



[AREA BASED DEVELOPMENT PROGRAMME /JOINT PROGRAMME]  
FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT  
C10-09d

Programme Title & Number
<ul style="list-style-type: none"><li>Programme Title: Area Based Development Programme (LADP)</li><li>Programme Number: C10-09d</li><li>MDTF Office Atlas Number: 66993</li></ul>

Country, Locality(s), Thematic Area(s) <sup>2</sup>
Country: Iraq <i>Thematic Area: Governance &amp; Human Development</i>

Participating Organization(s)
UNDP, ILO, UNOPS, UN-HABITAT, UNIFEM, WHO, UNESCO and UNICEF

Implementing Partners
<ul style="list-style-type: none"><li>Ministry of Education (MoE)</li><li>Ministry of Labour and Social Affairs (MoLSA)</li><li>Ministry of Planning and Development Cooperation (MoPDC)</li></ul>

Programme/Project Cost (US\$)
MDTF Fund Contribution: <i>UNESCO</i> US\$ 3,235,570 <ul style="list-style-type: none"><li>by Agency (if applicable)</li></ul>
Agency Contribution <ul style="list-style-type: none"><li>by Agency (if applicable)</li></ul>
Government Contribution
Other Contribution (donor)
<b>TOTAL:</b>

Programme Duration (months)
Overall Duration 47 months
Start Date <sup>3</sup> 19 <sup>th</sup> April 07-
Original end date 19 <sup>th</sup> April 08
Revised End Date, 31 <sup>st</sup> Mar. 2011
Operational Closure Date <sup>4</sup> 31 <sup>st</sup> Mar. 2011
Expected Financial Closure Date 31 <sup>st</sup> Dec. 2011

Final Programme/ Project Evaluation
Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: __May 30 <sup>th</sup> , 2011__
Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Submitted By
<ul style="list-style-type: none"><li>Name: Nahida El-Saies</li><li>Title: Project Officer</li><li>Participating Organization (Lead): UNDP</li><li>Contact information: n.el-saies@unesco.org</li></ul>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

<sup>3</sup> The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

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

## **FINAL PROGRAMME REPORT**

### **I. PURPOSE**

This programme aimed to improve living conditions and contribute to sustainable poverty reduction in three selected areas in Iraq, designed to 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; stimulate local economic development and generate short term and sustainable long term employment; improve social and physical infrastructure using labour intensive approaches. It contributed to the UN Assistance Strategy for Iraq (2005-2007) by focusing on strengthening service delivery, meeting the pressing demand for vocational training and education. Finally, it contributes to the achievement of national EFA and MDGs through the partnership of civil society and various other sectors.

#### **Main outputs and outcomes of the programme as per the approved programmatic document.**

The programme has three objectives:

- 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.
- Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.
- Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.

Outcome: 1.1.1 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.

Outcome: 1.1.2 Strengthened coordination and communication mechanisms between central government and local authorities in the three areas.

Outcome: 2.2.1 Improved local business environment for small businesses in three areas.

Outcome: 2.2.2 At least 80 new small enterprises and cooperatives established in three areas.

Outcome: 2.2.3 Enhanced employment skills for at least 1500 residents in three areas.

Outcome: 3.3.1 30 water and sanitation facilities and services improved in three areas.

Outcome: 3.2 9 primary educational facilities and programme activities improved in three areas.

Outcome: 3.3.3 12 health services centres and services improved in three areas.

Outcome: 3.3.4 2500 housing units and 12 community facilities improved in three areas.

Outcome: 3.3.5 Improved conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructures projects in three areas.

Outcome: 3.3.6 30 community based electricity facilities and services improved in three areas.

Outcome: 3.3.7 9 damaged religious sites rehabilitated in three areas.

#### **The Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund as the following**

This program contributes to UN assistance strategy for Iraq (2005-2007) by focusing on strengthening service delivery. The project meets the strong and pressing demand for vocational training and education and contributes to the achievement of national EFA and MDGs through the partnership of civil society and various other sectors. This project fits within the framework of the Millennium Development Goals. The project aims at reducing poverty by providing access to education that will lead to employment opportunities and income generation (MDG1 T1) including widening employment opportunities to youth (MDG 8 T16) and ensuring access to skills in new technologies in partnership with the private sector (MDG 8 T18), as well as endeavouring to achieve main EFA Goal: Progress towards better quality in education.

## **Primary implementing partners and stakeholders including key beneficiaries:**

The programme was implemented in collaboration with, and under the direction of, the Ministry of Planning and Development Cooperation (MoPDC), governorate and municipal officials in the three selected areas in the Marshlands, Babylon and Suleimanya. Ministry of Education Department officials as well as MoLSA department and VTC officials in the local areas at all three levels of government were involved in the proposed training and capacity development activities.

## **II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS**

### **Key outputs achieved:**

In this programme UNESCO was contributing mainly to two outcomes: 1) Enhanced employment skills for at least 1500 residents in three areas, 2) Eight primary educational facilities and programme activities improved in three areas.

### **Outcome 1: Enhanced employment skills for at least 1500 residents in three areas**

- A workshop was organized for 15 participants from Vocational Training Centers from the three areas in cooperation with Save the Children Foundation to assist senior staff on developing mechanisms and techniques of Training the students on life skills, how to communicate with local private sector, writing the CV and how to do interviews with prospect employers....etc. a manual of life skills training was developed for the participants.
- Building capacity of 12 VTC trainers by providing technical and pedagogical training and on develop their skills on the new equipment purchased for Vocational Training Centers.
- A workshop was organized for 15 participants from Directorate of Education from the three areas focused on training and building skills for developing strategies, operational planning, project management, development of policies and procedures for decision making, methods and techniques of leadership, management and supervision, time management, workshop presentations, committee development, material and human resource management. A field trip was organized to Amman- Fourth Directorate of Education exchange ideas were held with Jordanian officials. This was followed by a visit to a secondary school for girls.
- Capacity building of 40 persons of MoLSA and VTC directors through series of conducted technical trainings facilitated by technical consultant/experts specialized on vocation education resulting on following accomplishments; Training on planning and human resources management; Exposure visits to Lebanese NGOs, government organizations and municipalities to learn about their vocational training programs and best practices (four organizations were visited); production of (The framework of management and procedures manual) for the vocational training centers in Iraq as an outcome of the training workshop.

### **Outcomes 2: Eight primary educational facilities and programme activities improved in three areas.**

- Procurement of modern TVET equipment to the three VTC selected areas (Carpentry, Welding, Sewing, Automotive and Computer Labs).

- Chemistry, Physics, Biology and Lab furniture delivered to the 8 schools in the three Directorates of Education in Sulaimanya, Hilla and Missan.

There were no major adjustments but in output 3.3.2: eight school laboratories and education facilities rehabilitated in North, Centre and South it should be noted that the MoE requested that UNESCO support secondary schools (instead of primary schools) in the three areas, and accordingly, the project rehabilitated educational facilities in secondary schools.

#### **Achievement of the outcomes / variance in actual versus planned contributions to the outcomes:**

- Ministry of Education Department officials as well as MoLSA department and VTC officials in the local areas report they are better able to conduct development planning and deliver local services to local residents. Accordingly a wider range of stakeholders will be involved in future local development planning activities.
- Increased participation of local special interest groups from the beginning will reduce potential conflicts over resource allocations.
- Future local and national budgets will recognize the priority investments set out in the LADPs.
- Coordination between the national and local governments will be improved for enhanced resource mobilization.
- New small businesses and cooperatives will be established and new long term sustainable jobs will be created, with more encouraging environment for business will be promoted.
  - Local young men and women will receive vocational and life skills training.
  - Local residents will be aware of gender related issues.

UNESCO has implemented the planned activities according to the project document and is planning for the evaluation of the project activity which will allow stakeholders to provide their view of what additional/future initiatives will be needed.

#### **Overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc**

This program contributes to UN assistance strategy for Iraq (2005-2007) by focusing on strengthening service delivery. The project meets the strong and pressing demand for vocational training and education and contributes to the achievement of national EFA and MDGs through the partnership of civil society and various other sectors.

This project fits well within the framework of the Millennium Development Goals. The project aims at reducing poverty by providing access to education that will lead to employment opportunities and income generation (MDG1 T1) including widening employment opportunities to youth (MDG 8 T16) and ensuring access to skills in new technologies in partnership with the private sector (MDG 8 T18), as well as endeavoring to achieve main EFA Goal: Progress towards better quality in education.

The Project came as a response to the needs of the local areas in the Marshlands, Babylon and Suleimanya as well as the National Needs Assessment survey for the education sector/vocational training needs assessment conducted by UNESCO in 2004. The assessment indicated areas of quality improvement of content of training material, leadership and management development, upgrade of TVET facilities and training of trainers.

Specifically, the Project contributes to the following Iraq National Development Goals by:

- Providing adequate supplies of material, equipment and furniture to schools; and
- Modernizing outdated vocational training and education infrastructure.

### **Contribution of key partnerships and collaborations/impact on the achievement of results:**

A National Programme Steering Committee was established to guide and monitor the implementation of the programme. It includes representatives from key Ministries such as Ministry of Municipalities and Public Works, Ministry of Construction and Housing, Ministry of Finance, Ministry of Agriculture, Ministry of Health, Ministry of Water Resources and Ministry of Environment. A representative from each one of the three local area steering committees (see below) and a representative from each of the UN partner agencies sit as members of the committee.

The committee met on a quarterly basis to provide strategic direction for the design and implementation of the programme. It also played a monitoring and evaluation role and makes recommendations for any work plan and budget adjustments that may be required as the three area projects progress. Based on its experience with area development planning, it is expected that the committee will be in a position to provide valuable policy advice to senior government officials responsible for implementing decentralized planning approaches in other areas.

National UN Programme Coordination and Management: The National steering committee is supported technically and administratively by a UN working group composed of representatives of UN partner agencies. The working group is coordinated by UNDP's national programme coordinator and support staff which are located in both Amman and Baghdad. The group is responsible for managing and monitoring programme activities and ensuring that the programme is successfully implemented on time and in accordance with the agreed upon budget. It is also responsible for preparing and following up on the recommendations made by the National Programme Steering Committee. It also has decision making authority on matters relating to overall work plan activities, scheduling and budget adjustments, as well as on settlement of disputes and any unforeseen development concerning programme execution. It met on a monthly basis or more frequently as required especially at the outset of the project.

Local Area Steering Committees: A local area steering committee was established in each of the three project areas. These were appointed by the local Governorates and comprised of local elected officials and senior staff from the Governorate administration as well as other stakeholders from civil society and the private sector. The area committee reports to the national steering committee as well as the governorate or municipal council, meeting on a monthly basis. A representative from each of the UN partner agencies also sits as member of the committee. The area steering committees performs coordination, facilitation and monitoring functions and assumes lead roles in the preparation and final adoption of the local area development plans. They also lead the selection and implementation of the fast-track projects for economic recovery and basic services enhancements.

Local UN coordination: The local steering committees are supported technically and administratively by a UN area team in each location. These teams are led and coordinated by an area coordinating agency. UNDP acts as the coordinating agency for the area in the south; UN-HABITAT as lead agency for the area in the centre; and ILO/UNOPS as the lead agency for the area in are responsible for: client relations, setting up the local office (ideally within local government offices), completing the LADP, maintaining a local project database that will feed into UNDP's national database and facilitating the activities of the partner agencies.

### **Primary beneficiaries/engagement in the programme/ project implementation:**

Primary beneficiaries of the project were the staff and teachers of the schools at Departments of Education of MoE as well as staff and trainers of Vocational Training at MoLSA, through the receipt of training, skills-upgrading and provision of new teaching methodologies. The project approaches

the teachers and trainers at schools and VTC Centers in the 3 targeted areas providing them with up-to-date training; this will be reflected on quality of students graduated in pilot schools.

All rehabilitated schools are administered by the MoE, and the procured equipment was delivered to the DoE's of the three areas. Capacity building of the DoE staff ensured that they have the know-how to sustain the project objectives and improved management leads to a better quality of graduates.

### **Contribution of the programme on cross-cutting issues pertinent to the results being reported:**

**Gender issues:** The project encouraged increased gender sensitivity to and in vocational training management and delivery; UNESCO has continually advocated for encouraging local authority and ministries involved for better participation of females in majority of conducted capacity building training programs aiming at equal opportunities for females.

In addition, the procured equipment of workshops for the VTC centres emphasized the inclusion of workshops such as sewing machines and computer labs ensuring empowerment of females. The procured/ delivered equipment would benefit females' engagement in local labour market.

**Environmental impact:** The project has no specific environment dimension, but by education and using computers will assist and improve knowledge about environment.

**Employment opportunities:** The project has a direct employment dimension as it deals directly with employability and productivity; secondary school and VTC students will graduate from schools and vocational centers being trained which will improve their productivity and employability. Teachers will also become more productive, and they will be able to integrate more using of modern equipment and knowledge into their teaching.

### **Has the funding provided by the MDTF/JP to the programme been catalytic in attracting funding or other resources from other donors?**

No additional funding was resourced

## **III. EVALUATION & LESSONS LEARNED**

The project used a team of local national monitors in Baghdad to monitor and evaluate the progress in the field, in addition to the daily and close monitoring by the project implementation unit. All of this was coordinated with MOE and MoLSA to ensure efficiency. In addition, the project developed its own Monitoring and Evaluation plans which are updated on bi-weekly and based on new available information and activities to ensure the monitoring of all activities.

During the training activities and workshops organized by UNESCO, assessment forms were filled by the participants. These forms were considered and remedial action was taken whenever necessary.

The financial management of this project was incorporated into UNESCO's financial system (online system connected to HQ) and status was continually monitored and tracked. All projects were subject to audit by Headquarters on a biannual basis. This project was last audited on November 2009, with no concerns raised in the final audit report.

An external evaluation is currently underway and the final report will be ready by June 2011.

### **Challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results:**

Under the current situation in Iraq, all projects face certain constraints and challenges related to the security situation during implementation, primarily difficulties of access. UNESCO used a team of local national monitors in each of the selected area to monitor progress in the field, in addition to the

daily and close monitoring by the project implementation unit. All of this was coordinated with MOE and MoLSA to ensure efficiency. The followings are constraints and lessons specific to this project

- Most of activities were implemented out of the country due to the availability of trainers and expertise, in particular, due to the security situation which is the main constraint that restricts the movement of the international consultants inside Iraq.
- Most equipment provided by this project was delayed in delivery. For instance, frequent delays were experienced gaining entry through borders resulted in extra costs for demurrage fee due to delays in receiving tax exemption letters from MOE, MOLSA, and MOHESR.
- Ministries in Iraq are often delayed in responding to day to day implementation requirements (late replies on general matters, delays in approvals...etc)
- Delay in staff recruitment by the government to run the VTC, delay in finding appropriate location and venue for the equipment in districts.
- Lack of coordination between line Ministries and Local Councils is a major impediment.

**Key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc:**

There were many delays in the submission to UNESCO of requested information required for implementation, especially with regard to the nomination of officials to attend the training workshops. Accordingly, planning for future interventions must take this factor into account..

With many difficulties experienced in getting the tax exemption letters by the concerned ministries in Iraq, it is very important that Agencies agree to have ministries assign an internal Project Focal point responsible for all project coordination and implementation requirement.

#### IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	Comments
<b>Outcome 1</b>							
Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.							
<b>Output 1.1</b> Output 2.3 Enhanced employment skills for at least 1500 residents in three areas	Indicator 1.1.1 Statistically significant reduction in unemployment figures (especially for the registered unemployed) in participating Governorates, including women unemployment	0	Local stakeholders have taken part to institutional CB and specialised training in areas relevant to local development planning;	Strengthen the capabilities of local authorities in the three areas in the north, centre and south and build the capacity of 15 VTC staff by providing Life Skills Training.		Training and capacity building workshops.  Workshops documents and material (training guides)	
				Build capacity of 12 VTC trainers by providing technical and pedagogical training and develop their skills on the new equipment purchased.			
				Strengthen the capabilities of local authorities in three selected areas in the north, centre and south of 15 staff from DoE			
				Building the Capacity for 50 MOLSA Trainers and officials from the three areas			



**Outcome 2**

Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.

<b>Output 2.1</b> Output 3.2 Eight (8) primary educational facilities and programme activities improved in three areas.	Indicator 2.1.1 ➤ Increased number of MSMEs (including women-owned enterprises)	0	9 primary schools rehabilitated	Chemistry, Physics, Biology and Lab furniture has been delivered to the 8 schools in the three Directorates of Education in Sulaimanya, Hilla and Missan.	According to MoE request to service 8 secondary schools rather than primary schools	Procurement of modern scientific lab equipment to the 8 Secondary selected school selected areas	
		0	Three vocational centres rehabilitated (one for each of the three areas)	Rehabilitate three Vocational Training Centers by providing workshops (Carpentry, Welding, Sewing, Automotive and Computer Labs)		Procurement of modern TVET equipment to the three VTC selected areas	Procured equipment for the VTC centres emphasized workshops targeting females activities such as sewing machines and computer lab ensuring empowerment of females. The procured/ equipment will benefit females' engagement in local labour market.