

**IRAQ UNDAF TRUST FUND**  
**MPTF OFFICE GENERIC FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT**  
**REPORTING PERIOD: FROM May 2021 TO December 2021**

<p align="center"><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>• Programme Title: Supporting the United Nations Network on Migration in Iraq</li> <li>• Programme Number (if applicable)</li> <li>• MPTF Office Project Reference Number:<sup>3</sup> 00127216</li> </ul>	<p align="center"><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p>(if applicable) Country/Region</p> <hr/> <p>Priority area/ strategic results</p>
<p align="center"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>• Organizations that have received direct funding from the MPTF Office under this programme</li> </ul> <p><i>IOM (Coordinating organization)</i></p> <p><i>UNDP</i></p>	<p align="center"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>• National counterparts (government, private, NGOs &amp; others) and other International Organizations</li> </ul>
<p align="center"><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: 600,000 USD</p> <p>MPTF /JP Contribution<sup>4</sup>:</p> <ul style="list-style-type: none"> <li>• by Agency (if applicable) Agency Contribution</li> <li>• by Agency (if applicable)</li> </ul> <p>Government Contribution (if applicable)</p>	<p align="center"><b>Programme Duration</b></p> <p>Overall Duration: 8 months) Start Date<sup>5</sup>: 1 May 2021</p> <p>Original End Date<sup>6</sup>: 30 September 2021 Actual End date<sup>7</sup> 30 December 2021</p> <p>Have agency(ies) operationally closed the Programme in its(their) system?      Yes <input type="checkbox"/> No <input type="checkbox"/></p>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.  
<sup>2</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;  
<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).  
<sup>4</sup> The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)  
<sup>5</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)  
<sup>6</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.  
<sup>7</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

Other Contributions (donors) <i>(if applicable)</i>
<b>TOTAL: 600,000 USD</b>
<b>Programme Assessment/Review/Mid-Term Eval.</b>
Evaluation Completed <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i> Evaluation Report - Attached <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i>

Expected Financial Closure date <sup>8</sup> : <i>30 December 2021</i>
<b>Report Submitted By</b>
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<sup>8</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

## **FINAL PROGRAMME REPORT FORMAT**

### **ACRONYMS**

CSO – Civil Society Organization  
GCM – Global Compact on Migration  
GoI – Government of Iraq  
DTM – Displacement Tracking Matrix  
IDP – Internally Displaced People  
IMRF – International Migration Review Forum  
IOM – International Organization for Migration  
MENA – Middle East and North Africa  
MoMD – Ministry of Migration and Displacement  
NAF – National Advisory Forum  
NGO – Non-Governmental Organization  
NMS – National Migration Management Strategy  
RGC – Resource Guidance Centre  
SCCP – Strategic Centre for Community Policing  
SDG – Sustainable Development Goal  
ToR – Terms of Reference  
UNCT – United Nations Country Team  
UNDAF – United Nations Development Assistance Framework  
UNDP – United Nations Development Programme  
UNSDCF – United Nations Sustainable Development Cooperation Framework  
VNR – Voluntary National Review

### **LIST OF ANNEXES**

Annex I: UN Migration Network Visibility Plan  
Annex II: UN Migration Network Workshop Presentation  
Annex III: IOM Research  
Annex IV: UNDAF Project Meeting and Workshop  
Annex V: UN Migration Network Draft Strategy  
Annex VI: Sample Network Meeting Minutes  
Annex VII: UNDP Research  
Annex VIII: English Guidelines to Establish Safe Spaces  
Annex IX: Focal Point List UNM  
Annex X: UNDP Evaluation Report

### **EXECUTIVE SUMMARY**

- In ½ to 1 page, summarize the most important achievements of Programme during the reporting period and key elements from your detailed report below. Highlight in the summary, the elements of the main report that you consider to be the most critical to be included in the MPTF Office Consolidated Annual Report.

To continue supporting the Government of Iraq (GoI) manage migration in a safe, orderly and humane manner, in 2021 the International Organization for Migration (IOM) and the United Nations Development Programme (UNDP) implemented the project ‘Supporting the United Nations Network on Migration in Iraq’. By supporting the UN Network on Migration (the Network) in Iraq and its participating agencies<sup>9</sup>, this project has successfully contributed to building institutional migration management capacities in Iraq, supporting the implementation of key national frameworks, such as the National Migration Management Strategy (NMS),

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<sup>9</sup> Including UNDP, UNODC, UN Women, ILO and UNICEF (amongst others)

the Global Compact for Safe, Orderly and Regular Migration (GCM), and the Sustainable Development Goals (SDGs). As a result of this project:

- i) The UN Network on Migration in Iraq is now functioning with an established Coordinator and Secretariat, an expanded membership-base and increased visibility. An action plan for the Network was developed and the migration policy mandate of the United Nations Sustainable Development Cooperation Framework (UNSDCF) endorsed.
- ii) The Government and local stakeholders have strengthened institutional and analytical capacities on migration governance and related SDGs. Technical trainings, consultation and meetings on migration governance, GCM implementation, Iraq's Voluntary National Review (VNR), SDGs and related topics have been conducted with government officials, civil society representatives and returnees.
- iii) Evidence-based research on migration-related topics is now available and supports improved knowledge. This includes: a) IOM's '*Migrants in Vulnerable Situations Entering and Exiting Iraq*' report, built on data gathered through existing data-collection activities at five border points; and b) UNDP's report '*Migration-Related Gender Issues within the National Context Towards the 2030.*'
- iv) Local stakeholders, including NGOs, the GoI and young people have a stronger ability to address migration related issues, including through guidelines on establishing safe spaces for returnees and migrant women and girls, and supporting returnee youth with key labour market skills to encourage reintegration in areas of origin.

By adopting a holistic and participatory approach, this project has contributed to enhance institutional capacities for comprehensive evidence-based migration management in Iraq.

## I. Purpose

- Provide a brief introduction to the programme/ project (*one paragraph*).
- Provide the main objectives and expected outcomes of the programme in relation to the appropriate **Strategic UN Planning Framework (e.g. UNDAF) and project document (if applicable) or Annual Work Plans (AWPs) over the duration of the project.**

To support the GoI in addressing migration challenges, this project built on the NMS and the establishment of the UN Network on Migration, to develop stronger institutional capacities for migration management through the frameworks of the NMS, GCM and SDGs. Since 2009, the GoI has been taking a series of actions to strengthen its institutional framework on migration. These included the promulgation of the Law on the Ministry of Migration and Displaced (MoMD) No. (21) of 2009, as well as international migration agreements and consultative processes on key migration issues and drivers, including Trafficking in Persons (TiP) and related transitional organized crimes, people smuggling and migration cooperation with European countries. In 2020, with support from IOM, Iraq drafted its first NMS, which was endorsed by the Minister of MoMD and today acts as the national policy framework providing guidance for Government institutions and local stakeholders on migration management. To support the GoI with taking forward NMS implementation and to further strengthen the migration governance architecture, this project supported the UN Network on Migration and its participating agencies IOM and UNDP to provide coherent institutional support to the GoI and local stakeholders.

Overall, this project was expected to contribute to enhanced institutional capacity for comprehensive evidence-based migration management. Key objectives included: i) The establishment of the UN Network on Migration in its role as Coordinator and Secretariat; ii) Supporting the government and local stakeholders in strengthening their governance capabilities, mainstream SDGs in national strategic documents and implement the GCM through training, consultations and workshops; iii) the development of research on pertinent migration related issues to support improved knowledge for evidence-based governance frameworks ; iv) Enhancing collaborative action at the local level on understanding and tackling migration related issues.

This project sat squarely in support of Iraq's NDP 2018-2022, particularly towards the first strategic objective of 'establishing the foundations of good governance,' which recognizes the importance of strengthening state

capacities based on rule of law, developing the capacity development of GoI officials concerned with human rights, upgrading services delivered by institutions concerned with displaced populations and ensuring effective public participation in decision making.

### **Relevant National Goal(s):**

Strategic Objective 1: Lay the foundations for good governance (National Development Plan (2018 – 2022))  
Goal (4-5): Sustainable solutions for displacement and internal and external migration (Iraq Vision 2030)  
Strategic Objective 1: Develop migration governance and legal frameworks (National Migration Management Strategy)  
Second pillar: Protection (National Action Plan for the Implementation of UNSCR 1325 / 2020-2024)<sup>10</sup>

### **Relevant UNDAF Strategic Result & Outcome:**

This project is aligned to the first priority area of the UNDAF ‘*Improving the performance and responsiveness of targeted national and sub-national institutions*’, in particular to Outcome A.2: *Targeted government institutions capacities strengthened for accountability, transparency and provision of equitable and quality services*.

## **II. Assessment of Programme Results**

- This section is the **most important in the Report** and particular attention should be given to reporting on **results / and changes** that have taken place rather than on activities. It has three parts to help capture this information in different ways (i. Narrative section; ii. Indicator based performance assessment; iii. Evaluation & Lessons learned; and iv. A specific story).

### **i) Narrative reporting on results:**

From January to December 2013, respond to the guiding questions, indicated below to provide a narrative summary of the results achieved. The aim here is to tell the **story of change** that your Programme has achieved over its entire duration. Make reference to the implementation mechanism utilized and key partnerships.

- **Outcomes:** Outcomes are the strategic, higher level of change that your Programme is aiming to contribute towards. Provide a summary of progress made by the Programme in relation to **planned outcomes from the Project Document / AWP**s, with reference to the relevant indicator(s) in these documents. Describe if final targets were achieved, or explain any variance in achieved versus planned results. Explain the overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc. Explain who the main beneficiaries were. Highlight any institutional and/ or behavioral changes amongst beneficiaries at the outcome level.

***Outcome: Enhanced institutional capacity for comprehensive evidence-based migration management***

### ***IOM***

Through the implementation of this project IOM directly contributed to enhancing institutional capacity for comprehensive evidence-based migration management by leading the work on the UN Network for Migration

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<sup>10</sup> The Security Council adopted [resolution \(S/RES/1325\)](#) on women and peace and security on 31 October 2000. The resolution reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. Resolution 1325 urges all actors to increase the participation of women and incorporate gender perspectives in all United Nations peace and security efforts..

in Iraq and contributing to the development of evidence-based research on migration; and supporting the GoI with implementing the GCM through technical guidance and support. The Network is now a functioning body with a Coordinator and Secretariat and during the implementation of this project efforts have been taken to expand its membership-base and increase its visibility. As part of this project, IOM also produced the report entitled ‘*Migrants in Vulnerable Situations Entering and Exiting Iraq*’. The research was particularly timely as it included relevant indicators pertinent to the Belarus border crisis, which captured international media attention in November 2021. To build momentum, the Network (meeting #4) and the IOM’s Displacement Tracking Matrix (DTM) team gave a presentation on the methodology of the data collection at the border points and preliminary findings, and the final research will be published on the IOM Cross-Border website as well.

## **UNDP**

UNDP’s work directly contributed to enhancing the institutional capacity for comprehensive evidence-based migration management by successfully engaging with a multitude of stakeholders. These included national and sub-national government officials, non-governmental organizations (NGOs) and civil society organizations (CSOs), academics, university staff, and local communities. Key activities included migration governance trainings, consultations, research on specific migration issues, establishment of safe spaces in the local communities for women and girls and training sessions for returnees and displaced youth to boost labor market supply. Women representation was prioritized, and more than 868 women participated in the activities, representing around 32% of the target stakeholders. All the activities were tailored to the specific context of intervention and adopted an inclusive and participatory approach aligned with the UN pledge to Leave No One Behind. Consultations were held throughout the project implementation to gather feedback from all the stakeholders involved to build local ownership and contribute to the long-term outcomes of the project. Whilst the project activities were centered on migration management, a specific focus was placed on the SDGs on Gender Equality (SDG No. 5), Responsible and Well-Managed Migration Policies (SDG No. 10.7), and Peace, Justice and Social Institutions (SDG No. 16). By adopting a holistic approach and operating both at the community and institutional level, UNDP contributed to the creation of solid institutional partnerships, while also ensuring the specific needs of the target communities were reflected in project activities and at governance level.

- **Outputs:** Outputs are the more immediate results that your Programme is responsible for achieving. Report on the key outputs achieved over the duration of the Programme, in relation to **planned outputs from the Project Document / AWP**s, with reference to the relevant indicator(s) in these documents. Describe if final targets were achieved or explain any variance in achieved versus planned results. If possible, include the number of beneficiaries. 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.

## **Output 1: The UN Network on Migration in Iraq is functioning with an established Coordinator and Secretariat**

### ***Activity 1.1 Act as Coordinator and Secretariat. (IOM)***

The UN Network on Migration in Iraq is mandated to support the GoI in its implementation of the GCM. The Network provides a forum for UN agencies to coordinate and consider joint implementation on key priority areas. With the endorsement of the Terms of Reference (ToR) in January 2021, the Network was able to kickstart coordination activities and move toward developing a joint strategy.

During the project period, the Network conducted six meetings in total. Alongside the regular meetings, the Network as coordinator also convened a Prioritization Workshop which took place on 26 September 2021

(see Activity 1.2). A separate ‘Iraq UN Network Migration’ e-mail account was created to ensure that all communication and outreach is done through IOM as the ‘secretariat’. Meeting participation was mostly done on-line due to COVID-19 but there was at least one in-person meeting (December 2021). As part of its coordinator and secretariat duties, IOM was able to expand the membership of the Network to over 40 members. Membership includes both primary and secondary focal points to ensure that agency partnership is always covered and there is a level of continuity. Membership is mostly at the technical level, or linked with migration, to make sure that the forum can move forward on key actions.

In terms of visibility, and as part of the ToRs, the secretariat has been successful in publishing press statements on behalf of the Network tying in with key international days related to the GCM objectives such as *World Day Against Trafficking in Persons* (July 30) and *International Migrants Day* (December 18). These statements were circulated to the Network membership group to allow for inputs and for reviewing purposes (Annex I – Visibility Plan).

As well as country level meetings, the Network was also involved with sharing information on the wider global policy process related to the GCM: the International Migration Review Forum (IMRF), which is the first review conference of the GCM and is to take place in 17-20 May 2022 in New York. For this process, there are a range of participating opportunities for member states. With the launch of the Roadmap to the IMRF, the League of Arab States in coordination with IOM convened a Ministerial briefing on the IMRF in the MENA region. To this end, the Network was able to coordinate – in conjunction with IOM - with the Deputy MoMD, Dr. Karim Al Nouri who reaffirmed the GoI’s commitment to the GCM and the forthcoming IMRF process.

*“We continue our commitment to develop our national migration governance capacities; this is an undertaking that requires a ‘whole of government approach’ as well as cooperation with our international partners. We note the work being carried out by the UN Network on Migration and look forward to continuing our support to the Champion’s Initiative to promote the GCM”*  
(Dr. Karim Al Nour, Deputy Minister of MOMD, 30 November 2021)

### ***Activity 1.2 Develop a detailed activity plan for the Network (IOM)***

The Prioritization Workshop was attended by various UN agency members of the Network to discuss the development of a cohesive strategy for the Network. The workshop was preceded by a survey tool sent to agency member focal points to complete with the aim of understanding how agency mandates link to the objectives of the GCM. This mapping exercise allowed for analysis on where there were programming gaps on areas to support the GoI with GCM implementation as well as on-going programming that could be better coordinated (Annex II – Workshop Presentation).

After the workshop, IOM met with technical focal points to analyze the findings from the Workshop and developed a first draft of the strategy comprising of four priority areas: 1) Legal Affairs and Migrants Rights 2) Management of Migration Data 3) Return & Reintegration and 4) Economic Affairs & Labour Migration. Taking into consideration the existing NMS, the technical focal points made sure to align the objectives under the NMS with the priority areas and provided suggested actions that could be taken forward through the Network with the aim of maximizing effectiveness through collaboration and partnership. The draft was then shared with member agency focal points for review of the proposed actions; all comments were incorporated.

### ***Activity 1.3 Establish a migration policy mandate in the UNSDCF (IOM)***

Following the finalization of the UNSDCF completed in September 2021, the UN’s Programme Management Team worked on revising the ToR for the UNSDCF Joint Steering Committee and UNSDCF Priority Working Groups. As part of the update, a migration policy component was added to the ToRs, effectively endorsing

the UN Network on Migration as an oversight mechanism on migration as a cross-cutting theme for the UNSDCF.

The official endorsement of the UN Network on Migration, including its ToRs, was endorsed by the UNCT in January 2022. The Network sits under the UNCT structure alongside other cross-UN working groups. As such, the ToRs also included contribution from the UN Network on Migration to develop and support collective indicators, targets and achievements for the results matrices of the UNSDCF (for each Joint Work Plan). The inclusion of the network formalized the role of the Network in ensuring that migration (along with Leave No One Behind) is mainstreamed through the UNSDCF and is reflected properly. The network will review the results matrices for the annual UNSDCF report (2021) and will assist in the formulation of updated targets for 2022.

## **Output 2: The government and local stakeholders have strengthened institutional and analytical capacities on migration governance and related SDGs**

### ***Activity 2.1: Deliver migration governance training sessions (UNDP)***

UNDP conducted four migration governance training sessions. The training sessions were provided based on gaps identified by the Network as well as SDG thematic areas related to migration including SDG 5 and SDG 16. One training was provided in the four locations in Baghdad, Al-Muthanna, Najaf and Maysan and covered a total of 92 participants. Participants included stakeholders from NGOs/CSOs and government focal points across a range of governmental departments (directorates at the sub-national level). Most of the training material was formulated based on IOM training material definition of migration including clarification guidelines on return, readmission and sustainable reintegration. The training sessions enhanced the capacity of stakeholders to understand migration governance issues and discuss feasible solutions. Participants stressed the importance of trainings to ensure political action is well-informed and based on technical and empirical evidence. The high level of participation witnessed during these activities demonstrated there is a keen interest among all stakeholders to take concrete actions to fill the existing gaps in migration governance.

### ***Activity 2.2: Mainstream the SDGs in national strategic documents (UNDP)***

To support the mainstreaming of the SDGs/Agenda 2030 into existing Iraqi national frameworks and plans, UNDP held several consultations with government and community representatives on SDG 5, SDG 10.7, and SDG 16. A validation workshop was held in Baghdad in December 2021, with 40 representatives from the following bodies: i) The Undersecretary of the Ministry of Migration and Displaced; ii) The Ministry of Labour and Social Affairs (MoLSA); iii) The Ministry of Planning (MoP); iv) international NGOs working on humanitarian relief and migration; v) returnees; vi) Civil society representatives engaged in displacement issues, including clergy and tribal sheikhs. Key findings from the consultations and the workshops include the following:

1. Iraq is one of the few countries that has succeeded in producing a wide range of national strategic documents including national plans, strategies and policies. However, improvements are needed to ensure these national strategic documents include responses to migration issues aligned with the 2030 Sustainable Development Agenda.
2. Although Iraq is enthusiastic about the implementation of the GCM charter, the voluntary review of the GCM lacks comprehensive objectives, clear achievements and an evidence-based analysis.
3. Climate change is likely to further affect migration in Iraq, especially as it concerns phenomena related to draughts and lack of arable and drinking water, with repercussions on economic development and security.
4. The COVID-19 pandemic has put extra pressure on the Syrian refugees residing in Iraq, exacerbating the status of their living conditions.

***Activity 2.3: Conduct consultation sessions with migration governance and other stakeholders on including migration activities in Iraq's SDG Voluntary National Review (UNDP)***

UNDP conducted four consultation sessions with 187 participants (34% women and 66% men). These took place in the following governorates: Salah Al-Din, Sulamaniya, Diyala and Kirkuk. Of the attendees, most were migration directorates staff, alongside government and civil society representatives and returnees.

Despite local differences, participants across sessions provided similar inputs on the most pressing needs in Iraq regarding migration governance. All stakeholders agreed on the fact that the most vulnerable populations in Iraq are those living in camps or in temporary housings by the borders and that SDGs can only be achieved by implementing inclusive actions. Key recommendations were formulated and shared during the consultation sessions and included: i) Securing funding for improving ministries' capacity to develop ad hoc migration policies at national and sub-national level; ii) Providing a monthly stipend to support migrants and their families, with a focus on the most vulnerable; iii) Conducting awareness activities to support local initiatives; iv) Supporting migrants (especially women and youth) entering the labor market by incentivizing training and education opportunities and grant-schemes; v) Promulgating laws that can better support with issues such as lack or loss of legal documentation, child marriage, domestic violence, child labor and returnees rights. Participants also called for more transparency on the steps taken at government level to address migration governance issue, especially as it concerns the decision-making process for funding allocation.

***Activity 2.4 Conduct consultation sessions with GoI on GCM implementation including the GCM voluntary national review process (IOM)***

IOM conducted five meetings/consultation sessions with GoI representatives on topics relating to GCM implementation. Although a few meetings were held on-line due to COVID-19, most of these consultations and meetings took place in-person.

In June 2021, IOM provided technical and advisory support to the GoI in view of the participation in the High-Level Political Forum (HLPF) Side Meeting on the GCM, which is a meeting chaired by the Coordinator of the UN Network on Migration (IOM DG Vitorino) and the 'Group of Friends on Migration' that provides a platform for States, IOM, UNDESA and civil society stakeholders to meet, synergize and share experiences and lessons learned related to the implementation of the GCM.

During two preparatory meetings (10 and 14 of June 2021), IOM highlighted the importance of the Iraqi delegation engagement in this forum, background information and guidance on developing talking points for the event. As a result of this support, Iraq successfully participated in the event held on 12 July 2021. Delivering its official statement at the event, the GoI representative reiterated Iraq's decision to join the GCM Champion Countries Initiative, highlighted the NMS as its national GCM implementation plan, emphasized sustainable national solutions to reintegrating returnees both from abroad and domestically, and the synergies between the NMS and Iraq's national development planning.

On 13 October 2021, IOM provided technical and advisory support to the GoI to engage with the Inter-regional Briefing and Discussion Sessions on IOM's policy on the full spectrum of return, readmission and reintegration (RRR), held on 19 and 20 October 2021. With this guidance, the GoI, represented by the MoMD, successfully attended the event and delivered an official statement, highlighting the main achievements in the area of RRR and in relation to the implementation on the GCM.

Among the key achievements, the MoMD representative mentioned the development of the NMS as a national tool to implement the GCM, the establishment of the inter-ministerial technical working group on migration with four thematic taskforces with specific focus (including one on return), the decision to join the GCM

Champion Countries Initiative, and the engagement of the Iraqi diaspora abroad to the migration related developments in Iraq. Regarding RRR and readmission cooperation between Iraq and the EU, the MoMD highlighted the need to establish an efficient identity verification system, a mandatory tool for national security that requires a comprehensive approach, reliable database and data management, close partnership between the involved stakeholders and cross border cooperation. The GoI's efforts to build the National Referral Mechanism to ensure the sustainability of reintegration and community stability were also mentioned.

In 2021 IOM also supported the Deputy Minister of MoMD to engage in the Regional UN Network Briefing for Member States on the IMRF that took place online on 30 November 2021. The purpose of the briefing was to inform Member States of the roadmap to the IMRF, how they can best prepare for the IMRF, and how the Regional and National Networks on Migration can support these efforts, as well as provide opportunity for States to share lessons learned. To support this participation, IOM held two meetings with the GoI - on 23 and 28 November 2021. During the event, Iraq delivered a presentation focusing on its main progress in implementing the GCM.

Furthermore, IOM provided support – including technical advice, guidance and talking points – to the MoMD Minister and Deputy Minister in preparation for their visits to Germany on 21-25 August 2021 and 5-8 December 2021 respectively, to discuss cooperation agreement and solutions for Iraqis who have been denied their request for asylum in Germany (meetings in preparation for these visits were held with IOM on 18 and 19 August, 30 November and 1 December 2021). Similarly, on 16 and 17 of June IOM provided support to the MoMD Minister for a visit to the US between 22 and 25 of June 2021, to discuss migration issues the US Government.

### **Output 3: Research on migration related topics is made available and supports improved knowledge**

#### ***Activity 3.1: Develop, plan and produce research on pertinent migration related issues (UNDP)***

UNDP conducted the research study 'A Gender & Intersectional Analysis Of Migration-Related Issues.' This study looked at existing protection mechanisms and challenges in access to justice for displaced returnee women and girls, including access to legal assistance and recognition of personal status. A focus was also placed on IDPs and returnee women and girls' access to political participation, justice mechanism and female leadership. Findings were based on an analysis of existing challenges and opportunities to advance gender equality in Iraq as well as a comparative analysis with other countries in the Middle East and North Africa Region (MENA). Recommendations included five key action areas: i) Engagement with NGOs; ii) Data collection and dissemination; iii) Women, peace and security; iv) Economic integration and inclusion; v) Awareness raising. Findings showed that while the 2020 Migration Governance Indicators (MGI) Assessment of Iraq shows positive progress in certain areas, progress is needed on NGO engagement and data collection and dissemination on the themes mentioned above.

#### ***Activity 3.2 Develop, plan and produce research on pertinent migration related issues (IOM)***

To capitalize on existing flow monitoring information at five border crossing points (funded by the European Union's 'REMAP' project), to contribute to data collection, IOM produced a report entitled '*Migrants in Vulnerable Situations Entering and Exiting Iraq*'. This piece of research utilized existing data collected between September 2020 – September 2021 through IOM's DTM team, to build a large enough sample to produce findings on a range of indicators. The DTM team in Iraq collects data at five border crossing points with neighboring countries – Ibrahim Al-Khalil, bordering Turkey, Fishkhabour, bordering Syria, and Bashmagh, Zurbatiyah (Wassit Terminal) and Al-Shalamcha, bordering Iran – to better understand migration movements in the Middle East. Noting that regular data collection at border points can be time consuming and costly, this project used data collected under an EU funded project to analyze the data set into findings and a publishable report.

The research report is particularly timely as the Belarus border crisis captured international media attention in November 2021. As such the findings included relevant indicators pertinent to outward and inward migration. There were three main categories of vulnerability indicators in the tool used for data collection, these include: labor migration, the seeking of safety and protection and deportations.

During the November 2021 Belarus situation, the Network (meeting #4) and the DTM gave a presentation on the methodology of the data collection at the border points and preliminary findings. This was received with interest at the meeting. The final designed report can be seen in Annex III and will be published on the IOM Cross-Border website as well.

#### **Output 4: Local actors have a stronger understanding of migration related issues and ability to address them**

##### ***Activity 4.1: Peer- to – peer trainings (IOM)***

Due to security restrictions related to organizing activities before, during and after the Iraqi Parliament elections (October 2021), IOM had limited capacity to conduct and finalise all the trainings planned.

##### ***Activity 4.2: Develop public information material (IOM)***

Activity 4.2 (development of public information material) was directly linked to Activity 4.1 (implementation of peer-to-peer trainings). Since the peer-to-peer trainings were not conducted which would have provided the material required, activity 4.2 was not implemented.

##### ***Activity 4.3: Establish safe spaces in the local communities for women and girls (UNDP)***

UNDP developed the ‘Guideline to Establish Safe Spaces for Returnee and Migrant Women and Girls in Iraq’. The guideline was informed by local assessments and consultations carried out with 63 stakeholders from NGOs, the GoI and beneficiaries’ communities. The guideline is meant to guide NGOs and government entities in the establishment of safe spaces for displaced, returnee, migrant women and girls to rebuild community networks and access tailored support services. The guideline was presented at a validation session with 29 female representatives from women-led NGOs across Iraq to contribute to local ownership. The project was piloted by selected female-led NGOs in five locations in the newly liberated areas of Iraq (Tikrit, Diyala, Bashiqa, Telsqf and Kirkuk). The piloting process created the opportunity for further exchange on safe spaces among relevant actors, while also testing the feasibility and relevance of the guideline. The lessons learned from this process were incorporated in the final version of the guideline and a dialogue session with 40 NGO representatives was organized to present NGOs experiences in establishing safe spaces for women and girls in Iraq in detail. The response during these sessions was very positive, and each of the NGOs looked forward to implementing the guideline on the long-term, as well as receiving further training for staff accordingly.

Please see Annex VIII – English Guidelines to Establish Safe Spaces

##### ***Activity 4.4: Training for returnee and displaced youth to boost labor market supply (UNDP).***

During July 2021, UNDP Iraq held five trainings sessions for 20 participants under the UNDAF grant entitled ‘The Methods and Basics of Entering the Labor Market’. Participants represented the youth from returnee communities, all aged between 18 to 30 years. All participants had to go through a selection process to attend the trainings, and entering criteria were based on candidates’ business ideas, existing skills and professional profiles. The trainings were designed following UNDP’s business manual and were aimed at enhancing the participants’ potential to competitively enter the job market. Topics addressed included: key business

principles, entrepreneurship, small business management and project development. For the sake of relevance, all the training materials were adapted to the local context. Following the completion of the trainings, UNDP supported candidates with job applications and providing advice on how to enter the job market. According to the follow-up assessment conducted by UNDP three months after the training, most of the participants benefitted from this activity and successfully managed to enter the job market. This includes three bright young graduates of the training - Fatima, Mina and Majd – who have successfully managed to establish their own small businesses since its completion. In addition, peers of these individuals have asked when the next training will be held, as they are eager to join.

- **Qualitative assessment:** Provide a qualitative assessment of the level of overall achievement of the Programme. Highlight key partnerships and explain how such relationships impacted on the achievement of results. Explain cross-cutting issues pertinent to the results being reported on. Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate. For Joint Programmes, highlight how UN coordination has been affected in support of achievement of results.

Overall, this joint programme enhanced the institutional capacity for evidence-based migration management in Iraq, including meeting the key objectives. Despite two incomplete activities due to the political context, successes such as establishing and strengthening the UN Network on Migration, supporting government and local actors with meeting Iraq's commitments including the GCM and SDGs, two pieces of migration related research, and providing actors with the ability through guidelines and training to meet migration related issues took place.

## ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<b><u>Achieved</u> Indicator Targets</b>	<b>Reasons for Variance with Planned Target (if any)</b>	<b>Source of Verification</b>
<b>Outcome 1<sup>11</sup></b> <b>Indicator:</b> <b>Baseline:</b> <b>Planned Target:</b>			
<b>Output 1</b> The UN Network on Migration in Iraq is functioning with an established Coordinator and Secretariat <b>Indicator 1.1.1</b> Number of Network meetings held <b>Baseline: 0</b> <b>Planned Target:</b> 4 Network meetings held  <b>Indicator 1.1.2</b> Overall number of Network partners attending Network meetings <b>Baseline:</b> <b>Planned Target:</b> 60 Network partners attending Network meetings	<p>6 Network meetings held. Network meetings #2 – 5 (total 4) were held during the reporting period. In addition to the regular meetings, the Network convened a Prioritization Workshop <b>26 September</b> and an ad-hoc meeting on <b>17 November</b> regarding the development of a joint statement on the Belarus situation</p> <p>51 members/20 partners (including IOM)</p>	<p>None</p> <p>The focal point list contains 51 members of which 29 are external to IOM. The members that are nominated to attend the network meetings are technical and policy focal points that can contribute to migration governance related areas. As such, 60 members as a target is extremely high.</p>	<p>Meeting agenda, minutes, recordings (with permission) and action points.</p> <p>Network member focal point list. (please see Annex IX – Focal Point List UNM)</p>

<sup>11</sup> Note: Outcomes, outputs, indicators and targets should be as outlines in the Project Document so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p><b>Indicator 1.1.3</b> Detailed activity plan for the Network is available (Y/N)  <b>Baseline:</b>  <b>Planned Target:</b> Detailed activity plan for the Network is available (Y)</p>	<p>Yes. A Network strategy was developed</p>	<p>None. Strategy was seen as more appropriate rather than an activity plan</p>	<p>Availability of strategy</p>
<p><b>Indicator 1.1.4</b> Migration policy mandate is established in the UNDSCF (Y/N)  <b>Baseline:</b>  <b>Planned Target:</b> Migration policy mandate is established in the UNDSCF (Y)</p>	<p>Yes. A Migration policy mandate was established in the UNDSCF</p>	<p>None</p>	<p>Priority Working Group ToR</p>
<p><b>Output 2</b> The government and local stakeholders have strengthened institutional and analytical capacities on migration governance and related SDGs</p>			
<p><b>Indicator 1.2.1</b> Number of thematic migration governance training sessions provided based on gaps identified by the migration network and SDG thematic areas related to migration including SDG 5 and SDG 16  <b>Baseline:</b>  <b>Planned Target:</b> 4 thematic migration governance training sessions provided based on gaps identified by the migration network and SDG thematic areas related to migration including SDG 5 and SDG 16</p>	<p>4 thematic migration governance training sessions in the Baghdad, Al-Multhanna, Najaf and Maysan, with a total of 92 participants</p>	<p>None</p>	<p>List of participants, agenda and photographs</p>

<p><b>Indicator 1.2.2</b> SDGs mainstreamed into Iraqi strategic national documents (Y/N)  <b>Baseline:</b>  <b>Planned Target:</b> SDGs mainstreamed into Iraqi strategic national documents (Y)</p>	<p>Yes, the final target has been achieved with a final report produced. The process consisted of multiple consultations, workshop and validation undertaken to ensure the mainstreaming process. In total 97 participants were engaged directly in this process, including government stakeholders and multiple NGO stakeholders. In turn, the process of mainstreaming has highlighted various issues and challenges, supporting stakeholders to find solutions and consider recommendations for change when including SDGs in the national agenda.</p>	<p>None</p>	<p>Report available</p>
<p><b>Indicator 1.2.3</b> Number of consultation sessions with migration governance and other stakeholders on Iraq’s VNR conducted  <b>Baseline:</b>  <b>Planned Target:</b>  3 consultation sessions with migration governance and other stakeholders on Iraq’s VNR conducted</p>	<p>4 consultation sessions were held with 187 participants</p>	<p>None</p>	<p>List of participants, agenda and photographs</p>
<p><b>Indicator 1.2.4</b> Number of consultations with the GoI on GCM implementation conducted  <b>Baseline:</b>  <b>Planned Target:</b> 3 consultations with the GoI on GCM implementation conducted</p>	<p>5 consultation sessions with the GoI on GCM implementation were conducted</p>	<p>None</p>	<p>Meeting minutes</p>

<p><b>Output 3:</b> Research on migration-related topics is made available and supports improved knowledge</p> <p><b>Indicator 1.3.1</b> Research on pertinent migration topics is produced, disseminated and utilized by partners (UNDP) (Y/N)</p> <p><b>Baseline:</b></p> <p><b>Planned Target:</b> Research on pertinent migration topics is produced, disseminated and utilised by partners (UNDP) (Y)</p>	<p>Yes. A first draft of the research report titled ‘<i>A Gender &amp; Intersectional Analysis Of Migration-Related Issues</i>’ has is produced. It is under final reviewing based on IOM inputs</p>	<p>None</p>	<p>Research available</p>
<p><b>Indicator 1.3.2</b> Research on pertinent migration topics is produced, disseminated and utilised by partners (IOM) (Y/N)</p> <p><b>Baseline:</b></p> <p><b>Planned Target:</b> Research on pertinent migration topics is produced, disseminated and utilised by partners (IOM) (Y)</p>	<p>Yes. A report titled ‘<i>Migrants in Vulnerable Situations Entering and Exiting Iraq</i>’. The research was particularly timely as it included relevant indicators pertinent to the Belarus border crisis, which captured international media attention in November 2021. To build momentum, the Network (meeting #4) and the IOM DTM gave a presentation on the methodology of the data collection at the border points and preliminary findings, and the final research will be published on the IOM Cross-Border website as well</p>	<p>None</p>	<p>Research available</p>
<p><b>Output 4:</b> Local actors have a stronger understanding of migration related issues and ability to address them</p>			

<p><b>Indicator 1.4.1</b> % of peer-to-peer training participants reporting higher knowledge of community issues and mitigation strategies</p> <p><b>Baseline:</b></p> <p><b>Planned Target:</b> 70% of peer-to-peer training participants reporting higher knowledge of community issues and mitigation strategies</p>	<p>These activities were not conducted</p>	<p>Due to challenges posed by the context, these activities could not be conducted</p>	
<p><b>Indicator 1.4.2</b> Number of information materials with best practices on addressing migration related safety and security issues developed and disseminated</p> <p><b>Baseline:</b></p> <p><b>Planned Target:</b> 6 information materials with best practices on addressing migration related safety and security issues developed and disseminated</p>	<p>These activities were not conducted</p>	<p>Due to challenges posed by the context, these activities could not be conducted</p>	
<p><b>Indicator 1.4.3</b> Safe spaces for women in the local communities are established (Y/N)</p> <p><b>Baseline:</b></p> <p><b>Planned Target:</b> Safe spaces for women in the local communities are established (Y)</p>	<p>Yes. UNDP Iraq has supported the development of a ‘Guideline to Establish Safe Spaces for Displaced, Returnee and Migrant Women and Girls in Iraq’</p>	<p>None</p>	<p>Guidelines available</p>

<p><b>Indicator 1.4.4</b> Number of trainings for youth on skills to boost labour market supply conducted</p> <p><b>Baseline:</b></p> <p><b>Planned Target:</b> 5 trainings for youth on skills to boost labour market supply conducted</p>	<p>5 trainings for 20 youth on skills to boost labour market supply</p>	<p>None</p>	<p>Agenda, list of participants, photographs</p>
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### iii) Evaluation, Best Practices and Lessons Learned

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

As stated under Output 3, IOM conducted analysis on the cross-border movements across five border points using an existing data set. During the programme implementation the preliminary findings were shared with the Network members to provide background context to the Belarus-Lithuania border situation where many Iraqi migrants were trying to cross into Europe. While the findings were indicative, they helped to frame the work of the Network with regards to recent and current migration related issues pertinent to Iraq. The findings were able to inform members of the Network on key drivers for outward migration and an indication of the demographics of those embarking on migration routes. In terms of the long-term strategy of the network the assessment highlighted the need for joint and coordinated work on migration/GCM-relevant areas.

#### **UNDP**

During November and December 2021, UNDP contracted an independent professional to conduct an unbiased evaluation of the UNDP component of the project (Annex X: UNDP Evaluation Report). The evaluation has been completed. The key findings are as follows:

**(a) Programme design:** The project's program theory was appropriate and relevant in general terms, but it could have been more defined, explicit, clear, and better linked after the design and inception phases.

**(b) Relevance:** Although there are areas for improvement, the project was generally relevant and aligned with country needs, the United Nations Development Program.

**(c) Efficiency:** Project management was good, but project governance left room for improvement, and this affected knowledge-sharing. Collaboration and coordination mechanisms left room for improvement. Given the scale of the challenges, activities were implemented reasonably, timely, and reliable, according to the priorities established by the project document.

**(d) Effectiveness:** The project contributed to expected and unexpected results. It effectively completed the activities and contributed to the goals and objectives outlined in the project document.

**(e) Sustainability:** The project is sustainable even if the challenges remain. Some elements that would have contributed to sustainability were omitted at the design stage, while others were devised but not implemented.

**(f) Cross-cutting approaches:** Gender and human rights and knowledge management. There was a common cross-cutting gender perspective. Monitoring presented some challenges related to:

- (i) The need to be less activity- and data-focused and more focused on analysis; And
- (ii) The lack of capacity for monitoring and the use and sharing of the resulting knowledge.

**Lessons learned:** The evaluation also reveals some lessons learned that could be useful for the following purposes: (a) to improve the process of design and inception of regional projects activities; (b) to develop better implementation plans; (c) to improve monitoring and reporting; (d) for better consideration of the implications of an interregional project in terms of organization, governance, coordination, collaboration and financial management; and (e) to improve the development of exit strategies, knowledge management, and knowledge-sharing.

**Recommendations:** recommendations are arising from this evaluation are explained in more detail in the main report and highlight the priorities, those in charge, and some possible elements of an action plan for the management response. These recommendations relate to (a) improving the process of designing interregional projects; (b) improving monitoring and reporting; (d) better consideration of the implications of an interregional project in terms of organization, governance, (e) improving exit strategies and knowledge management at the

activity and project levels to ensure sustainability; and (f) better integration of gender throughout the project cycle.

- Explain challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?

### ***IOM***

Due to challenges related to the political context and the turmoil cause by the political election which took place in November 2021, IOM was unable to conduct the peer-to-peer trainings and the visibility activities planned under this project.

### ***UNDP***

Apart from the tight restrictions imposed by the federal and regional governments on mobility and interpersonal engagements across the country due to the pandemic, noted challenges and lessons learned in several areas, which include the following:

#### **1. High expectations**

- Challenge: High expectations raised by the stakeholders during work plan implementation.
- Action: The work plan was developed based on discussions with each stakeholder within the framework of project objectives. The work plan is implemented in cooperation and partnership with stakeholders. UNDP always listens and accommodates stakeholders' requests as much as possible within allowable project objectives, work plan, time, and budget.
- Outcome: All the activities were implemented, and the deliverables were accomplished.

#### **2. Delay in response**

- Challenge: Delay in stakeholder's response.
- Action: Since most activities are demand-driven, delays are resolved by professional and consistent follow-up with the stakeholders, focusing on the impacts.
- Outcome: The Project team took the additional necessary steps to secure all the required responses in time, and, thus, all the activities were achieved.

#### **3. The Pandemic**

- Challenge: The ongoing COVID-19 outbreak all over Iraq limits the team's movement and the movement of stakeholders for activities
- Action: The team works closely with relevant government agencies to determine new infection spikes in target areas. The team closely observed the protocols for critical face-to-face meetings and utilized online communication, such as Skype, for specific conferences and discussions.
- Outcome: The scheduled meetings to obtain critical data and decisions pushed through even if somewhat less preferable than face-to-face discussions.

#### **4. Many occasions and official holidays**

- Challenge: Iraq and the KRG have many religious and official holidays, which disrupt work and activity plans. Some stakeholders in the provinces favor continuing the training activities that fall within holidays as they too are keen to finish the activity.
- Action: Therefore, the Project team consulted with training organizers and participants to schedule activities around holidays, instead of outright canceling or suspending the training.
- Outcome: All planned activities were successfully implemented in time. At several points the date needed to be re-scheduled, however this was within a short period of re-arrangement.

#### **5. Security Consideration**

- The security situation is another challenge that affects the implementation and hinders it, especially when tight security measurements need to be taken to meetings and workshops where senior government representatives are participants. by other side, the deteriorated security situation in liberated areas, needing to take into account security aspects and safety of participants throughout the training – especially for instances where government stakeholders were involved.
  - Action: Communicate with stakeholders and vendors in advance and keep an eye on the security situation to ensure up to date information was retrieved in advance to undertaking activities. When necessary, the project team was able to rearrange the location of activities to a more suitable location or online or hybrid.
  - Outcome: This allowed for all stakeholders to safely participate as planned.
- Report key lessons learned and best practices that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

***IOM***

At proposal stage, one of the indicators (1.1.3) for Output 1 (related to the Network) was developed to include a ‘detailed activity plan’. This was not completed as part of the progress against the Network. While the network strategy was being developed it became apparent that a joint strategy, identifying key joint priority areas, required a bit more time and flexibility. A detailed activity plan may have been premature. This is primarily as the network is still working on membership of UN agencies with regards to technical cooperation. With some funding coming online in early 2022, the network has been able to commission assessments and research as well as support joint agency events, which can perhaps lead to a detailed activity plan later in the year. Further, much of the work of the network covers support to GoI on preparation for the IMRF. The publication of the progress declaration may result in a round of updated policy commitments by the GoI which may be a better time to put together an activity plan.

***UNDP***

Overall, the project has successfully supported the government and local stakeholders through training, consultations, and workshops to enhance their migration governance capabilities, mainstream SDGs in national strategic documents, including migration activities in Iraq’s SDG VNR process of implementing the GCM. Despite the short implementation period, the project was able to accomplish the targeted training and technical assistance sessions, reaching a wide range of stakeholders within several months. The short duration of the project represented the main challenge as it did not allow for an in-depth review process with policy makers, who were engaged in the national elections during the implementation period.

**iv) A Specific Story (Optional)**

- This could be a success or human story. It does not have to be a success story – often the most interesting and useful lessons learned are from experiences that have not worked. The point is to highlight a concrete example with a story that has been important to your Programme.
- In ¼ to ½ a page, provide details on a specific achievement or lesson learned of the Programme. Attachment of supporting documents, including photos with captions, news items etc, is strongly encouraged. The MPTF Office will select stories and photos to feature in the Consolidated Annual Report, the GATEWAY and the MPTF Office Newsletter.

N/A

**Problem / Challenge faced:** Describe the specific problem or challenge faced by the subject of your story (this could be a problem experienced by an individual, community or government).

**UNDP**

The many years of brutal conflict, economic instability and the COVID-19 Pandemic in Iraq have left behind unimaginable destruction, a huge number of people returnees, and livelihoods ruined. The impact of this has especially affected young Iraqis and recent university graduates who were preparing to enter the job market and establish themselves, leaving them at a great disadvantage and loss. Despite this, young Iraqis are eager to look towards the future as they push forward and begin to rebuild their lives.

As Iraq slowly recovers, youth have the opportunity to be the agents of change and the facilitators of a different future in Iraq. Combining their passion, ideas, creativity, and entrepreneurial spirit, young Iraqi's are proving that they have the potential to pave the way forward in generating economic growth and reform, including sustainable employment for the long-term. However, it is also clear that youth may also present a challenge for Iraq. This is particularly challenging for young migrants and returnees. If the Iraqi government does not encourage and recognize the potential of these youth by providing proper training and integration, it is likely that they may instead represent a drain on limited national resources as they struggle to establish themselves as active contributors and leaders within their communities. Thus, youth represent both an opportunity and a challenge for ongoing economic and social development in Iraq.

**Programme Interventions:** How was the problem or challenged addressed through the Programme interventions?

**UNDP**

In support of facilitating a positive future led by the youth of Iraq, UNDP has taken action to help empower young Iraqis, enabling them to take control and become competitive in the job market by boosting their potential business initiatives. Using training manual developed by UNDP, the purpose of training program was to enhance the ability of these young people by providing them with the necessary skills they need to succeed in today's business marketplace and to be able to manage small projects in a self-sufficient manner. The participants received a comprehensive training program designed to develop competency on the most important principles of business, the basics of entrepreneurship, small business management, project development and how to enter the labor market. Mostly importantly, it considered local relevance to ensure that the newly attained skills and knowledge learned could be applied within the local context.

**Result (if applicable):** Describe the observable *change* that occurred so far as a result of the Programme interventions. For example, how did community lives change or how was the government better able to deal with the initial problem?

**UNDP**

As a part of the post training follow up, following the training sessions the trainer conducted several personal interviews with the participants to gage their level of satisfaction and understand from their perspective whether the project activity managed to achieve its aims, based upon the above criteria. During the interviews, the trainer asked the participants about the information they obtained, and the extent to which they felt they had benefitted from the workshop. The response from the participants was very positive, both in relation to the information provided and the way in which the workshops were conducted. The results also demonstrated that many of these young individuals' ambitions and aspirations had changed during the course. More specifically, whilst prior to completing the trainings their personal perspectives of their own ability had been limited, a more positive outlook about the prospective options for building their future

careers. For example, where many of these young individuals were initially satisfied with the prospect of working as an assistant to a specialized Craftsman, during the training their aspiration changed, and they developed an ambition for entrepreneurship. Accordingly, many of these young people now wish to establish and develop their own businesses. Some even stated that they would like to aim towards employing staff of their own in the future. These answers were very clearly reflected within the results of their work throughout the session on the tools of design thinking. By providing these individuals the support and the tools needed in today's business marketplace, it is reflected that they were able to gain not only the practical tools needed to equip them for their future but also the confidence to pursue a path of their own choosing. This is an essential part of encouraging the returnee youth of Iraq to take the steps forward in building a future that will not only benefit themselves and their community but will also help the entire of Iraq to take great strides towards a sustainable future in which the economy flourishes and the people are self-sufficient. Three months on from the training, UNDP followed-up with an evaluation phase to find out how successful the training had been in helping these young individuals to establish themselves in the job market and gain employment. Through this, we discovered that all of the participants have greatly benefitted as they informed us of their success. This includes three bright young graduates of the training - Fatima, Mina and Majd – who have successfully managed to establish their own small businesses since its completion.

**Lessons Learned:** What did you (and/or other partners) learn from this situation that has helped inform and/or improve Programme (or other) interventions?

#### ***UNDP***

From this situation, UNDP learned how essential it is to help facilitate the youth of Iraq in today's society. Particularly those who are or have been displaced and therefore face a disadvantage compared to their peers. For sustainable change to occur with relation youth empowerment and entry into the job market, support must be provided to all youth at every level of society. Training, such as this, not only helps to give confidence and equip these young people with the skills they need, but in doing so it also plays an important role in leveraging benefits for development by transferring new skills and knowledge from one generation to another. This is invaluable for the economic and social development in Iraq. Currently, there are a series of community driven youth projects being run by UNDP. With the future of Iraq ultimately laying in the hands of young Iraqi's, UNDP will continually work to support these young people to become empowered and lead the way forward. In recognition of this, with reference to future trainings, the following recommendations are made:

- It is preferable that such training workshops be held in the form of somewhat longer-term programs. This would allow for more depth in the training, such as the inclusion and development of ideas relating to market study, marketing strategies and management.
- It would be beneficial to develop more determinants for selecting the accepted participants and evaluating them according to the objectives set for the workshop. In doing so, it would be possible to separate them according to their levels and thus provide a more individually tailored training that will allow for group of peers at a similar level. Particularly as it relates capabilities aligned with education level and grasping concepts in accordance with prior understanding.