceeding the targeted goal of 60 experts, in a further aim to accommodate additional experts to be deployed in Iraq within the limited time frame left.
- It is worth mentioning that after mutual agreement between designated ministries and experts, extension of the IRI contract was requested and granted for 20 experts.
- 11 Qualified Iraqis decided to remain permanently in Iraq at the end of their assignment.
- IRI programme received 372 requests for different expertise, assessed to be not currently available in Iraq, from 37 different participating ministries/public institutions in Iraq.
- IRI has established an interactive roster of 315 qualified Iraqis living abroad that are willing to return to Iraq. These Iraqis are all registered in the IRI database and their professional details are available on line on the IRI website. www.iraq-iri.org
- Long term achievements have been established like materials and equipments provision for some assignments, labs or departments to be used and functioned properly by the existing beneficiaries inside Iraq even after end of the assignment. Also abroad corporation have been facilitated through experts' connections and networks with their affiliates in their residence countries.
- Mainstreaming Gender Equality have been taken into consideration by trying to match and recruit female applicants providing assistance for their dependants/ children travel if accompanying them to Iraq during the IRI assignment.
- Environmental dimension has been tackled through the provision of expertise to work on that issue, two experts were assigned through the programme covering environmental related positions particularly on water resources and pollution fields and hydraulic systems. Water tests done by one of those IRI experts in Sulaymaniyah and Erbil have revealed that it's polluted and action have been taken accordingly.
- Outstanding medical and technical assistance and operations were carried out by many IRI experts, examples of some of those achievements are the following:
 - ✓ Conduct life saving and complicated surgeries that had not been done before in Erbil
 - ✓ Receive patients from Baghdad and outside Iraq
 - ✓ Train physicians to discover an early diagnosis of fetus heart failure cases before delivery
 - ✓ Updated curriculum and academic methods of medicine teaching to upgrade university status

- and have it internationally certified
- ✓ Establishment of the first well equipped Avian Flu lab in the region in Sulaymaniyah that have facilitated further research on the subject and diagnostic tests
- ✓ A new teenager counselling and social advancement field has been introduced to the Sulaymaniyah community by one of the IRI experts, who conducted further research and introduced updated methods and activities that have not changed since 30 years.
- ✓ Electricity/ energy savings by introducing and fitting the right devices in two Iraqi hospitals.
- A fairly scattered geographical distribution of expertises and activities were carried out to cover central, southern, and northern regions of Iraq.
- MoPDC support and open dialogue throughout the whole operational procedures of the IRI programme was ensured. MoPDC and AMU proactively discussed the geographical distribution of experts, as the Kurdistan region was having the biggest share of selected candidates and deployments. Worth mentioning, that the northern region deployments were the most active due to the security factor that was very persistent during the whole implementation of the IRI Programme (Deteriorating security conditions and political congestion in Baghdad and the south).
- Candidates collaboration to assist and service further to their IRI assignments were showing and incorporated during their stay, facilitating grants and donations from abroad, provision of scholarships abroad, broadcasting lectures and knowledge on TV, and other research, consultancy and training activities.
- Public Information activities were an essential component of the programme. They ensured that the largest number of qualifying Iraqis were constantly informed about the programme and the opportunities offered by the participating institutions.
- Production of advertisements and articles was totally achieved. Bi-monthly IRI newsletter, which reflected IRI progress, statistics and success stories was circulated among all Iraqi public institutions and the candidates registered in the IRI database
- IRI Programme also planned and executed a Human Recourse Management Workshop in Amman for 22 Iraqi ministries' focal points. The objectives of the training were to deliver a capacity building in basic Human Resource Management and IRI system for some IRI focal points appointed in each participating public institution to prepare them to take ownership of the project's system and sustain the activities. This training successfully met its objectives and it reinforced the capacities of the hosting institutions in Iraq to better assess their HR needs and also would allow them to actively monitor the experts performances so that each expert can maximize their contribution during his/her deployment (for more information regarding the HR training see attached Annex B).
- IRI Programme received many appreciation letters from several public institutions in Iraq, MoPDC and IRI deployed experts, praising the programme activities and IRI experts participation, performance, and achievements (for a selection of some of them see attached Annex C).
- IRI Programme received supporting letters and requests from its counter partner MoPDC (a letter of the third phase request) and other hosting institutions wishing to secure and encourage another phase/ extension of the IRI programme (See attached Annex D).
- Organise Steering Committees (MoPDC, UNDP and IOM) meetings held regularly providing full recognition for the project partners to discuss and cement the full project implementation. Regular Steering Committees were held also to monitor the implementation, progress and compliance on agreed responsibilities, discuss and follow up on constraints, take decisions regarding extensions and new phases (NFF for the last meeting are attached as Annex E).

Main activities undertaken and achievements/ impacts:

- As of end of December 2007, 62 IRI experts have been deployed throughout the public sector of Iraq. The experts have been deployed in several different sectors of the public administration and academic institutions; they brought their international experience and thus supported the capacity building of their country.
- It is worth mentioning that after mutual agreement between designated ministries and experts, extension of the IRI contract was requested and granted for 20 experts.
- 11 Qualified Iraqis decided to remain permanently in Iraq at the end of their assignment.
- IRI programme received 372 requests for experts from 37 different participating ministries/ public institutions.
- A roster of qualified Iraqis were established and fully functional by registering 540 Application Forms in the IRI Database
- IRI Website and Database were successfully established and operational, targeting outreach to the Iraqi émigré communities willing to take assignments in their home country.
- As part of the process of developing and disseminating vacancy announcements for posts in the Iraqi public sector, the project looked for endorsement of MoPDC regarding the human resource needs of individual ministries. The project SC (consisting of MoPDC, IOM and UNDP) ensured that certain baseline standards were maintained across ministries with respect to assessment of need and the qualifications of candidates to be deployed as part of the project.

See attached ANNEX A for statistical information of the results achieved

Implementation constraints, lessons learned from addressing these and knowledge gained from assessments, evaluations and studies that have taken place during the project:

Based on close monitoring of the different activities several constraints were identified and corrective actions were taken. In particular:

SECURITY in IRAQ

- The security factor was the main challenge. Several experts have shown reluctance to be deployed in Baghdad. Some experts who initially accepted the offer finally refused to go due to the deteriorating situation. To the contrary, in other governorates, where security risks were less, several Iraqi expatriates have been deployed, particularly in Erbil, Sulaymaniyah, Tikrit and Najaf.
- Security concerns were also the main problem reported by experts who have terminated their assignments in Baghdad.
- Since one of the main constraints being reported was security situation, IRI project in coordination with IOM Security Awareness Induction Training (SAIT) Programme developed a more comprehensive security briefing to be presented to IRI experts during their IRI briefing in Amman. A full SAIT training was to be offered for deployed candidates in Baghdad.

SELECTION PROCESS in IRAQ

- The selection process of participating ministries could be very slow, resulting in slow recruitment and deployment. These delays have led to a number of selected experts rejecting the final offer due to alternative commitments. In order to speed up the selection process, the IRI BSC and ESC followed up weekly with the interested public institutions by phone or/and by e-mail, as well as with personal visits to the requesting offices.
- 80 Short listed candidates declined the IRI programme or ministries offers through the IRI for many reasons like Compensation Package, security, current employment commitments, and personal
- Often identified experts who would be willing to participate in the project were not able to do so during the project implementation time. This was because they already had commitments

with their current employment in their residing country and could be available only after the end of the project.

- Staff turn over in several participating institutions in Baghdad and the north.

MONITORING in IRAQ

- Due to the need for IRI representative to follow up with the IRI programme issues and needs in the North, BSC Deputy Coordinator was transferred to Erbil to follow up with IRI experts recruited in Sulaymaniyah and Erbil and with requesting facilities, he was located at the UN compound in Erbil office.

LESSONS LEARNED

- The candidates from the “western countries” are most likely to return back to their current countries of residencies after completion of their assignments and those participating from neighbouring countries will most likely stay. Among the 62 experts deployed during the current phase eleven decided to remain permanently in Iraq.
- It is important to provide appropriate security briefing before deployment.
- It is beneficial to set up support groups among experts being deployed to the same region who meet regularly to share their experiences.
- For longer term assignments, if resources available, it is good to consider supporting the travel of immediate family members to join the assignment of the experts.
- Visiting the ministries to monitor the progress of the performance of the experts is important and should be done regularly.
- Keep regular contacts with the deployed experts.
- Outreach campaign should be a mainstreamed activity throughout the whole project cycle in order to maintain interest in the project and raise awareness about its activities and achievements.
- Better needs assessments and basic human resource training would be necessary for focal points assigned in different public institutions. Sometime the lack of HR knowledge and understanding of the IRI mechanism were clearly affecting the smooth operations of the IRI programme from the Iraqi side. The IRI HRM workshop conducted in December 2007 was very beneficial and useful for those participating institutions and has successfully increased their knowledge and awareness about IRI and how to prepare and design better vacancies, forming a vacancy from an HR gap, design and delivery of ToRs/Design and composition of Job Description (Job analysis/ classification systems/ employment procedures/ characteristics/skills)
- MoPDC and some other requesting institutions were looking forward to having deployments in the South, wherein IRI succeeded to some extent, the procedures were slightly crippled due to the fact that IRI had no consultant or focal point to follow up on recruitment activities in the south (A south support cell has been identified for the future).
- North deployment blockages slowed down IRI operations and implementation for a quite a long time (MoPDC blocked all northern selections for some time to encourage Baghdad and south deployments).
- Monitoring and Evaluation reports received from IRI experts deployed in Iraq in addition to their direct feedbacks were showing some lack of orientation and welcoming procedures to guarantee better and efficient Team Building and new staff integration from the hosting institution. The IRI HRM that took place in December 2007 tackled this issue and gave ministry focal points a full session on provision of orientation for new employees, welcoming and smooth inclusion of a new staff in the team (see attached Annex F).
- There is a need to delocalize IRI activities by focusing and targeting local government institutions in the Southern governorates.
- Organise an IRI Human Resources Management Workshop as a Capacity Building activity on HRM in general and IRI Programme concept, operational procedures, needs assessment, Recruitment, forms, website, Database, and monitoring systems. The workshop helped in clarifying how IRI operates and what would be expected from all partners to accomplish all

objectives (See attached Annex B).

Key partnerships and inter-agency collaboration, impact on results:

The direct counterpart for this project was the Ministry of Planning and Development Cooperation.

The Ministry was involved in a number of ways:

(1) it was an essential part of the Baghdad Support Cell structure having appointed two senior staff as focal points and 1 administrative staff to support the project together with the project recruited staff; (2) it was a member of the project Steering Committee, where all major decisions on the direction of the project are taken; (3) it was responsible for coordination with all 37 participating Ministries (the participating ministries have been encouraged to appoint a focal point dealing with this project to which many of them have responded positively), and (4) was requested to clear all appointments of Iraqi experts under the project.

Highlights and cross cutting issues pertinent to the results e.g. gender disaggregation, policy engagement and participation of the public:

Since its very beginning, the project had a major role as a capacity building tool for the MoPDC as well as for all other participating ministries, having been closely involved in the implementation of the IRI programme. To date, the type of expertise required varies from Management, Information Technology, Social Development, Environment, Medical, Legal, Science and Technology, Administration and Educational. Participating ministries seek assistance from the IRI programme to have IRI experts assigned to their ministries in order to train ministry staff, to share skills, expertise and know-how for a better functioning of the various departments.

Through its public campaign and support units, the project actively sought applications from qualified women, and gives preference to equally qualified female experts for positions. From the beginning of the project eleven female experts were deployed to Iraq. Efforts have been made to hire qualified women as project staff. The IRI team includes four females and two male staff. Efforts were also made to train IRI staff on gender issues.

As mentioned earlier, environmental dimension was tackled through the provision of expertise to work on that issue, two experts were assigned through the programme covering environmental related positions particularly on water resources and pollution fields and hydraulic systems. Water tests done by one of those IRI experts in Sulaymaniyah and Erbil have revealed that it's polluted and action have been taken accordingly. Ministry of Environment was one of the participating ministries in the IRI project.

The Project also contributed to the capacity building of the participating ministries by organising a Human Recourse Management Workshop in Amman for 22 Iraqi ministries focal points through delivering a capacity building assistance in basic Human Resource Management and IRI system for some IRI focal points appointed in each participating public institution to prepare them to take ownership of the project's system and sustain the activities. This training proved successful in guiding hosting institution focal points on how to better assess their HR needs and actively monitor the experts performances so that each expert can maximize their contribution during his/her deployment.

Pre-deployment Security Briefing for each IRI expert was developed and introduced during the implementation of the project to raise security awareness and guide experts to low profile status during their assignments in Iraq (See attached Annex A and B).

IV. Follow up actions and sustainability

Priority actions that should be supported/implemented following completion of project to build on achievements and partnerships rectify shortcomings encountered and use the lessons learned during the project with strong emphasis on achieving sustainability of the outcomes:

The project ended in December 2007 and there is still a strong need to continue the IRI operations, as evidenced by continuing request for support by relevant partners at central and local level. The main Iraqi project partner, MoPDC, is also strongly supporting the continuation of this project as they consider it very beneficial for their country (for MoPDC letter of support for a new phase of the project see Annex D). Several public institutions that benefited from the deployment of IRI experts have expressed to the project management their satisfaction and support.

The proposed third phase of the IRI project presented to the Cluster maintains the same strategic approach and incorporates some of the lessons learnt during the previous phases.

These main innovative points are:

- ⇒ In order to broaden the geographical coverage, in particular to southern Iraq, to guarantee even distribution of experts in all region of Iraq an IRI Support Cell will be established in the southern region. This cell will facilitate the liaison with all public institutions located there and will also support and monitor the IRI experts when deployment starts.
- ⇒ In order to increase the number of female experts deployed and strengthen the role of women in all aspects of the country's reconstruction a small additional financial incentives for female experts will be allocated; this is based on the fact that several IRI female experts deployed in the current phase travel with their small children. This small allowance will enable them to pay for child care support while attending their institution without being penalised.
- ⇒ Capacity building in basic Human Resource Management and IRI system for some IRI focal points appointed in each participating public institution to prepare them to take ownership of the project's system and sustain the activities. This training will reinforce the capacities of the hosting institution in Iraq to better asses their Human Resources needs and also would allowed them to actively monitor the experts performances so that each expert can maximise its contribution during his/her deployment.
- ⇒ In identifying the capacity and human resource needs in Iraqi public institutions, coordinate and synergize with existing projects.
- ⇒ Seek coherency with larger frameworks, such as the National Development Strategy and the ICI, in the deployment of the experts;
- ⇒ Expansion of network partners in Iraq, support the identification of HR needs, and consequent deployment of suitable experts;
- ⇒ New IRI outreach campaign to increase and liven the interest of Iraqi expatriate professionals to return to Iraq; the first info campaign was launched for 3 months in 2005, in order to keep the Iraqi diaspora involved and interested in participating a new campaign should be organised and launched.
- ⇒ Conduct a final external evaluation to asses project impact

Indication of major adjustments in the strategies, targets or key outcomes and outputs:

N/A

Estimated Budget required:

USD 1,871,785.00 for the deployment of 30 IRI experts.

Annex 1 Key Performance Indicators – Log Frame Matrix

Objectives	Measurable indicators	Means of verification	Outcomes
<p>Development Objective:</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>approximately 60 highly qualified Iraqis are deployed to provide specialized services, capacity building, professional support and training for the Ministries and other public institutions</p>	<p>Performance / deployment records and reports from the Ministries assisted/IRI database records and statistics</p>	<p>62 IRI experts have been deployed throughout the public sector of Iraq. The experts have been deployed in several different sectors of the public administration and academic institutions; they brought their international experience and thus supported the capacity building of their country.</p> <p>operational setup (Amman/Baghdad/Erbil) functional and well operational despite of the security problems</p> <p>Cooperation with the MoPDC, other Ministries / authorities, and other counterparts</p> <p>Extension of the IRI contracts was requested and granted for 20 experts.</p>
<p>Immediate Objectives:</p> <p><i>The immediate impact on the programme/project area or target group i.e. the change or benefit achieved by the programme/project:</i></p> <ol style="list-style-type: none"> 1. Assist Iraqi authorities to identify human resources gaps in key areas of the public sector and to develop professional profiles and eligibility criteria for the posts required to fill these gaps 	<p><i>Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose</i></p> <ol style="list-style-type: none"> 1. updated list of human resource gaps produced, including criteria for selection 2. skills existing within the Iraqi émigré communities are identified through a continuous outreach and registration effort 	<p><i>Methods and sources to quantify or assess indicators:</i></p> <ol style="list-style-type: none"> 1. Employment Forms (EF) received from the Ministries for identified HR needs 2. Database and registration records through website and hardcopy 3. Operational Iraqis Rebuilding Iraq database 	<p>Key outcomes against each objective</p> <p>Highly qualified 62 IRI Iraqi experts have been deployed</p> <p>Operational setup (Amman/Baghdad/Erbil) functional despite of the security problems</p> <p>Cooperation with 37 public institutions (MoPDC, Ministries, and other counterparts) achieved.</p> <p>IRI programme received 372 requests (EFs) for experts from 37 different participating</p>

<ol style="list-style-type: none"> 2. Identify specific skills available among the Iraqi émigré community based on the needs identified by Iraqi public sector authorities 3. Develop a database and website to serve to establish Iraqi Skills Roster and to match the demand and the supply of human resources 4. Deploy and support Iraqi expatriate experts to fill identified gaps in the Ministries and other public institutions and to provide capacity building, professional support and training for the existing staff 	<ol style="list-style-type: none"> 3. Database and website are used as the main means for registration and matching of candidates 4. Recruitment and deployment of approximately 60 highly qualified expatriate Iraqis into the public sector 	<ol style="list-style-type: none"> and website 4. Deployment/placement records and monitoring reports from the Ministries and employers 	<p>ministries/public institutions</p> <p>BSC/ESC Human Resources mapping exercise at the various ministries and public institutions in Iraq</p>
<p>Outputs:</p> <p><i>The specifically deliverable results expected from the programme/project to attain the objectives:</i></p> <ol style="list-style-type: none"> 1. Fully functional Amman Management Unit (Programme Manager and supporting staff) established with a telephone and email help-line 2. Fully functional Baghdad & Erbil Support Cells (2 national consultants and Ministry of Planning and Development Cooperation counterpart staff) established within the MoPDC 3. Needs assessment for priority positions required in the 	<p><i>Quantitative ways of measuring or qualitative ways of judging timed production of outputs:</i></p> <ol style="list-style-type: none"> 1. Amman Management Unit established and operational 2. Baghdad/Erbil Support Cells established 3. Human resources needs assessment compiled 4. Research project conducted 5. Website and database are operational 6. implementation 7. All administrative templates developed 8. All information campaign and 	<p><i>Methods and sources to quantify or assess indicators:</i></p> <ol style="list-style-type: none"> 1. Narrative reporting produced, including expenditure reports indicating related activities 2. Narrative reporting produced, including expenditure reports indicating related activities, staff contracts 3. Compiled lists produced from various participating Ministries showing specific HR needs/gaps requested to be filled with the Iraqi expatriate experts 	<p>Key outcomes against projected outputs</p> <p>PI information campaign fully achieved</p> <p>Production of advertisements and articles , newsletters, statistics, reports, fully achieved</p> <p>BSC and ESC continued its outreach work and held meetings with participating ministries and new ministries seeking human resources to explain IRI’s mechanisms and how the programme could support their institutions. During the reporting period, IRI programme received 372 requests for experts from 37 participating ministries</p> <p>During the reporting period, AMU received</p>

<p>Ministries completed</p> <ol style="list-style-type: none"> 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. 9. Verification and processing of applications from qualifying candidates and including them in the programme database 10. Screening and short-listing of IRI candidates for possible assignments at the various ministries. 11. Deployment of IRI experts. 	<p>promotional materials are designed, developed and disseminated.</p> <ol style="list-style-type: none"> 9. outreach campaigns is conducted 10. actions have been taken – additional outreach activities conducted as required throughout the duration of the project 	<ol style="list-style-type: none"> 4. Compiled and reported results from the research project 5. Accessing website / database 6. Copies of templates 7. Printed brochures and web based materials to be used for the information campaign 8. News adds, reports on the meetings with the Iraqi communities and associations, emails etc 	<p>540 applications from interested Iraqi professionals living abroad. AFs were entered in the programme database</p> <p>Applications have been received from Iraqi professionals residing in various countries</p> <p>By the end of the reporting period, 570 candidates’ profiles have been matched with ministries specific requests. Such profiles have been shared with participating ministries for their final selection.</p> <p>62 IRI experts have been recruited through the programme in Baghdad, Sulaymaniyah, Erbil, Tikrit and Najaf. They were selected from 315 listed in “IRI Roster” database of qualified Iraqi national living abroad, selected among 540 applicants</p> <p>All 62 IRI experts finished their assignments in Iraq successfully and returned to their residence countries. Among the 62 experts, deployed during the previous phase 11 decided to remain permanently in Iraq.</p>
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Annex 2 PROJECT COSTS

CATEGORY	UNDG ITF approved budget	Actual COST	Percentage of Approved	Budget Revision approved (give date)	Percentage of revision
1. Personnel • including staff and consultants					
2. Contracts • including companies, professional services, grants					
3. Training					
4. Transport					
5. Supplies and commodities					
6. Equipment					
7. Travel					
8. Security					
9. Miscellaneous					
10. Agency Management Support					
Total Expenditure					

Annex 3 List of contract awards by procurement method