

**FINAL NARRATIVE REPORT
IRFFI/UNDG IRAQ TRUST FUND (UNDG ITF)**

Participating UN Organization(s)	Sector(s)/Area(s)/Theme(s)
<i>(if joint programme, indicate the lead agency)</i> UNOPS (lead Agency) United Nations Economic and Social Commission for Western Asia - ESCWA	Economic Reform and Diversification (ERDSOT) Cluster C: Governance and Human Development

Programme/Project Title	Programme/Project Number
Governance in Support of Employment Creation (GEC) Programme	C 10-06 UNDG ITF ATLAS Project Number: 66990 UNDG ITF ATLAS Award Number: 54990

Programme/Project Budget	Programme/Project Location																
<table border="0"> <tr> <td>UNDG ITF:</td> <td>US\$ 4,126,284</td> </tr> <tr> <td>Govt. Contribution:</td> <td></td> </tr> <tr> <td>Agency Core:</td> <td></td> </tr> <tr> <td>Other:</td> <td>DFID US\$ 857,805**</td> </tr> <tr> <td>TOTAL:</td> <td>US\$ 4,984,089</td> </tr> </table>	UNDG ITF:	US\$ 4,126,284	Govt. Contribution:		Agency Core:		Other:	DFID US\$ 857,805**	TOTAL:	US\$ 4,984,089	<table border="0"> <tr> <td>Region (s):</td> <td>Southern Region</td> </tr> <tr> <td>Governorate(s):</td> <td>Basra Governorate</td> </tr> <tr> <td>District(s)</td> <td>Al-Fao, Abu Al-Khasib, Shatt Al-Arab DFID component covered all districts in Basra (Al- Fao, Abu Al-Khasib, Shatt Al-Arab, Al-Hartha, Al- Zubair, Al-Mudaina, Al- Qurna)</td> </tr> </table>	Region (s):	Southern Region	Governorate(s):	Basra Governorate	District(s)	Al-Fao, Abu Al-Khasib, Shatt Al-Arab DFID component covered all districts in Basra (Al- Fao, Abu Al-Khasib, Shatt Al-Arab, Al-Hartha, Al- Zubair, Al-Mudaina, Al- Qurna)
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** This report only covers activities funded by the UNDG-ITF

Final Programme/ Project Evaluation	Programme/Project Timeline/Duration
Evaluation Done <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Evaluation Report Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Overall Duration Starting Date: 1st August 2006, End Date: 31st October 2009 Original Duration Starting Date: 1st August 2006, End Date: 31st January 2008 Programme/ Project Extensions Extension-I for an additional period of 15 months (end date 31 April 2009) – approved on 27 Feb 2008 Extension-II for an additional period of 6 months- (end date 31 st October 2009) approved on 18 May 2009

Report Formatting Instructions:

- Number all sections and paragraphs as indicated below.
- Format the entire document using the following font: 12point _ Times New Roman & do not use colours.

FINAL NARRATIVE REPORT

I. PURPOSE

- a. Provide a brief introduction to the programme/ project (*one paragraph*)

UNOPS and ESCWA designed a programme for integrated sustainable livelihoods and socio-economic local development. The project aimed at contributing to poverty reduction and sustainable livelihoods through optimal employment generation in all sectors, implementation of pro-poor strategies at the local level and most importantly building the capacity of the local governance structures to effectively address employment issues in their plans and strategies. The project was designed to pilot an integrated approach to income generation at the local level and to introduce to the local authorities a range of different employment generation tools, including both quick impact and labor intensive short term methods and long term sustainable solutions.

The most remarkable achievement of the project was the development of the model local governance system for Basra integrating the district and sub-district levels into the strategic planning and linking them with the provincial level. The concept of needs assessment and analysis (TDIM) followed by pro-poor planning was piloted and tested in the 3 selected districts and later on replicated across the province with DfID funds.

- b. List programme/project outcomes and associated outputs as per the approved Project Document.

Objective 1: Promote broad participation, including for example the optimal participation of women, in decision-making processes for public works, rehabilitation and short term employment at the Municipal level.

Outputs for Objective 1

- 1.1 Six Municipal Steering Committees established in three Districts of Basra Governorate
- 1.2 One Governorate Steering Committee established in Basra Governorate within the existing Provincial Council Reconstruction and Development Committee
- 1.3 Seven Technical Units set up in 3 Districts and Basra Governorate to support the Municipal and Governorate Steering Committees
- 1.4 Municipal and Governorate staff as well as Steering Committee staff trained in territorial and conflict management techniques
- 1.5 Temporary Income Assistance Fund established and made operational.
- 1.6 Indicator established to measure the participation of women in the municipal planning boards and steering committees

Objective 2: Optimize employment opportunities within the rehabilitation and reconstruction of social and economic infrastructures, using an employment-intensive approach.

Outputs for Objective 2

- 2.1 Establishment of four Multipurpose Technology Community Centres (implemented by ESCWA);
- 2.2 Drafted and implemented rehabilitation and development plans
- 2.3 Refurbished municipal public infrastructure
- 2.4 Establishment of Local Development Fund to support community infrastructure projects
- 2.5 Temporary Income for Laborers through the provision of up to US\$ 250,000

Objective 3: Support decentralized policies for a social safety net through a pilot phase in the Governorate of Basra

Outputs for Objective 3

- 3.1 Established safety nets through implementation of the Safety Net Fund

3.2 Income generating activities made available and provided to the most vulnerable groups

Objective 4: Contribute to long term employment creation through support to income-generation activities

Outputs for Objective 4

4.1 Establishment of Rural Recovery Fund specifically designed and set-up to provide support for farming activities.

4.2 Small Business Support Fund developed to support income generation activities.

4.3 400 small farmers provided with support and to benefit from the rural recovery fund and tool kits

4.4 100 small businesses who will have been assisted through a grants scheme

c. List the UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities, ICI benchmarks relevant to the programme/ project

- MDG 1 – “Eradicate extreme poverty and hunger”.
- MDG 3 – “Promote gender equality and empower women”
- Under the UN Strategy the project supports the achievement of the goals of Cluster C (Governance and Human Development) and its mandate and initiatives, in particular programme goal 1 to “SUPPORT ECONOMIC AND HUMAN DEVELOPMENT AND SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES” under the outcome “ENABLING ENVIRONMENT FOR SUSTAINABLE EMPLOYMENT OPPORTUNITIES AND SOCIAL PROTECTION FOR ALL.”
- The proposal is consistent with the Basra Provincial Development Strategy, in particular the Objectives: 1) Seeking to achieve comprehensive economic development and 2) Completing and developing the infrastructure.

d. List primary implementing partners and stakeholders including key beneficiaries.

Implementing partners

- United Nations Economic and Social Commission for Western Asia (ESCWA)
- Ministry of Labour and Social Affairs (MoLSA)
- Municipalities of Shat Al Arab, Al Khaseeb, Al Faw

Direct beneficiaries

- Unemployed workers, youth and women in the three selected districts.
- Local provincial and sub-provincial authorities received training and capacity building (Provincial and District council members, mayors, line ministries staff)

Indirect beneficiaries

The population of the three selected districts amounts to 260,000 people who will also benefit from the project outcomes

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

a. Report on the key outputs achieved and explain any variance in achieved versus planned results. Who have been the primary beneficiaries and how they were engaged in the programme/ project implementation?

<i>Outputs expected as per approved project document</i>	<i>Achieved Results</i>	<i>Comments</i>
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1.1 Six Municipal Steering Committees established in three Districts of Basra Governorate.	Three Municipal Steering Committees established. Fully Achieved	It was agreed by the project Steering Committee that only 3MSCs would be established - one per district in order to align the project with the existing local government structure
1.2 One Governorate Steering Committee established in Basra Governorate within the existing Provincial Council Reconstruction and Development Committee.	Fully achieved	The Governorate Steering Committee is composed of representatives from UNOPS, Basra Provincial Council, MOLSA, MoMPW, and Municipalities of Shat Al Arab, Al Khaseeb, Al Faw.
1.3 Seven Technical Units set up in 3 Districts and Basra Governorate to support the Municipal and Governorate Steering Committees.	Three Technical Units set up Fully Achieved	It was agreed by the project Steering Committee that only 3 Technical Units would be established - one per district. UNOPS provided 2 Technical Advisors for each unit.
1.4 Municipal and Governorate staff as well as Steering Committee staff trained in territorial and conflict management techniques.	Fully achieved	-Municipal Planning and Management Training was conducted by ITC-ILO -Territorial Diagnosis and Institutional Mapping Training were conducted for MOLSA/ MOMPW and Shat Al Arab, Al Khaseeb, Al Faw municipalities. TDIMs and District Profiles have been developed in the districts Representatives of different ministries, Mayors and District Councils worked together in a very effective and coordinated way.
1.5 Temporary Income Assistance Fund established and operative.	Fully achieved	
1.6 Indicator to measure the participation of women in the municipal planning boards and steering committees.	Fully achieved	Each sub-district assigned one woman for the Municipal Steering Committee
2.1 Establishment of four Multipurpose Technology Community Centres (implemented by ESCWA);	Establishment of three Multipurpose Technology Community Centres, one in each district Fully achieved	421 trainees have graduated from the centers and an estimated 80participants are graduating every month.

2.2 Drafted and implemented rehabilitation and development plans.	Fully achieved	District Plans have been developed and priority community infrastructure projects have been implemented. In each district UNOPS funded 2 demonstration projects: - one example of labour intensive public works implemented directly by the local authorities, and one community infrastructure project through a contractor.
2.3 Refurbished municipal public infrastructure.	<p>Public Works Component: Rehabilitation of Public Gardens in Al-Fao Abu Al-Khaseeb and Shatt Al-Arab Districts</p> <p>Infrastructure Work Component: Construction of Three Local Markets in Al-Fao District and Construction of Four Pedestrian Bridges in Abu Al-Khaseeb district and Extension of Al-Aerfan Intermediate Schools for Boys and Shatt Al-Arab School for Girls in Shatt Al-Arab District.</p>	37,800 Labor days generated under the public works and 27,000 Labor days generated under the infrastructure activities through short term employment.
2.4 Establishment of Local Development Fund to support community infrastructure projects.	Fully achieved	See 2.2 & 2.3
2.5 Temporary Income for Labourers through the provision of up to US\$ 250,000.	Fully achieved	See 2.2 & 2.3
3.1 Established safety nets through implementation of the Safety Net Fund.	Canceled	This component was agreed by the Steering Committee to be replaced. The funds were move to the Local Development Fund since the Ministry of Labour rolled out a nationwide Safety Nets programme in 2006.
3.2 Income generating activities made available and provided to the most vulnerable groups.	Fully achieved	<p>209 business loans were distributed, and have created 363 new jobs.</p> <p>A database of borrowers was set up by UNOPS contractor through application forms.</p> <p>Furthermore, 64,800 Working days were generated from the public works and infrastructure activities through short term employment</p>

4.1 Establishment of Rural Recovery Fund specifically designed and set-up to provide support for farming activities.	Fully achieved	
4.2 Small Business Support Fund developed to support income generating activities.	Partially achieved	Mobile Vocational Equipment purchased and handed over to MOLSA to conduct trainings. MOLSA did not complete the scheduled training courses. The MOA signed between UNOPS and MOLSA has been extended two times and eventually have expired without MOLSA completing its activities. MOLSA action on the ground was not satisfactory
4.3 400 small farmers provided with support and to benefit from the rural recovery fund and tool kits.	Fully achieved	Micro loans were distributed. Refer to Micro-Loans Component Table Below
4.4 100 small businesses who will have been assisted through a grants scheme.	Partially achieved	Micro loans were distributed , it was decided that microloans will be given, not grants

- b. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.

Outcome 1 - Promote broad participation, including for example the optimal participation of women, in decision-making processes for public works, rehabilitation and short term employment at the Municipal level

This component of the project aimed at building the capacity of the 3 selected municipalities in Basra governorate to effectively plan and manage rehabilitation and development activities with a special focus on employment generation and social protection. Under this component an intensive training as well as study tours to the municipalities was organized for employees of Labour Offices, MoLSA and the Provincial Council.

The table below shows the training Courses conducted inside and outside Iraq:

Training Inside Iraq	Location / District	No. Of Workshops	No. Of Participants
Territorial diagnosis and institutional mapping (TDIM)	Basrah	3	64
"How to Start Your Own Business" Workshop in Business Development Centre	Abu-Al-Khaseeb	7	155
"How to Start Your Own Business" Workshop in Business Development Centre	Al-Fao	5	125
"How to Start Your Own Business" Workshop in Business Development Centre	Shatt Al-Arab	7	141
	Total No.	22	485

Training Outside Iraq	Duration	Location	No. Of Participants
Municipal Planning and Management	2 Weeks (7 July-25 June07)	ITC-ILO , Turin, Italy	32 (10% Female)
Capacity-building for municipal planning: Territorial Diagnosis and Institutional Mapping	1 Week 08 – 12 June 2008	Dead Sea, Jordan	29
Capacity-building for municipal planning: Territorial Diagnosis and Institutional Mapping	1 Week 15 – 19 June 2008	Dead Sea, Jordan	29
		Total	90

In addition, the concept of community participation mechanisms were introduced at the municipal level and Municipal Steering Committees were established consisting of representatives of the communities and local authorities. Technical Advisers were appointed to the municipalities and to the communities to assist in the preparation of the municipal development plans, which were further developed into priorities and which were partially funded by the project.

Objective 2 - Optimise employment opportunities through the rehabilitation and reconstruction of social and economic infrastructure, using an employment-intensive approach

This component has contributed to the creation of short term employment through quick impact public works schemes and the rehabilitation of infrastructure such as the Public Gardens in Al-Fao, Abu Al-Khaseeb and Shatt Al-Arab Districts.

The rehabilitation works included site cleaning & leveling, creating new pathways, fixing steel Fences, maintenance of curbstone, a filling a new layer of soils for plantation.

During the first phase, the project funded quick impact public works and created around 13,000 labour days in each of the selected municipalities with a total of 37,800 labour days generated.

In the second phase, and based on the municipal development plans, the project funded infrastructure rehabilitation works such as the construction of four pedestrian bridges in Abu Al-Khaseeb and the construction of three local markets in Al-Fao and the rehabilitation/extension of two public schools in Shatt Al-Arab as identified and prioritized by the Municipal Steering Committees with a total number of 27,000 Labour Days Generated.

Objective 3 - Support decentralized policies for a social safety net through a pilot phase in the Governorate of Basra

In close collaboration with MoLSA, the project supported the existing Safety Nets Programme and allowed its beneficiaries to participate in small business development activities and provide short term employment support.

Furthermore, UNOPS distributed loans amounting to 500 USD to support income generating activities, including vocational training and support to small businesses, in order to enhance long term employment opportunities 209 Business loans were provided.

	SMEs Supported	Abu-Khaseeb District	Al-Fao District	Shatt Al-Arab District
Micro Loans component	Business Loans	61	6	29
	Business Start up Loan	28	30	55
	<u>SMEs supported Financially</u>	89	36	84
	Females beneficiaries	19%	0%	10%
	Disabled beneficiaries	1 %	0%	1%
	unemployed beneficiaries	26%	78%	56%
	Youth beneficiaries	35%	39 %	35%
	<u>SMEs supported Technically</u> through “How to Start Your Own Business” Workshop in the Business Development Centers	155 (133Male & 22Female)	125	141 (119Male & 22Female)

Objective 4 - Contribute to long term employment creation through support to income-generation activities

This component covers income generating activities, including vocational training and support to small business development in order to enhance long term employment opportunities. Vocational Training Mobile Units and tool kits have been purchased and 9 different types of vocational training can now be provided: Carpentry, Sewing IT, AC Generators maintenance and repair, electrical Coils Repair, Electrical Foundation and control, cooling and Heating Repair, Domestic Plumbing systems and electrical and Gas Welding Courses. The project provided micro grants and training for small businesses, in particular to the most vulnerable groups.

The Vocational Training component conducted by MOLSA was not finalized, although UNOPS purchased and handed over all the necessary Tool kits and Mobile vocational training Units.

The main problem that hampered the implementation of the mobile vocational training component was the lack of capacity in the Ministry of Labor and Social Affairs. Initially, the project envisaged that UNOPS would procure the equipment for the mobile training and the training would be planned and implemented by the ministry. UNOPS managed to establish a good cooperation with MoLSA in Baghdad but it later turned out that the relationship between the Ministry in Baghdad and its provincial office in Basra was rather poor. Even though the project team in MoLSA Baghdad was exceptionally committed and made a huge effort to make it work, the Basra office management was politically conflicted with Baghdad and unwilling to cooperate. Therefore the reason for the failure of this component was strictly institutional/political and beyond the scope of UNOPS intervention.

Additional delays were caused by typically bureaucratic problems in MoLSA in Baghdad when the extension of the agreement was not signed for nearly 6 months despite of a number of reminders and communications from UNOPS.

In conclusion, this component was not implemented fully due to the lack of cooperation from the local offices of MoLSA in Basra. It was perceived as a Baghdad managed project and affected by the conflicting interests between Baghdad and Basra. Taking into account the political and security developments in Basra between 2006 – 2008 (sudden deterioration in security, discussions on federalism and possible Basra autonomy, operation “Charge of the Knights” in early 2008, new provincial elections, oil disputes,

etc) this does not come as a total surprise.

Interestingly, this is the only component of the project which could be said to be “centralized” and the only one which has not succeeded. All other components of the project which were locally driven and managed, where the coordination was done by the local authorities (provincial or district) have been successful. This, again, proves that local approach to the management is absolutely essential and the most effective.

Another lesson learnt here is that always a sufficient amount of time and resources should be committed in the initial phase to build institutional capacity and relations with and between stakeholders as well as localizing the coordination as much as possible.

c. Explain the overall contribution of the programme/ project/ to the ICI, NDS, MDGs and Iraq UN Assistance Strategy.

- *UN and Cluster C mandate and initiatives*

The project has been developed within the framework of UN Cluster C (Governance and Human Development) and contributes to goal 1 of the programme to “SUPPORT ECONOMIC AND HUMAN DEVELOPMENT AND SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES” under the outcome “ENABLING ENVIRONMENT FOR SUSTAINABLE EMPLOYMENT OPPORTUNITIES AND SOCIAL PROTECTION FOR ALL.”

- The programme further contributes to the achievement of the UN Millennium Development Goals (MDG 1) – “Eradicate extreme poverty and hunger” as well as (MDG 3) – “Promote gender equality and empower women”

- The project is also consistent with the Basra Provincial Development Strategy; in particular the Objectives: 1) Seeking to achieve comprehensive economic development and 2) Completing and developing the infrastructure.

d. Explain the contribution of key partnerships including national, international, inter-UN agency, CSO or others towards achievement of programme/ project results.

The key partnership established by the project, which has had a significant impact on the implementation, is the cooperation and involvement of the Provincial Council represented by the Deputy Chair for Municipal Affairs.

The structure which comprised Provincial Steering Committee and Municipal Committees created both horizontal and vertical links and has proved not only to serve the purpose of the project but was later on adapted by the local government as a formal one. The Project Steering Committee, which linked major stakeholders at the provincial level with the district representatives, became a formal Committee under the Provincial Council with the former Chair of the Project Steering Committee acting as A Deputy Chair of Provincial Council for municipal affairs.

Cooperation with the local Basra Technical Directorate of MoMPW has been very helpful and also directly benefited the project.

Unfortunately, the implementation capacity of MoLSA is evaluated as low. UNOPS encountered a number of problems during its cooperation with MoLSA’s local structures in Basra, as mentioned above in point “b” above.

e. Highlight the contribution of the programme/ project on cross-cutting issues:

- Were the needs of particularly vulnerable or marginalised groups addressed?

Under the Micro-loans component special attention were given to the vulnerable groups to be granted loans. The breakdown of loans granted is: unemployed 35%, women 30%, youth 25% and the disabled 10%. Furthermore special vocational training courses / tools kits were specifically aimed at addressing the needs of the vulnerable groups, for example the sewing course and equipments.

The programme identified the characteristics and geographical location of the most vulnerable persons and ensured that priority was given to these people, who included: Female headed households, Returning Migrants, Refugees and IDPs, Former soldiers Former workers in SOEs now closed, Persons with disabilities, Slum dwellers, and War widows.

The project addressed the needs of the most vulnerable groups through establishing a referral system and a Social Safety Net fund with the municipalities.

- How did men and women benefit from the programme/project? How was gender inequalities handled?

Women actively participated in all project activities in the three districts. Female participation in the GEC activities were achieved through several project components:

[1] The participation of 6 women, 2 from each district (10 %) in all the trainings provided for the municipal councils resulted in them being very active in handling the districts' activities.

[2] Vocational Training Courses were specifically designed to target women and included Sewing Training Courses and IT training Courses. Furthermore, Sewing toolkits were distributed to participants of the VT.

[3] 30% of the Micro-Grants and loans (estimated at 150,000 USD) in the three districts were aimed at women to enable them to start their own businesses.

- Were environmental concerns addressed including environmental impact/risk assessment where relevant?

Regarding any environmental impact, the public works conducted in the three municipalities consisted of the renovation and rehabilitation of existing public parks with a focus on cleaning the gardens and water channels and planting trees. The renovation and rehabilitation of the public parks will have a positive effect on the environment.

No negative environmental impact is expected.

- Were there any specific issues in relation to the security situation?

Problems with recruitment have been experienced following a number of staff resignations, mainly due to the security situation.

- Did the project contribute to employment generation (gender disaggregated)?

Short term employment through 34,800 labor days was generated under the public works and infrastructure components and 363 permanent jobs were created through the Micro Loans Component.

III. EVALUATION & LESSONS LEARNED

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

UNOPS contracted a company to conduct the supervisions works (Monitoring Services) for the public works, infrastructure rehabilitation and support to income generation activities including vocational training providing monthly progress covering the three monitored components, analyzing rate of implementation and initial impact of project activities.

In summary, the conclusion and lessons learnt with regards to the different component of the project areas were as follows:

[1] Capacity Building Component / Objective 1

- Establishment of the first Local Governorate Council both at the district and sub-districts levels in Basra.
- Introduced participatory Planning & Implementation engaging the district and sub-district communities in the needs assessment studies.
- Established the coordination/communication structure between the Provincial Council and the District Council.
- Produced “TDIM” (Territorial Diagnosis and Institutional Mapping), which were used for the provincial planning.
- This component was rated very successful by donors and local counterparts, which is why DfID requested an extension of its activities.

[2] Short Term Employment Creation Component / Objective 2

- This component involved the local authorities and communities that identified the types of interventions required (Local Needs)
- Local municipality groups identified the beneficiaries for the public works scheme who were local unemployed workers from the local communities.
- Public works were managed and implemented by local authorities through the Mayor’s Office in close cooperation with the Municipal Councils which built the capacity of the local authorities to manage these types of Projects/skills needed.
- This component achieved the following :
 - Building the local capacity of the local authorities to enhance employment creation.
 - Participation of the local communities in identifying the projects and beneficiaries.
 - Rehabilitation of the local infrastructure in accordance with the Local Plan.
 - Employment creation
- This component was also rated very successful.

[3] Micro Grants Component / Objective 3

- UNOPS contractor “CHF International” developed Questionnaires / Databases for borrowers who were selected according to certain criteria for the eligibility of loans.
- UNOPS contractor “CHF International” managed to distribute the allocated money within a short timeframe.
- Vulnerable groups such as women, disabled, and the unemployed were particularly targeted under the loans component.
- The UNOPS contractor did not cooperate with the local authorities and did not follow UNOPS recommendations for the selection and monitoring process regarding the

involvement of the local counterpart.

- “CHF International” was the only contractor that responded to the UNOPS RFQ and which, during the evaluation of the contractors, was compliant, but later the contractor’s performance was not satisfactory.
- The contractor did not allow the level of monitoring that UNOPS recommended.
- This component was rated partially successful.

[4] Skills Development / mobile Vocational Training Component / Objective 4

- The component of the Mobile Vocational Training was implemented fully and the required equipments were provided at budget available.
- MOLSA was properly equipped to conduct the Vocational Training, however it turned out that MOLSA did not have the capacity to conduct the work required.
- UNOPS recommendation was to hire a private company to do the first round of training, and then to hand it over to MOLSA. However UNOPS could not implement this because there was no budget available.
- This component was rated partially successful.

Under the training component in the GEC project, specialized training was conducted such as the “Municipal planning and management” and “Sub-provincial planning and management workshops”. One of the main elements in the trainings provided was training on how to conduct field studies and surveys (Needs Assessments Questionnaire) on different levels in the society. After analyzing the data collected, projects were prioritized and set up in the comprehensive municipal work plan. Each municipality identified its own public works activities in line with the needs of the districts.

No evaluation of the project has been conducted. The impact of the project could not be observed within this short timeframe since it requires more time to verify the outcomes. This is generally the case in local, socio-economic development projects where they require longer time to their show their impact.

- b. Indicate key constraints including delays (if any) during programme/ project implementation

"Governance in Support of Employment Creation" is one of the first UN projects working directly with the district authorities and at the municipal level in Iraq. The amount of time required to build capacity of the districts, which are involved in this kind of activities for the first time, was not accurately foreseen during the project preparation. It was only noticeable during the project implementation that municipal planning and management under the current circumstances would take much longer than planned in the initial workplan. While this project was initially designed for 18 months, parties envisaging similar project activities should be aware that the duration of such an endeavor should stretch over an implementation period of at least 24 months.

The project has a strong community involvement component and has been designed to build a structure which links the sub-district, district, provincial and ministerial levels, which is a time consuming exercise, not only in Iraq. In order to allow all stakeholders to build a proper dialogue and develop a modus operandi it is necessary to give them sufficient time and technical support. In addition, in the case of Iraq, the districts have never been involved in planning and implementation the GEC project activities. This project pioneered the approach of involving district level stakeholders into this process for the first time.

The Municipal planning process took 6 months, starting with training, followed by data collection and analysis, needs assessment, the preparation of Territorial Diagnosis and

Institutional Mapping district reports, and ending with the selection of projects for implementation. The process was fully demand driven since all project proposals were developed as a result of a long planning process based on a thorough analysis of the situation by the stakeholders (Municipalities).

There have been a number of delays caused by problems with all types of procurement of services, goods and works throughout the project. Usually, the offers received exceeded the budget available and alternative measures had to be put in place, including changes in technical specs, re-tendering, changing concepts of implementation of various components, in order to still deliver the output under the changed conditions.

Significant problems with recruitment have also been experienced at all stages of the project due to the prevailing security situation which also caused a number of staff to resign.

- c. Report key lessons learned that would facilitate future programme design and implementation.

Involve local committees through local ministerial councils on the selection and prioritization of community projects.

Ensure the participation of all stake holders in the project activities and management.

Conduct regular meetings to revise the project achievements against the work plan.

Build capacities of the local counterparts in order to ensure adequate follow up and reporting.

Continuously revise the work plan according to the arising needs.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
IP Outcome 1							
Promote broad participation, including for example the optimal participation of women, in decision-making processes for public works, rehabilitation and short term employment at the Municipal level							
IP Output 1.1 Three Municipal Steering Committees established in three Districts of Basra Governorate	NA	NA	NA	100 %	Originally Six Municipal Steering Committees were planned however It was agreed by the project Steering Committee that only 3MSCs would be established	Supervision and advisory visits from international staff. Progress reports from National Staff in the field Reports from municipal authorities and project partners	The municipal Steering Committees are meeting on a regular basis.
IP Output 1.2 One Governorate Steering Committee organized in Basra Governorate within the existing Provincial Council Reconstruction and Development Committee	NA	NA	NA	100 %		Progress reports by Steering Committees	Progress reports by Steering Committees
IP Output 1.3 Three Technical Units organised in 3 Districts and Basra Governorate to support the Municipal and Governorate Steering	NA	NA	NA	100 %		Progress reports from National Staff in the field	

Committees Originally Seven Technical units were planned, however It was agreed by the project Steering Committee that only 3 Technical Unites would be established - one per district							
IP Output 1.4 Municipal and Governorate staff as well as Steering Committee staff trained in territorial and conflict management techniques	NA	NA	NA	100 %		Reports from municipal authorities and project partners	Training has been conducted in collaboration with ITC/ILO for 41 participants. Reports from municipal authorities and project partners
IP Output 1.5 Established and operative Temporary Income Assistance Fund	NA	NA	NA	100 %		Reports from municipal authorities and project partners	
IP Output 1.6 Indicator to measure the participation of women in the municipal planning boards and steering committees	NA	NA	NA	100 %		Reports from municipal authorities and project partners	
IP Outcome 2 Optimise employment opportunities through the rehabilitation and reconstruction of social and economic infrastructures, using an employment-intensive approach.							
IP Output 2.1 Establishment of three Multipurpose Technology Community	NA	NA	NA	100 %		Feedback from the Graduates on the centers.	Feedback from the Graduates on the centers

Centres (implemented by ESCWA)							
IP Output 2.2 Drafted and implemented rehabilitation and development plan	NA	NA	NA	100 %		Detailed drawing and BoQs produced.	Projects have been identified according to the needs of each district.
IP Output 2.3 Refurbished municipal public infrastructure	NA	NA	NA	100 %		Jobs created and work conducted. Progress report from the Site Engineer.	Rehabilitation of Public gardens in the three districts. Construction of three local markets in Al-Fao District and construction of four pedestrian bridges in Abu Al-Khaseeb district and extension of Al-Aerfan Intermediate Schools for Boys and Shatt Al- Arab School for Girls in Shatt Al-Arab District.
IP Output 2.4 Establishment of Local Development Fund to support community infrastructure projects	NA	NA	NA	100 %		Reports from municipal authorities and project partners	
IP Output 2.5 Temporary Income for Labourers through the provision of up to US\$ 250,000	NA	NA	NA	100 %		Short term employment created and work conducted	Temporary income generating schemes have been implemented in providing the necessary

							rehabilitation for the public works which were rehabilitation of gardens in the three districts
IP Outcome 3							
Support decentralised policies for a social safety net through a pilot phase in the Governorate of Basra							
IP Output 3.1 Established safety nets through implementation of the Safety Net Fund	NA	NA	NA	Cancelled 0%			This component was agreed by the Steering Committee to be replaced. The funds were move to the Local Development Fund since the Ministry of Labour rolled out a nationwide Safety Nets programme in 2006.
IP Output 3.2 Income generating activities made available and provided to the most vulnerable groups.	NA	NA	NA	100 %		Direct Feedback from vulnerable groups participating in the project	209 business loans were distributed, and have created 363 new jobs