



IRAQ TRUST FUND

ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Number
<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:

Country, Locality(s), Thematic Area(s) ²
Country: Iraq, Governorate: Sulaymaniyah Town: Sulaymaniyah Sector: Education

Participating Organization(s)
UNESCO

Implementing Partners
<ul style="list-style-type: none"> • KRG Prime Minister Office • KRG Ministry of Municipalities and Tourism • KRG Ministry of Education

Programme/Project Cost (US\$)	
UNDG ITF:	USD 350,000
Agency Core: UNESCO	USD 50,000
Govt. Contribution:	
Other Contribution (donor)	
TOTAL:	USD 400,000

Programme Duration (months)
Overall Duration: 12 months
Start Date ³ : 1/7/2010
End Date or Revised End Date, 23/8/2012
Operational Closure Date ⁴

Programme Assessments/Mid-Term Evaluation
Assessment Completed - if applicable <i>please attach</i>
<input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____

Submitted By
<input type="checkbox"/> Name: Geraldine Chatelard <input type="checkbox"/> Title: Programme Specialist <input type="checkbox"/> Participating Organization (Lead):

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>).

⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

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 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 FORMAT

I. Purpose

Main objectives, outcomes, outputs of the programme.

The Project is designed to assist the Kurdistan Regional Government and in particular the Department of Antiquities of Sulaymaniyah Governorate to develop Educational programmes for young visitors in close cooperation with all relevant stakeholders responsible for all level of quality education, and to introduce and disseminate accepted international museological good-practices and related museum expertise . 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.

Programme/Project Outcome(s):

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 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 kit
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.

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 UNDGITF 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, paying particular

Iraqi National Development Strategy (NDP) and ICI

National Development Plan is prioritizing completion all curriculums in primary and secondary education for boys and girls waiving gender discrimination in all education level. Association of a Museum as an additional and interesting platform for quality education at all levels contributes to the aspiration of NDP. The ICI Benchmarks are ICI Benchmarks (as per the Joint Monitoring Matrix 2008). Reduce illiteracy with 50% (Baseline UBN 31.8% of population have no access to education)

II. Resources

Financial 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. Additionally, a co-sharing fund for modernizing the Sulaymaniyah museum, pilot project for the Iraqi museum sector, was presented by the Kurdistan Regional Government for US\$ 305,100.

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

No budget revision was requested.

- Good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.

No particular constraints

Human Resources:

National Staff:

- National Programme Officer (NPO) based in Erbil and responsible for daily follow up on the project implementation through regular meeting with concerned stakeholders and members of the project steering committee. NPO liaise with experts working in the project to ensure the inclusive process for the modernization of Sulaymaniyah Museum and the development and the delivery of museum educational programme.
- Programme Assistant based in Amman to support in the planning and implementation of the project
- Administrative assistant, based in Amman, is supporting the project to ensure smooth administrative support to implementation.

International Staff:

- Culture Programme Specialist, based in Amman, responsible for the overall guidance of the project.
- On-site Project Coordinator to develop improved management practices and an expanded museum organizational structure, and supervise all activities and consultant missions.

International Consultants:

- One consultant for museum education to assess the existing educational programmes in the museum and a strategy for addressing the short and long-term educational needs of the museum.
- Five museology experts to assess the collections and identify highlights for new display.
- Two consultants to support the redesign of museum spaces and improve storage management.

III. Implementation and Monitoring Arrangements

The UNESCO Office for Iraq is responsible for the overall management and implementation of the project and under the direct supervision of an international Culture Programme Specialist based in Amman. CPS is responsible for the overall guidance of the project in direct coordination with an International Coordinator based in Sulaymaniyah. The coordination of the project in Iraq is also ensured by UNESCO National Programme Officer (NPO) based in Erbil, with regular visits to Sulaymaniyah to ensure smooth administrative support to the implementation of the project. In addition to the daily follow up on the project implementation the International Coordinator is liaising with the consultants hired under the project. The International Coordinator is also accountable to the Steering Committee, attending the Steering Committee meetings once a month and updating them on the development of the project and preparation of all planned activities.

Project Steering Committee (SC)

A Steering Committee was formed in October 2010 to work on the Master Plan. The SC is facilitating and guiding the implementation of the project in accordance with the agreed programme. In order to fulfill its mandate the SC is holding a regular meeting on monthly basis to discuss the difficulties faced during the implementation stages. A quarterly progress reports are received by SC on the implementation of the project compiled by the International Coordinator. 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.

There was no procurement process during the year 2011.

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 is 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 is specified in the term of references of the contractual agreements. The UNESCO Culture Programme Specialist and the International Coordinator, 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.

Under the direct supervision of the Programme Specialist, the International Coordinator is meeting each month in Sulaymaniyah with all concerned governmental focal points (SC) to review the project's progress and outputs and take corrective action if necessary in regard to the drafting and implementation of the master plan.

During the implementation of the project UNESCO 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 identifies 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.

An assessment on the Museum's educational programme was conducted in February 2011 including a strategy addressing the educational needs of the museum. This assessment was a result of visit by an education expert to the premises of Sulaymaniyah museum to meet with the staff and the senior management; provide an assessment of the existing educational programmes in place in the museum and; develop a strategy for addressing the short and long-term educational needs of the museum. Following this assessment an Education Department was established and a head of the department was appointed. Also, an educational programme for school children finalized.

IV. Results

Programme progress in relation to planned outcomes and outputs

Over the reporting period, and in relation to Output 1. 1 (Capacity building for Museum Management) the following activities were undertaken:

- 1) An international museum architect made a technical assessment of the museum building (and the technical school located next to the museum and which has been recently given to the museum). The expert developed preliminary ideas for the renovation of the buildings and reallocation space to accommodate the planned reinterpreted permanent exhibition and the new administrative and organizational services.
- 2) An international expert on museology reviewed the museum's collections to develop 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.
- 3) The museum collections have increased considerably. UNESCO project established a list of International and national experts by each category of the museum collection to identify, within each category, highlight for permanent and temporary exhibition. Without such assessment no museum master plan could be devised and redesigning of museum spaces could be launched.
- 4) Three additional national and international experts did specific surveys of the museum collection to identify chronological period, identified highlights for each category and made recommendations (thematic treatments, object display, pedagogic treatments, etc.) for consideration in exhibition reinterpretation process.
- 5) Development of a data base for the collection of the museum, and advanced state of digitalization of images of the museum collection
- 6) An international museum management consultant visited the museum from 2 February - 12 April 2011 to follow up on his mission of October-November 2010 and to initiate the second phase of the Master Plan process, liaise with experts and KRG and Governorate of Sulaymanyah, develop improved management practices and an expanded museum organizational structure, and help with realization of Master Plan.
- 7) Three formal training courses (13-17 February; 4-6 April; 27-30 November) were provided to the entire museum staff as well as on-going informal training for selected staff members. Strategic planning training provided to the staff of the museum, the main outcome of this strategic planning was the museum mission statement.

- 8) Following the recommendations of the museum management expert, the museum management implemented improved management practices including the drafting of job descriptions for existing museum staff, expanding the existing organizational chart to accommodate new and anticipated organizational elements, began developing policies and procedures for the museum functions and staff, established a Scientific Committee to oversee the development of a new reinterpreted permanent exhibition, initiated the process of developing a revised and relevant mission statement for the museum, standardized the museum's computerized data collection process for the museum's collections, and, in consultation with Department of Antiquities and the Sulaymaniyah Museum management, opened discussions with the Iraqi State Board of Antiquities and Heritage and the Iraq National Museum (Baghdad) with the aim of improving collaboration between the Iraq National Museum in the areas of collection management, cataloguing, and collection 'sharing'.

In relation to Output 1.2 (Capacity Building for the Development and Delivery of Educational Programmes) the following activities were undertaken

- 1) An international museum education consultant visited 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), provided an assessment of the existing educational programmes in place in the museum, developed a strategy for addressing the museum's short and medium educational needs, laid the framework for short term educational training of the museum's education staff, and developed a preliminary ('trial') educational program on the history and culture of Iraq mediated through the museum's collections for children visiting the museum.

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

Output 1.1 Capacity building for Museum Management

Activities: Six expert missions, reports and recommendations, on-site training, and three formal training sessions

80% completed

Beneficiaries: museum management staff

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

Activity: One expert mission, reports and recommendation, on-site training

40% completed

Beneficiaries: schoolchildren in the Kurdistan region

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

One of the main challenges confronting the museum is the relationship between the museum and the Department of Archaeology (DoA), to which the museum reports. The situation has certain organizational complications. The needs of the museum are not always compatible with those of the DoA, and the DoA is for the most part unaware of the needs of the museum. This uneasy relationship has been brought into bold relief as the museum undergoes reorganization. This is complicated further

by the fact that the museum legally answers to the DoA and often the needs of the museum are superseded by the DoA, especially with staffing appointments and medium-term needs.

Mitigation measures undertaken:

Given the entrenched organizational relationship between the DoA and the museum - a relationship underpinned by years of government policy and regulation - the project has attempted to readjust the relationship while respecting current policies and regulations.

In addition to the above, the museum's staffing situation was exacerbated over the late summer and early autumn months as the DoA invested all its resources in the preparation and execution of archaeological surveys by several archaeological teams from throughout the Middle East, Europe, and the US. The DoA was compelled to divert resources from the museum to the DoA, most notably the newly appointed Deputy Director of Administration.

Several meetings were held with the Director of the museum and the Director of the DoA to resolve the situation. The Director of the DoA stressed that the visiting survey and excavation teams would conclude their work at the end of October and that the seconded staff would then be able to return to the museum full-time.

Finally, the necessary but unanticipated cycle of review of expanded museum's collections was included into the project work plan. This immediately impacted the project timeline, most particularly the reinterpretation of the permanent exhibition and by extension the design of the exhibition space. As, the museum's collections had expanded to over 71,000 objects, not as indicated in the original assessment of the Sulaymaniyah Museum's collection which consisted of approximately 5,000 objects, that recorded a dramatic expansion and created challenges unforeseen when the project work plan was drafted. Most of the new objects' provenance is unknown and more complicated is the fact that the museum does not have expertise in-house capable of authenticating the newly acquired objects (distinguishing fakes and verifying an object's historic period) nor identifying highlights from the collection for possible inclusion in the newly reinterpreted permanent exhibition.

Given this situation, the project was, by necessity, forced to expand its mandate to include visits to the Sulaymaniah Museum by Iraqi and international experts to undertake these necessary reviews.

Key partnerships and collaborations

The government counterparts are the KRG Ministry of Municipalities and Tourism, and Ministry of Education. UNESCO also cooperates with international institutions and NGOs for heritage protection as follows: IGO- ICCROM, International Council for Museums (ICOM), Getty Conservation Institute, Istituto 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 works 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 pays particular attention to the development of gender balanced trainings materials and/or educational kits for school teachers and students, and also with special attention to the role of a woman in the ancient history of Iraq. Moreover, the project ensures the gender balance for any activity and training within the capacity development component.

Key environmental issues: Environmental awareness presented through the ancient history forms 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 are 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.

- Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section VIII, if applicable. See below

V. Future Work Plan

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

None

Work Plan 2012

Major Activities	Timeframe (by Activity)								Planned Budget
	2012								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
1. Supervision, guidance and contribution to the overall preparation of the Museum Management Master Plan									60,000
2. Development of the Teacher Training programme and Assessment of the training programme developed for school children in the museum.									10,000
3. Inclusion of newly acquired objects in reinterpreted new permanent exhibition									10,000
4. Storage Management expert									10,000
5. Development of final architectural brief for the museum and development of a design for the new reinterpreted permanent exhibition									40,000
6. Pilot refurbishing (initial phase)									45,000
7. Development of training materials and educational kits									15,000
8. Training of trainers									20,000
9. Training of staff (English language)									20,000
TOTAL									230,000

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	N/A	100%	80%		Assessment report	
	Indicator 1.1.2 No. of museum staff trained museum strategic planning disaggregated (disaggregate by sex)	0	20 staff	20 10 male 10 female		Training reports	
	1.1.3 % of trainees satisfied with the quality of training in terms relevance and usefulness	NA	80%	100%		Pre-post training assessment	
	1.1.4 Final Master Plan for Sulaymaniyah Museum developed	0	1	70%		Master Plan Document	
	1.1.5 Architectural Redesign of Museum spaces prepared	0	1	25%		Museum Designs in sketches, narrative and plans (hard and soft copies)	

	1.1.6 Exhibition Spaces and lecture auditorium refurbished	0	2 rooms	0%		Project Progress report	
	1.1.7 Policies and procedures developed for regulating the governance of the museum	0	2 documents	0		Museum Rules and Regulations	
	1.1.8 Preliminary statement of purpose and mission drafted to underpin when finalized the museum's strategic planning	0	2 documents	100%		Final Statement of Purpose and Mission	
	1.1.9 Inclusion of all data of reinterpreted newly acquired objects	0	5,000 objects	100% of the planned was achieved and 80% of the new target was achieved	The museum's collections had expanded to over 71,000 objects, not as indicated in the original assessment of the Sulaymaniyah Museum's collection which consisted of approximately 5,000 objects	Database of all objects of the museum's collection	
Output 1.2 Department of Antiquities and the management of Sulaymaniyah	Indicator 1.2.1 Number of training materials on history of and culture of Iraq developed for TOT	0	5	75%		Training materials for teachers	

Museum have enhanced capacities to develop and deliver educational programs on history and culture of Iraq	Indicator 1.2.2 Number of Trainers trained on use of training materials and educational kits	0	30	0%		Training reports	
	1.2.3 % of trainees satisfied with the quality of training in terms relevance and usefulness	NA	80%	80%		Pre-post participants' assessment	