



IRAQ TRUST FUND

ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010

<p style="text-align: center;">Programme Title & Number</p> <ul style="list-style-type: none"> • Programme Title: Modernizing Sulaymaniyah Museum, pilot for Museum Sector in Iraq • Programme Number: Project B1-37 • MDTF Office Atlas Number: 	<p style="text-align: center;">Country, Locality(s), Thematic Area(s)²</p> <p>Country: Iraq, Governorate: Sulaymaniyah Town: Sulaymaniyah Sector: Education</p>										
<p style="text-align: center;">Participating Organization(s)</p> <p>UNESCO</p>	<p style="text-align: center;">Implementing Partners</p> <ul style="list-style-type: none"> • KRG Prime Minister Office, KRG Ministry of Municipalities and Tourism, KRG Ministry of Education 										
<p style="text-align: center;">Programme/Project Cost (US\$)</p> <table border="0"> <tr> <td>UNDG ITF:</td> <td>USD 350,000</td> </tr> <tr> <td>Agency Core: UNESCO</td> <td>USD 50,000</td> </tr> <tr> <td colspan="2">Govt. Contribution:</td> </tr> <tr> <td>Other Contribution (donor)</td> <td></td> </tr> <tr> <td>TOTAL:</td> <td>USD 400,000</td> </tr> </table>	UNDG ITF:	USD 350,000	Agency Core: UNESCO	USD 50,000	Govt. Contribution:		Other Contribution (donor)		TOTAL:	USD 400,000	<p style="text-align: center;">Programme Duration (months)</p> <p>Overall Duration: 12 months</p> <p>Start Date³: 24 August 2010 End Date: 24 August 2011</p>
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<p style="text-align: center;">Programme Assessments/Mid-Term Evaluation</p> <p>Assessment Completed - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____</p> <p>Mid-Evaluation Report – <i>if applicable please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____</p>	<p style="text-align: center;">Submitted By</p> <ul style="list-style-type: none"> ○ Name: Lemia Dizayee ○ Title: National Programme Officer ○ Participating Organization (Lead): UNESCO ○ Email address: l.dizayee@unesco.org 										

¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

Introduction:

The Suleimanyah Museum is an ideal flagship candidate for introducing state-of-the-art museology and internationally recognized good-practices in the Kurdistan region. The Suleimanyah Museum is arguably the finest archaeological museum in the Kurdistan Region of Iraq. The museum has a committed management and staff determined to bring the museum into the 21st century.

The proposed project will assist the Kurdistan Regional Government (KRG) to protect and promote the multi-ethnic Iraqi national heritage as reflected through the museums in the region, by introducing and disseminating accepted international museological good-practices and related museum expertise into the Suleimanyah Museum, in particular by supporting the development of educational programs and materials for secondary school teachers and students. Museum Education programmes will support the quality education of history and culture of Iraq. The ultimate aim of the project is for the Suleimanyah Museum to become a model and resource for other museums and museum specialists in the Kurdistan Region of Iraq as well as in Iraq in general.

NARRATIVE REPORT

I. Purpose

The project will 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 will be addressed in two components;

1. Develop the Master Plan, this is comprised of analysis and research; development of alternatives; development and refinement of strategies, and; conclusions and the final Master Plan.
2. Redesigning Museum Spaces

The project, closely with museum management and staff, will redesign and reallocate exhibition, administration, plant facilities, and ancillary space in the museum with special emphasis on exhibition space visitor services and lecture auditorium, the project will also refurbish the exhibition space and lecture auditorium.

Output 1.2: Capacity Building for the Development and Delivery of Educational Programmes

1. Development of Educational Programmes and Training Materials: Museum Management international experts in close cooperation with the KRG Ministry of Education will start an inclusive training process for the development of educational programmes and related training materials. The Steering Committee, in cooperation with school teachers, will oversee that process.

Trainings materials for teachers and educational kits for a largely young public will be developed by the trained multidisciplinary team from the KRG Ministry of Education, the Department of Antiquities and Heritage and Academia. International experts in Museum Education will guide and supervise the development of training materials and educational kits.

2. Training of Teachers for the use of Museum Educational Kits

Two trainings of trainer sessions will be organized to introduce the educational kits for museum and to learn how to prepare specific itineraries of the museum visits directly linked with secondary school history curriculum.

Direct beneficiaries include the Government of Iraq and all relevant governmental institutions in particular the Museum of Sulaymaniyah, the Department of Antiquities of Sulaymaniyah Governorate and Education Department of Sulaymaniyah. Similarly youth and school teachers will benefit from the development of the educational programmes and training materials. The project aims for at least 45% participation by women in all workshops and training sessions.

Programme relation to the Strategic (UN) Planning Framework guiding the operations of the Fund/JP.

UN Assistance Strategy for Iraq

The project will directly address the joint UN Assistance Framework guiding the operations of the UNDG ITF and contribute to UNCT Sector Outcome “Enhanced access to all levels of quality education with particular focus on girls” through developing a solid base for educational programme based on an interactive introduction of Iraqi exceptional ancient history and broad cultural diversity focusing on its educational outreach.

UN Millennium Development Goals MDGs

This project contributes to MDG Goal 2, “Achieve universal primary education”: Target 1 for primary education. The project will ensure the gender balance for any activity and training within the capacity development component, and will pay particular attention to the development of gender balanced trainings materials and/or educational kits for school teachers and students. Thus contributing to the MDG Goal 3” promote gender equality and empower women” Target 1 on gender disparity in primary and secondary levels.

II. Resources

The two funding resources available to the project are the above said, namely UNDGITF US\$ 350,000 and UNESCO core fund US\$ 50,000.

Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.

N/A

Constraints

The main challenge in the implementation of the project is the need to address the challenges of remote controlled implementation and the need to improve the preparatory phase with national counterparts and gain a firm commitment from each implementing partner. Therefore, this project is designed to have project implementation completely moved to Iraq, with two National Officers who will ensure the daily follow up in Erbil and Sulaymaniyah, as well as the work of a number of national experts, assisted and coached by a number of international experts, in charge of the different components of the project.

Human Resources:

National Staff: One (1) National Programme Officer (NPO) based in Erbil, supported by a National Project Assistant based in Sulaymaniyah, is responsible for daily follow up on the project implementation through regular meeting with concerned stakeholders and members of the project steering committee. NPO and the Project Assistant liaise with the consultants hired under the project to ensure the inclusive process for the modernization of Sulaymaniyah Museum and the development and the delivery of museum educational programme.

One (1) Part time administrative assistant, based in Amman, is supporting the project to ensure smooth administrative support to the implementation of the project.

Two (2) national Consultants will be recruited to work with International consultants; to provide the necessary training for the establishment of Management Master Plan, to support the redesign of museum spaces and to develop educational programmes.

International Staff: The Project implementation consists of an international Culture Programme Specialist, based in Amman, responsible for the overall guidance of the project.

III. Implementation and Monitoring Arrangements

The UNESCO Office for Iraq, in Amman, will be responsible for the overall management and implementation of the project. Project management will consist of an international Culture Programme Specialist based in Amman who will be responsible for the overall guidance of the project. The coordination of the project in Iraq will be ensured by a National Programme Officer (NPO) based in Erbil, National Project Assistant based in Sulaymaniyah. To ensure smooth administrative support to the implementation of the project, part time administrative assistant based in Amman will support the project.

The NPO will be accountable to the Steering Committee, attending the Steering Committee once a month and will be updating them on the development of the project and preparation of all planned activities.

Project Steering Committee (SC)

A Steering Committee will be formed at the beginning of the project to work on the Master Plan. The SC will be chaired by the Department of Antiquities and Heritage of KRG under the overall umbrella of the State Board of Antiquities and Heritage. The SC will facilitate and guide the implementation of the project in accordance with the agreed programme. In order to fulfill its mandate the SC will receive quarterly progress reports on the implementation of the project compiled by the NPO. By the end of the project the SC will become integrated into the Sulaymaniyah Museum Board.

Provide details on the procurement procedures utilized and explain variances in standard procedures.

All procurement activities included in this project are implemented according to UNESCO's standard rules and procedures of international competitive bidding. Within this framework, procurement for goods up to a ceiling of \$100,000 may be undertaken directly by the Amman based team. For procurement of goods above \$100,000, a committee in Headquarters reviews and authorizes the contract in question.

Monitoring system(s) that are being used

The project is designed to meet the requirements for monitoring, evaluation and reporting in line with the Memorandum of Understanding of the UN Development Group Iraq Trust Fund as well as by the standard policies and procedures of UNESCO

The results framework will be used as the basis for monitoring and reporting progress against outputs, stipulated indicators and their contribution towards the outcome.

Monitoring and evaluation of the implementing partners of the Project will be specified in the term of references of the contractual agreements. The UNESCO Culture Programme Specialist in close cooperation with the focal points of the project implementation representing national counterpart will ensure that all outputs stipulated in the terms of reference are delivered in accordance with the contractual agreements without any delay.

The NPO and the Project Assistants will meet each month in Sulaymaniyah and will also meet quarterly with all concerned governmental focal points to review the project's progress and outputs and take corrective action if necessary.

During the implementation of the project UNESCO will undertake a – midterm review together with GOI to assess progress against outputs, stipulated indicators and their contribution towards the outcome as stated in the results framework and work plan, and as measured by the corresponding indicators. While focusing on output-to-outcome level results it will as well as identifying major problems or challenges to be addressed by the management of the project to ensure that expected results are achieved within the budget and proposed timeframe.

At the end of the project, an external 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 GoI 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 (GoI, UN, donors, civil society) on how to maximize the results from similar initiatives in comparable situations.

Assessments, evaluations or studies undertaken.

- 1) An assessment on the Museum existing educational programmes conducted with a strategy addressing the educational needs of the museum conducted education consultant visited the premises of Sulaymaniyah museum to meet with the staff and the senior management of the museum the existing educational programmes in place in the museum and the Department of Antiquities and Heritage (DAH); 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;
- 2) An international expert on museology to review the museum's collections, to developing a reinterpreted permanent collection including storyline, themes, and highlights, and to devise a program for realizing the reinterpreted permanent collection. These proposals of UNESCO consultant were approved by museum management.

IV. Results

Programme progress in relation to planned outcomes and outputs

In October 2010 UNESCO launched the Assessment phase of the report with two crucial missions of international experts for the establishment of Museum Management Master Plan (15 October -18 November 2010) and for the assessment of Museums premises and space (17-24 October 2010). Those missions established plan of actions, Museum scientific committee for the preparation of the collection description, selection of the objects for new permanent exhibition and development of storyline(s). The Architectural assessment was done technically but also in relation to the eventual future content of the museum. The Museum staffs are working on the preparation of requested data for the next mission of Museum Management expert, Museum collection expert and Museum education experts that will take place in February 2011. Mission reports and recommendations are the guidelines for the next steps of the project development for UNESCO and for the Museum staff.

UNESCO delegated 4 consultants; 1) Museum Architect to assess the museum space and the structural stability of museum premises; 2) Museum education consultant; to visit the premises of Sulaymaniyah museum to meet with the staff and the senior management of the museum and the Department of Antiquities and Heritage (DAH); 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; 3) An international expert on museology to review the museum's collections, to developing a reinterpreted permanent collection including storyline, themes, and highlights, and to devise a program for realizing the reinterpreted permanent collection. These proposals were approved by museum management.

Key outputs achieved in the reporting period including # and nature of the activities (inputs), % of completion and beneficiaries.

Existing educational programmes assessed and a strategy for addressing the short and long-term educational needs of the museum developed;

Improved management practices and an expanded museum organizational structure developed.

Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

There was a delay in releasing the fund of 2 months causing the delay in starting the project.

Key partnerships and collaborations

The government counterparts are the KRG Ministry of Municipalities and Tourism and Ministry of Education. UNESCO will also cooperate with international institutions and NGO for heritage protection as follows: IGO-ICCROM, International Council for Museums (ICOM), Getty Conservation Institute, Instituto Italiano per l'Africa e l'Oriente, and the national NGO Iraq Association to Support Culture.

Other highlights and cross-cutting issues:

Human rights: Acceptance and recognition of the diversity of culture is conducive to dialogue, respect and mutual understanding. Therefore the freedom of cultural expression is a basic human right. Moreover the implementation of cultural rights is a pre-requisite to peace and security. The Project will work with duty

bearers and rights holders to ensure a broad-based understanding that cultural diversity is a driving force for sustainable development, and of the important role that diversity plays in supporting intercultural and inter religious dialogue.

Gender equality: The project will pay particular attention to the development of gender balanced trainings materials and/or educational kits for school teachers and students, but also with special attention to the role of a woman in the ancient history of Iraq. Moreover, the project will ensure the gender balance for any activity and training within the capacity development component.

Key environmental issues: Environmental awareness presented through the ancient history will form part of all training materials and/or educational kits. In addition the refurbishment and upgrading of the premises will be done privileging environment friendly materials.

Employment generation: The project will not directly generate employment. However, more museum education experts will be trained and employed by the Sulaymaniyah Museum at least on a short term basis. Indirectly the Project will contribute to the development of better opportunities for tour guides.

V. Future Work Plan

Major adjustments in strategies, targets or key outcomes and outputs planned.

No major adjustments in the planned outputs foreseen to date.

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicators or Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1 Enhanced access to all levels of quality education with particular focus on girls							
Output 1.1 Department of Antiquities and the management of Sulaymaniyah Museum have enhanced capacities to modernize the Museum	Indicator 1.1.1 Assessment on the current condition of the Museum completed	NO	Yes			Assessment report	
	Indicator 1.1.2 No. of museum staff trained museum strategic planning disaggregated (disaggregate by sex)	0	20			Training report	
	1.1.3 % of trainees satisfied with the quality of training in terms relevance and usefulness	NA	80%			Pre-post training assessment	
	1.1.4 Final Master Plan for Sulaymaniyah Museum developed	No	Yes			Master Plan Document	
	1.1.5 Architectural Redesign of Museum spaces prepared	No	Yes			Museum Designs in sketches, narrative and plans (hard and soft copies)	
	1.1.6 Exhibition Spaces and lecture	No	Yes			Project Progress	

	auditorium refurbished					report	
Output 1.2 Department of Antiquities and the management of Sulaymaniyah Museum have enhanced capacities to develop and deliver educational programs on history and culture of Iraq	Indicator 1.2.1 Number of training materials on history of and culture of Iraq developed for TOT	0	5			Training materials for teachers	
	Indicator 1.2.2 Number of Trainers trained on use of training materials and educational kits	0	30			Training reports	
	1.2.3 % of trainees satisfied with the quality of training in terms relevance and usefulness	NA	80%			Pre-post participants' assessment	