

**United Nations Development Group Iraq Trust Fund**  
**Project #66993: C10-09**  
**Date and Quarter Updated: 1 January-31 March 2010**  
**1<sup>st</sup> Quarter 2010**

**Participating UN Organisation:** UNDP (Lead), ILO, UNOPS, UN-HABITAT, UNIFEM, WHO, UNESCO and UNICEF  
**Sector:** Governance & Human Development

**Government of Iraq – Responsible Line Ministry:** Ministry of Planning and Development Cooperation (MOPDC)

<b>Title</b>	Local Area Development Programme / Area Based Development				
<b>Geographic Location</b>	Governorate of Sulymaniyah: Sayid Sadiq & New Halabja Districts Governorate of Babylon: Hillah District Governorate of Basrah: Mdaina District Governorate of Thi Qar: Chibayesh District Governorate of Missan: Maymouna District				
<b>Project Cost</b>	US\$ 30,338,384				
<b>Duration</b>	39 Months from May 2007-July 2010 (including 12, 6 and 7 month extensions)				
<b>Approval Date (SC)</b>	10 April 2007	<b>Starting Date</b>	1 May 2007	<b>Completion Date</b>	31 July 2010
<b>Project Description</b>	The Programme will strengthen the abilities of local authorities in three areas in the North, Centre and South to prepare and implement human-rights based, gender-sensitive local area development plans. Second, it will work with local partners to stimulate local economic development and generate short-term and sustainable long-term employment. Third, it will improve social and physical infrastructure using labour-intensive approaches and improve the service delivery capabilities of local authorities in the three selected areas.				

<b>Development Goal and Immediate Objectives</b>	
<p><b>Development Goal:</b> Improve living conditions and contribute to sustainable poverty reduction in the three selected areas in Iraq.</p> <p><b>Objective 1:</b> Strengthen the capabilities of local authorities in three selected areas in the North, Center and South to plan and manage reconstruction and development activities through the formulation and implementation of human-rights-based, gender-sensitive local area development plans.</p> <p><b>Objective 2:</b> Stimulate local economic development and generate short-term and sustainable long-term employment in the three selected areas.</p> <p><b>Objective 3:</b> Improve social and physical infrastructure using labour-intensive approaches and the service delivery capabilities of local governments in the three selected areas.</p>	

<b>Outputs, Key Activities and Procurement</b>	
<b>Outputs</b>	<p>1.1. Comprehensive human-rights-based, gender-sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint-participatory needs assessments.</p> <p>1.2. Strengthened coordination and communication mechanisms between central government and local authorities in the three areas.</p> <p>2.1. Improved local business environment for small businesses in the three areas.</p>

	<p>2.2. At least 80 new small enterprises and cooperatives established in three areas.</p> <p>2.3. Enhanced employment skills for at least 1,500 residents in three areas</p> <p>3.1. Thirty (30) water and sanitation facilities and services improved in three areas</p> <p>3.2. Nine (9) primary educational facilities and programme activities improved in three areas</p> <p>3.3. Twelve (12) health services centers and services improved in three areas.</p> <p>3.4. Two thousand five hundred (2,500) housing units and twelve (12) community facilities improved in three areas.</p> <p>3.5. Improved conditions for agriculture development and the promotion of environmental awareness including through sixty (60) small infrastructures projects in three areas.</p> <p>3.6. Thirty (30) community based electricity facilities and services improved in three areas.</p> <p>3.7. Nine (9) damaged religious sites rehabilitated in three areas.</p>
<p><b>Activities</b></p>	<p>The area coordinating agencies (UNDP, HABITAT, ILO and UNOPS with UN specialised agencies e.g WHO) will have primary responsibility over the following activities:</p> <p>1.1.1 Establish programme offices in three areas ideally within Local Authority Offices, finalize TORs for LADPs and establish Local Steering Committees.</p> <p>1.1.2. Undertake local assessments of social, physical, community health, cultural and economic conditions and the service delivery capabilities of Local Authorities while accounting for gender inequalities.</p> <p>1.1.3. Organize consultations with Local Authorities and stakeholders to identify fast track projects and priority economic development interventions.</p> <p>1.1.4. Support Local Steering Committees to identify priority fast-track projects aimed at local job creation and economic development and improvement in services.</p> <p>1.1.5. Provide capacity building and training through technical workshops high policy and advocacy meetings (mainly locally) to Local Authority Officials to enable their effective participation in the preparation of the local area development plans and to implement fast track projects.</p> <p>1.1.6. Provide capacity building and training through technical workshops and awareness campaigns and study tours to Government Officials and various programme stakeholders in the areas of local area development planning, gender equality, service delivery, local economic development, community health, etc.</p> <p>1.1.7 Organize consultations and planning sessions with the Local Steering Committees and stakeholders leading to the formulation of the local area development plans in a participatory manner.</p> <p>1.1.8. Prepare sector action plans in association with the Local Planning Units and Local Steering Committees for the implementation of the LADPs and provide implementation and budget execution training.</p> <p>UNDP as national coordinating agency will have primary responsibility over the following activities:</p> <p>1.2.1. Establish a National Programme Steering Committee and improve/establish communication and coordination mechanisms and procedures between the Central Government (MOPDC) and the Local Authorities in the three areas.</p> <p>1.2.2. Establish an LADP database for use by central and local authorities and UN partner agencies.</p> <p>1.2.3. Design and implement awareness and advocacy campaigns regarding the LADP programme in each of the three regions and at the national level.</p> <p>1.2.4 Assist Local and National Government Officials with efforts to ensure that allocations in local and national budgets reflect the priorities identified in the completed LADPs and provide support for international resource mobilization (identification of other funding sources).</p>

1.2.5. Complete regular progress and evaluation reports.

ILO in association with UNOPS will have primary responsibility over the following activities:

2.1.1. Conduct rapid needs assessments of the local economic sectors and develop sector-based business development plans for sectors with high growth potential.

2.1.2 Identify and address constraints to access to credit for micro and small businesses by supporting credit providers (commercial banking sector, public institutions, NGOs, etc).

2.1.3 Assist with the reform of existing administrative frameworks at the district level, with linkages to governorate and national regulatory/legal and policy frameworks, for small business formalization and development, and cooperatives promotion.

2.1.4 Strengthen the provision of business development services (BDS) to businesses and would-be entrepreneurs.

2.1.5 Build the capacities of Local Authorities and civil society in supporting micro and small businesses and raise awareness for entrepreneurship.

ILO in association with UNOPS in association with UN specialised agencies WHO will also have primary responsibility over the following activities:

2.2.1 Conduct feasibility studies for SME development building based on priorities identified in the sector-based business development plans and taking stock of previous such assessments carried out by UNIDO and FAO.

2.2.2 Provide quick-impact financial support to micro and small enterprises in key sectors of the local economy based on priorities identified in the business sector plans and building on existing intermediary institutions (such as MFIs, MoLSA Employment Service Centres). The financial scheme (grants, limited repayment, etc.) and delivery modality for each area will optimize the provision of sustainable financial services to the local economy.

2.2.3 Provide entrepreneurship training for SME development.

2.2.4 Promote public-private partnerships through joint ventures (social service outsourcing, R&D and local economic development) and improving access of local businesses to government tendering and contracting opportunities.

UNESCO will have primary responsibility over the following activities:

2.3.1 Assist with the rehabilitation and refurbishment of government training centers in each of the three areas based on the business sector plans.

2.3.2 Strengthen the capacities (equipment infrastructure upgrade, programme development, instructional methodology training) of vocational training providers in each of the three areas.

2.3.3 Design and deliver vocational and life-skills training programmes to target groups in accordance with sector development plans.

3.1.1 Implement small scale priority improvements to water and sanitation systems using labour-intensive approaches based on fast-track plans (Primary responsibility of UNDP in association with WHO).

3.2.1 Implement small-scale priority improvements to education facilities and programme activities based on fast-track plans (Primary responsibility of UN-HABITAT in association with UNESCO, UNICEF, and WHO).

3.3.1 Implement small scale priority improvements to health facilities and services based on fast-track plans (Primary responsibility of WHO).

3.4.1 Implement small scale priority improvements to housing and selected community and recreation facilities using labour intensive approaches based on fast-track plans (Primary responsibility of UN-HABITAT).

3.5.1 Implement technical assistance and training in the agricultural sector and

	<p>environmentally friendly technologies in the three areas based on fast-track plans (Primary responsibility of UNDP).</p> <p>3.5.2 Implement community-based agricultural projects which contribute to the conservation of water resources and protection of the fragile top soil (Primary responsibility of UNDP).</p> <p>3.5.3 Carry out environmental awareness and advocacy activities towards better hygienic conditions and sustainable use of resources (Primary responsibility of UNDP).</p> <p>3.5.4 Capitalizing on in-house and local Iraqi expertise, Identify and clear landmines and ERW contaminated agricultural land (Primary responsibility of UNDP).</p> <p>3.6.1 Identify small scale priority improvements to electrical supply systems in the three areas based on fast-track plans (Primary responsibility of UNDP).</p> <p>3.6.2 Implement small scale priority improvements to electrical supply systems in the three areas based on fast-track plans (Primary responsibility of UNDP).</p> <p>3.7.1 Identify priority improvements to selected damaged religious sites in the three areas based on fast-track plans (Primary responsibility of UNDP in collaboration with UNESCO, in full coordination with the National Special Steering Committee).</p> <p>3.7.2 Implement priority improvements to selected damaged religious sites using labour-intensive approaches based on fast-track plans (Primary responsibility of UNDP in collaboration with UNESCO, in full coordination with the National Special Steering Committee).</p>
<b>Procurement (major items)</b>	<ul style="list-style-type: none"> <li>○ Micro-finance contracts;</li> <li>○ Business information centres (rehabilitation, equipment);</li> <li>○ NGO grants;</li> <li>○ Business surveys and stock taking studies in three areas;</li> <li>○ Procurement of works related to community facilities (schools, youth centre, recreational parks, access roads, etc);</li> <li>○ Procurement of services of local institutions to train contractors and unemployed youth;</li> <li>○ Lab Furniture and equipment to 8 schools (2) Suleimanya, (3) Hilla (3) Marshlands;</li> <li>○ Workshop equipment to three (3) vocational training centres one per Governorate;</li> <li>○ Six (6) ambulances delivered.</li> </ul>

Total Funds Committed and Disbursed					
<b>Funds Committed</b>	<b>\$26,156,725.34</b>	<b>% of approved</b>	<b>89%</b>		
<b>Funds Disbursed</b>	<b>\$22,895,239.24</b>	<b>% of approved</b>	<b>74%</b>		
<b>Forecast final date</b>	<b>31 July 2010</b>	<b>Delay (months)</b>	<b>27 Months</b>		
<b>Agency</b>	<b>Budget (USD)</b>	<b>Committed Funds (USD) rounded</b>	<b>Committed Funds (%)</b>	<b>Disbursed Funds (USD) rounded</b>	<b>Disbursed Funds (%)</b>
UNDP	12,160,313	12,035,421	99%	11,552,297	95%
ILO/UNOPS	6,226,300	6,057,104	96%	5,521,338	86%
UN-HABITAT	3,986,250	3,180,526	80%	2,647,187	66%
UNESCO	3,235,570	2,320,712	71.72%	1,462,920	45.21%
WHO	3,205,674	2,562,962	89%	1,711,497	53%
UNIFEM	1,519,275	1,519,276	100%	1,519,276	100%
<b>TOTAL</b>	<b>30,333,382</b>	<b>26,156,725.34</b>	<b>89%</b>	<b>22,895,239.24</b>	<b>74%</b>

## UNDP

UNDP			
<b>Funds Committed</b>	<b>\$12,035,421</b>	<b>% of approved</b>	<b>99%</b>
<b>Funds Disbursed</b>	<b>\$11,552,297</b>	<b>% of approved</b>	<b>95%</b>
<b>Forecast final date</b>	<b>31 July 2010</b>	<b>Delay (months)</b>	<b>27 months</b>

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men targeted	47,302	
Women	267	
Children	-	
IDPs	-	
Others	-	
Indirect beneficiaries	3,844,838 (Targeted)	
Employment generation (men/women)	4,113 Men (Targeted), 267 Women (fast-track projects)	

Quantitative Achievements against Objectives and Results		
<p><b>Objective 1</b> Strengthen the capabilities of Local Authorities in three selected areas in the North, Center and South to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.</p>	<p>District Plans are in the finalization stage. Presentation of the Plans to the public is anticipated during 3<sup>rd</sup> Quarter 2010 after editing and finalization.</p>	<p><b>95% of planned</b></p>
<p><b>Objective 2</b> Stimulate local economic development and generate short-term and sustainable long term employment in the three selected areas.</p>	<p>Identification and implementation of 118 UNDP-supported fast-track sub-projects in the three selected areas, which give a greater role to GoI Technical Departments for sub-project implementation. This approach is believed to be contributing to local institutional strengthening and will provide opportunities for on-the-job training geared to enhancing quality, effectiveness and efficiency of local service delivery, which is consistent with LADP's first objective.</p>	<p><b>97% of planned</b></p>
<p><b>Objective 3</b> Improve social and physical infrastructure using labour intensive approaches and the</p>	<p>One hundred eighteen (118) fast-track projects for a total budget of US\$7,957,633 have been implemented as of end of March 2010:</p> <ul style="list-style-type: none"> <li>• Direct Beneficiaries: 45,762;</li> <li>• Contribution in Kind from GoI: USD 907,245(10% on average);</li> <li>• Person Days generated: 141,791.</li> </ul>	<p><b>95% of planned</b></p>

service delivery capabilities of Local Government in the three selected areas.	Total Workers: 3,983; 267 Women.					
	Agriculture & Environment	Water & Sanitation	Electricity	Culture & Traditions	Capacity Building	Public Work & Municipality Infrastructure
	12%	31%	39%	10%	3%	4%
<p>Most small and labour-intensive fast-track projects are implemented by Technical Departments or/and Municipalities that have agreed to contribute in-kind to the projects. Usually, their contributions consist of qualified staff assigned for the duration of the project and use of equipment and vehicles, etc.</p>						

**Qualitative Achievements Against Objectives and Results**

❖ **Finalization of LADP Bridging Phase ProDoc**

The project document (ProDoc) of LADP Bridging Phase has been formulated and approved by the Economic Reform and Diversification SOT. The current project proposal consists of a twelve-month Bridging Phase that will enable the core Regional Technical Teams to consolidate Phase One accomplishments and lay robust foundations for LADP Phase Two by aligning their contributions to the Outcomes of LADP Phase II and undertake necessary preparatory work and paving the way for swift programme expansion in 2011. Additionally, this will align LADP with the UNDAF and the Country Programme Document timelines. LADP II will build on the lessons from Phase I and consolidate the LADP model to support mainstreaming and replication of the methodology in an expanded number of Governorates throughout Iraq in Phase II, with the ambitious aim of institutionalising participatory local planning for development and delivery of services.

LADP Bridging Phase ProDoc is structured around three pillars: (i) Inclusive local participatory planning and improved service delivery, (ii) Local citizen empowerment and civic engagement, and (iii) National framework and institutional structure for devolved local planning and improved service delivery. The programme targets extending inclusive and participatory planning practices to support the prioritisation of development programmes and annual budgeting in all districts in the Governorates of Basrah, Thi-Qar, Missan, Babylon and Sulimaniyah. The Bridging Phase will provide focused technical assistance to the Governorates to improve essential service delivery. In addition, the programme will begin engagement with MoPDC at national level to institutionalise an agreed devolved framework for improved local planning and service delivery, informed by a strong gender analysis and women’s empowerment component. This Bridging Phase will additionally lay the foundations for furthering citizen empowerment to promote an active voice in Governorate affairs and play an active sustainable role in the development of planning, project implementation, monitoring and accountability.

The Bridging Phase is a joint programme lead by three UN agencies, with the active participation of other UN agencies through UNDP. UN-HABITAT will lead on urban development with a focus on housing and municipal services including urban planning, and solid waste management; ILO/UNOPS will lead on economic recovery development with a focus on economic development and SME employment and vocation training services; and UNDP will lead on rural and sustainable development with a focus on water and sanitation, electricity and environment. Other agencies like WHO and UNICEF will be contracted

through UNDP for provision of sectoral expertise.

### ❖ **Preparation of LADP Phase II**

Preparation for LADP Phase II is well underway, with an envisaged lifespan of four years (2011 to 2014) and an estimated budget of USD 35Million. It will include an expanded geographical coverage to nine (9) Governorates initially; then scale-up to all eighteen (18) Governorates led by GoI based on comparative levels of:

- Conflict and particular needs for peace-building and reconciliation;
- Disaster, including drought;
- Environment and climate change;
- Gender quality;
- Poverty, vulnerability and exclusion;
- Quality of partnership;
- Agreement to play a role in assisting in the rolling out of the approach in neighbouring Governorates.

Furthermore, there has been an exploration to identify of synergetic efforts related to anti-corruption and aid effectiveness. LADP Phase II will consolidate the lessons learned during Phase I and ongoing consultations during the bridging period with the key stakeholder groups.

LADP Phase II will continue to work towards sustainable poverty reduction with three inter-related Outcomes:

- (1) Stronger institutional capacity in selected Districts and Governorates to plan and manage sustainable socio-economic development and to equitably deliver essential basic services;
- (2) Local men and women empowered to identify and address their needs and priorities for poverty reduction, improvement of livelihoods and general enhancement of their quality of life;
- (3) Institutionalisation of planning processes through their integration with national and local government planning and development frameworks to ensure long-term sustainability and durability of programme initiatives and approaches.

During Phase II, LADP will develop both horizontally and vertically. Horizontally in the expansion of local area programme development to other Governorates. Vertically as there will be a shift to fully engage the Government and Civil Society in a sustainable institutionalized planning process with increased accountability through transparent performance measurement of service delivery. Additionally, this process will identify replication of development planning and the implementation process, bring work to scale as well as strive to be all-inclusive and Governorate-wide.

A number of donors, including the European Commission and the Swedish International Development Agency, have initially shown interest in supporting LADP II.

### ❖ **Launch of LADP Independent Joint Evaluation**

LADP Independent Joint Evaluation initiated on 10 March 2010 with the resultant evaluation anticipated during 2nd Quarter 2010. The evaluation will look at the entire project, all activities implemented to date and duration of the project within the three areas in Iraq, namely Sulymaniyah in the North, Babyl in Central, and the Marshlands in the South, which includes Thi Qar, Missan and Basrah Governorates. This evaluation will review the roles of UNDP, UN-HABITAT, ILO/UNOPS, WHO, UNESCO and UNIFEM in this joint programme and their roles in the implementation of the project, as well as the integration of the gender dimension and human-rights-based approach. The primary clients for this evaluation are multiple, including: ITF Steering Committee, Regional Management of UNDP, UN-HABITAT and ILO, the donors,

the Project Management Team (UNDP, UNOPS and ILO), UNDP, UN-HABITAT and ILO/UNOPS and the local and national partners listed above. Secondary clients are the other participating UN Organizations, including: UNIFEM, WHO, UNESCO, UNICEF and the ILO HQ Technical Departments of CRISIS, SEED, CODEV, EVAL and ITC Turin.

The objectives of the evaluation are to:

- Determine if the project has achieved its stated objectives and explain why/why not;
- Determine the results, outputs and outcomes of the project in terms of sustained improvements achieved;
- Provide recommendations on how to build on the achievements of the project and ensure that is sustained by the relevant stakeholders;
- Document lessons learnt, success stories and good practices in order to maximize the experiences gained - taking into consideration the project duration, existing resources and political environmental constraints;
- Examine the joint programming management model, mainly the coordination between UNDP, UN-HABITAT, ILO/UNOPS as Area Coordinators, to achieve the common pre-set objectives of the project and recommend ways to improve future partnerships;
- Examine the joint programming management model: 1) With regard to coordination between all agencies with UNDP as the overall coordinating agency, and 2) Between all agencies and respective Area Coordinators.

The evaluation will be conducted by an external team, including two international evaluators with the roles of team leader and principal consultant and at least four national evaluators based in Iraq.

### **Main Implementation Constraints and Challenges**

Although challenges have been numerous, effective strategies have been developed collectively to address these issues, thanks to the goodwill of all. The major challenges have included:

- Variations in delivery timelines and mobilization times for resources both human and assets;
- Diversity of counterparts and geographical areas;
- Difficulty operating on the ground and travel to Iraq, including setting up of offices, staff movements /travel, organization of workshops etc.
- Remote management;
- Horizontal and vertical communication and information sharing;
- Establishment of coordination mechanisms and actual sharing of an agreed common programmatic approach and vision have taken time;
- Enhancing synergies and overcoming the temptation for each agency to work independently at its own pace, have taken time;
- Harmonizing modes of operation of the seven UN agencies;
- Developing a Results Based Management framework for LADP Monitoring and Evaluation;
- The process of group planning can be time consuming, but is necessary for effective leadership development and outcomes.



## ILO/UNOPS

<b>Funds Committed UNOPS</b>	USD 4,194,643	<b>% of approved</b>	99
<b>Funds Disbursed UNOPS</b>	3,919,459	<b>% of approved</b>	92
<b>Funds Committed ILO</b>	1,862,461	<b>% of approved</b>	93
<b>Funds Disbursed ILO</b>	1,601,879	<b>% of approved</b>	80
<b>Forecast final date</b>	June 2010	<b>Delay (months)</b>	

Direct Beneficiaries Total 1,613	Number of Beneficiaries	% of planned (current status)
Men (TOT, trainings, planning processes, capacity building workshops, Business counselling training)	1,219 Men Beneficiaries	n/a
Women (TOT, trainings, planning processes, capacity building workshops)	394 Women Beneficiaries	n/a
Children	n/a	
IDPs	n/a	
Others		
Indirect beneficiaries		
Employment generation (men/women)	Total no of employed is 1,241 Men : 975 Women: 266	

Quantitative Achievements against Objectives and Results			
Objective 1	Strengthen the capabilities of the Local Government in Sulaymaniyah, to plan and manage reconstruction and development activities through the formulation and implementation of local area development plans.	<b>% of planned</b>	100
Output 1.1.	A comprehensive local area development plan (LADPs) prepared (Sulaymaniyah).	<b>% of planned</b>	100
Objective 2	Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.	<b>% of planned</b>	90
Output 2.1	Improved local business environment for micro and small enterprises in three areas.	<b>% of planned</b>	80
Output 2.2	At least 80 new small enterprises and cooperatives established in three areas.	<b>% of planned</b>	100

Qualitative Achievements against Objectives and Results
<p><b>Objective 1:</b> Key public, private, and NGO stakeholders in the two districts have been identified, consulted, trained and sensitized on the benefits and requirements of local development planning, they were fully familiar with the objectives of the project and the planning and development approach that will be followed and were fully:</p> <ul style="list-style-type: none"> <li>• Engaged in the five (5) phased process of the district development planning process;</li> <li>• Local Steering Committees for ILO/UNOPS responsibility areas have been formed, are fully aware of their role (with TORs and rules of procedures adopted), and of the programme objectives and resources, and represent key public (Governorate, Provincial Council, Ministries of Education, Public Works), private and NGO stakeholders;</li> <li>• Priority (1 year) and strategic (5 years) district development planning processes for Sharazour and Sayed Sadeq are finalized, following the structured participation of all segments of the local population.</li> </ul> <p><b>Output 1.1:</b></p> <ul style="list-style-type: none"> <li>• Local planning and development process has been shaped in participation with all major stakeholders;</li> </ul>

- Local planning tools and formats have been produced;
- Background data for local planning and development compiled for both districts;
- Local facilitators and key officials have been trained on facilitation and technical skills for strategic planning;
- The five phases of the district development planning process for Sharazour and Sayed Sadek Districts were successfully completed;
- Cross cutting themes necessary for the planning process (Environment, Gender and Decent Work) have been identified and principles imparted to key stakeholders;
- Maps of both Districts have been formulated to spot LADP exact project locations, identify both Districts main resources, main challenges and problems, other main projects implemented by different parties and potential projects to be implemented;
- District plans are finalized and final drafts were presented during the last National Steering Committee meeting organized in September 2009;
- Seven missions to the project area by international staff in Amman have taken place.

**Objective 2:**

- Key economic stakeholders at the Governorate level in Sulaymaniyah have been organised within the Sulaymaniyah Economic Group (public, private, CSO) and sensitized on key approaches to economic recovery and development;
- Knowledge of the local economy in the three areas has been developed through large scale primary data production (MSEs surveys) and compilation/analysis of existing information;
- Access to training, counselling and other business development services in the three areas is being improved through the establishment of three (3) Business Information Centers in partnership with the Chambers of Commerce and Industry of Sulaymaniyah, Hillah and Basrah;
- Access to credit for local micro and small entrepreneurs has been enhanced in the three local areas and benefited 250 micro and small entrepreneurs, including 50 women entrepreneurs.

***Output 2.1:***

- The institutional and socio-economic context in the three Governorates has been analyzed through stock-taking and field visits, and three studies were produced;
- The private sector challenges, needs and capacities of the target areas have been identified through a Small Business Survey of 950 entrepreneurs in the North, Centre, South of the country;
- The Chambers of Commerce and Industry in the three target areas have been sensitized and empowered in the three areas (Sulaymaniyah, Hillah, Basrah) to improve their services to the local (and particularly the small) business community;
- Partnerships with these Chambers of Commerce have been operationalised, and funds have been made available for the creation of one Business Information Center in Hillah and already finalized the physical work of two other Business Information Centers in Sulaymaniyeh and Basrah;
- The methodology and handbook for district economic recovery and development planning has been developed in the context of the wider LADP methodology. The methodology was implemented through Step Number Four (4) of the planning process and all proposed projects and information gathered have been compiled within the overall district plan that was presented to the last National Steering Committee meeting conducted in September 2009;
- The capacities of NGOs in three target areas have been developed through ToT and technical workshops, on business management training, women entrepreneurship development (using the Get Ahead Training Manual and WED approach specifically adapted for this end);
- Public private and non-governmental business support agencies active in the three areas are able to deliver WED institutional capacity-building tools, and familiarize them with business environment information and providing orientation towards Business Development Services and microfinance intermediaries through a Training of Trainers workshop conducted in Amman;
- 12 local economic action plans to improve private financial services for SMEs, business administration and regulatory environment, PPPs and public procurement and the local employment services and employment promotion in the three governorates were produced and endorsed by Iraqi stakeholders

through 7 policy workshops took place in Amman;

- Raising awareness campaign to promote entrepreneurship among the local population, in particular socio-economically marginalized groups is designed to target the three areas of LADP. The campaign has already been implemented in Sulaymaniyeh and will start in Basrah and Hillah by end of December 09;
- 16 value chain analyses related to BIC activities for the three respective areas were finalized. The analysis was different from one area to another; in Hillah/Babylon yogurts ,dates ,handcrafts ,yellow corn , fish lakes were the products as for Basra; yellow cheese , wheat ,fishing ,Bareiha ,rice ,yellow corn and Sulaymaniah; blacksmith ,goats ,tomato ,barley , retail trade. Those VCA studies prepared for the entrepreneurs use (women and men) who are willing to start up their own business and entrepreneurs who are willing to reduce their productive costs. These VCA were uploaded on the BICs websites and hard copies are available in their libraries;
- 10 investment studies in various sectors (industrial, trade, etc...) to encourage investors and enhance the investment environments in the respective areas were finalized. These studies provide some indicators about the type of projects and a financial advice. A brief of those studies were uploaded on the BICs websites to be used by those who are interested.. BICs will start selling these studies to the concerned entities as a source of income for their sustainability;
- Three Economic Recovery and Development Action Plans for Sulaymaniyah, Babyl and Basrah Governorates were finalized; these Action Plans identify the necessary priority actions for the economic recovery and development of the governorate. Key public authorities, private sector and civil society representatives have defined four critical areas for the socio-economic development of the governorate; access to finance by micro, small and medium businesses, business registration and licensing, public procurement and public private partnerships opportunities for local business and employment and local employment services. One of these action plans was already presented in Hilla/Babylon in July 2009 through the Governor himself in the presence of the Deputy of Governor, Deputy of Provincial Council chairperson, and two of provincial council members. More than 50 people have attended from governorate directorates, NGOs, private sector, and media. The other action plans will be presenting during the coming October 2009;
- Two trade fairs have been organized in Sulaymaniyah and Basrah as part of the Business Information Centers activities under ILO/UNOPS support. The two trade fairs have supported local SME's to promote their product and introduce BIC activities and services that can be provided to them.

**Output 2.2:**

- The micro/small business finance market has been assessed for the design of small business fund in the three areas;
- The LSCs have been thoroughly involved in the design of the Small Business Fund in the three areas;
- A small business fund is operational to financially support approximately. 750 new and existing small businesses in key sectors of the economy and to also benefit locally defined vulnerable segments of the population in all the target districts. By the end of the 2009, \$203,100 loans were distributed in Hillah, \$150,200 in the Marshlands, and \$204,900 in Sulaymanieh Governorates benefiting a total of approximately 250 SMEs with 50 women-owned. The repayment rate was equal to 100%;
- Training on management and key counselling techniques was conducted in May 2009 for the BICs technical staff and other business development specialist associated with the work of the BICs in the three targeted Governorates;
- With the technical support of ILO and UNOPS, BIC staff and representatives from the COCs produced three financial sustainability plans for 2010 for the three BICs, with costing and pricing of services to be provided by the Centers and internal business development activities. The Chairpersons of the three Chambers of Commerce have sent letters to approve those plans and start implementation;
- Distributing WED grants to support ten (10) NGOs from the three areas of LADP is taking place through hiring the International Solution Group (ISG). A refresher Training of Trainers on Business Management skills was conducted in Erbil from 10-14 August and twenty one participants have attended the training (10 women and 11 men) from the three areas of LADP. The training covered marketing, bookkeeping, training skills, the role of the BMT trainers and how to develop training

proposals (including a review of the training cycle). Ten (10) NGO are currently being sub-contacted to implement action plans for WED;

- Twelve (12) training courses on GET Ahead were conducted by Al-Reyadeh NGO in Al Basrah Governorate, for 300 beneficiaries in which 70% were women;
- To support women economic participation in Hillah and Babylon, Get Ahead capacity building trainings

To supporting women economic participation in Hillah, /Babylon, Get Ahead capacity building trainings will be organized by Al-Forat NGO to provide trainings on “Women in Enterprise” for 300 people. They have already conducted 4 workshops for a total number of 100 beneficiaries, 65% of them were women.

### **Main Implementation Constrains and Challenges**

Instability and insecurity, particularly in the Central and Southern parts of the country has continued to heavily constrain the normal implementation process. Operations have been largely halted for a number of weeks during the spring of 2008 as particularly intense fighting between Governmental and irregular combatants has affected the Basrah area. This has seriously constrained the international project personnel’s ability to visit the target areas of LADP and Iraq overall; Hillah and Basrah remained effectively beyond reach throughout the period, while movement to Sulaymaniyah remains quite a heavy and uncertain process.

## UN-HABITAT

<b>Funds Committed</b>	USD 3,180,526.34	<b>% of approved</b>	80%
<b>Funds Disbursed</b>	2,647,186.89	<b>% of approved</b>	66%
<b>Forecast final date</b>	31 <sup>st</sup> July 2010	<b>Delay (months)</b>	27 months

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	22,000	65
Women	5,000	90
Children	3,500	57
IDPs	-	-
Others -	-	-
Indirect beneficiaries	(Hillah) 68,000	
Employment generation (men/women)	14,200 person/days	60 %

Quantitative Achievements against Objectives and Results			
Output 1 Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments; strengthened coordination and communication mechanisms between central government and local authorities in the three areas.	<b>Hillah Workshop, Step 4 (Achieved)</b> Habitat Hillah achieved the workshop, Step 4 on Feb 11, 2009 in association with other UN organizations involved in LADP.	<b>% of planned</b>	100%
Output 2 Design and deliver vocational and life skills training programs to target groups in accordance with sector development plans in order to Improve local business environment for small businesses, at least 80 new small enterprises and cooperatives established, will benefit and enhanced employment skills for at least 1,500 residents, in three areas.	Capacity Building: Training of 27 construction contractors and 169 unemployed youth in Sulaymaniyah area KRG: 100 percent complete. Training of 50 construction contractors and 150 unemployed youth in Hillah, Central Iraq: 100 percent complete. Training of 90 contractors and 300 unemployed youth for Marshlands (Missan, Thi-Qar and Basrah) Southern Iraq: 100 percent completed.	<b>% of planned</b>	100%
Output 3 Improved: water and sanitation facilities and services to 9 primary educational facilities and programme activities, health services centres and services, plus 2,500 housing units and 12 community facilities improved in 3 areas, conditions for agriculture development and the promotion of environment awareness including through 60 small	<b>Fast Track projects:</b> <b>Suleymaniah</b> Rehabilitation of two secondary schools in Suleymaniah; Construction of concrete pavement for Said Sadiq Chaqan Quarter and Renovation and extension of Waly Dewana Youth Centre at Said Sadiq Town: all 100% completed.	<b>% of planned</b>	95%

<p>infrastructures projects, and 30 community based electricity facilities and services and damaged religious sites rehabilitated, in three areas. Number of beneficiaries is estimated to be around 2500 students in the Suleymaniah area and around 1000 unemployed youth in Hillah and the Southern region.</p>	<p><b>Hillah</b>  Rehabilitation of Al Shariff Al Rathi Primary School,  Rehabilitation of one youth centre,  Development of a local park,  Paving access roads of Al Jama'ain and  Construction of Al-Shawi Park: 100% completed.</p> <p>In the South</p> <p><b>Basrah</b>  LADPR-BA-001: Construction of two workshops for Al-Intisar Crafting School Al-Medaina is 100% completed waiting for the Education Directorate to receive.</p> <p>LADPR-BA-002: Construction of multi-purpose playing yard contract for Ez Al Deen Saleem Youth Centre Al-Medaina: 100% completed.</p> <p>LADPR-BA-003: Construction of Green Area for Al Medaina Work ongoing: 60% progress.</p> <p>LADPT-BA-001: Training Program for Al Medaina: 100% completed and BEC received all payments.</p> <p>LADPT-BA-002: Training Program for Al Medaina: 100% completed.</p> <p><b>Misan</b>  LADPR-MIS-001 Rehabilitation of Al-Salam School Missan: 100% completed.</p> <p>LADPR-MIS-002 Development of one local park in Missan is 100% completed.</p> <p><b>Thi –Qar</b>  LADPR-NA-001 Rehabilitation of Al-Bata'ih School in Al-Chibaiesh is ongoing. The progress of work is 10%.</p> <p>LADPR-NA-002  The Local Steering Committee replaced LADPR/NA/002 the construction of local park by construction of a multi-purpose hall in Al-Fuhood / Al-Hakeem Secondary School for Boys. The ITB is under process. The Bill Of Quantity is prepared.</p>	
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### **Qualitative Achievements against Objectives and Results**

Questionnaires completed and meetings organised and held with the independent evaluation team in Amman and Hillah.

#### **LADP Stakeholder Workshop, Step 5 (Achieved)**

Habitat Hillah Office in association with other agencies has achieved the Stakeholder Workshop Step 5.

#### **Development Plan of Hillah District (Finalization)**

Habitat Hillah Office has sent on 20 January the final updated finalization of Hillah District DP to Amman Office for review and printing. Completed

### **Main Implémentation Contraints and Challenges**

There has been some delay in the implementation of construction projects in Thi Qar as the Local Steering Committee decided to replace the construction of local park with the construction of multiple purpose hall in a El Fuhood Secondary School to match remaining available funds. The Invitation To Bid for the multiple purpose hall in the School in Thi-Qar is under process.

The construction of a Public Green Area in Al Medaina District in Basrah started late and has been planned to match the available completion of Multi Purpose playing yard. Sixty percent (60%) of the work has been completed so far.

## UNESCO

<b>Funds Committed</b>	USD 2,320,712	<b>% of approved</b>	71.72%
<b>Funds Disbursed</b>	1,462,920	<b>% of approved</b>	45.21%
<b>Forecast final date</b>	31 July 2010	<b>Delay (months)</b>	18 months

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	1,000	
Women	500	
Children	----	
IDPs	----	
Others	----	
Indirect beneficiaries	3,000	
Employment generation (men/women)	1,500	

Quantitative Achievements against Objectives and Results			
<p><b>Objective 1:</b> Strengthen the capabilities of Local Authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.</p>	<p><b>Output 2.3:</b></p> <ul style="list-style-type: none"> <li>- A Capacity Building Workshop for Vocational Training Centres (VTC) and Ministry of Labour Managers was scheduled to be held on 18-22- December 2009. The activity was postponed to 25-30 January 2010 due to delay in nominations by Iraqi Ministries.</li> </ul>	<p><b>% of planned</b></p>	<p>85%</p>
<p><b>Objective 2:</b></p> <p>Stimulate local economic development and generate short-term and sustainable long term employment in the three selected areas.</p>	<p><b>Refer to Output 2.3:</b></p> <p>Contracts for computer labs for the eight schools have been signed. Delivery expected in 2nd Quarter 2010.</p> <p>Bids for generators for VTCs and schools were closed and recommendations were sent to Headquarters for approval.</p>	<p><b>% of planned</b></p>	<p>85 %</p>
<p><b>Objective 3:</b></p> <p>Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.</p>	<p><b>Refer to Output 3.2:</b></p> <ul style="list-style-type: none"> <li>- Lab furniture has been delivered to the eight schools in the three Directorates of Education in Sulaimanya, Hilla and Missan. Chemistry and biology labs have been delivered to Aqaba and waiting for letters of tax exemption to enter Iraq and be delivered to the schools.</li> </ul>	<p><b>% of planned</b></p>	<p>85 %</p>



**Qualitative Achievements against Objectives and Results**

- 1- The three (3) VTCs have still not been opened although steps have been taken by MOLSA to appoint staff and transport equipment to the buildings.
- 2- Lab furniture and physics, biology and chemistry lab equipment have been transported to the schools and set up.

**Main Implementation Constrains and Challenges**

- 1- Iraqi Ministries have been very slow in responding to urgent matters of implementation such as issuing letters of tax exemption or officially opening vocational training centres.
- 2- Lack of coordination between line Ministries and local Councils is one of the main impediments.

## WHO

<b>Funds Committed</b>	USD 2,562,962	<b>% of approved</b>	89%
<b>Funds Disbursed*</b>	1,711,497	<b>% of approved</b>	53%*
<b>Forecast final date</b>	July 31 <sup>st</sup> , 2010	<b>Delay (months)**</b>	27

\*Disbursement figures not up to date (accurate up to end of 2009) and estimated up to 72%

\*\*Extensions sought and approved for all implementing agencies

<b>Quantitative Achievements against Objectives and Results</b>			
Objective 1	The Health Sector mapping and priority lists were finalized. The six district plans were reviewed, translated, finalized and presented and endorsed by the multiple stakeholders. Stakeholder advocacy workshops in the respective sectors carried out. The District Plan component of LADP is complete for all six districts.	% of planned	100%
Objective 2	The five health centers construction and rehabilitation projects are under-way and on-track to completion by end of December 2009—from almost complete: Work in Said Sadiq/Shahrazour is 100% complete; to started August: Work on Al Chebayesh Maternity Operating Theatre has been approved and DOH has contributed \$60,000 in addition to WHO/LADP \$100,000. One hundred percent (100%) of equipment has been shipped to the Districts over the past three months. The most recent large equipment to deliver includes 6 ambulances.	% of planned	90%
Objective 3	All six districts were involved in the WHO/MoH capacity building of medical staff, paramedical staff, and community volunteers in maternal and child health and healthy behaviours, training over 500 from the health sector. Twenty-five fishing workshops and fishing gill nets were provided to approximately 750 fishermen in two Marshlands Districts. These trainings will improve the quality of water in the districts as well as improve catch rates and therefore incomes of local Marshlands fishing families. Additional workshops were designed by MoH and WHO and will be implemented in October, November, and December in communicable diseases, water and sanitation and adolescent health, as well as building capacity of the community in healthy lifestyles and chronic disease (communicable and non-communicable) management.	% of planned	85%
<b>Qualitative Achievements against Objectives and Results</b>			
<p>The program was able to continue its planning, both internally (with the WHO focal points) and externally both with the Ministry of Health (and other implementing partners) and the local steering committees and structures of LADP, and focus on partnerships within the organization (WHO) with other programs that allowed synergy to the LADP project with minimal budgetary obligations to the project.</p> <p>Based on the challenges and needs of the previous quarter, which were identified in the previous quarter fiche as follows: “The Advocacy, Communications, and Social Mobilization (ACSM) skills of local planners to work/plan with governorates, let alone line ministries, still remains in need of major improvement, despite interagency efforts”, WHO embarked on a partnership to increase the</p>			

ACSM and planning skills of its LADP and Community-Based Initiatives (CBI) focal points and allow for knowledge sharing and documentation. This effort utilized WHO expertise, experience of decentralization in primary healthcare, and its programmatic work across health communications, Community-Based Initiatives (CBI)—a WHO and MOH partnership since 2005 aimed at addressing social determinants of health and poverty reduction—and Health as a Bridge for Peace. The LADP project therefore partially assisted in the planning, technical assistance, and funding of the CBI Communications, Planning, and Lessons Learned Workshop, aimed at providing communications and advocacy training to the key national and local managers of the CBI program as well as document the lessons learned from the CBI, including LADP, and plan for World Health Day 2010 activities. The meeting was the first meeting of its kind since the establishment of the program in 2005 through support of the PHC I project to bring key national program managers in Primary Healthcare and local stakeholders in key areas (including all LADP governorates) in one forum to strengthen the programmatic and implementation aspects of the program, document challenges and best practices, and work on World Health Day agenda.

LADP/WHO also benefited and partnered with other WHO Programs for celebration of World Health Day 2010: 1,000 Cities, 1,000 Lives—focus on Urbanization and Health and the Healthy City Program, which contributed to the LADP deliverables of community engagement, public health education, increase of access to services, multi-sectoral partnerships, and last but certainly not least, environmental health and sanitation.

**Main Implementation Constraints and Challenges**

Few deliverables, per the work plan, are left to be completed by the end of the project. However, the progress on such deliverables and other programming for LADP within WHO was hampered and slowed down significantly during 1<sup>st</sup> Quarter 2010 due to the roll out of the new Global Management System (similar to Atlas) which started in December 2009/January 2010. This action has resulted in systematic challenges in the obligation and disbursement of new funding commitments from December 2009 to March 2010. This situation is expected to return to normal in the next quarter as the system is now live and systematic challenges are being troubleshoot.

Furthermore, March 2010 saw implementation and planning stand-by due to the Parliamentary Elections and the following unstable security situation in the country.