Amplifying voices for the Protection of Civilians: Improving standards and accountability of PoC and military operations

Annual Report 2019

Program Summary

MFA Reference Code: DSH-4000002936

Period of Implementation: 1 September 2019 through 31 December 2023

Funding Partner: Ministry of Foreign Affairs, Department of Stabilization & Humanitarian Aid (DSH)

Total Budget: €11.002.413

İ. SUMMARY OF PROGRESS

1. Program Overview

This report reflects upon the first reporting period for the program, **"Amplifying voices for the Protection of Civilians: Improving standards and accountability of PoC and military operations"** (*DSH-4000002936*) initiated in September 2019. This marked the beginning of a new partnership between the Department of Stabilization & Humanitarian Aid (DSH) and PAX's Protection of Civilians (PoC) team that will continue through 2023. This is an ambitious multi-year initiative aimed at improving the status of protection for people living in conflict-affected areas through inclusive approaches. This program seeks to motivate and enable policy makers, peacekeepers, and politicians to tailor their strategies so as to reflect the needs of the diversity of people they aim to protect. At its core, this program is rooted in the principle that expanding the voice and representation of civilians on the protection issues that affect them every day is necessary for improving security policies and how they are implemented, as well as for holding security providers and other authorities accountable for meeting their protection obligations. The overall desired impact of the program is that **targeted interventions become more inclusive, civilian-focused, and relevant to local protection needs.**

The program has four core projects:

- *Engaging International Actors on PoC (EIA):* This project connects international PoC actors constructively with the needs and capacities of civilians in conflict. The main project activities consist of advocating for the inclusion of civilian perspectives in protection-focused training and policies, and convening civilian and military experts in pragmatic discussions of how to operationalize PoC best practices. **EIA aims to engage practically with key stakeholders like the UN, NATO, troop- and police-contributing countries (T/PCCs), and field missions to improve transparency, accountability, and effective practices in PoC.** A specific key component of the project (implemented with The Stimson Center) is aimed at supporting NATO as it implements its first PoC policy and action plan. EIA is a new initiative under this program, though is informed by earlier PAX initiatives.

- *Human Security Survey – Iraq (HSS-IQ)* and *Human Security Survey – South Sudan (HSS-SS):* The HSS is a flagship research and community engagement methodology developed and implemented by PAX in close coordination with its local partners in Iraq and South Sudan.[1] The recurrent research cycles, complemented by local community dialogues provide valuable insights into the nature and scope of protection issues facing civilians. The methodology and our implementing teams are built to be as inclusive and gender-sensitive as possible. At the international level, the HSS provides a means of influencing the policymaking efforts of diplomats and troop contributors active in these environments by providing valuable first-hand information about the realities facing conflict-affected populations. **The ultimate purpose of the HSS is to enable civilians in conflict to improve their human security situation through constructive engagement with both national and international security actors.** The HSS is a continuing initiative that is capitalizing on the new PoC program to deepen and expand PAX's efforts in Iraq and South Sudan as well as internationally.

- *Protection in Practice (PiP):* This project works with military missions to better protect civilians and mitigate civilian harm through contributing to PoC-focused training, policy, and doctrine. PAX will collaborate with partner organizations and independent researchers to help missions become better equipped, make more informed decisions, improve transparency and accountability, and improve evaluative processes. More specifically, **PiP seeks to enable targeted military missions to implement data-driven decision-making, improve civilian harm tracking procedures, and engage in comprehensive assessments of PoC effectiveness.** PiP is a new initiative under this program, though is informed by earlier PAX initiatives.

2. Program İnception Phase

The overall implementation of the program is **on track** with regard to the anticipated activities and results planned for 2019, while recognizing that the program was in its early stages. The fact that the grant application was approved only in October and then backdated to 1 September also significantly limited the chance for projects to engage in implementation in the waning months of the year. Furthermore, external conditions such as widespread public protests in Iraq posed significant obstacles to conducting planned activities in the field.

The reporting period corresponded with the program's initial inception phase, meaning that PAX **and its partners were primarily focused on setting up the projects and the overarching management structure.**[2] During these first few months, the respective Project Leads worked towards crafting the specific workplans for their projects, as well as establishing new partnerships and networks in the different geographic and thematic areas of operation. The inception phase also provided the opportunity to begin identifying strategic target institutions for training and advocacy

work, as well as potential allies and champions within these institutions. Through these engagements the program was able to alert key stakeholders and likely future collaborators about PAX's increased resources to work on PoC capacity at a greater scale.

This period was also a dynamic one for our core staff, as a number of existing PoC team members shifted into new roles and we also hired staff to fill new positions in PAX's headquarters and the field. We therefore expended a great deal of effort on recruiting, onboarding, and equipping our full team as quickly as possible so as to enable everyone to feed into the inception phase and prepare for full-blown implementation in 2020.

While relatively limited progress towards the program's overarching long-term outcomes can be plotted at this point, the program is well positioned to both realize its strategic plans as currently envisioned and to fulfil its commitment to adaptive implementation as new opportunities and challenges arise.

Please see Section III below for an overview of key results attained during the reporting period, and also refer to the project-specific reports that follow for more detailed narratives describing progress achieved.

II. PROGRAM CONTEXT ANALYSIS

1. Thematic Context for PoC

The **Protection of Civilians remains a deeply relevant and pressing theme, both in The Netherlands and internationally.** With regard to the most prominent PoC actors on an international scale, key offices within the UN and NATO are continuing to update explicit PoC-focused policies and operational plans. These efforts provide strategic opportunities for organizations like PAX and The Stimson Center to provide technical input and advocate for the inclusion of civilian perspectives.

In looking specifically at The Netherlands, the Dutch mili-

tary's role in civilian casualty events in Iraq – most notably an airstrike in Hawija in 2015 that killed seventy civilians – received increased media attention in 2019, creating the opportunity for PAX and others to engage directly with key stakeholders from the Ministry of Defense (MoD) on issues related to transparency and accountability for civilian harm. This is a particularly relevant development for the PiP project, which will continue spearheading the program's advocacy around the theme of civilian harm tracking.

2. Iraq

The last four months of 2019 that corresponded with the reporting period were also witness to largescale public protests and civil disobedience across Iraq rooted in dissatisfaction with the government's ability to deliver basic services, respond to deteriorating economic conditions, and to tackle widespread corruption. During this period of upheaval – arguably the worst political crisis in years – the Iraqi central government responded with displays of force that both shocked the international community and further alienated the public, who were only empowered to demand more dramatic change. By the end of December more than 500 protesters were killed and 19.000 injured, according to the UN Special Envoy to Iraq. Further worsening matters, political leaders put forth no coherent strategy for how to respond to the protesters' demands, and the public refused to support new candidates proposed for key positions, including that of the Prime Minister. Additionally, the proxy conflict between the US and Iran threatened to escalate to more kinetic action in late 2019, further destabilizing the tenuous security situation and risking all-out conflict between the two most significant international influences in Federal Iraq.

Each of our target governorates, Basra, Kirkuk, and Salahaddin were affected by the protests, though the situation was particularly dramatic in Basra. These conditions had significant implications for our ability to implement

planned activities during the reporting period. From a strategic perspective, **the deteriorating public trust in government institutions to fulfil their basic responsibilities (including for protection) simultaneously bolster the need for constructive engagement between civilians and authorities, while also make it practically very challenging to facilitate in practice.** PAX and its partners will seek to identify creative and feasible means for adapting its community engagement and advocacy strategies to reflect these circumstances in 2020 and beyond.

3. South Sudan

The Revitalized Agreement on the Resolution of Conflict in South Sudan (ARCiSS) signed in 2018 contributed to reduced violence between government and armed opposition forces across the country and a general sense that political stability is improving. At a local level, more and more opportunities exist for localized peacebuilding initiatives to take root. Despite these positive trends, both local and international stakeholders remain skeptical that the parties to conflict are willing and able to fully implement the details of the peace agreement and form a functioning Transitional Government of National Unity (TGoNU), and many South Sudan watchers and citizens fear that future conflict remains on the horizon.

Throughout 2019 we also witnessed some deterioration in security conditions in the targeted states where PAX works, including high rates of cattle raiding and ongoing land conflicts between farmers and pastoralists. One of the biggest challenges to addressing these persistent conflict dynamics is the lack of effective law enforcement capacity to mitigate or respond to these threats, compounded by ineffective local governance generally. **The HSS remains a unique and useful means for collecting detailed data on the nature and scope of security threats facing civilians in South Sudan,** particularly in areas where key institutions engaged in protection like UNMISS or even national security services

Programming in the Time of the Coronavirus

Institutions of all kinds in every corner of the world are having to develop fundamentally new strategic priorities and modes of working in light of the dramatic implications of the global COVID-19 pandemic. As of the time of writing in April 2020, PAX and its partners in this program are still adapting to the "new normal" that is being defined by the need for society-wide social distancing on a massive scale. The resulting closed borders, shuttered offices, and radical shifting of focus and resources towards the acute public health crisis will have both immediate and potentially longer-term implications for how this program is implemented. That said, the underlying conditions that led us to develop this program, while presently overshadowed, certainly remain relevant and may even be exacerbated by the measures taken globally and in our focus countries to combat the crisis.

With great appreciation for the flexibility and trust afforded to us by our partners at the Ministry of Foreign Affairs, we have to some degree scaled down our expectations for what we can hope to accomplish in 2020, or at least for as long as the current public health measures are in place. We will necessarily be forced to restrict international travel between headquarters and the field, and lockdown procedures will also limit our field staff from being able to travel domestically for the time being. We will also need to develop, test, and scale up entirely new modes of working when it comes to core aspects of our work, such as advocacy, training, and research. Means of engaging with potential advocacy targets or allies in the community of practice on PoC in The Hague, Brussels, New York, and further afield will also have to change to accommodate alternatives to face-to-face communication, potentially shifting towards more written analysis or remote meetings. The same will be true for potential training initiatives, as well as conferences, expert group meetings, or even internal learning events that we will convene under this program. Our colleagues at PAX are already exploring opportunities for new and effective means of discourse, such as webinars, podcasts, or socially-distant events, each of which will likely feature in our future activities and bring both benefits and shortcomings. Our research components, particularly the HSS projects, which currently rely on extensive face-to-face interviews and large public dialogues will also take on a profoundly new character going forward. Existing efforts to pilot remote research modes, such as online panel surveys and the use of chatbots will be further tested and hopefully scaled up where conditions allow.

Across all of our programming, PAX and its partners are working to identify which elements of our projects can proceed as originally planned, which must be put on hold until conditions change, and which can be approached with new and creative methods. These will all feed directly into our learning agenda for 2020 and beyond, adapting as needed to changing circumstances. While certainly disruptive, we are hoping to take advantage of this opportunity for reflection, for focus, and for expressing solidarity with our partners and affected communities in meaningful ways.

For more detailed reflections on how each project has adapted it priorities and approaches, please see: https:// protectionofcivilians.org/working-on-the-protection-of-civilians-in-times-of-corona/.

lack on the ground presence. A key priority for 2020 will be to get the analysis we have available into the hands of more diverse stakeholders working in and on South Sudan through more sustained and strategic advocacy work.

1. Program Results Framework

The program articulates is general project logic through the following Results Framework. Please see the project-specific dashboards for an overview of all corresponding

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Results Framework

Impact: Targeted interventions are more inclusive, civilian-focused, and relevant to protection needs

Long-term outcome 1 (HSS-IQ and HSS-SS): Civilians in conflict improve their human security situation through constructive engagement with (inter)national security actors		Long-term outcome 2 (EIA): UN, NATO, T/PCCs and missions increasingly articulate and implement inclusive protection of civilians policies and practices		Long-term outcome 3 (PiP): Targeted military missions increasingly implement data-driven decision-making, civilian harm tracking procedures, and comprehensive assessment of PoC effectiveness		
Short-term outcome 1.1: Protection policies and practices in Iraq and South Sudan are increasingly informed by HSS findings	Short-term outcome 1.2: Community engagement activities inform more relevant protection of civilians strategies in target areas in Iraq and South Sudan	Short-term outcome 2.1: T/PCCs gain knowledge about their current capacity for civilian-centered protection and how to increase their PoC capacity	Short-term outcome 2.2: UN and NATO focus on PoC and inclusive community engagement in their operational plans and policies	Short-term outcome 3.1: Targeted missions have increased knowledge of, capacity, and willingness for evidence-based and data-driven decision-making on PoC	Short-term outcome 3.2: Targeted missions have increased capacity and mechanisms on independently verifiable civilian harm tracking, analysis and response	Short-term outcome 3.3: Targeted missions have increased knowledge about and increased willingness to engage in comprehensive assessment of PoC effectiveness
Activity 1.1.1: Training of HSS enumerators conducted in Iraq and South Sudan	Activity 1.2.1: Training of local partner staff in advocacy and/or facilitation skills	Activity 2.1.1: Assessment of PoC guidance and gaps of key NATO member states and T/PCCs to UN missions	Activity 2.2.1: Assessment of gaps in PoC policies, practices, and mandates for UN missions	Activity 3.1.1: Create a community of interest on data for protection	Activity 3.2.1: Collaboration with researchers and institutions on civilian harm tracking	Activity 3.3.1: Assessment of protection effectiveness from civilian perspectives
Activity 1.1.2: Human security surveys conducted in Iraq and South Sudan	Activity 1.2.2: Community committees established and engaged	Activity 2.1.2: Establishment of an expert advisory team on PoC to NATO	Activity 2.2.2: Development of strategy for advocacy and engagement with stakeholders at multiple levels on community engagement	Activity 3.1.2: Advise missions on use of data for data-driven protection	Activity 3.2.2: Assessment of effectiveness of past and current civilian harm tracking methodologies	Activity 3.3.2: Contribute to development of training and exercise modules with focus on measuring PoC effectiveness
Activity 1.1.3: Presentation of HSS data to international organizations or diplomats in Iraq and South Sudan	Activity 1.2.3: Community dialogues with local civilians and relevant authorities organized in Iraq and South Sudan	Activity 2.1.3: Convening of conference and development of advocacy strategy with expert team, NATO and UN partners and other stakeholders	Activity 2.2.3: Advocacy for development and implementation of protection of civilians policies and inclusive community engagement policies within NATO and UN missions	Activity 3.1.3: Training of T/PCC military staff on evidence-based and data-driven decision making	Activity 3.2.3: Dissemination of lessons learned on civilian harm tracking to missions and T/PCCs	Activity 3.3.3: Contribute to development of educational curriculum on PoC effectiveness for NATO and UN
Activity 1.1.4: HSS methodology reviewed in inclusive and consultative process	Activity 1.2.4: Qualitative interviews on HSS-related themes with key civilian stakeholders and relevant authorities in Iraq and South Sudan conducted	Activity 2.1.4: Advise targeted T/PCCs how to utilize their PoC capacity for human security	Activity 2.2.4: Exploration of advocacy at the EU-level and engagement on European Peace Facility (EPF)			
	Activity 1.2.5: Engagement of national Iraqi and South Sudanese government or security institutions					

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performance indicators that the program will use to both track and report on progress towards intended results.

2. Program Impact-Level Indicators

Measuring progress towards long-term results is a challenge for anyone working in the broader development field and is made all the more difficult when operating in conflict-affected contexts. Even the most thoughtfully crafted theories of change are easily thrown off course by changes in conditions on the ground, which are by nature complex, dynamic, and often unpredictable. Results chains themselves are non-linear and almost never directly attributable to a single intervention. Claims of even indirect *contributions* towards change can be difficult to justify with meaningful evidence.

Indicator	Baseline Value
A. % of HSS respondents in Iraq and Sudan reporting that their security situation has improved over the previous 12 months	IQ: 52% (2019) SS: 50% (2018)
B. % of HSS respondents in Iraq and South Sudan reporting a favorable perception of international security actors	IQ: TBD (2020) SS: 33% (2018)
C. % of HSS respondents in Iraq and South Sudan reporting a favorable perception of national security actors in their area	IQ: 83% (2019) SS: 75% (2018)

In discussing how to approach these challenges when setting up this program, our team sought to rely at least in part on the data that we have readily at hand. Some of the indicators that we will use to observe changes in the two primary geographic areas where we operate, targeted regions of Iraq and South Sudan, come directly from our own Human Security Surveys. These findings will shed some light on changes that occur in civilians' perceptions of the overall protection environment and key actors responsible for providing security. Given that we will not claim that our interventions will be among the most important factors to influence the data, we will refrain from setting any targets for these indicators to use as benchmarks for success; rather, we will track the findings to inform our context analysis and to feed into formal evaluative processes at the program's midpoint and near its conclusion, complementing this kind of quantitative information with detailed qualitative evidence. PAX will rely much more heavily on its regular project monitoring at the output and outcome levels to inform day-to-day decision making.

3. Key Outputs and Outcomes

Please refer to the project-specific reports (and the interactive reporting dashboards, linked to here) for more detailed analysis of progress achieved. Below are a few key

illustrative results that provide a sense of the most significant outputs and outcomes attained during the reporting period. A summary of all intended results and corresponding performance indicators is available in **Annex B**, as well as in the project-specific dashboards.

Long-term outcome 1 (HSS Iraq and HSS South Sudan): Civilians in conflict improve their human security situation through constructive engagement with (inter)national security actors

- In Iraq, narrative reports detailing key survey results from all three governorates (disaggregated by district and gender) were published, adding further nuanced analysis to the interactive online dashboards available on www.protectionofcivilians.org. Notably, the survey findings from 2019 and earlier clearly reflect an uptick in public dissatisfaction with the government's handling of service delivery, massive unemployment, and political reform generally, and respondents overwhelmingly pointed to these conditions as likely to contribute to future conflict. This therefore shows that the HSS methodology is useful in gathering timely data on civilian perceptions on security dynamics, and how such analysis can predict conflict trends in fragile contexts like Iraq.

- Due to the security and access conditions on the ground in Iraq described above, PAX and its local partners deemed it infeasible and potentially unsafe to conduct community engagement activities during the reporting period, resulting in fewer progress towards this outcome than originally planned.

- With an aim of increasing the visibility and utility of the HSS data, the annual methodology review process in South Sudan strategically engaged with a wider range of experts than in years' past, including representatives from local partner organizations, UNMISS' Civil Affairs department, the DPPA-UNDP-UNEP Climate Security Mechanism in New York, as well as PAX colleagues from various teams.

- Both the Iraq and South Sudan HSS projects identified new strategic locations in which to expand geographically; namely to Diyala governorate in Iraq and within Eastern Equatoria State in South Sudan. The Project Leads will focus in 2020 on building effective working relationships with new local partners in the targeted regions and adapting the HSS methodology to fit the new contexts, as needed.

Long-term outcome 2 (EIA): UN, NATO, T/PCCs and missions increasingly articulate and implement inclusive protection of civilians policies and practices

- In December 2019, PAX convened a very successful event entitled, "Contributing to human security through training: A mission impossible?" The conference brought together fifty diverse experts from a variety of key institutions, including international training specialists and researchers; policymakers from the UN, NATO, and EU; and representatives from the Dutch MoD and MFA. DSH Director Marriët Schuurman and Major General Patrick Cammaert (Ret.) provided valuable insights as featured speakers. Breakout sessions focused on measuring success and failure in training, curriculum development, and inclusivity in training for security all generated tangible and action-oriented recommendations.

- PAX and Stimson coordinated directly with NATO's Special Representative on Women, Peace, and Security (WPS), Clare Hutchinson, to discuss how our human security approach can connect to their work on gender. Given that Ms. Hutchinson is the focal point responsible for ensuring coordination and consistency in NATO's policies with regards to WPS, she will be a valuable ally in ensuring that the institution's PoC policy is appropriately inclusive and informed by gender-sensitive considerations.

- PAX began actively cultivating Germany as a champion of inclusive PoC, and Stimson approached Canada informally to help identify T/PCCs that can be potential allies going forward. The Netherlands was already identified as champion, which enabled the project to start making joint future plans with MFA in 2019.

Long-term outcome 3 (PiP): Targeted military missions increasingly implement data-driven decision-making, civilian harm tracking procedures, and comprehensive assessment of PoC effectiveness

- In October 2019, PAX, alongside a number of peer organizations, published a letter directed to Netherlands Minister of Defense Ank Bijleveld arguing for and providing practical recommendations towards improvements in tracking and reporting on civilian harm resulting from military operations in which the Netherlands takes part. Notably, some of these very recommendations were included in the Minster's November letters to Parliament, indicating a potentially important step towards greater transparency and accountability for civilian harm.

- Program staff participated in a NATO SACT-led workshop and provided feedback on a virtual training module on PoC. In the future this module will be integrated in training of military officers of NATO member states and NATO Partnership for Peace states.

İV. PROGRAM PLANNING & MANAGEMENT

1. Staff Changes

Please refer to **Annex C** for a copy of the **organogram** detailing all core PAX and partner staff managing this program. Below are a few updates to our management structure since the program officially began; all other staff remain the same as detailed in the original program proposal.

Headquarters staff:

- Partnership Coordinator: Erin Bijl, also the Project Officer for the PiP project, served as the interim Partnership Coordinator during the inception phase. A permanent staff member will transition into this position in Q1 2020. The Partnership Coordinator will be responsible for further developing and managing the program's planning, monitoring, and evaluation (PMEL) systems; maintaining close ties with the MFA and peer organizations; and contributing to general oversight, development, and innovation.

- HSS-IQ Project Lead: Saba Azeem, the interim HSS-IQ Project Lead, joined the PoC team during the inception phase and will stay on board in 2020. She will lend her prior professional experience in Iraq to expanding the PoC team's network in country and building an (inter) national advocacy strategy, in addition to continuing to manage (remote and/or in-person) data collection, data analysis, and community engagement efforts in close coordination with the local partners.

- HSS SPO/Data Analyst: PAX recruited a new in-house data scientist for both HSS projects in 2019; Anita Hossain will fulfil this role from Q1 2020 onward. In addition to conducting detailed qualitative analysis after each round of research and overseeing general data management, the SPO/Data Analyst will manage the data dashboards and contribute to research products; help conceptualize alternative research methodologies to complement the HSS; and contribute to program-level monitoring, evaluation, and learning.

- Note that the program will further grow its capacity in 2020 by adding a Training Specialist/Military Advisor to the team, in addition to recruiting an expert pool of researchers and consultants to take on short-term assignments and provide targeted input. Both will primarily contribute to the PiP project.

Field staff:

- Senior Field Officer – Iraq: PAX recruited Haydar Khattar

to serve as the SFO in Baghdad. This new field-based position will offer partners more hands-on and timely support, and will bolster the team's linguistic and cultural diversity. Moreover, this position will strengthen PAX's presence in Iraq and enable more sustained advocacy with a wide range of stakeholders, including like-minded organizations, Iraqi government institutions, and with foreign missions based in Iraq.

- <u>Senior Field Officer – South Sudan</u>: PAX hired John Malith Mabor, as the SFO in Juba. John previously worked on the HSS project in South Sudan under the auspices of our local partner, SSANSA, but now will be a formal PAX employee. Given that John already has a great deal of experience implementing components of the project, the new program will create opportunities for PAX's local staff to take on additional management responsibilities and directly oversee a greater proportion of field-based activities.

V. LESSONS LEARNED & LEARNING AGENDA 2020

Recognizing the nature of the contexts in which we work, we seek to manage a truly adaptive program that can respond to emergent opportunities and cope with significant challenges when they inevitably arise. PAX utilized the inception phase of the program to cultivate and deepen its core partnerships, including with both new partners (e.g. Stimson) and longstanding ones (e.g. the Iraqi Al Amal Association) with the purpose of establishing open and frank lines of communication from the outset. This is a necessary precondition for being able to talk constructively about how to identify problems, mitigate risks, and reflect on how to improve our partnerships and approaches. The program also seeks to grow its network of experts and allies, which will enable our team the flexibility to consult the right people at the right time throughout the program period.

A more detailed learning agenda, crafted through a consultative process among program partners and our counterparts at DSH will be produced in 2020 and seek to contribute to joint learning at the level of the program and with the wider community on PoC.

1. Program-Wide Learning Questions

Here are a number of learning objectives established at the program level during the initial phase of the program, to which more will be added in consultation with our partners and DSH.

- How can this program and its component organizations

and staff best **leverage our position, networks, data, and expertise** to engage more deeply and amplify our influence with policymakers, member states, and other decision makers?

- How can the program best **build and consolidate relationships with targeted missions**, ultimately enabling us access to their staff, data, and/or leadership both to contribute to our own research and open up avenues for us to provide strategic guidance?

- What are the best **available methods for conducting remote research** in response in to access limitations or regarding particularly sensitive topics? What are the **subsequent implications** for the timeliness, reliability, accuracy, comparability, and anonymity of data, and how does the resource expenditure compare to traditional research modes?

- How can this program best **serve as a conduit for local civilians' perspectives and priorities when it is not possible for conflict-affected communities to communicate directly with policymakers and decision makers on PoC**? What alternatives exist for "constructive" and "inclusive" engagement between civilians, local authorities, and international PoC actors when pervading conflict, security, and social dynamics, or simple geographic factors limit the practicality of bringing relevant stakeholders together for in-person dialogues?

For more details on project-specific learning objectives, please refer to the corresponding reports and dashboards.

VI. FINANCIAL SUMMARY

PAX and its partners initially anticipated a program start date in mid-2019, and thus crafted the original budget for year 1 with this timeframe in mind. Due to the naturally complicated process of finalizing the contract details at an institutional level, we and the MFA were only able to finalize the contract as of late October and received the funding the following month. Therefore, while the start date was officially backdated to 1 September 2019, in practice we were only able to fully launch the program in November. **These circumstances limited our ability to formally contract partners, hire staff, and implement planned activities during the reporting period, all of which contributed to underspending on the entire program, and particularly on activity costs**. Note that the HSS-SS project reflects particularly notable underspending as the original intention was to begin a new survey round in at least one research site in 2019, which was no longer possible under the tighter timeframe. Please refer to the project document for additional details.

Program Budget & Expenditures *(1 September – 31 December 2019)*			
Type	Budget Y1 (€)	Actual	Balance
PAX Central Personnel	63.091	33.672	*29.419*
PAX Central Activities	60.000	7.798	*52.202*
PAX Central Office	63.765	52.647	*11.118*
PAX Central Evaluations & Audits	11.000	-	*11.000*
PAX Central sub-total	**197.857**	**94.118**	***103.739***
EIA Personnel (PAX)	37.239	42.786	*-5.547*
EIA Activities (PAX)	17.050	17.405	*-355*
EIA Personnel (Stimson)	23.813	12.515	*11.298*
EIA Activities (Stimson)	47.077	19.905	*27.172*
EIA Audit & Other (Stimson)	22.302	4.859	*17.443*
EIA sub-total	**147.480**	**97.469**	***50.011***
HSS-IQ Personnel	52.577	39.712	*12.865*
HSS-IQ Activities	9.337	17.511	*-8.174*
HSS-IQ Audit & Other	10.269	-	*10.269*
HSS-IQ sub-total	**72.183**	**57.223**	***14.960***
HSS-SS Personnel	46.177	36.151	*10.026*
HSS-SS Activities	74.970	1.209	*73.761*
HSS-SS Audit& Other	5.000	-	*5.000*
HSS-SS sub-total	**126.147**	**37.360**	***88.787***
PiP Personnel	34.534	20.357	*14.177*
PiP Activities	19.000	2.147	*16.853*
PiP Audit & Other	1.000	-	*1.000*
PiP sub-total	**54.534**	**22.505**	***32.030***
Overhead/indirect costs	-	-	-
Support staff	24.270	22.029	*2.242*
Not directly allocable costs	91.853	81.838	*10.015*
Other sub-total	**116.123**	**412.542**	***301.783***
Contingencies	**14.286**	**-**	***14.286***
TOTAL	**728.611**	**412.542**	***316.069***

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ANNEXES

The Annexes referenced below are included in an ancillary document to this report.

A. Acronyms
B. İndicator Summary
C. Organogram

Notes

[1] In Iraq, PAX currently partners with two local civil society organizations, the **Iraqi Al Amal Association** (IAA) in Kirkuk and Salahaddin governorates, and with the **Iraqi Al Firdaws Society** (IFS) in Basra governorate. New partners are being explored for expansion into a fourth governorate in 2020. In South Sudan, PAX currently partners with the **South Sudan Action Network on Small Arms** (SSANSA) and the **Assistance Mission for Africa** (AMA), though the team will also be looking to update its partnership structure in 2020.

[2] Note that more detailed discussions and strategic planning with all of the program's core partners occurred through a multi-day partner workshop in Utrecht in Q1 2020.