

End of Project Report



[Iraq Trust Fund]

REPORTING PERIOD: 19 OCTOBER 2007 – 31 DECEMBER 2009

Submitted by:

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Country and Thematic Area¹

Iraq
Mine Action

Programme No: A7-05

Atlas Award No.: 54941

MDTF Office Atlas No: 66941

Programme Title:

Support for Rural Development and Safer Environment through Mine Action

Participating Organization(s):

UNDP

• ***Implementing Partners:***

- International Organizations,
Danish Demining Group

- National (government, private, NGOs and others)
 - National Mine Action Authority (renamed Directorate of Mine Action)
 - Regional Mine Action Centre RMAC/South Rafidain Demining Organization (RDO)

Programme Budget (from the Fund):

AusAID contribution US\$1,652,892.56, and DFID contribution US \$108,248

ITF contribution US\$3,231,751

¹ E.g. Priority Area for the Peace building Fund; Thematic Window for the Millennium Development Goals Fund (MDG-F); etc.

Programme Duration (in months):26

Start date²: 19 October 2007

End date:

- *Original end date:*

19 April 2009

- *Revised end date, if applicable:*

31 December 2009

- *Operational Closure Date*³,

31 December 2009

Budget Revisions/Extensions:

The project started on 19 October 2007 with a period of 18 months of total implementation time duration. This is the final narrative report.

END OF PROJECT REPORT

OPERATIONAL CLOSURE

² The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.

³ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

NARRATIVE REPORT FORMAT

I. Purpose

- Main outputs and outcomes/objectives of the programme.

Development Goal:

Support sustainable rural development by removing the threats to human security and livelihood through the increased capacity of the National Mine Action Authority (NMAA), the organizations, and NGOs falling under its mandate, including the Regional Mine Action Centre (RMAC) based in Basra Governorate. It will be done by supporting a national humanitarian Mine Action NGO that serves and works with the local community, promoting rural development in Basra, and the provision of support to RMAC in carrying out technical quality assurance.

Strategic Framework Programme Outcome 2004-2007: “A National Mine Action Authority capable of managing the Mine Action functions of government in all of Iraq”.

Key Immediate Objective/s:

1. Community awareness, agricultural development, and income generation activities enhanced (36 square kilometres of agricultural land cleared from mine and ERW);
2. Management and operational capacity of an Iraqi humanitarian Mine Action NGO (hereinafter the national NGO) strengthened;

Coordination amongst RMAC, NMAA and national NGO increased.

Outputs

- 1.1. Thirty-six (36) square kilometres of agricultural land cleared of landmines and ERW;
- 1.2. Changing dangerous behaviour of the rural community through Mine Risk Education;
- 1.3. Increased cash crop from the cleared land;
- 1.4. Indirect employment increased.

- 2.1. The Iraq NGO management continues to conduct capacity-building activities independently;
- 2.2. General professional skills and technical skills further developed;
- 2.3. Operational coordination capacity is strengthened.

- 3.1. Coordination capacity of RMAC and NMAA increased;
- 3.2. RMAC's tasking capacity (to clearance organizations) increased;
- 3.3. Effective information sharing and cooperation between RMAC and the national NGO strengthened.

Key Activities

- 1.1.1. Identification of needs through community liaison, hotlines and direct requests from farmers. Priority areas also identified in coordination with the Department of Agriculture in the Basrah Governorate;
- 1.1.2. Teams assigned, task plans and time lines provided;
- 1.1.3. Clearance teams deployed and agricultural land cleared;
- 1.1.4. Basic follow-up survey on the value of agricultural products with agricultural cooperatives.

- 1.2.1. Mine Risk Education activities and community reach-out conducted by the national NGO in cooperation with the UNICEF Project;

- 2.1.1. Management training needs assessment completed;
- 2.1.2. Individual training planning and modules prepared by the national NGO with assistance from an international advisory/monitoring contractor;
- 2.1.3. Training facilitated by the international advisory/monitoring contractor;
- 2.1.4. Feedback from trainees and redesign/plan of next actions, including remedial training, facilitated by the international advisory/monitoring contractor;

- 2.2.1. In-house language and computer literacy training conducted by the international advisory/monitoring contractor (by national NGO: Budget included in the national NGO Contract) ;
- 2.2.2. Participate in external Mine Action specialized courses facilitated by UNDP (with separate training budget outside national NGO contract);
- 2.2.3. Regional Mine Action Exchange (MAX) programme with Iraqi Kurdistan Mine Action Agency facilitated by UNDP;

- 2.3.1. Quality Assurance (QA) processes analyzed in order to strengthen efficient work flow;
- 2.3.2. Internal QA system established in accordance with International Mine Action Standards (IMAS);
- 2.3.3. Service delivery monitored and evaluated by International QA Advisor;

- 3.1.1. National Liaison Officer based in NMAA/Baghdad recruited;
- 3.1.2. Coordination of NMAA supported by National Liaison Officer;
- 3.1.3. Liaison between UNDP and NMAA supported by National Liaison Officer;
- 3.1.4. National Mine Action Advisor based in RMAC/Basra recruited;
- 3.1.5. Coordination of RMAC supported by National Mine Action Advisor;
- 3.1.6. Liaison between UNDP and RMAC facilitated by National Mine Action Advisor;

- 3.2.1. International QA Advisor recruited through the international advisory/monitoring contractor;
- 3.2.2. QA Advisor provides technical advisory support to RMAC on tasking and technical coordination;

- 3.3.1. QA Advisor supports technical coordination between the national NGO and RMAC;
- 3.3.2. The Iraqi NGO meets with RMAC and Advisory Committee composed of the Basrah

Governorate, including the Department of Agriculture, to get their suggestions on priorities relevant to local development.

- Programme relationship with the Strategic (UN) Planning Framework guiding the operations of the Fund.

UN Assistance Strategy for Iraq

The project contributes to Output 1.6 under the Protection Sector in the UN Assistance Strategy for Iraq (2008-2010). Output 1.6 “Mine Action policy, strategy, and regulatory mechanism developed, Iraqi Mine Action operational capacity strengthened and awareness raised”.

UN Millennium Development Goals

The project directly and indirectly contributes to the achievements of the following MDGs: Goal 1 On poverty reduction by mine / UXO clearance of arable land that supports sustainable income generation activities; Goal 7 On ensuring environmental sustainability; and Goal 8 On global partnership for development.

Iraqi National Development Strategy 2005-2007

Demining, which is one of the main components of Mine Action, is one of the main goals under the second pillar of the Iraqi National Development Strategy 2005-2007 “Improving the Quality of Life”. Moreover, under the annual review of the *International Compact with Iraq – A New Beginning*, in May 2007 - April 2008, specific reference to capacity building of Mine Action institutions was reported under Environment.

International Compact with Iraq (ICI)

Within the ICI Benchmarks, as per the Joint Monitoring Matrix 2008 within 4.4 Human Development and Human Security: It states to protect the citizens, improve their wellbeing and productivity, and mobilize Iraq’s human capital as the key ingredient for sustainable development.

The Draft UNDAF

The UN Country Team has worked closely with the Government of Iraq in the development of a Common Country Assessment during 2009, which has been approved. The UN Country Team has developed a draft UNDAF for 2011-2014. The draft UNDAF has five priority areas, with this project being aligned with UNDAF Priority 3, and specifically in 3.4.

The Draft UNDP Country Programme Document

UNDP has submitted a draft Country Programme Document for 2011-2014 to the UNDP Board Secretariat, and this project is aligned with Outcome 5 in section 5.6.

II. Resources

Financial Resources:

- Other Funding resources.

Bilateral donations from Australian Aid and DFID were used to start this project.

- US\$1,652,892.56 from Australian Aid
 - US \$108,248 from DFID
- Approved budget revisions
- The project started on 19 October 2007 for the original duration of 18 months. The project was granted a time extension, budget revision A, until 31 December 2009, which signalled operational closure.
- Good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks and coordination.

This Project was a continuation of a previous Mine Action Project funded by the ITF (ITF Project No.66940). The drafting and submission of the project document were coordinated so that there were no funding interruptions or impact on the operations of the implementing NGO. The lengthy process of reviews and some SOT cluster dynamics at the time delayed the final approval, making it necessary to utilize AusAid and DFID funds, which were approved and deposited as bridging funds to fill the gap until UNDG-ITF funds were available. It was decided to utilize Australian funding first and the utilization of ITF funds would start from July 2008.

Human Resources:

- National Staff:

One National Technical Advisor was recruited as a consultant for coordination with RMAC and based in Basrah. In addition one National Liaison Officer was recruited through a contractor and based in Baghdad, working directly with the Ministry of Environment and the National Mine Action Authority. In UNDP, one National Programme Officer and one National Programme Assistant were backstopping administrative and financial issues to this project, along with other UNDP Mine Action Projects.

Under a Project Cooperation Agreement between UNDP and a national NGO (RDO), seventy-six (76) national staff consisting of a Director, Administration Manager, Finance Officer, Logistics Staff, and Drivers, a Field Operations Manager and twenty-nine (29) Operators were employed. By December 2009, the number of employed people had increased to eighty-two (82).

- International Staff:

International Staff: UNDP has one International Programme Specialist based in Amman, who provided overall supervision of this project along with all other UNDP Mine Action Projects. In addition, a Senior Mine Action Advisor and Senior Mine Action Consultant and Technical Advisor, have been providing technical inputs, while their costs were charged to other UNDP Mine Action Projects.

Through a Project Cooperation Agreement between UNDP and the Danish Demining Group (DDG), which was the monitoring partner, two international staff- a Programme Manager, and a Technical Advisor (who was replaced in October 2009 by an Organisational Development Advisor) - based in Basrah were covered by the project budget.

III. Implementation and Monitoring Arrangements

- Implementation mechanisms utilized and how adapted to achieve maximum impact.

RDO was the main implementing partner of this project, with DDG full-filling the function of an advisory/monitoring partner. UNDP provided monthly advances to RDO in order to avoid having large amounts of funds kept with the RDO creating a higher security risk for them by having to safekeep larger amounts of funding. DDG received quarterly funding advances.

- Procurement procedures utilized and explain variances in standard procedures.

All procurement activities included in this project were implemented according to UNDP standard rules and regulations. A competitive bidding process was conducted and DDG was as a result selected

- Monitoring system(s) used and lessons learnt into the ongoing project.

Both NGOs provided monthly progress reports to UNDP. RDO provided a monthly financial report and DDG provided a quarterly financial report to UNDP. Due to the security situation in Basrah, physical monitoring visits to Basrah were virtually impossible for UNDP staff members, thus the following alternative arrangements were put in place: (a) A Consultant National Technical Advisor acted independently and reported directly to UNDP on the issues of RDO, and (b) Meetings among DDG, RDO and UNDP were arranged either in Amman or in Kuwait.

- Assessments, evaluations or studies undertaken.

An independent evaluation mission for the project took place in June 2008. The report on the mission stated that UNDP has built RDO in Basra-Southern Iraq and structured it in a successful way by having all the necessary capacities, in terms of management and field operations staff, for implementing the clearance activities. It also mentioned that RDO continues to require UNDP's technical and managerial support, as well as continuation of advice in terms of fundraising and sustainability of the organisation.

IV. Results

- Programme progress in relation to planned outcomes and outputs.

The long-term development goal of this project was to “support sustainable rural development by removing the threats to human security and livelihood through the increased capacity of the National Mine Action Authority (NMAA), renamed in 2008 as the Directorate of Mine Action (DMA), and the organizations and the Regional Mine Action Centre (RMAC) based in Basra Governorate.” This goal was achieved by supporting a national humanitarian Mine Action NGO that serves and works with the

local community, promoting sustainable rural development in Basrah, by removing the threats to human security and livelihood through clearing agricultural land, removing ERWs, and releasing the land to farmers to be used productively again. Support is also provided to RMAC to carry out technical quality assurance on the released land.

- Key outputs achieved

Planned

Output 1.1 – to meet the target of 36km² of agricultural land cleared from explosive remnants of war (ERW)

Achieved under this project:

- From 1 October to 31 December 2007 2,631,165 m² of land was cleared;
- From 1 January to 30 June 2008, 6,775,000 m² was cleared;
- From July to December 2008 and the last two weeks of December 2009, 8,730,611 m² were cleared.

Thus, the total cleared under this project amounts to 18,136,776 m² which is 50.4% of the target. The output was therefore only partially achieved. The partial achievement was due to the ban on all humanitarian demining imposed by the Iraqi Ministry of Defence in December 2008, which was reversed in August 2009, allowing the resumption of demining activities by NGOs in December 2009 once they met the new regulations.

Planned

Output 2.1 – General professional skills and technical skills further developed

Achieved

- Since the project started in October 2007, RDO (the national NGO) has become an independent Mine Action organization with greater responsibility demonstrated by Iraqi staff members in terms of management, including financial and organizational management, as well as reporting and donor relations.
- Financial and operational reports have also improved in the past months. Moreover, RDO has continued to conduct and receive capacity building activities, ensuring effective management and quality assurance of Mine Action operations as per the International Mine Action Standards (IMAS), which govern all UN Mine Action operations worldwide in compliance with the Mine Ban Treaty.
- RDO was exposed to a number of capacity building activities related to operational issues, including Mine Clearance procedures that are conducted according to the International Standards.
- Additionally, the administrative staff took part in trainings on national institutional management and observed administrative protocols, structures and administrative procedures through an exchange programme (MAX) with NGOs operating in Sulaymania.
- The administrative staff was exposed to good management practice in Mine Action institutions in terms of forecasting, planning, coordination and procurement of equipment.

- Capacity was developed on information management as RDO took part in operational and geographic information system (GIS) training and a mapping course that is based on the International Information Management System for Mine Action (IMSMA). RDO's capacity has increased in both the operations component of Mine Action and in the administration of a national NGO.

Planned

Output 3.1 – Coordination capacity of RMAC and NMAA increased

Achieved

- Unfortunately, due to persistent uncertainties regarding the institutional setup for Mine Action within the government structure, and the expected corresponding staff changes that affected NMAA and RMAC, not much progress has been achieved under this output. During the beginning of this project, Mine Action within the Iraqi Government was under the Ministry of Planning, which showed reluctance to continue supervising it. Thus the institution remained in an inactive state, with no major decisions being made in the absence of a Director General for the NMAA. The head of RMAC was only appointed in August 2009, allowing an improvement in coordination activities on a regional level.
- Since the final decision was made in March 2008 to move the responsibility of Mine Action to the Ministry of Environment, substantial progress has taken place and more effective information sharing and cooperation between RMAC and the national NGO started to take place.
- Furthermore, the recruitment of the National Liaison Officer contributed to increased coordination, working links and synergy between RMAC and the NGO.
- Delays in programme implementation and constraints experienced,
 - In the last week of December 2008, a decision from the Iraqi Ministry of Defence was issued to halt all civil and humanitarian demining operations in the Central and Southern parts of Iraq, until such time when the institutional structure for Mine Action was agreed upon. The halt in operations affected the achievements and clearance output of the national NGO during most of 2009. The ban was lifted in August 2009 as a result of an MOU being signed by three Iraqi Ministries involved in Mine Action; Ministry of Defence, Ministry of Environment, and Ministry of Interior. This MOU regulated the functions and roles of each ministry and introduced new procedures and requirements for the registration of humanitarian demining organisations. It took the humanitarian organizations, including RDO, some time to complete the new requirements. Once registration was granted, RDO had to apply for a new accreditation, which further delayed the resumption of operations until December 2009.
 - The security environment was not conducive for the national NGO (RDO) to be permitted access to explosives and equipment, which is needed for

clearance operations, therefore the involvement of the international NGO (DDG) continued to be required in the handling of explosives and acting as a guardian for RDO's interest.

- The project faced delays in the procurement process of explosives to be used in destruction of cleared ERW in compliance with international standards (IMAS) and the delivery of explosives to the national NGO performing human demining in Iraq. The process was initiated during 2008 with delivery of explosives taking place in August 2009.
 - Insufficient number of slots in Iraq for UNDP staff (including inadequate availability of UNAMI designated flights and accommodation) and limited opportunities for movement into the Red Zone, as well as a new US policy on national staff.
- Project Issues Remedial Actions and Good Practice:
 - Delay in appointment of a new DMA Director General resulted in slow progress of the technical advisory support to MoEnv. Remedial actions included capacity development and the continuation of the strategic planning training to existing DMA staff.
 - The inadequate capacity of the RDO Board of Directors to ensure leadership and clear guidance and communication resulted in management decisions being confined to a select number of individuals, subject to personal interpretations. Remedial action was undertaken, with RDO being provided assistance by the DDG-recruited Organisational Development Advisor who took the necessary actions to reactivate the Board of Directors' managerial capacity.
 - No local bank used at RDO (a bank in Kuwait was used for funds transfer) and Kuwait visa for Iraqi is restricted thus affecting progress of operations.
 - Key partnerships and collaborations
 - The Ministry of Environment is the institution responsible for Mine Action within the Iraqi Government. Within the Ministry of the Environment it is the Directorate of Mine Action (DMA), previously named National Mine Action Authority (NMAA), which is responsible for national policies and strategies in Mine Action.
 - The Ministry of Environment/DMA also has a regional implementation function represented by the Regional Mine Action Centre in the south (RMAC-South), which is responsible for operational issues and quality control.
 - Rafidain Demining Organization (RDO) became an implementing partner with UNDP, conducting humanitarian demining in the South of Iraq and cooperating with RMAC in terms of coordination and tasking, while an international NGO, Danish Deming Group (DDG) acted as the advisory and monitoring partner

building capacity and providing advice on technical issues. Both organizations directly reported to UNDP on a monthly basis.

- Highlights and cross-cutting issues pertinent to the results being reported on.

This project has contributed to employment generation as it created work for eighty two persons, Five of whom are women.

Furthermore, this project has contributed to preserving the environment by removing dangerous explosive remnants of war, and allowing agricultural land to be used again, thus positively contributing to poverty alleviation through enhanced income generation derived from the agricultural sector..

V. Future Work Plan

- Projected activities and expenditures for the following reporting period 1 January-31 December 2010.

This is an end of project report for an operationally closed project. It should be noted that overall RDO has performed well and this project partnership will move into the next phase with possible expansion through bi-lateral funding.

- Major adjustments in strategies.
Project funds are 100% spent as of December 2009.
No activities are planned in 2010.
This is the End of Project Report.

VI. Performance Indicators⁴

Please kindly refer to the Annex of this End of Project Report

V. Abbreviations and Acronyms Used in the Report

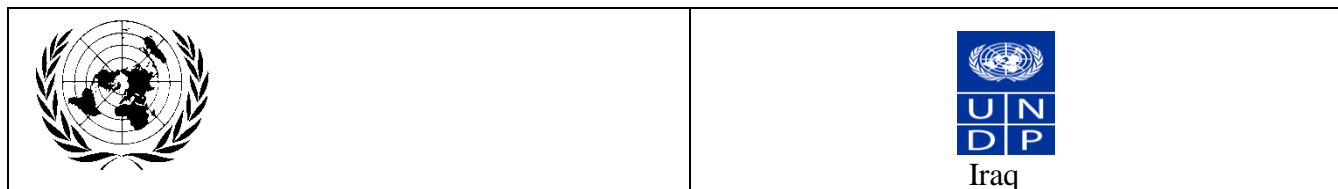
DDG -	Danish Demining Group
DMA-	Directorate of Mine Action
EOD –	Explosive Ordnance Disposal
ERW –	Explosives Remnants of War
IMAS-	International Mine Action Standards
IMSMA –	Information Management System for Mine Action
MoD-	Ministry of Defence
MoEnv-	Ministry of the Environment
MRE –	Mine Risk Education
NMAA –	National Mine Action Authority
RDO-	Rafidain Demining Organization
RMAC -	Regional Mine Action Centre

⁴ E.g. for the UNDG Iraq Trust Fund and the MDG-F.

Appendixes

Appendix 1: Performance Indicators

End of Project Report



[Iraq Trust Fund]

END OF PROJECT REPORT ANNEX I, PROJECT NO. 66941

REPORTING PERIOD: 19 OCTOBER 2007 – 31 DECEMBER 2009

SUPPORT FOR RURAL DEVELOPMENT AND SAFER ENVIRONMENT THROUGH MINE ACTION

Annex I

VI. Performance Indicators¹

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
IP Outcome 1: Community awareness, agricultural development, and income generation activities enhanced (36 square kilometres of agricultural land cleared from mine and UXO)						
IP Output 1.1 Thirty six (36) square kilometres of agricultural land cleared of landmines	Indicator 1.1.1 Identification of needs through community liaison, hotlines and	0 Km ² cleared.	36 Km ² cleared.	18,220 Km ² cleared.	RDO monthly reports.	Reports compiled weekly by national NGO on clearance activities compiled

¹ E.g. for the UNDG Iraq Trust Fund and the MDG-F.

and ERW.	<p>direct requests from farmers. Priority areas shall be also identified in coordination with the Department of Agriculture in the Basra Governorate.</p> <p>Indicator 1.1.2 Teams assigned, task plans and timelines provided.</p> <p>Indicator 1.1.3 Clearance teams deployed and agricultural land cleared.</p> <p>Indicator 1.1.4 Basic follow-up survey on the value of agricultural products with agricultural cooperatives.</p>	<p>None tasking done by RDO. Agricultural land not used due to community apprehension.</p>	<p>Tasking done by RDO.</p> <p>Agricultural land cleared.</p>	<p>Done by RDO operations manager.</p> <p>Done by RDO.</p>	<p>RDO operational monthly reports.</p> <p>RDO operational monthly reports.</p>	<p>weekly and sent to UNDP .</p> <p>RMAC Reports.</p>
<p>IP Output 1.2 Changing dangerous behaviour of the rural community through mine risk education.</p>	<p>Indicator 1.2.1 Mine risk education activities and community reach-out conducted by the national NGO in cooperation with the UNICEF Project.</p>	<p>Persons at risk of injury accidents happening , resulting in death and disability.</p>	<p>Community informed about dangers of ERW.</p>	<p>MRE teams created by RDO.</p> <p>MRE teams conducting MRE in communities.</p> <p>Safe behaviour</p>	<p>Number of locations visited, such as schools and people receiving MRE awareness.</p>	<p>41 schools visited, 26 teachers and 1699 students received MRE awareness raising.</p> <p>303 men 442 women and 748 children in different communities</p>

				are being practiced.		received MRE awareness raising.
IP Output 1.1.3 Increased cash crop from the cleared land.	N/A	Land not used due to the presence of a.p. landmines and ERW.	Cleared areas available for farming.	Cleared land available.	Anecdotal survey of local agricultural co-ops and farmers to collect socio economic data.	Optimal use of community liaison team of national NGO for impact assessment.
IP Output 1.1.4 Indirect employment increased.	N/A	Rate of high unemployment.	Cleared areas available for economic recovery.	Cleared land available.	Information of "impact" of clearance activities.	Increased income and/or economic activities on cleared land.
IP Outcome 2: Management and operational capacity of an Iraqi humanitarian Mine Action NGO (hereinafter the national NGO) strengthened.						
IP Output 2.1 The Iraq NGO management continues to conduct capacity building activities independently.	Indicator 2.1.1 Management training needs assessment completed. Indicator 2.1.2 Individual training planning and modules prepared by the national NGO, with the assistance from and international advisory/monitoring contractor.	No management plans existed. Individual Training Plans were already developed but not	Training needs assessment conducted. Training plan identified gaps and needs with individual staff.	Training plan developed according to individual needs. Personnel trained according to their individual		Monthly reports from National Liaison Officer, DMA and from National Mine Action Advisor/RMAC.

	<p>Indicator 2.1.3 Training facilitated by the international advisory/monitoring contractor.</p> <p>Indicator 2.1.4 Feedback from trainees and redesign/plan of next actions, including remedial training facilitated by the international advisory/monitoring contractor.</p>	implemented.	<p>Priority training identified to build needed capacities.</p> <p>Training conducted.</p>	needs.	<p>BAC 3 courses, EOD 3 courses, QC/QA course, Demining 5 courses.</p> <p>Medical First-Aid refreshers on-going.</p> <p>GPS usage 1 course.</p>	
<p>IP Output 2.2 General professional skills and technical skills further developed.</p>	<p>Indicator 2.2.1 In-house language training and computer literacy training conducted by the international advisory/monitoring contractor.</p> <p>Indicator 2.2.2 Participate in external Mine Action specialized course facilitated by UNDP.</p> <p>Indicator 2.2.3 Regional Mine Action Exchange (MAX) Programme with the</p>	<p>Gaps and needs identified in existing and on-going at the time of the project start date of implementation.</p>	<p>Based on individual training plans.</p>	<p>Multiple courses conducted .</p>	<p>Word, Excel, and internet, ongoing on a monthly basis.</p> <p>English Language, ongoing on a monthly basis.</p> <p>International senior managers training.</p>	<p>NGO staff utilized acquired training to further enhance coordination and the management of the institution, especially communication, networking and e-mail usage.</p>

	Iraqi Kurdistan Mine Action Agency facilitated by UNDP.				<p>One-on-one training for Finance and Admin officers.</p> <p>Strategic planning course attended.</p> <p>MAX 4 courses completed in the north of Iraq.</p>	
IP Output 2.3 Operational coordination capacity is strengthened.	<p>Indicator 2.3.1 Quality Assurance (QA) processes analyzed in order to strengthen efficient work flow.</p> <p>Indicator 2.3.2 Internal QA system established in accordance with the International Mine Action Standards.</p> <p>Indicator 2.3.3 Service delivery monitored and evaluated by</p>	<p>Gaps identified in the existing QA at the time of the project start date of implementation.</p> <p>International draft</p>	<p>Based on need.</p> <p>QA system in existence.</p> <p>Monitoring system set up</p>	<p>Demining training conducted in Kurdistan</p> <p>QA system reviewed.</p> <p>System applied.</p>	<p>Report from UNDP technical advisor.</p> <p>Copy of QA system provided to UNDP.</p> <p>Reports by Int. operational advisor on National NGO</p>	Handed over from INGO to NGO.

	International QA Advisor.	existed. None existed.			staff. Performance Evaluation Reports (PER) on file.	
IP Outcome 3: Coordination between RMAC, NMAA and the national NGO increased						
IP Output 3.1 Coordination capacity of RMAC and NMAA increased.	Indicator 3.1.1 National Liaison Officer based in DMA/Baghdad recruited. Indicator 3.1.2 Coordination of DMA supported by National Liaison Officer. Indicator 3.1.3 Liaison between UNDP and DMA supported by National Liaison Officer. Indicator 3.1.4 National Mine Action Advisor based in RMAC/Basra recruited. Indicator 3.1.5 Coordination of RMAC supported by National Mine Action Advisor.	Very weak coordination and inadequate working links. Governmental Mine Action activities at the field level were inactive.	National Liaison Officer based in DMA/Baghdad to be recruited. Recruited liaison officer effective in increasing coordination. Increased coordination. National Advisor recruited. National Advisor	National Liaison Officer based in DMA/Baghdad is recruited. Increased coordination of DMA and UNDP activities took place. National Mine Action Advisor	Monthly reports from National Liaison Officer/DMA and from National Mine Action Advisor/RMAC.	Government froze Mine Action (MOP) while discussions of new governmental structure were ongoing. Humanitarian NGO could continue to work. Negotiation of the ban and its cancellation was facilitated, and cancelled in August 2009. National Liaison Officer based in DMA/Baghdad. Through the efforts of the National Mine Action Advisor in Basra and recruitment

	Indicator 3.1.6 Liaison between UNDP and RMAC facilitated by National Mine Action Advisor.		effective in increasing coordination Increased coordination.	based in RMAC/ Basra is recruited . Increase d coordina tion of RMAC/ DMA and UNDP activities took place.		of new head of RMAC, coordination in the south increased effectively between all Mine Action Organizations and the governmental institutions.
IP Output 3.2 RMAC's tasking capacity (to clearance organizations) increased.	Indicator 3.2.1 International QA Advisor recruited through the international advisory/monitoring contractor. Indicator 3.2.2 QA Advisor provides technical advisory support to RMAC on tasking and technical coordination.	Monitorin g and tasking capacity not available. Weak Technical skills to meet treaty obligation. Weak GIS and no	International Operational Capacity Advisor recruited. Staff capacity in place for QA. Technical skills improved to meet treaty obligations.	Internati onal Operatio nal Capacity Advisor recruited . Staff receives instructi ons training on QA and	Improved tasking abilities of RMAC.	Government is asking RDO to do QC for its own implemented projects in clearing.

		IMAS.	IMAS initiated.	implementing it. Advice provided.		
IP Output 3.3 Effective information sharing and cooperation between RMAC and the national NGO strengthened.	Indicator 3.3.1 QA Advisor support technical coordination between the national NGO and RMAC. Indicator 3.3.2 The Iraqi NGO meets with RMAC and Advisory Committee composed of the Basrah Governorate, including the Department of Agriculture, to get their suggestions on priorities relevant to local development.	Coordination between RMAC and RDO weak and ad hoc. No meetings took place between RDO, RMAC or local Iraqi government departments.	International Operational Capacity Advisor providing support. Meetings to take place.	RDO and RMAC having weekly and on-going meetings and discussions. Irregular Meetings conducted.	Monthly RDO reports. Information on operations provided to RMAC. Minutes and notes on priority areas.	

* At the time of development of the original logframe for the project document, detailed indicators for the purpose of assessment were not included, and therefore it will not be possible to formulate new indicators retroactively.