



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

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|---|-----------------------------------|
| <b>Participating UN Organization(s)</b> | <b>Sector(s)/Area(s)/Theme(s)</b> |
| UNOPS<br>UNAMI HRO                      | Protection                        |

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|--|---|
| <b>Programme/Project Title</b>   | <b>Programme/Project Number</b>   |
| Support to the Ministry of Human Rights in Techniques for Mass Grave Excavation and Identification of Missing Persons. | F8-08<br>UNDG ITF Atlas Project no: 71163<br>UNDG ITF Atlas Award no: 57546 |

|  |                                   |              |                            |     |                     |  |               |  |               |              |   |
|--|-----------------------------------|--------------|----------------------------|-----|---------------------|--|---------------|--|---------------|--------------|---|
| <b>Programme/Project Budget</b>  | <b>Programme/Project Location</b> |              |                            |     |                     |  |               |  |               |              |   |
| <table border="0"> <tr> <td><b>UNDG ITF:</b></td> <td>974, 182 USD</td> </tr> <tr> <td><b>Govt. Contribution:</b></td> <td>USD</td> </tr> <tr> <td><b>Agency Core:</b></td> <td></td> </tr> <tr> <td><b>Other:</b></td> <td></td> </tr> <tr> <td><b>TOTAL:</b></td> <td>974, 182 USD</td> </tr> </table> | <b>UNDG ITF:</b>                  | 974, 182 USD | <b>Govt. Contribution:</b> | USD | <b>Agency Core:</b> |  | <b>Other:</b> |  | <b>TOTAL:</b> | 974, 182 USD | <b>Region (s): National</b><br><br><b>Governorate(s): Baghdad, Kirkuk</b><br><br><b>District(s)</b> |
| <b>UNDG ITF:</b>   | 974, 182 USD                      |              |                            |     |                     |  |               |  |               |              |   |
| <b>Govt. Contribution:</b>   | USD                               |              |                            |     |                     |  |               |  |               |              |   |
| <b>Agency Core:</b>  |                                   |              |                            |     |                     |  |               |  |               |              |   |
| <b>Other:</b>  |                                   |              |                            |     |                     |  |               |  |               |              |   |
| <b>TOTAL:</b>  | 974, 182 USD                      |              |                            |     |                     |  |               |  |               |              |   |

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|---|--|
| <b>Final Programme/ Project Evaluation</b>  | <b>Programme/Project Timeline/Duration</b>   |
| <b>Evaluation Done</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><b>Evaluation Report Attached</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | <b>Overall Duration</b><br>10 March 2009 – 31 July 2010<br><b>Original Duration</b><br>10 March 2009 – 09 March 2010<br><b>Programme/ Project Extensions</b><br><i>1 no-cost extension approved on 23<sup>rd</sup> February 2010</i> |

**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 main objective of the project was to support the development of Iraq's capacity to address the large numbers of missing persons through building further capacity within MoHR to work on the excavation and examination of mass graves, including the possible exhumation of missing persons from Kuwait.

The project was managed by UNOPS and implemented via a grant contract to the International Commission on Missing Persons, an international NGO with extensive technical experience in providing training to governments and other entities on the exhumation and investigation of mass graves. UNOPS provided oversight to ensure the completion of all project activities in accordance with the donor agreement and managed the grant to ICMP and completed all reporting requirements to the ITF.

UNAMI Human Rights Office has provided technical advice to the project based on its mandate to promote the protection of human rights in Iraq including those related to the issue of missing persons.

- b. List programme/project outcomes and associated outputs as per the approved Project Document.

*Project Outcome:* The government of Iraq is better able to protect human rights in relation to the identification of missing persons.

#### *Project Outputs*

1. Improved capacity of MoHR to undertake the excavation of mass graves
2. Improved capacity of MoHR to perform identification of human remains

- c. List the UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities, ICI benchmarks relevant to the programme/ project

The project contributes to achieving the following development goals and objectives relevant to Iraq:

#### *UN Protection Sector Team Outcome for Iraq:*

Improved protection of civilians throughout Iraq and creation of an environment which contributes to the observance of human rights for all Iraqis and mitigates the effects of forced displacement

#### *Iraqi National Development Strategy (NDS):*

8.1.1. National dialogue and reconciliation

8.3 Human Rights

Goal: Uphold and protect human rights, establish the rule of law, and overcome the legacy of the recent and distant past

8.3.1 Establish a comprehensive human rights regime country wide

#### *International Compact with Iraq (ICI):*

Although there is no specific benchmark, the project addresses:

3.1.1 National dialogue and reconciliation

3.3 Uphold and protect human rights, establish the rule of law, and overcome the legacy of the recent and distant past

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

The project's direct beneficiary is the MoHR, whose capacity has been built to address the situation of missing persons in Iraq: 22 members of the an MoHR team were trained under the project on mass grave excavation, with the purpose of then being employed by MoHR to increase capacity to work on the excavation of mass graves. By extension, Iraq's national capacity to address the issue of missing persons has been built during the project. Indirect beneficiaries therefore include the relatives of missing persons that will benefit in the long term from this increased capacity to find and identify the missing.

Key stakeholders include the MoHR, the Medical Legal Institute, The KRG Ministry of Martyrs and Anfal Affairs, the UN and the International Commission on Missing Persons.

## **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 concentrated on building the capacity of an additional MoHR team dealing with forensic exhumation and investigation of mass graves, with the objective of facilitating more effective identification and exhumation of missing persons. Specifically, the project trained a team of 22 forensic experts that will work for the MoHR on the excavation of mass graves. The team and the MoHR are the primary beneficiaries of the project. MoHR was involved with and consulted on the selection of participants and content of the training in cooperation with ICMP.

In addition, the project procured training equipment, including specialist technical items that have been formally handed over to the MoHR upon completion of the project for training and excavation site use.

Under output 1.1, improved capacity of MoHR to undertake the excavation of mass graves, the following activities were planned within the project timeframe:

1. Identification of trainees
2. Conducting of theoretical training on forensic archaeology/digital survey, data base management, forensic anthropology and pathology
3. Procurement of specialist excavation equipment to be handed over to the MoHR
4. Conducting site assessment including electronic survey mapping
5. Site recording
6. Excavation of a selected mass grave site (practical application of acquired skills)

Under output 1.2, improved capacity of MoHR to perform identification of human remains, the following activities were planned within the project timeframe:

7. Examination of remains, carrying out analysis procedures and collating results and report drafting (Practical application of skills in acquired in data analysis)
8. Electronic survey data collection
9. Ante mortem data collection

*Output 1.1: Improved capacity of MoHR to undertake the excavation of mass graves:*

During the project timeframe, this output was successfully achieved with 96% of planned activities completed and a team of MoHR experts trained to undertake the excavation of mass graves. A slight variance in the percentage of activity completion versus the planned is accounted for in the reduction of the number of beneficiaries trained under the project. As explained below, due to limited numbers of qualified staff, the number of training beneficiaries was reduced from a planned 25 to 22. The reduction in numbers did not significantly impact on the output, which still achieved its aims and benefitted from the selection of the best qualified participants.

Details of the output one activities are given briefly below:

### *Selection of Training Participants*

In June 2009, ICMP conducted a selection process for MoHR candidates for the project training to ensure a high quality of trainees. As detailed above, 22 candidates were selected, (15 for MoHR and 7 trainees for the Iraqi Medico Legal Institute (MLI)). 7 of the selected beneficiaries were women (32%).

### *Theoretical Training*

In August 2009, ICMP completed the first phase of the project's training activities with a 5 week training course on "Techniques and Methods in the Excavation and Examination of Human Remains from Mass Graves" for the 22 participants. The course included classroom based theoretical and practical training as well as simulation exercises on mock grave sites. The training covered search and location of mass graves, survey, excavation techniques, skeletal anatomy and determination of age and sex, and movement (e.g. from the grave site to a mortuary setting or storage facility) and control of evidence.

### *Procurement of Excavation Equipment*

In addition to the training component under this output, specialist excavation training equipment was procured by ICMP for the MoHR. Specialist items such as autopsy equipment, specialist software and mapping and telescopic equipment were sourced internationally. In addition, a large amount of excavation equipment, including hand tools and storage materials, was bought locally in Iraq. All equipment purchased was checked for adaptability to the hot climate in Iraq and the related requirements for storage and use.

The equipment purchased was used during the training by MoHR participants and then formally signed over to the MoHR by ICMP at the end of the project for their continued use. A formal written agreement was made between MoHR and ICMP for ICMP to assist with the storage of the equipment until MoHR completed preparations for its own storage unit. The equipment formally belongs to MoHR and access to the storage facility is available at all times until the equipment is moved to MoHR facilities.

### *Site Assessment and Recording*

As part of the project, the implementing partner ICMP in cooperation with the MoHR undertook several site assessments of potential mass grave sites. These assessments were used to locate a suitable site for an excavation to be carried out by experts trained under the project. The site assessments attended by ICMP allowed for support to be given to the MoHR team by building their capacity in site assessment techniques.

A number of site assessments were conducted before a suitable site was found for the project

excavation at Tob Zawah near Kirkuk (other assessments were done with MoHR in Basrah, Al Radwaniya, Karballa and Mahari.).

It should here be noted that time was spent assessing sites thought to contain the remains of missing Kuwaiti prisoners of war, in particular Basrah and Karballa. This was done in order to try to achieve the project's intention of working on a site containing Kuwaiti remains. However, following assessment, it was not possible to work on a site containing Kuwaiti remains within the timeframe of the project due to a number of constraints. For example, in the case of Basrah, the site could not be excavated due to poor security conditions and in the case of Karballa, the required legal permissions could not be obtained within the timeframe allocated for the excavation activity under this project. It was therefore decided to go ahead with the excavation of an alternative site, not thought to contain Kuwaiti remains, in order to complete the objective of providing on site practical training to the MoHR team.

The Tob Zawah site was assessed and documented by the MoHR between 22<sup>nd</sup> October and 6<sup>th</sup> November. Their assessment concluded that there were three separate small mass graves at the site suitable for excavation: two within close proximity to one another, and one approximately 1km away. This information was confirmed in an ICMP assessment on 9<sup>th</sup> November which looked at the security situation of the site for excavation and deemed it safe to work at in order to complete the second phase of the training.

#### *Excavation of a Mass Grave Site*

Following the assessment, the excavation of the site was carried out from 7<sup>th</sup> to 17<sup>th</sup> December 2009 under the leadership of the MoHR and authorized by the Kirkuk Court. It was decided that only the two grave sites within close proximity to each other would be excavated during the project. This was decided because the third site had been disturbed by agricultural work and was therefore not suitable for the practical training exercise that needed to be carried out. UNOPS has not been informed as to whether the third site will be investigated at a later stage by MoHR.

Alongside MoHR, members of staff from ICMP and the MLI were granted access to the site for the excavation. The Ministry of Martyrs and Anfal Affairs (MoMAA) was also onsite from the 9<sup>th</sup> December to observe the excavation. A UNOPS field staff member monitored the excavation on 7<sup>th</sup> December.

For the purposes of the project, at least one mass grave site needed to be excavated during the project to meet the project target of practical training in the setting of a real mass grave. The target indicator for this activity was therefore reached. All 22 training participants participated in the excavation as part of the training.

During the evaluation of the excavation site training, site set up and management were identified by ICMP as areas wherein further training is recommended. Although not feasible under the scope of this project, this will be taken into account by ICMP in their continued training activities for the MoHR under other projects. Specifically, the division of excavation staff into two teams working on the two different areas within the site led to an imbalance in expertise between the two areas. This in turn led to weaknesses in excavation techniques, particularly in relation to procedures for surveying of evidence, which were not always complied with fully. This was a lesson learned from the excavation training and will be addressed in the future through further ICMP training outside this project.

In addition, on the first day of the excavation, large public interest resulted in the presence of over 120 people at the site, including media representatives. At times, this led to challenges in ensuring an adequate distance between onlookers and the excavation site. By the second day, this issue was addressed and the need for enhancing site management techniques was also noted as a lesson learned

for future excavations. Additionally it was noted that the excavation team faced difficulties in managing media presence and would benefit from training on how to give information and manage the media during an exhumation process. ICMP may cover this type of training under its programme outside this specific project.

#### Output 1.2: Improved capacity of MoHR to perform identification of human remains

All planned activities were completed during the project timeframe and the output was achieved.

Following a decision of the project steering committee in February 2010, the activities of the component was restricted to training the team in identification and reporting methods, with no formal identification to be carried out by MoHR under the remit of project. The project therefore provided the 22 member team with the required skills for carrying out effective analysis of remains that can be used for future formal identification work by the MoHR. The capacity of the MoHR team to perform tasks related to the identification and analysis of remains was built through the activities detailed below.

It should be noted here that due to delays experienced in the implementation of activities under this output (as explained below) a no cost project extension was granted by the ITF in February 2010, moving the project end date from 10<sup>th</sup> March 2010 to 31<sup>st</sup> July 2010.

##### *Electronic survey data collection*

From 30<sup>th</sup> May– 1<sup>st</sup> June 2010, a 2 day course on the use of certain types of advanced electronic survey equipment was given to consolidate previous practical training on site assessment and survey techniques and train participants on electronic data collection. Specifically, the trainees were given additional training on the use of GPS and ‘Total Station’ survey machines and related computer software for collecting data.

Following a needs assessment by ICMP and after consultation with the MOHR project focal point, a decision was made to split the team according to area of competence and the job function of each trainee in order to maximize the next level of advanced training. Therefore only those with a relevant IT and engineering background who would actually work with the specialist electronic survey equipment in the future received the advanced training. This amounted to a total of four participants. All the other members of the original 22 strong team had already been trained on standard surveying techniques and tools during the training delivered in August 2009 (detailed above).

##### *Examination of remains, carrying out analysis procedures and collating results and report drafting (Practical application of skills acquired in data analysis)*

Initially, it was expected that the remains exhumed from the Tob Zawah site would be analysed under this component of the project. However, this could not be completed following the Tob Zawah excavation because of security constraints in Kirkuk city where the remains were stored at the Medico Legal Institute (MLI), which meant ICMP international staff could not be present to mentor the process and give practical advise on analysis and identification. In addition, the decision at the subsequent steering committee meeting in the February also changed the focus of the analysis component to cover only training on analysis and mentoring, where appropriate, of the work done by MLI to collect information such as DNA samples. The changes during this period resulted in some delay in project implementation as the final activities could not be completed within the expected timeframe. The project is not informed of what was done with the remains stored at the MLI.

Subsequently, analysis training was instead implemented following excavation work undertaken by MoHR at a site in Al Mahawil, (not excavated under the remit of this project). Following this excavation, analysis training was held from 3<sup>rd</sup> – 6<sup>th</sup> June, during which members of the team received practical training on methods for the examination of remains using the Mahawil excavation as a case study. For reasons detailed above, no formal identification of remains was carried out as part

of any of the activities under this output nor any information released to the project on the identification of remains. It should also be noted here that dummy training skeletons were used for the purposes of this training.

Following the splitting of the 22 member team according to specialty, only members of the anthropology group received this advanced training in accordance with their professional roles. (Meaning that a total of 10 trainees, 7 from the MLI and 3 from MoHR were trained on analysis of remains out of 22: The remaining members do not perform this function within the team). Training topics included forensic and anthropological analysis, data and reporting methodologies and storage and management of remains.

ICMP trainers trained participants on taking bone measurements for the estimation of age and sex. Training was also given on skeletal layout and how the results can be used for age, sex and stature estimation. Instruction on identifying perimortem trauma (trauma that occurs at around the time of death and may actually be the cause of death) and documenting and analysing ante mortem injury for use in the identification process was also given.

Information from the Mahawil excavation was collected following the MoHR excavation and this was carried out by the MLI and MoHR with ICMP mentorship where appropriate and agreed upon. The information was collected for use in future identification procedures and included DNA sampling and classification of remains. Following a decision made by the GoI, the remains were then reburied in a special graveyard (Martyrs' Heaven Graveyard) in the governorate of Kerbala in marked individual graves as a temporary measure until identification is completed at a later stage. Decisions on identification work are made by the GoI.

To the knowledge of the project management at the time of writing, information collected has not as yet led to any positive identification of missing persons, however, the data collected will be included in the MLI's anthropology reports and entered into a database for future work to interview family members reporting missing persons (this type of work is not envisioned under this specific project and will be decided on by the GoI).

#### *Ante mortem data collection*

Ante mortem data collection topics were covered by the June 2010 training, including the practical ante mortem trauma analysis mentioned above and theoretical training covering issues such as interviewing family members, what type of information to collect, access the previous medical records of the missing to assist identification etc.

- 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

The outputs achieved under the project have significantly contributed to the project outcome of making the government of Iraq better able to protect human rights in relation to the identification of missing persons.

The outputs have provided the MoHR with a team of 22 experts trained in the required skills for performing mass grave excavation and analysing and identifying remains. The members of the team are employed by MoHR and MLI to perform excavation, analysis and identification work according to their professions. In addition, the project has provided training materials and specialist survey and autopsy equipment that the MoHR can use in future training as well as in the continuous work of ministry staff working on mass graves sites.

Although the project intended to look at the excavation of remains thought to be Kuwaiti missing persons, this was not achieved during the project timeframe. This aspect did not prevent the

achievement of the project's overall objectives of training an excavation team.

Moreover, as a result of the progress made under this project in terms of building capacity within the MoHR and due to ongoing dialogue at the political level between Iraq and Kuwait, in 2010 the Kuwaiti government offered additional bilateral funding as a follow up to this project to procure additional excavation equipment for the MoHR mass graves department, including heavy digging machinery and ground penetrating radar. The equipment is expected to be used by teams focusing on the location of missing persons from Kuwait.

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

The project has contributed in a general sense towards the human rights dimension of the ICI (goals 3.1.1 and 3.3) and NDS (9.1.1, 9.3, and 9.3.1) through providing capacity building support to ongoing efforts linked to overcoming the legacy of the recent and distant past and contributing to national dialogue and reconciliation. This has been done in terms of increasing the capacity of the GoI to address the issue of missing persons, which remains a key issue for the progress of national reconciliation as well as regional relationships.

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

UNOPS role was to manage a grant contract to the International Commission on Missing Persons. In addition, UNOPS provided oversight to ensure the completion of all project activities in accordance with the donor agreement and completed all reporting requirements to the ITF.

UNAMI Human Rights Office has provided general technical advice to the project as part of its role to support the promotion and protection of human rights in Iraq.

The International Commission of Missing Persons (ICMP), an international NGO, was responsible for the direct implementation of the training and procurement activities under this project, through the grant managed by UNOPS.

ICMP has extensive experience in the identification and excavation of mass graves and in providing training and capacity building to government and non governmental entities. Known for its extensive work on mass graves in the Balkans, ICMP has also been working in Iraq since 2004 providing capacity building support for the MoHR. Beyond the scope of this project, ICMP is continuing its training programmes in Iraq in support of MoHR and MLI, therefore contributing to the sustainability of the activities completed under this project.

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

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

This project had no direct link to supporting the needs of vulnerable groups. However, in building the capacity of the GoI to address the issue of missing persons, the project may contribute in the long term towards assisting the families of missing persons.

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

Both men and women benefitted from the project. Out of 22 participants, 7 were women (32%). Although gender balance was not achieved, the level of female participation was considered high because training participants were selected from professional backgrounds that tend to be male dominated in Iraq. Only suitably qualified candidates were selected to maximise benefit from the training programmes.



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

The environmental issues relevant to this project included control of environmental health risks related to the excavation of mass graves and mine awareness related work on mass grave sites. The project included these elements in its training and site assessment activities with MoHR and MLI trainees, ensuring that risk assessment and risk mitigation was carried out at all necessary intervals of the project.

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

The security situation in Iraq, specifically in relation to work carried out at the locations of mass grave or potential mass grave sites remains difficult. During the project, a planned excavation of a site close to Basrah had to be abandoned due to security concerns for ICMP. In addition, the work on training on analysis of remains planned to take place in Kirkuk could not be implemented because of security constraints for the implementing partner ICMP and had to be postponed and moved to Baghdad. Security costs allocated to ICMP had to be increased during the project in order to meet implementation needs in difficult locations and support additional movement costs for activities that changed location due to security problems.

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

This project has contributed to the continued employment by the MoHR and MLI of an additional team of 22 forensic experts who will work on the excavation and examination of mass graves (15 MoHR staff and 7 MLI staff). 7 out of 22 members of the team were women (32%).

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

The project met all of its targets related to the training of an MoHR team on the excavation of mass graves, although there was a small reduction in the number of planned participants. The objective of providing onsite training during an excavation was met with the excavation of the Tob Zawah site close to Kirkuk. Changes were made during the project steering committee meeting that meant that it was not possible to carry out identification work as part of the analysis components of the project. Nevertheless, capacity was built through training on analysing remains, therefore providing the beneficiaries with the necessary skills to be able to identify remains at a later stage. Overall, the project is assessed to have been successful in achieving the project outcome that the government of Iraq be better able to protect human rights in relation to the identification of missing persons.

Please see results matrix below for further details.

### 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?

Regular monitoring of project activities including training and the handover of equipment to the MoHR was carried out by UNOPS field staff in Baghdad and Kirkuk and the information used by UNOPS to manage the grant with ICMP and ensure the smooth implementation of the project.

Internal evaluations of each training activity were carried out by ICMP as part of their training work under the project. These evaluations were used to assess further training needs (examples of issues raised are given in the previous section of this report) and to ensure training given under this project

covered all necessary aspects in an appropriate manner. Formal, external evaluation of the project was not foreseen under the project budget.

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

The main constraint to project activities, also detailed above, was security concerns that caused delay and changes to planned activities under output 2 and resulted in the need for a no cost extension of 5 months being required.

The election period in March 2010 also caused some delays in finalising the handover to MoHR of equipment purchased under the project because Ministry staff were unavailable to complete the physical checking of the equipment inventory. This in turn delayed the signing of the handover agreement, which was only completed at the end of the project.

In addition to security constraints, some challenges were faced by staff and specialized trainers from the implementing partner in obtaining visas for Iraq. A new visa system was put in place in 2010; however lengthy delays in receiving visas meant that some consultants were not able to enter the country in time for their scheduled work. This caused the delay of at least one project training course that had to be rescheduled.

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

Security cost needs for the project were higher than expected and any future projects need to take into account the additional requirements of sending international consultants out to mass grave sites where security conditions demand higher precautions. In addition, coordination with the Iraqi authorities responsible for securing sites needs to be improved. The excavation of one site in Basrah had to be abandoned in part because expected security measures were not in place and ICMP international teams could therefore not support the work on the site.

Due to the sensitive nature of mass grave excavation and the various legal requirements in place for issuing excavation permits, it was a challenge to obtain the clearances and legal permissions for site excavation under the project in a timely manner. The complexity of these processes needs to be taken into account in the planning of any future projects. In particular, more time may need to be allocated to project timeframes so that the authorities involved in the project (in this case MoHR) are able to complete legal requirements without causing delay to project implementation.

The training provided under this project can only be sustained with regular follow up and further professional training for the beneficiaries so that they can retain and build on skills obtained. In this regard, ICMP continues to work with the MoHR as part of a longer term training programme funded through other donors.

Lessons learned from the training given under this project and detailed above suggest that further training is needed in site management and set up as well as in managing media presence on site and ensuring onlookers present during an excavation do not interfere in site excavation processes. The very nature of this type of activity can create intense public interest, which needs to be managed in a transparent but effective manner that does not impact negatively on the work that the excavation teams need to complete.

#### IV. INDICATOR BASED PERFORMANCE ASSESSMENT

|  | Performance Indicators | Indicator Baselines  | Planned Indicator Targets              | Achieved Indicator Targets | Reasons for Variance (if any)   | Source of Verification  | Comments (if any)  |
|--|------------------------|--|--|----------------------------|---|---|--|
| <b>IP Outcome 1</b>  |                        |  |  |                            |   |   |  |
| <b>IP Output 1.1</b><br>Improved capacity of MoHR to undertake the excavation of mass graves | Indicator 1.1.1        | # of MoHR officials trained on excavation of mass graves         | 25                                     | 22                         | Due to the limited number of suitably qualified candidates available in Iraq, only 22 participants were selected. | Training reports and UNOPS field staff monitoring visits in Baghdad.                  | 7 participants (32%) were women.   |
|  | Indicator 1.1.2        | # of mass grave sites identified using electronic survey mapping | To be determined subject to assessment | 5                          |   | Project progress report   | A number of sites were assessed for excavation, but only one site was excavated as part of the project. The other sites assessed either lacked legal permissions for excavation or could not be worked on due to the security situation. |
|  | Indicator 1.1.3        | # of mass graves excavated                                       | To be determined based on survey       | 1                          |   | Project progress report and MoHR public communications on the excavation of the site. | Only one site was needed in order to complete the practical aspect of the training received under the project.   |

|  |                 |                                 |   |                                      |   |  |  |
|--|-----------------|---------------------------------|---|--------------------------------------|---|--|--|
|  | Indicator 1.1.4 | Equipment to support excavation | As identified by ICMP and MoHR                  | 98% of identified equipment procured | Some reference materials originally considered for purchase by ICMP could not be procured within the project timeframe because of ordering delays and were therefore removed from the procurement list. The items were not considered essential to the training needs of the project or essential for future use by MoHR. | Inventory of Equipment and handover documents between ICMP and MoHR. |  |
| <b>IP Output 1.2</b><br>Improved capacity of MoHR to perform identification of human remains | Indicator 1.2.1 | # of human remains examined     | To be determined based on results of excavation |                                      | Training on analysis of remains was carried out, as reported above, but due to the sensitivity of the subject, no official information on the exact number of remains examined by the MoHR and MLI has been released to the project, however, the implementing partner present reported that data was classified for      | Project progress report and MoHR and ICMP records                    |  |

|  |                 |                              |   |  |  |  |  |
|--|-----------------|------------------------------|---|--|--|--|--|
|  |                 |                              |   |  | future use in identification work, including age, sex and DNA samples.   |  |  |
|  | Indicator 1.2.2 | # data collected /classified | To be determined based on results of excavation |  | No official information on the number of data collected has been released to the project, however, the implementing partner present reported that data was classified for future use in identification work, including age, sex and DNA samples. | MoHR and ICMP reports and letters confirming data has been collected. Access to individual data is not available to the project as it is currently classified. |  |



Beneficiaries from MoHR and MLI receiving specialist training on mass grave excavation, delivered by ICMP. (Photo ICMP 2009)



Beneficiaries carry out practical training exercises on fake mass grave sites. (Photo ICMP 2009)



Practical training includes site survey and excavation techniques on mock grave sites. (Photo ICMP 2009)



Practical training includes site survey and excavation techniques on mock grave sites . (Photo ICMP 2009)