



EXTERNAL EVALUATION REPORT

Rehabilitation of Community Facilities And Infrastructure (E4-14)

DISCLAIMER

This end-of project evaluation was undertaken by external consultants; Stars Orbit Consultants and Management Development. Findings were shared in a meeting in Amman with staff of UH-HABITAT. The views expressed and conclusions reached in the report remain those of the consultants and do not necessarily reflect the official position of UN-HABITAT.

Presented by:
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Abbreviations and Acronyms

BoQ:	Bill of Quantities
DoH:	Directorate of Health
GOI:	Government of Iraq
ITF:	Iraq Trust Fund
MDG:	Millennium Development Goals
MoCH:	Ministry of Construction and Housing
MoH:	Ministry of Health
MoMPW:	Ministry of Municipalities and Public Works
NDS:	National Development Strategy
PHC	Public Health Center
SOC:	Stars Orbit Consultants and Management
UN-HABITAT:	United Nations Human Settlements Programme
UNDG	United Nations Development Group
UNEG:	United Nations Evaluation Guidelines
WatSan:	Water and Sanitation
WTU:	Water Treatment Units

2. Executive Summary

Iraq is facing monumental reconstruction and development challenges in the coming years. Years of conflict and international economic sanctions have resulted in the vast degradation of the country's physical, economic and social infrastructures. The housing and urban management is in critical need of supportive interventions. The sector suffers from massive housing needs; severe dilapidation of urban areas, disadvantaged neighbourhoods, and extreme poverty. There is an extreme backlog in the provision of basic housing, which is compounded by weak municipal services such as water supply and sanitation. Together, these challenges pose a serious threat to the health and wellness of Iraqi citizens.

In this context, UN-HABITAT conceived project E4-14: Rehabilitation of Community Facilities and Infrastructure. The development goal of the project was to improve the living conditions of the most vulnerable groups in Iraqi society, primarily the urban poor, women headed households, and/or persons living in disadvantaged neighborhoods of Iraqi cities and towns. The project was funded under the UNDG-ITF, with a budget of USD 16,025,007. The planned duration of the project was 14 months, but the implementation was extended to a total of 48 months, ultimately running from September 2005 to September 2009.

UN-HABITAT's main implementation partners in this project were the Ministry of Construction and Housing, the Ministry of Municipalities and Public Works, the Ministry of Health, the Ministry of Labor and Social Affairs, and the targeted municipalities of Erbil, Baghdad, Najaf, Al-Muthanna, and Basra. Other effective partners included local contractors, through whom complementary benefits of employment generation and economic growth were achieved. Direct beneficiaries of the project included vulnerable families and orphans who benefited directly from adequate shelter and ancillary facilities, as well as water and sanitation systems that reached their urban areas.

A total of 2,460 houses have been rehabilitated under this project, and other large scale achievements include: expansion of a maternity and children hospital; rehabilitation of 11 schools; and the renovation of water and sanitation systems that included 17 water treatment plants. As a result of these interventions, more than 668,000 persons have directly benefited from safer and more livable urban environments. Furthermore 240,655 person-days of work were created as a result, not only providing income for the local workers themselves, but also injecting a substantial sum of money into the targeted local economies..

The project was in line with the priorities identified in the National Development Strategy for Iraq, 2005-2007 with regard to *reducing maternity deaths, full access to water and health services, and decent housing for all*. In addition, the project results constitute a meaningful contribution towards the achievement of the Millennium Development Goals by *reducing by half the proportion of people without sustainable access to safe drinking water and achieving significant improvement in the lives of at least 100 million slum dwellers by 2020* in goal 7, targets 10 and 11. In addition, the school-based interventions have supported the achievements of MDG goals 2 and 3, which aim to *have all children in primary schools, and provide girls with the same educational opportunities as boys*.

In relation to the project's objectives and planned results, this evaluation has taken into consideration the effects of the unstable security situation in Iraq during the project implementation period, as well as the remote nature of managing, implementing and monitoring the project activities inside Iraq from the UN-HABITAT office in Amman, Jordan. The unstable security situation caused a number of complications, including shortages in local raw materials, which forced UN-HABITAT and its local contractors to procure from the international market. This delayed the implementation of the project due to the long

process in obtaining of customs clearance from the Iraqi authorities and long border crossings. Despite this challenging implementation context, the project achieved sound results against its planned targets.

Recommendations

1. The GoI should formulate plans and allocate funds, under the development budgets of the next few years, in order to implement similar projects to address the improvement of housing conditions, especially in poor urban areas and rural areas.
2. GoI should ensure that sufficient funds are allocated to upcoming budgets, to cover the costs of developing and implementing an effective system for preventive maintenance of the newly established water and sanitation facilities, PHC, housing and hospitals.
3. The excellent partnership between UN-HABITAT and GOI which was demonstrated through this project should be maintained and further enhanced in all areas of relevant technical assistance, financial support, and capacity development to the MoCH, MoMPW and directorate level staff.
4. A program of public awareness supporting conservation of natural water resources, and hygienic environmentally friendly practices, should be developed and implemented at school level with community participation.
5. In similar future projects of UN-HABITAT, the increased involvement of local contractors and labor should be encouraged, to support the local communities, create jobs, and reduce unemployment.

3. Introduction

Decades of sanctions and conflict have taken their toll on housing and basic infrastructure in Iraqi cities. UN-HABITAT is the lead UN agency for Cities and Human Settlements, and the basic agenda commits Governments to the twin goals of 'adequate shelter for all' and 'sustainable human settlements development'. UN-HABITAT is mandated to give priority to services such as education, health, water and sanitation in its efforts to improve the condition of human settlements. Over the past six years the agency has completed a number of extensive infrastructure construction and rehabilitation activities throughout Iraq, involving housing, schools and education facilities, higher education institutes, and fundamental infrastructure such as water and sanitation.

The project was funded under the UNDG-ITF, with a budget of USD 16,025,007. The planned duration of the project was 14 months, but the implementation was extended four times, to a total of 48 months, ultimately running from September 2005 to September 2009. The following are the reasons for the project extension:

- Change in scope of work; that included WTP, PHC, hospitals and orphanage.
- Increase in the number of houses benefited from 2,000 to 2,460
- Unstable security situation in-country during the implementation period

4. Project Description

Project E4-14, entitled Rehabilitation of Community Facilities and Infrastructure, was designed in close coordination between UN-HABITAT and the Ministry of Construction and Housing (MoCH), Ministry of Municipalities and Public Works (MoMPW), Ministry of Health (MoH), Ministry of Labor and Social Affairs (MoLSA), and targeted municipalities of Erbil, Baghdad, Najaf, Al-Muthanna, and Basra. The development goal of the project was to improve the living conditions of the most vulnerable groups in Iraqi society, primarily the urban poor, women headed households, and/or persons living in disadvantaged neighborhoods of Iraqi cities and towns. The project was designed and implemented to address the rehabilitation of severely dilapidated houses in run-down urban areas and of water and sanitation facilities in Baghdad, Basrah, Al-Muthanna, and Najaf.

In the initial project design, this overall aim was operationalized in terms of four immediate objectives:

1. Improve housing conditions for 2,000 families (15,000 persons and 1,100 orphans)
2. Improve the living environment in 8 urban areas (650,000 persons) by rehabilitating water supply and sewerage system and re-establishing solid waste disposal systems.
3. Promote community based approaches in the operation and maintenance of basic services.
4. Assist in reducing the level of unemployment in Iraq by expanding employment opportunities in the construction sector.

However, the project outputs and scope of work have been changed in response to meet the counterpart needs, as follows::

1. The number of rehabilitated houses has increased from 2,000 to 2,460.
2. Rehabilitation of public facilities including (maternity and children hospital, public hospital, and youth centre)
3. Rehabilitation of a dispensary
4. Three additional Water Treatment Plants (WTP) were rehabilitated, increasing the total number from 14 to 17.
5. The rehabilitation works for sewerage networks have been changed into construction of new sewerage networks.
6. The rehabilitation works for one dispensary centre in Al-Muthanna was changed to construction of a new dispensary centre.
7. The rehabilitation of 11 schools in (5 in Baghdad, 4 in Missan, and 2 in Erbil)
8. The rehabilitation of one PHC in Baghdad.

5. Evaluation Purpose and Scope

This evaluation has been conducted to examine project's implementation, objectives and results in relation to the original project concept. In addition, analysis is provided around the operational and development effectiveness of the project, with a view to providing insights, lessons learned, and recommendations in order to guide future activities of UN-HABITAT and the ITF. Accordingly, the evaluation was structured around criteria outlined in the evaluation terms of reference:

- Achievements and results, with a focus on¹:
 - The number of rehabilitated houses which has increased from 2,000 to 2,460.
 - Rehabilitation of public facilities including (maternity and children hospital, public hospital, and youth centre), a dispensary and PHC in Baghdad
 - Three additional water treatment plants (WTP) which were rehabilitated, thus increasing the total number from 14 to 17.
 - The rehabilitation works for sewerage networks have been changed into construction of new sewerage networks.
 - The rehabilitation works for one dispensary centre in Samawa was changed to construction of a new dispensary centre.
 - The rehabilitation of 11 schools in (5 in Baghdad, 4 in Missan, an 2 in Erbil)
- Relevance
- Efficiency and effectiveness
- Partnership
- Sustainability
- Lessons learned

The results will be used by UN-HABITAT, the Government of Iraq (GoI) and the concerned partner Ministries, the UN Multi-Donor Trust Fund (MDTF) Office in New York, the International Reconstruction Fund Facility for Iraq (IRRFI), and other national and international stakeholders, specifically the donors contributing to the UNDG ITF.

¹ The focus on this series of revised output level results is stipulated on page three of the evaluation ToRs.

6. Evaluation Methodology

The evaluation focused on assessing and examining the project results, goals and operational effectiveness, in relation to the results of the project. Accordingly, the team members focused primarily on examining and analyzing the project documentation (see Annex B for list of key documents examined), as well as other data and information collected from field visits to ascertain the extent to which the project achieved its anticipated results with regard to improving the living conditions of the most vulnerable groups in Iraqi society, primarily the urban poor, women headed households and/or persons living in disadvantaged neighborhoods of Iraqi cities and towns.

This evaluation was undertaken in order to meet the following objectives:

1. To assess and showcase the achieved progress and results against stipulated project/ programme results/ objectives on all stakeholders especially beneficiary groups. Also, to identify the unintended positive or negative results of the programme/ project and its effects on beneficiary groups
2. To measure the achievement in providing all planned inputs in timely manner and according to the designed standards and within the project budgets. (To assess the efficiency and effectiveness of the programme/ project interventions)
3. To understand to what extent the projects have contributed to the future coordination, cooperation and partnership between UN-HABITAT and the different partner ministries and its directorates in the project locations.
4. To assess sustainability of the project gains and the roles and responsibilities of the Ministry of Education to ensure proper asset management and facility maintenance is taken care of adequately.
5. To generate lessons on good practices based on assessment from the aforementioned evaluation objectives and to provide recommendations to all stakeholders (GoI, UN, donors, civil society) on how to maximize the results from similar initiatives in comparable situations
6. To assess the management arrangements (including procurement procedures, coordination, monitoring) in place by the GoI and/ or the beneficiary communities towards the sustainability of various programme/ project-initiated services and benefits
7. To assess determine ways to improve the project design, with special focus on the content and delivery and provide recommendations to UN-HABITAT and GoI on how to maximize the impact from similar interventions in comparable situation.
8. To understand the extent to which this programme/ project has contributed to forging partnership at various levels with the Government of Iraq, Civil Society and UN/ donors.

The evaluation process carried out by the evaluation team consisted of the following:

Desk review and analysis

The evaluation team reviewed the project document, progress reports, and other documentation in order to extract information, identify trends and issues, develop key questions and criteria for analysis, and compile relevant data during the preparatory phase of the evaluation. The team also reviewed relevant national strategies in order to analyze linkages between the project objectives and national priorities. A list of documents reviewed is provided in Annex B.

Interviews with key stakeholders

In consultation with UN-HABITAT and GoI partners, the evaluation team identified all stakeholders to be interviewed in the evaluation exercise, in the targeted governorates of Baghdad, Basra, Al-Muthanna, Najaf, and Erbil. Once stakeholders were identified, the evaluation team devised participatory approaches

for collecting first-hand information. These included interviews, focus group discussions and observations, through the application of qualitative and quantitative questionnaires. The list of meetings and interviews with stakeholders is provided in Annex C.

Field visits and meetings were held with partners from a variety of stakeholder groups, providing a sample of the key beneficiaries of the project. To the extent possible, a balanced and representative sample was engaged in the evaluation process, in order to validate the data obtained, and determine if there were trends related to geographical distribution. The field evaluation guidelines and questionnaires are included for reference in Annex D.

It was agreed between UN-HABITAT and the evaluation team that the evaluation sample should cover 30% (24 sites) of the targeted sites supported by UN-HABITAT under this project. The selection of sites was done in coordination with UN-HABITAT in order to ensure full geographical coverage of the beneficiary governorates, and to include a representative mix of sites.

Based on this agreement, a thorough field study was conducted by the evaluation team. In total, the evaluation team made contact with 377 stakeholders and beneficiaries, and engaged them in focus groups and person-to-person interviews. For a complete list of meetings and consultations with stakeholders, please refer to Annex C. For field evaluation questionnaires and guidelines, refer to Annex D.

Evaluation Guidelines

In preparation of the evaluation report, due consideration was given to the UNEG evaluation guidelines and the UNDG-ITF guidelines on Development Effectiveness and Operational Effectiveness.

Pre-evaluation meetings:

Prior to the start of the evaluation, many meetings took place with the purpose of ensuring the effective coordination between UN-HABITAT and the evaluators. These meetings laid the groundwork for the evaluation of the project, the main objectives of these meetings were:

- To launch the evaluation process;
- To ensure the support of the GoI partners (MoCH; MoMPW; MoH; MoLSA, and the municipalities of Erbil, Baghdad, Najaf, Al-Muthanna, and Basra) in support of the evaluation process;
- To agree on the ToRs for the Independent Evaluation including the evaluation purpose, scope, objectives, methodology and management arrangements;
- To agree on the data collection methods that will be used during the field evaluation;
- To agree on the implementation timetable;
- To agree on the Inception Report.

Below were the attendants of these meetings²:

UN-HABITAT	SOC
Eng. Wael Al Ashhab (Project Manager-Infrastructure) Eng. Darbaz Hawizi (Project Officer) Ms. Nihal Kanaan (M&E Specialist)	Mr. Basil Sadik (Director) Dr. Dina Al Tayar (Project Coordinator)

² Meeting was held at the UN-HABITAT Amman Office on April 18, 2010.

A. Evaluation Field Activities:

Through these meetings detailed evaluation methodology, approach and programme of work were agreed upon between UN-HABITAT and the evaluation team prior to the start of the evaluation. An inception report was prepared by the evaluation team outlining the evaluation framework, key challenges, and implementation arrangements. The evaluation team met in Amman for orientation, briefing and initial interviews with UN-HABITAT staff, followed by similar discussions/briefings by UN-HABITAT focal points based in selected governorates, as well as with national counterparts.

The UN-HABITAT Iraq Office and in-country focal points facilitated the evaluation mission, through participating in in-depth interviews or by providing assorted project documents relevant to the evaluation criteria. For the field data collection, SOC mobilized five evaluation teams covering the targeted governorates, each consisting of one expert field evaluator and one field assistant. The evaluation teams collected information from the five governorates and reported to the field coordinator, who is based in Baghdad. Several interviews were conducted with government staff, UN-HABITAT focal points, and beneficiaries. UN-HABITAT focal points in the targeted governorates also supported and facilitated the SOC evaluation through providing information about the project implementation and arranging interviews with government officials, and visits to the targeted regions. Please refer to Annex C for details pertaining to the site visits and list of interviews.

B. Limitations:

There were no limitations affecting completion of this evaluation, all beneficiaries interviewed assisted the SOC evaluation team and allowed them to take pictures, overlook official documents and facilitated their visits to the targeted sites.

7. Evaluation Findings

A. Achievements and Results:

Overall Contribution to the UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities, ICI benchmarks:

UN Assistance Strategy for Iraq:

The project was an integral component of the programme being implemented by the Housing and Water Sanitation Sectors within the framework of the UN Assistance Strategy for Iraq. The principal developmental goals for the housing sector are: 1) to increase participation and completion rates at all levels of housing and water sanitation, 2) strengthen service delivery, and 3) support and inform policy development. The project Improved water supply and sanitation infrastructure in 8 urban areas, benefiting about 650,000 persons

Millennium Development Goals (MDG):

The project results constitute a meaningful contribution towards the achievement of the Millennium Development Goals by *reducing by half the proportion of people without sustainable access to safe drinking water* and *achieving significant improvement in the lives of at least 100 million slum dwellers by 2020* in goal 7, targets 10 and 11. In addition, the school-based interventions have supported the achievements of MDG goals 2 and 3, which aim *to have all children in primary schools, and provide girls with the same educational opportunities as boys.*

National Development Strategy (NDS), 2005-2007:

The project has responded to the NDS goals of improving living conditions: Goal 5 - Reduce maternity deaths, Goal 6 - Full access to water and health services, Goal 7 - Decent housing for all.

ICI goals:

In addition, the project contributed to achieving the following ICI goals:

1- Towards achieving basic universal education; 4.4.1.5: Reduce population without access to drinking water and sanitation to 10% urban, 30% rural

2-Reduce illiteracy by 50% (Baseline UBN 31.8% of population have no access to education)
Building human capital for sustained growth

Objective 1: Improve housing conditions for 2,000 vulnerable families (15,000 persons) and provide adequate shelter and ancillary facilities for about 1,100 orphans.

Evaluation assessment:

The project originally targeted improving the housing conditions for 2,000 vulnerable families (15,000 persons) and ensuring adequate shelter; however, in response to needs expressed by the project partners, the target was raised to 2,460. Project records and site visits confirmed that the conditions of houses have improved; areas which did not previously have safe drinking water, now have functional water networks and sanitation facilities. These changes are attributable to project interventions, through the construction or rehabilitation works of water treatment plants, sewer networks and/or water tanks. Interviewed inhabitants were pleased with the achievements.

It was confirmed through interviews with GoI officials that the project interventions have benefited over 17,000 people; over the originally planned target of 15,000. This is mainly due to the fact that an immediate initiative was taken by UN-HABITAT to accept the request for an increased project scope, and rehabilitate additional facilities, thus targeting more people.

In addition to the above housing, during the project duration, an orphanage care centre was also constructed in Al-Muthanna, and is presently serving approximately 300 orphans. The field visits and interviews with a number of staff from the center, alongside interviews with orphans themselves, confirmed that the construction is of high quality and that the building includes 2 cafeterias, fully equipped kitchens, and rooms with split unit air-conditioners. Concerned personnel and children interviewed were very pleased.

In addition, other public facilities were developed. A primary health center was constructed in Al-Muthanna and another was extended in Baghdad. These centers were visited by the evaluation teams, who learned from primary health centers staff that currently the center serves more than 200 patients per day. It was also confirmed that the works implemented there were of high quality and included water and sanitation facilities.

Expansion of a maternity and children's hospital in Al-Muthanna was also conducted, and included an additional building with 64 beds, which has served the inhabitants of Al-Muthanna positively. Once again works there were of high quality. Reportedly, in Al-Muthanna some 304,000 inhabitants have benefited from these new and enhanced facilities.

Further details pertaining to the visits are presented in Annex G.

Objective 2: Improve water supply and sanitation infrastructure in 8 urban areas benefiting about 650,000 persons.

Evaluation assessment:

The project also targeted rehabilitation of water treatment units and water network facilities. This component was implemented in close consultation and coordination with MoMPW and MoH/DoHs, and included two water treatment plants, one storage tank in Al-Muthanna and 13 compact potable water units in Basra, as well as works on the storm water networks in three areas of Al-Muthanna, which included rehabilitation of the pumps and filters, and construction of new platforms for cylinders. Construction of office space near these sites with split unit air-conditioners helped build motivation and ownership of the concerned staff.

It was noted during the field evaluation visits that access to safe drinking water and improved sanitation facilities in the targeted areas have played a significant role in the reduction of water-related diseases among children, as confirmed by DoH in the areas.

Further details pertaining to the water facilities visited are presented in Annex G.

Objective 3: Promote community based approaches to solid waste management

Evaluation assessment:

The evaluation results also obtained data related to the management of solid waste disposal in the targeted communities. Ten garbage collection vehicles and five tippers were procured to facilitate this task. Field interviews confirmed that systems and strategies for garbage collection and disposal have been established, and that the targeted neighborhoods are now more environmentally friendly, more hygienic, and safer for children.

Further details pertaining to the solid waste management sites visited are presented in Annex H.

Objective 4: Expand job opportunities for about 3,000 construction workers (on average) during the implementation phase of the project (amounting to about 570,000 person-days of direct employment).

Evaluation assessment:

- Rehabilitation activities were implemented by approximately 50 local contractors in Baghdad, Basra, Al-Muthanna, Najaf and Erbil. The project played a positive role in improving the capacity of these contractors in planning, implementation and reporting.
- In addition to on-the-job training provided to local authorities, on average 500 jobs a day were generated.
- The technical input of UN-HABITAT has resulted in the transfer of knowledge, and capacity building of local contractors. This has achieved a positive result. As much as possible, local contractors were sourced and hired by the project. The structured approach of the project to implementing the construction tasks resulted in the improved capacity of these contractors.
- In addition to the employment opportunities for contractors and tradesmen which were generated directly by the project, an immense volume of work and opportunity was also generated by the necessary related tasks of supplying of raw building materials, transportation, and loading/unloading of construction materials to and from the targeted areas. The cumulative investment in the local communities goes well beyond the numbers reported in association with direct project interventions.

The 24 visited sites (30% of the rehabilitated sites under this project) have been constructed and/or rehabilitated to improve the living conditions of vulnerable families in the targeted areas. All interviewed (women, families, children and stakeholders) are generally pleased by the achieved results.

B. Relevance:

The evaluation results support the conclusion that the project design and activities were relevant to the targeted beneficiary groups and consistent with the overall project objectives. The project activities were responsive to the objectives of improving the conditions of poor urban areas and creating environmentally friendly neighborhoods. As the employment numbers above suggest, the project has also improved the living conditions by tackling unemployment and creating jobs for those in need. The evidence obtained through the field evaluation has confirmed that the mandated objectives of the project reflected very real and timely needs in the beneficiary communities.

The beneficiaries interviewed generally had no complaints, and were satisfied with the project's interventions in their neighborhoods. This provides an indication of both the effectiveness and relevance of the interventions. It was noted, however, that the interventions did not go quite far enough in terms of meeting household needs, in that water supply was inconsistent, and yet water tanks for households were not provided under this project to mitigate this inconsistency.

C. Efficiency and Effectiveness:

A thorough analysis of project documents and field data has led the evaluation team to conclude that the project was efficiently implemented, and effective in achieving its core developmental targets. The effectiveness of the project is determined by its success in improving the living conditions of the most vulnerable groups in Iraqi society, primarily the urban poor, women headed households and/or persons living in disadvantaged neighborhoods of Iraqi Cities and Towns (in Baghdad, Basra, Al-Muthanna, Najaf, Missan and Erbil). The evidence of success in this regard includes the objective realities of improved infrastructure and housing facilities observed by the evaluation team during their field visits, as well as the subjective appraisals of the beneficiaries interviewed.

In accordance with the project objectives, housing, WTU, PHC, and hospital conditions have all improved as a result of the rehabilitation activities of this project, including improvements to water and sanitation of houses in the affected areas, and the goal of environmental friendliness (in terms of waste disposal, and overall safety and hygiene). The construction of a new orphanage and primary health center has also affected the target community positively as tangible support to those most in need. Construction works were of high standard (as appraised by field evaluators and beneficiaries) and inhabitants of Al-Muthanna are very pleased with the current center conditions and the current improved services. The extension of the maternity and children's hospital in Al-Muthanna has also effectively served the need for this basic primary health service.

There is solid evidence that the investment in funds allocated by the UNDG-ITF to UN-HABITAT were fully and efficiently utilized to complete the rehabilitation of the targeted sites. It is well worth noting here that although the project timeframe was extended, the project scope and targets were also expanded and increased—without a corresponding increase in budget. In relation to the project outlined in the approved project document, the project *as implemented*, achieved more than the initial investment stipulated.

D. Partnerships

The main national partners involved in the implementation of this project were the MoCH, MoMPW, MoLSA, as well as local contractors. The role of the government authorities was to work with UN-HABITAT in outlining and articulating the specifications for the rehabilitation and construction requirements, to implement activities inside the country, and to ensure the enforcement of maintenance mechanisms. The contractors, on the other hand, were primarily involved in the implementation of the rehabilitation and construction activities, according to specifications laid out by the GoI, and UN-HABITAT.

According to evaluation results; the MoCH, MoMPW and MoLSA staffs in targeted areas were closely involved in assessment of the needs, preparation of bills of quantities and the day-to-day supervision of project implementation.

E. Sustainability

The project has been officially closed by UN-HABITAT, and all responsibility for the new and rehabilitated facilities has been taken over by the concerned government authorities. The role of UN-HABITAT during implementation focused on rehabilitation and construction, and related capacity development and technical advice to rehabilitate the targeted facilities.

It appears that the maintenance of these facilities, and therefore the sustainability of the investment, is currently in question. Four out of the 12 evaluated residential complexes visited by the evaluation team were not in good repair, owing to a lack of regular preventive maintenance. However, beneficiaries indicated that they had been very much satisfied with the project results immediately after handover. It is clear, therefore, that the facilities in question have not been properly maintained. As a result, all other sites visited by the evaluation team, including hospitals, WTP, and orphanage, are still in good condition and are being maintained regularly.

Through the implementation of rehabilitation works and construction of new facilities, the project has enhanced the capacity of local authorities and contractors in the management of maintenance through constant monitoring. Nevertheless, transfer of knowledge from the implementation of works by contractors to other national counterparts could be jeopardized if the GoI does not allocate the necessary human and financial resources to accelerate implementation of a sufficient maintenance system to ensure the functioning of these facilities.

F. Other Considerations Relevant to Development

The project addressed several cross-cutting issues:

In terms of the environment, the project has targeted the improvement of water and sanitation systems as well as solid waste management. This has helped in building of environmentally friendly neighborhoods that contributed to prevention of transmittable diseases and better hygiene practices.

In terms of gender, the project affected women-headed houses directly through improved housing conditions, health services, safe access to clean water, as well as indirectly supporting many of these same households through the provision of employment for their dependants.

In terms of employment creation, the rehabilitation works included approximately 50 local contractors as well as numerous indirect job opportunities as detailed earlier in this report.

G. Operational Effectiveness

The project was managed remotely from Amman, by a team consisting of a Project Manager, Project Officer and a senior engineer, with assistance from headquarters. The project implementation was done in close coordination with GoI, and the rehabilitation work was supervised by UN-HABITAT site engineers on the site who monitored the implementation progress and documented the progress through weekly reports supported by photographs. Monthly reports were submitted to UN-HABITAT on the implementation status of the project components, and focal points were in almost daily contact with DoE to monitor and provide technical advice to staff. The UN-HABITAT office in Amman received feedback on regular basis from Iraq in order to ground and inform decision making.

Process of the communication chain:

- UN-HABITAT maintained an operational office in all target governorates.
- Each officer was managed by a national engineer (team leader).
- Each office was staffed by an additional engineer to provide follow-up
- The officers were responsible for carrying out daily visits to project sites, meeting contractors and supervising their work.
- The officer submitted (to Amman) weekly reports outlining project progress, challenges, achievements, job opportunities, gender issues, and including pictures of the project progress.
- Awarding of contracts was done according to UN procurement standards and procedures.
- Payments to contractors were made according to milestones achieved, which were verified with support of pictures from the field.
- A committee comprised of UN-HABITAT and related government departments reviewed the BoQ and checked the actual implementation before project handover.

8. Lessons learned

- Remote management can be conducted effectively, through the establishment and implementation of an effective internal monitoring system which closely links governorate offices with the UN-HABITAT office in Amman. The provision of well-grounded information and reporting from field engineers enabled UN-HABITAT to make informed and reasonable decisions on field-related matters.
- Delays are inevitable when materials are not available locally. The lack of availability of local raw materials forced UN-HABITAT and its contractors to procure specialised construction materials (like pipes and fittings) from the international market; this delayed the implementation of the project due to the long process in obtaining of customs clearance from the Iraqi authorities, and long border crossings.
- The development of environmentally friendly neighbourhoods in poor urban areas can be effective in reducing water borne diseases.
- The involvement of the GoI in the initial stages of needs assessment and project design helped to ensure their support during implementation.
- The use of local contractors for rehabilitation work had many advantages including: building the capacity of local contractors, supporting the local economy, creating jobs among local workers, ensuring the support and buy-in of the local community, and raising the profile of the importance

of education. This in turn, helped to cultivate a sense of community ownership for the completed works, which will have an important role to play in the sustainability of the interventions. Community members who have contributed to the project naturally have a heightened interest in its continued success.

9. Recommendations

1. The GoI should formulate plans and allocate funds, under the development budgets of the next few years, in order to implement similar projects to address the improvement of housing conditions, especially in poor urban areas and rural areas.

Consistent with the priorities set for in the National Development Strategy, the GoI should develop plans and allocate adequate funds under the development budgets to implement projects to address the appalling environmental conditions in housing, PHC, hospitals, WTU, and water networks.

2. GoI should ensure that sufficient funds are allocated to upcoming budgets, to cover the costs of developing and implementing an effective system for preventive maintenance of the newly established water and sanitation facilities, PHC, housing and hospitals.

The necessary funds to cover the maintenance of these facilities will dictate the future sustainability of these, and future, investments in rehabilitation and construction. This is an issue which will not go away.

3. The excellent partnership between UN-HABITAT and GOI which was demonstrated through this project should be maintained and further enhanced in all areas of relevant technical assistance, financial support, and the capacity development of MoCH, MoMPW and directorates' staff

The capacity building demonstrated through this project should be maintained and further enhanced in all areas relevant to technical assistance, management and financial support as it has led to empowerment of the Iraqi stakeholders

4. UN-HABITAT, donors, and the GoI itself through concerned ministries, should support many further initiatives targeting the enhancement of living conditions in orphanages across all governorates.
5. In similar future projects of UN-HABITAT, the increased involvement of local contractors and labor should be encouraged, to support the local communities, create jobs, and reduce unemployment.

10. Annexes

ANNEX A: Terms of Reference

Evaluation of the ITF funded Infrastructure Rehabilitation Projects Project Number E4-14

1. Introduction and Context

The housing and urban management sector in Iraq suffered from major deficiencies in the last three decades, in the form of massive housing needs; severe dilapidation of urban areas, disadvantaged neighbourhoods, poverty and poor living conditions. The housing backlog is estimated at over 1.6 million housing and poor urban conditions without proper infrastructure and services.

The problems of housing are closely linked to the progressive deterioration in urban living conditions that has occurred in the past three decades as a result of massive urbanization, war, conflict, economic sanction and mismanagement. Municipal services such as water supply and sanitation have deteriorated with the problems compounded by weak institutional capacity of the municipalities, which have traditionally relied on central government.

The poor conditions of water and sanitation systems are now well known, with the pervasive problems of non-functioning sewage pump stations, leaking pipes, blocked sewers and deterioration of treatment plants. The absence of proper systems for collection and disposal of solid waste has become serious in the area of environmental sanitation.

UN-HABITAT is the lead UN agency for Cities and Human Settlements. Their basic agenda commits Governments to the twin goals of 'adequate shelter for all' and 'sustainable human settlements development'. UN-HABITAT is mandated to give priority to services such as education, health, water and sanitation in its efforts to improve the condition of human settlements. Over the past 4 years it has completed a number of infrastructure facilities in different Iraqi governorates; *inter alia*, including schools, education facilities, higher education and TVET institutes, water and sanitation, etc..

Timeline: the original duration of this project was 14 months starting 9 September 2005; however the actual completion date was 30/09/2009.

- Budget: US\$ 16,025,007
- Key implementing agencies: UN-HABITAT and UNICEF
- The main objective of the project is to improve the living conditions of the most vulnerable groups in Iraqi society, primarily the urban poor, women-headed households and/or persons living in disadvantaged neighborhoods of Iraq cities and towns. with the following immediate objectives:
 1. Improve housing conditions for 2,000 families (15,000 persons and 1,100 orphans)
 2. Improve the living environment in 8 urban areas (650,000 persons) by rehabilitating water supply and sewerage system and re-establishing solid waste disposal systems.
 3. Promote community based approaches in the operation and maintenance of basic services.
 4. Assist in reducing the level of unemployment in Iraq by expanding employment opportunities in the construction sector.

Outputs:

The main outputs as per the approved project document are as follows:

5. Housing conditions improved for 2,000 vulnerable families (15,000 persons) and adequate shelter and ancillary facilities provided for about 1,100 orphans.
6. Improved water supply and sanitation infrastructure in 8 urban areas benefiting about 650,000 persons.
7. Community based approaches to solid waste management in place.
8. Job opportunities for about 3,000 construction workers (on average) during the implementation phase of the project (amounting to about 570,000 person-days of direct employment).

However, the targeted number of projects and scope of work have been changed to meet the counterpart needs, as follows:

1. The number of rehabilitated houses has increased from 2,000 to 2,460.
 2. Rehabilitation of public facilities including (maternity and children hospital, public hospital, and youth centre)
 3. Rehabilitation of a dispensary
 4. Three additional Water Treatment Plants (WTP) were rehabilitated, increasing the total number from 14 to 17.
 5. The rehabilitation works for sewerage networks have been changed into construction of new sewerage networks.
 6. The rehabilitation works for one dispensary centre in Al-Muthanna was changed to construction of a new dispensary centre.
 7. The rehabilitation of 11 schools in (5 in Baghdad, 4 in Missan, an 2 in Erbil)
 8. The rehabilitation of one PHC in Baghdad.
- The project was designed in close coordination with the Ministry of Construction and Housing, Ministry of Municipalities and Public Works, Ministry of Health, Ministry of Labour and Social Affairs, and the municipalities in Baghdad, Basrah, Al-Muthanna, Najaf , Missan and Erbil.
 - Key assumptions and risk mitigation strategies (if any); the following risk factors were anticipated, and relevant action taken:
 1. Further deterioration of the security situation might delay the project implementation, this had actually delayed the delivery of expected outcomes and time extension was approved by ITF SCSO Office.
 2. Further increase in the unit cost school rehabilitation from the current estimate of market price might change the scope of works from the target. The average cost was kept within the budget, but actually the scope of works was increased due to saving of funds from a number of projects.

2. Purpose of the Evaluation:

Building on its long experience in Iraq, UN-HABITAT has developed comprehensive monitoring system for the rehabilitation and construction of infrastructure at the different stages of implementation until the works are handed over to the beneficiaries, in addition to the ITF reporting system which include a number of regular reports on work progress, to the Education Sector and/or ITF Office. However in line with the UNDGITF intention to review and extract lessons from a number of completed projects by different UN agencies with diverse objective to help the Iraqi people, UN-HABITAT envisaged at this stage to bring about an external evaluator to assess the overall impact of the intervention.

The evaluation will build on the UN Office of Internal Oversight Services (OIOS) audit for this project (E4-14), which was concluded in September 2009 and the report issued thereafter.

The evaluation aims to assess both qualitative and quantitative results of the investment with the focus on the contribution of the project results/.

The evaluation findings and lessons learned will be shared with the stakeholders and decision makers in the different Partner Ministries at different levels, to make sure that the recommendations are taken into consideration in the formulation, design and implementation of different infrastructure facilities.

3. Evaluation Objectives

1. To assess and showcase the achieved progress and results against stipulated project/ programme results/ objectives on all stakeholders especially beneficiary groups. Also, to identify the unintended positive or negative results of the programme/ project and its effects on beneficiary groups

2. To measure the achievement in providing all planned inputs in timely manner and according to the designed standards and within the project budgets. (To assess the efficiency and effectiveness of the programme/ project interventions)
3. To understand to what extent the projects have contributed to the future coordination, cooperation and partnership between UN-HABITAT and the different partner ministries and its directorates in the project locations.
4. To assess sustainability of the project gains and the roles and responsibilities of the Ministry of Education to ensure proper asset management and facility maintenance is taken care of adequately.
5. To generate lessons on good practices based on assessment from the aforementioned evaluation objectives and to provide recommendations to all stakeholders (GoI, UN, donors, civil society) on how to maximize the results from similar initiatives in comparable situations
6. To assess the management arrangements (including procurement procedures, coordination, monitoring) in place by the GoI and/ or the beneficiary communities towards the sustainability of various programme/ project-initiated services and benefits
7. To assess determine ways to improve the project design, with special focus on the content and delivery and provide recommendations to UN-HABITAT and GoI on how to maximize the impact from similar interventions in comparable situation.
8. To understand the extent to which this programme/ project has contributed to forging partnership at various levels with the Government of Iraq, Civil Society and UN/ donors

4. Evaluation Scope

1. The project was designed in close coordination with the different concerned ministries and the their relevant directorates in Baghdad, Basrah, Al-Muthanna, Najaf , Missan and Erbil., to address the urgent need of rehabilitation and construction of infrastructure.
2. The evaluation will build on the result of the OIOS audit which took place in September 2009 for project E4-14, and benefit from the audit recommendations and findings.
3. **The evaluation will focus on the following results:**
 - a. The number of rehabilitated houses has increased from 2,000 to 2,460.
 - b. Rehabilitation of public facilities including (maternity and children hospital, public hospital, and youth centre)
 - c. Rehabilitation of a dispensary
 - d. Three additional water treatment plants (WTP) were rehabilitated, increasing the total number from 14 to 17.
 - e. The rehabilitation works for sewerage networks have been changed into construction of new sewerage networks.
 - f. The rehabilitation works for one dispensary centre in Al-Muthanna was changed to construction of a new dispensary centre.
 - g. The rehabilitation of 11 schools in (5 in Baghdad, 4 in Missan, an 2 in Erbil)
 - h. The rehabilitation of one PHC in Baghdad.

5. Key Evaluation Questions

While addressing the above 5 evaluation objectives, the evaluator shall scrutinize the following major evaluation themes:

5.1 Achievements and results

1. Have the project activities contributed to the realization of following project underlying objectives as perceived by the beneficiaries especially women and vulnerable groups and how?

1. Housing conditions improved for 2,000 vulnerable families (15,000 persons) and adequate shelter and ancillary facilities provided for about 1,100 orphans.
 2. Improved water supply and sanitation infrastructure in 8 urban areas benefiting about 650,000 persons.
 3. Community based approaches to solid waste management in place.
 4. Job opportunities for about 3,000 construction workers (on average) during the implementation phase of the project (amounting to about 570,000 person-days of direct employment).
 5. Build the capacity of the small enterprise sector by developing the skills of construction contractors, building material manufacturers and young professionals in architecture and engineering.
2. Have the project outcome contributed to the national education priorities and national priorities identified in NDS, ICI and MDGs
 3. Have the project contributed to the reduction in the unemployment rate and provide additional sources of family income by generating jobs in the construction sector through labor intensive methods of building rehabilitation. Provide sex-disaggregated numbers of new long term and short term jobs created as a result of the project?
 4. What have been the specific benefits of the project to different beneficiary groups including men, women, children, youth and marginalized population groups?
 5. Are there any unintended positive or negative results of the programme/ project and how are those perceived by the stakeholders?
 6. What are the factors that hindered programme/ project implementation? What were the actions taken to overcome those?

5.2 Efficiency and Effectiveness

1. To what extent have the different projects activities/outputs were implemented in cost-effective given the Iraqi context?
2. In what way the project outputs/results contributed to improved of the life conditions of at least 2000 families.
3. Were the results achieved to date at a reasonable cost compared with alternative approaches to accomplishing the same development objectives/ results? Was the budget gender allocated and was any of it allocated specifically to women?
4. To what extent the project and its components have addressed the underlying issues?
5. How did the project engage with stakeholders and beneficiaries in during project planning and implementation?

5.3 Relevance

1. Has the project been responsive to the underlying issues that provided rationale for the programme/ project? How?
2. How the project strategies were tailored to the current project context and in line with the national policies and strategic plans?
3. How did the project contribute to local/ national needs and priorities?
4. Should the direction of future projects be changed to better reflect those needs and priorities?

5.4 Partnership

1. Who are the partners in this project? How they are selected? How it did it ensure women participation? Has the project forged new partnerships/ strengthened existing partnerships and how?
2. What factors hindered or fostered effective partnership development?
3. To what extent has the project contributed to capacity development of the involved partners?

5.5 Sustainability

1. What is current status of the project components? Are functions and facilities still maintained? Who is responsible for the management and oversight of project facilities after the project closure?
2. How far the programme/ project activities can be self-sustained from domestic resources – financial, materials and human?
3. What is current status of services provision in the selected facilities? Has the service provision been affected (negatively or positively) after the end of the project cycle and why?
4. Has the project resulted in knowledge transfer from those who were trained and capacitated in different competencies and how?
5. How the project addressed the issues of security during the implementation phase? What risk mitigation measures were undertaken and how successful were they?

5.6 Lessons Learned

1. What are the good practices that have resulted from this project? How and why some these practices can be labeled as a ‘good practice’? Substantiate with evidence.
2. What are the key lessons learned from the project implementation? What recommendations could be replicated in similar projects implemented in comparable situations? What are the things that should have been done differently?
3. Are there any specific recommendations to be considered when designing similar projects in the future?

6. Evaluation Methodology

- The external evaluator is expected to undertake the evaluation in as rigorous manner as possible to produce information and make recommendations that are sufficiently valid and reliable based on desk review of available reports, data. The evaluator will be also supported by a number of qualified Iraqi consultants who will be responsible on data collection through field visits to the completed infrastructure facilities and interviews with stakeholders and beneficiaries (ministries officials, beneficiaries, community leaders, etc.). The evaluator will be required to clearly indicate within your key approaches how the participation of both men and women from the target population in the evaluation process is ensured.

The evaluator will conduct a preparatory meeting with UN-HABITAT team, to discuss and develop an inception report, which should include

1. Develop the monitoring and evaluation framework, design and methodology.
2. Develop the evaluation implementation work plan.

6.1 Desk Review

The evaluation team is supposed to review the project documents, progress reports, external reviews and auditing reports, contracts related processes and documents, MOE strategy document, National Development Plans/strategies, Sector strategies and organization programmes.

6.2 Data Collection and field visits

1. In discussion with UN-HABITAT, the Evaluation Team Leader /Project Manager will discuss and agree on the design of the data collection system including the questionnaire format for each type of interviewees, methods of interview and who will be interviewed.
2. Identify the stakeholders and benefactors who will be interviewed and who will provide relevant information to help in conducting the evaluation, and the number and location of rehabilitated facilities which will be visited by the field team to collect information, photographs and videos.

6.3 Time Frame

The total duration of the consultancy is 3 months. The consultant/ project manager is expected to meet with UN-HABITAT team frequently and discuss progress of evaluation, obstacle and/or other issue, information. He/She should provide guidance to the evaluation team in Iraq.

7. Expected Deliverables

The evaluator shall produce the following reports for the review and approval by UN-HABITAT;

1. An inception report within two weeks of start of assignment
 2. Evaluation framework/design and implementation plan agreed with the evaluation team
 3. Evaluation instruments developed and validated
 4. Data analysis
 5. First draft of the evaluation report
 6. Presentation of the evaluation report
 7. Finalization of the evaluation report
- The final **Evaluation Report** should contain the following:
 - Title Page
 - List of acronyms and abbreviations
 - Table of contents, including list of annexes
 - Executive Summary
 - Introduction: background and context of the programme
 - Description of the project/ programme – its logic theory, results framework and external factors likely to affect success
 - Evaluation Methodology & Approach (including key challenges and limitations)
 - Findings with clear evidence base and interpretations
 - Conclusions
 - Recommendations
 - Lessons and generalizations
 - Annexes

Note: It is highly recommended that the Evaluation Report should follow the standards set out by UNEG. Refer to UNEG Standards for Evaluation

8. Composition, skills and experience of the evaluation team

- **Qualifications or specialized knowledge/experience required for the Team Leader/project Manager:**

1. Post graduate degree in engineering, architecture, social sciences or any other related field
2. More than 15 years of progressively responsible work experience in the area of development-related research including especially in evaluation of development programmes. Experience in the Iraq will be an advantage.
3. Proven ability to work as a team leader in a multi-cultural working environment
4. Excellent spoken and written communication in English. Knowledge of Arabic will be a strong advantage

- **Qualifications of the local consultants:**

1. First degree in social science, civil engineering or related field
2. More than 10 years experience in planning, management of similar projects
3. Excellent written communication in English and Arabic

9. Management Arrangements

In order to enhance national ownership and to comply with Paris Declaration, it is recommended that the evaluation should be closely coordinated with, if not fully guided by, the key national counterpart throughout the evaluation process. A Joint Task Force comprising of UN, national counterpart(s) and the Evaluation Team may be created to guide and coordinate the evaluation process.

- The evaluator shall follow the following management arrangements including:
 - **Role of the UN-HABITAT;**
 1. UN-HABITAT will provide the necessary document for the review of the evaluator, *inter alia*, including the project document, the budget review approvals, communication with the counterparts, etc...
 2. UN-HABITAT field staff will facilitate the coordination with DOE for the necessary field visits to the rehabilitated facilities.
 - **Role of national counterparts and partners**
 1. The concerned counterparts ministries, will facilitate the access of the evaluator field team to the selected facilities, and help them to interview the teachers, head teachers, parents, community leaders and students
 2. Participate in the review of the final outcome/evaluation report and provide comments.
 - **Role of evaluator(s)**
 1. The evaluator shall review the above ToR and suggest the evaluation modalities including the time schedule/evaluation plan, sampling methods, questionnaires, etc
 2. Comply to the above terms and conditions
 3. Submit the final agreed upon deliverables
 4. Follow UNEG standards, norms and ethical evaluation guidelines

10. Indicative Work Plan

- The final section of the TOR should outline a timetable for the evaluation, including key activities and deliverables in the process, with responsibilities.

Phase	Key Activities	Time Frame*	Responsibility
Preparatory phase			
Field work/ Data Collection			
Data Analysis			
Report preparation			
Dissemination			

ANNEX B: List of documents reviewed

I. Desk study documents:

Project Documents

- UNDG-ITF Rehabilitation of Community Facilities and Infrastructure (E4-14)
- UNDG-ITF Progress Reports
- UNDG-ITF Final Narrative report

Normative Guidance

- UNEG Norms for Evaluation
- UNEG Standards for Evaluation
- UNEG Ethical Guidelines
- UNDG RBM Harmonized Terminology

II. Preliminary interviews

Preliminary interviews took place with the following:

- UN-HABITAT Iraq Office in Amman
 - Eng. Wael Al-Ashhab – Project Manager - infrastructure
 - Eng. Dabraz Hawizi – Project Officer
 - Ms. Nihal Kanaan – M&E
- UN-HABITAT Focal Points
 - Eng. Mazin Talat Al-Najar - Erbil
 - Eng. Rawand Fouad Sabir - Erbil
 - Eng. Alaa Al-Asadi - Najaf
 - Eng. Mueen Kareem – Al-Muthanna
 - Eng. Husein Ghafil – Al-Muthanna
 - Eng. Abdul-Kareem Al-Kassab – Basra
 - Dr. Rafid Al-Hamawandi - Baghdad

ANNEX C: Field Interviews

SOC evaluation teams interviewed and met with project stakeholders and beneficiaries (total 367 beneficiaries) to obtain their feedback and assess their role during the project implementation, summary of SOC field interviews as follows:

Title of Person Interviewed	Type of Interview	Number	Location
Vulnerable Families	Person-to-person	320	All 5 governorates
Primary Health Center Director	Person-to-person	1	Al-Muthanna
Primary Health Center Assistant Director	Person-to-person	1	Al-Muthanna
Patients, Primary Health Center	Person-to-person	5	Al-Muthanna
Maintenance Manager, Hospital	Person-to-person	1	Al-Muthanna
Patients, Hospital	Person-to-person	5	Al-Muthanna
Manager, Orphanage	Person-to-person	1	Al-Muthanna
Deputy Director, Orphanage	Person-to-person	1	Al-Muthanna
Employees in Orphanage	Person-to-person	5	Al-Muthanna
Deputy Manager, Orphanage	Person-to-person	1	Al-Muthanna
Head, WTP Rumaitha	Person-to-person	1	Al-Muthanna
Employees, WTP Rumaitha	Person-to-person	2	Al-Muthanna
Beneficiaries, WTP Rumaitha	Person-to-person	5	Al-Muthanna
Project manager, ground water storage tanks	Person-to-person	1	Al-Muthanna
Employees, ground water storage tanks	Person-to-person	2	Al-Muthanna
Community Leader	Person-to-person	1	Basra
Manager, Sewage Department	Person-to-person	1	Basra
Community Leader	Person-to-person	1	Al-Muthanna
MoMPW, Contact	Person-to-person	1	Basra
Community Leader	Person-to-person	1	Najaf
Reconstruction Committee	Person-to-person	1	Najaf
Head, Primary Health Center	Person-to-person	1	Baghdad
Employees, Primary Health Center	Person-to-person	2	Baghdad
Patients , Primary Health Center	Person-to-person	3	Baghdad

Title of Person Interviewed	Type of Interview	Number	Location
Contractors	Person-to-person	2	Erbil
Contractors	Person-to-person	1	Baghdad

ANNEX D: Field Evaluation Guidelines

Objectives/Activities: 1 to 4

The main objective of the project is to improve the living conditions of the most vulnerable groups in Iraqi society, primarily the urban poor, women-headed households and/or persons living in disadvantaged neighbourhoods of Iraq cities and towns.

Project activities:

1. Improve housing conditions for 2,000 families (15,000 persons and 1,100 orphans)
2. Improve the living environment in 8 urban areas (650,000 persons) by rehabilitating water supply and sewerage system and re-establishing solid waste disposal systems.
3. Promote community based approaches in the operation and maintenance of basic services.
4. Assist in reducing the level of unemployment in Iraq by expanding employment opportunities in the construction sector.

Project under evaluation duration:

The original duration of this project was 14 months starting 9 September 2005; however the actual completion date was 30 September 2009.

Project location:

The project was implemented in Erbil, Kirkuk, Baghdad, Najaf, Al Muthanna and Basra

Stakeholders for each activity:

#	Activity # 1	Activity # 2	Activity # 3	Activity # 4
1	UN-Habitat Staff	UN-Habitat Staff	Traders	Traders
2	Ministry of Construction and Housing	Ministry of Construction and Housing	Contractors	Contractors
3	Ministry of Municipalities and Public Works	Ministry of Municipalities and Public Works	Community leaders	Community leaders
4	Ministry of Health	Ministry of Health	Benefiting Families	Benefiting Families
5	Ministry of Labor and Social Affairs	Ministry of Labor and Social Affairs		
6	Contractors	Contractors		
7	Community leaders	Community leaders		
8	IDP representatives	IDP representatives		
9	City Council	City Council		
10	Benefiting Families	Benefiting Families		

General evaluation guidelines:

1. Visit the benefited areas within your governorate and report on the rehabilitation, maintenance plan, current condition and sustainability of its operation and intended purpose (Improve housing conditions for 2,000 families – 15,000 persons and 1,100 orphans in 8 urban areas), including water supply and sanitation facilities.
2. Benefited areas to be visited! This is a PRIORITY
3. What is their opinion of the project idea in general?
4. Was the outcome the way they were expecting?
5. What were they expecting? Ask them about this in detail!! Even if they said yes with the previous question. Was their answer (expectations) according to the proposal?
6. According to the project ToR the project implementation started on 9 September 2005 and was planned to be completed after 14 months, never the less the project was completed on 30 September 2009, which is 34 months in delay:
 - a) What was the reason for this delay? (lack of funds, government regulations, government approvals, contracting, others)
 - b) How did UN-HABITAT, Ministries and other stakeholders deal with this delay.

- c) How this delay affected the project outputs and objectives.
- 7. How is the design of the project activities relevant to the context and actual needs of the targeted communities?
- 8. How do the proposed interventions and project activities have a potential for replication for other governorates?
- 9. How the needs, purpose and overall objectives were properly defined before the rehabilitation started? (please clarify the mean in which the needs were defined and involved stakeholders during the need assessment stage)
- 10. What were the challenges during project implementation? (security, logistics, coordination, legislations, government approval, funds, contractors capacity, cooperation among stockholders, UN-HABITAT procedures, others)
- 11. What was the role of the Ministries in this project? What was the contribution of other ministries in the implementation of this project? Ministries that contributed to the implementation of this project:
 - a) Ministry of Construction and Housing
 - b) Ministry of Municipalities and Public Works
 - c) Ministry of Health
 - d) Ministry of Labor and Social Affairs
- 12. In general how was the situation of the benefited communities before implementation of the project?

In addition to the aforementioned guidelines/questions SOC are also seeking to elaborate on the below questions:

5.7 Achievements and results

1. Have the project activities contributed to the realization of following project underlying objectives as perceived by the beneficiaries especially women and vulnerable groups and how?
 - a) Housing conditions improved for 2,000 vulnerable families (15,000 persons) and adequate shelter and ancillary facilities provided for about 1,100 orphans.
 - b) Improved water supply and sanitation infrastructure in 8 urban areas benefiting about 650,000 persons.
 - c) Community based approaches to solid waste management in place.
 - d) Job opportunities for about 3,000 construction workers (on average) during the implementation phase of the project (amounting to about 570,000 person-days of direct employment).
 - e) Build the capacity of the small enterprise sector by developing the skills of construction contractors, building material manufacturers and young professionals in architecture and engineering.
2. Have the project outcome contributed to the national education priorities and national priorities identified in NDS, ICI and MDGs
3. Have the project contributed to the reduction in the unemployment rate and provide additional sources of family income by generating jobs in the construction sector through labor intensive methods of building rehabilitation. Provide sex-disaggregated numbers of new long term and short term jobs created as a result of the project?
4. What have been the specific benefits of the project to different beneficiary groups including men, women, children, youth and marginalized population groups?
5. Are there any unintended positive or negative results of the programme/ project and how are those perceived by the stakeholders?
6. What are the factors that hindered programme/ project implementation? What were the actions taken to overcome those?

5.8 Efficiency and Effectiveness

1. To what extent have the different projects activities/outputs were implemented in cost-effective given the Iraqi context?
2. In what way the project outputs/results contributed to improved of the life conditions of at least 2000 families.

3. Were the results achieved to date at a reasonable cost compared with alternative approaches to accomplishing the same development objectives/ results? Was the budget gender allocated and was any of it allocated specifically to women?
4. To what extent the project and its components have addressed the underlying issues?
5. How did the project engage with stakeholders and beneficiaries in during project planning and implementation?

5.9 Relevance

1. Has the project been responsive to the underlying issues that provided rationale for the programme/ project? How?
2. How the project strategies were tailored to the current project context and in line with the national policies and strategic plans?
3. How did the project contribute to local/ national needs and priorities?
4. Should the direction of future projects be changed to better reflect those needs and priorities?

5.10 Partnership

1. Who are the partners in this project? How they are selected? How it did it ensure women participation? Has the project forged new partnerships/ strengthened existing partnerships and how?
2. What factors hindered or fostered effective partnership development?
3. To what extent has the project contributed to capacity development of the involved partners?

5.11 Sustainability

1. What is current status of the project components? Are functions and facilities still maintained? Who is responsible for the management and oversight of project facilities after the project closure?
2. How far the programme/project activities can be self-sustained from domestic resources – financial, materials and human?
3. What is current status of services provision in the selected facilities? Has the service provision been affected (negatively or positively) after the end of the project cycle and why?
4. Has the project resulted in knowledge transfer from those who were trained and capacitated in different competencies and how?
5. How the project addressed the issues of security during the implementation phase? What risk mitigation measures were undertaken and how successful were they?

5.12 Lessons Learned

1. What are the good practices that have resulted from this project? How and why some these practices can be labeled as a ‘good practice’? Substantiate with evidence.
2. What are the key lessons learned from the project implementation? What recommendations could be replicated in similar projects implemented in comparable situations? What are the things that should have been done differently?
3. Are there any specific recommendations to be considered when designing similar projects in the future?

Field evaluation guidelines per activity

Activity 1 and 2:

a) Achievements and Results:

1. To what extent, this activity participates in improving the living standards.
2. To what extent, this activity benefit these communities
3. To what extent, this activity affect students in particular (new enrollments)
4. Did the rehabilitation achieve its goals?
5. During the visit to the benefited areas make sure to check if the rehabilitation process had been completed as planned, which may include:
 - a) Replacement of existing service system (i.e. electrical and sanitation systems).
 - b) Improving the finishing works (i.e painting, tiling, plastering, cement rendering, roofing and others).

- c) Repairing or replacing windows and doors and providing generators where requested.
- d) Bill of Quantity Check (per visited area in your governorate)
- e) Check details of BoQ
- f) Check items/equipment against the contract specifications; make sure the items are exactly the same as on the Bill of Shipping
- g) Check if these details have been completed 100%.
- h) Report if any diversity / changes / not completed.
- i) Double CHECK details of the equipment and its current condition. (take pictures)
- j) Check workmanship and finish. Are there any damages? Are all the parts there? (i.e. drawers, shelves, etc)
- k) Make sure that the Specifications are EXACTLY the same as on the Bill of Quantity from UN-HABITAT
- l) Check the condition of the goods. Is it clean? Damaged? Anything missing? Is it working (TEST it).
- m) MOST IMPORTANTLY: is it being used for the intended purpose?
- n) Do the benefited families have easy access to schools and health centers; and are they happy with them?
- o) If there are any comments, WRITE these down. i.e. Should it have been different? Bigger / smaller? Other specifications? Was it needed?

a) Efficiency and Effectiveness:

- 1. Were there any structural defects during handover? What were the damages, if any?
- 2. How is the rehabilitation quality of work?
- 3. Was there any delay in the rehabilitation work and what was the reason?
- 4. Assess the criteria used to select the construction and supply contractors.
- 5. Describe the drinking water services before and after the rehabilitation.
- 6. Describe the sanitation services before and after the rehabilitation.
- 7. Describe the educational and health facilities after the rehabilitation.
- 8. Was the rehabilitation and supply of equipment implemented according to plan?
- 9. How well has the rehabilitation been adapted during implementation?
- 10. How did the rehabilitation affect female students especially in rural areas?
- 11. How could the intervention have been done better, faster and more cost economic?

b) Relevance

- 1. Was the project implemented according to plan? Everything finished on time?
- 2. If not, why not? Was UN-HABITAT informed on time?
- 3. How have the conditions of the intended beneficiaries group changed since the beginning of the development intervention?
- 4. Were all rehabilitation works (items) urgently needed and will it make deference for school staff, health centers and their beneficiaries.

c) Partnership

- 1. Did the partnership ensure women participation? Has the project strengthened existing partnerships and how?
- 2. What factors hindered or fostered effective partnership development?
- 3. Were stakeholders consulted before starting the implementation and during planning and designing stage
- 4. To what extent has the project contributed to capacity development of the involved partners?
- 5. Assess the cooperation among the rehabilitation contractors and supply contractors in the governorate and concerned Ministries.
- 6. Were there a sense of ownership among stakeholders (Concerned Ministries, contractors, community leaders, city council, others)

d) Sustainability

- 1. Examine the warranty period.

2. How are objectives in line with needs, priorities and partner government policies?
 3. Are all planned beneficiaries using or benefiting from the projects' results?
 4. Did the rehabilitation face any problems during the implementation period?
 5. Did all concerned urban areas complete the rehabilitation and are operational now?
- e) **Lessons Learned**
1. What could be done to make the rehabilitation more effective when implementing similar activities in the future?
 2. What are the good practices that have resulted from this project?
 3. How and why did some of these practices be labeled as a 'good practice'? Substantiate with evidence.
 4. What should have been done differently? Quotes of direct and indirect beneficiaries (please state the person interviewed name, age, gender and occupation)
 5. Assess the output from this intervention.

Activity 3:

- a) **Achievements and Results:**
1. Was a committee established? And who has been included?
 2. What are the criteria in selecting committee members?
 3. Does the committee still exist? And how many members are there?
 4. Is there are regular maintenance program? And are there reports of the visits?
- b) **Efficiency and Effectiveness:**
1. Did the beneficiaries benefit from this rehabilitation?
 2. Do the beneficiaries use the educational, health facilities etc..?
 3. Assess the maintenance tools provided to this maintenance team under this project.
 4. Were there any maintenance systems for the project (the rehabilitated schools, PHC, sewage networks, WTP, hospitals, youth centers and houses) to be applied AND in place, once the project was handed over to the related government department?
 - a) Is the maintenance system functional?
 - b) If not, why not, and what are the problems?
 - c) Can these be solved? How, and how quickly?
 - d) Who is responsible for providing the maintenance? UN-HABITAT, other?
- c) **Relevance**
1. Describe the maintenance structure.
 2. Assess the background of the maintenance team benefited from this project.
 3. Is there a maintenance plan (visits, what to check in each visit)
 4. Is there a continuous need for the local committee?
- d) **Partnership**
1. Did the stakeholders in this project ensure women participation?
 2. Has the project forged new partnerships/strengthened existing partnerships and how?
 3. Assess the support for the local committees from DoE and other governmental departments.
- e) **Sustainability**
1. Has the project resulted in knowledge transfer from those who were implementing on the ground and capacitated in different competencies and how?
 2. Are committees still exist and still operational
 3. Is the hygiene system in place and functioning
- f) **Lessons Learned**
1. What are the good practices that have resulted from this project?
 2. How and why did some of these practices be labeled as a 'good practice'? Substantiate with evidence.

3. What should have been done differently?
4. How could the intervention have been done better, faster and more cost economic?

Activity 4:**a) Achievements and Results:**

1. What have been the specific benefits of the project to different beneficiary groups including men, women, and children?
2. How did this project participate in building the local contractor's and individual's capacity?
3. Is the contractors from the governorate
4. Are the skilled workers from the governorates?
5. Are the un-skilled workers from the governorate?
6. Assess the number of local workers employed under this project.
7. Assess building capacity of local contractors under several categories and using local materials, which will contribute to improving the economical conditions of the local communities
8. Contribute to the reduction of the number of unemployed people in local remote communities.

b) Efficiency and Effectiveness:

1. When visiting the office of the rehabilitation contractors or supply contractors, you must check implementation plan, delivery notes for equipments and other supply related documents.
2. Assess to what extend this project affected unemployment in the targeted communities.
3. How could the intervention have been done better, faster and more cost economic?
4. Has the project resulted in the capacity development of the involved partners?
5. Assess the capacities and capability of the contractor's team.

c) Relevance

1. What were the criteria in selecting the rehabilitation contractors?
2. Was there a bidding process (please give details and documentations)
3. How did the project contribute to local/national needs and priorities?

d) Partnership

1. What was the level of cooperation between UN-HABITAT representatives and DoE?
2. Assess the cooperation among the rehabilitation contractors and supply contractors with DoE in the governorate and SCHOOLS director.
3. Did any factors hinder or foster effective partnership?
4. Assess the support from governmental departments.

e) Sustainability

1. How did this project and its activities affect the unemployment and for how long
2. Has the project resulted in capacity building of the workers
3. Has the project contributed to the reduction in the unemployment rate and provide additional sources of family income by generating jobs in the construction sector through labor intensive methods of building rehabilitation. Provide sex-disaggregated numbers of new long term and short term jobs created as a result of the project?

f) Lessons Learned

1. What are the good practices that have resulted from this project?
2. How and why did some of these practices be labeled as a 'good practice'? Substantiate with evidence.
3. What should have been done differently?
4. Are there any specific recommendations to be considered when designing similar projects in the future?

Multiple Choice Questions: (Teachers and Students)

Questions for Teachers	Excellent	Good	Average	Weak	Remarks or (YES/NO)
How was the condition of the school before the rehabilitation?					
How is the condition of the existing water-tanks and water-pumps?					
How do you find the school conditions after the rehabilitation?					
Was any maintenance done for the school after the last rehabilitation done by UN-HABITAT?					
Were any funds allocated by directorate of education for school repair or maintenance?					
Is there continuous cleaning of school facilities?					
Is the water and sanitation still functioning?					
Is the public water resource available? Is the water distributing system working?					
Is the public drainage system available?					
Is the condition of school helping students to have better education achievements?					

Questions for Students	Excellent	Good	Average	Weak	Remarks or (YES/NO)
How do the students find their school?					
Do they think that their school condition was improved?					
What do they think they need more to be done for their school?					
Has the number of Students (boys/girls) increased after the rehabilitation?					

ANNEX E: Pictures of facilities:

Al-Faw residential complex 96 flats – Basra (Contractor was not competent):



Al-Faw residential complex 144 flats – Basra (Contractor was not competent):



Al-Ansar Residential Area – Najaf (safe drinking water is now available; the surrounding environment still requires improvement):



Annex F: Pictures of all facilities benefited under this project: 30 % visited



Baghdad / PHCC



Baghdad / PHCC



Baghdad / PHCC



Baghdad / PHCC



Baghdad / Amanat Baghdad



Baghdad / Amanat Baghdad



Baghdad / Rehabilitation of Hay AL Maghrib Houses



Baghdad / Rehabilitation of Hay AL Maghrib Houses



Baghdad / Rehabilitation of Hay AL Maghrib Houses



Baghdad / Rehabilitation of Hay AL Maghrib Houses



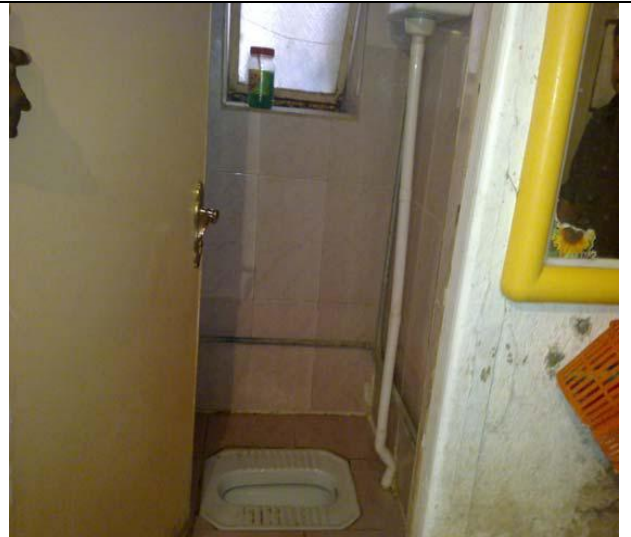
Baghdad / Rehabilitation of Hay AL Maghrib Houses



Baghdad / Rehabilitation of Hay AL Maghrib Houses



Al Faw Residential Complex / 96 flats-
RCFI/BA/H02 / Basra



Al Faw Residential Complex / 144 flats-
RCFI/BA/H05 / Basra



Al-Huda WTU / RCFI/BA/W06



Al-Huda WTU / RCFI/BA/W06



AL-Bahla Village / RCFI / BA / W09



AL-Bahla Village / RCFI / BA / W09



Al Faw Residential Complex / 96 flats-
RCFI/BA/H02 / Basra



Al Faw Residential Complex / 144 flats-
RCFI/BA/H05 / Basra



Houses for IDPs / Soran District /
RCFI/ERB/01/Erbil



Houses for IDPs / Soran District /
RCFI/ERB/01/Erbil



Najaf/Al-Ansar Residential complex/
RCFI/NAJ/H02



Najaf/Al-Ansar Residential complex/
RCFI/NAJ/H02



Najaf/Al-Ansar Residential complex/
RCFI/NAJ/H05



Najaf/Al-Ansar Residential complex/
RCFI/NAJ/H05



Semawa/ rehabilitation of 20 building/
RCFI/SA/H05



Semawa/ rehabilitation of 20 building/
RCFI/SA/H05



Semawa/ rehabilitation Of Rumtha WTP/
RCFI/SA/W01B



Semawa/ rehabilitation Of Rumtha WTP/
RCFI/SA/W01B



Semawa/ Construction of a primary Health Center - RCFI/SA/SDF03



Semawa/ Construction of a primary Health Center - RCFI/SA/SDF03



Semawa/ Construction of orphanage Building - RCFI/SA/O01



Semawa/ Construction of orphanage Building - RCFI/SA/O01



Samawa /Rehabilitation of ground water storage tanks in - RCFI/SA/W02



Samawa /Rehabilitation of ground water storage tanks in - RCFI/SA/W02



Samawa /Supply material and construct a storm water network at Al-Askri - RCFI/SA/W05



Samawa /Supply material and construct a storm water network at Al-Askri - RCFI/SA/W05



Samawa /Rehabilitation of external works
/Maternity and children hospital -
RCFI/SA/SDF01B



Samawa /Rehabilitation of external works
/Maternity and children hospital -
RCFI/SA/SDF01B

Annex G: Details of Evaluation Site Visits

Key:

Positive: The feedback from the field evaluation engineering team and beneficiary comments support the conclusion that the achievements for this site were of high-quality and in-line with the envisioned works.

Average: The feedback from the field evaluation engineering team and beneficiary comments support the conclusion that the achievements for this school were of poor-quality and not up to the standard of the envisioned works. (Please refer to Annex E for pictures)

Details of the visited improved houses: *(Total number of housing units for the below evaluation sample sites is 1,062 unit, SOC visited 30% of the households a total of 320 households)*

#	Housing Project Rehabilitation Evaluated	Location	Field Feedback (from the field evaluation engineering teams and beneficiaries feedback)
1	Rehabilitation of 104 houses in Erbil (two groups 60+44)	Erbil	Positive (inhabitants are very pleased with the works)
2	Al-Ansar Residential Complex (150 houses) - RCFI/NAJ/H02	Najaf	Average (safe drinking water is now available but still need more improvement in the surrounding environment)
3	Al-Ansar Residential Complex (98 houses) - RCFI/NAJ/H05	Najaf	Average (safe drinking water is now available but still need more improvement in the surrounding environment)
4	Rehabilitation of 20 buildings belong to the cement co-workers include dwelling units - RCFI/SA/H01	Al-Muthanna	Positive (complete water and sanitation systems were improved including windows and painting of corridors)
5	Basic rehabilitation of 20 buildings that include 240 dwelling units - RCFI/SA/H05	Al-Muthanna	Positive (complete water and sanitation systems were improved including delivery and installation of tanks)
6	Al-Faw residential complex 96 flats - RCFI/BA/H02	Basrah	Average (local contractors were not competent)
7	Al-Faw residential complex 144 flats - RCFI/BA/H05	Basrah	Average (local contractors were not competent)
8	Rehabilitation of 68 Houses in Hay Al Maghrib "sample of 24 houses "	Baghdad	Positive (complete water and sanitation systems were improved including delivery and installation of tanks)
9	Rehabilitation of 83 Houses in Hay Al Maghrib "sample of 24 houses "	Baghdad	Positive (complete water and sanitation systems were improved including delivery and installation of tanks)
10	Rehabilitation of 58 in Hay Al Maghrib "sample of 24 houses "	Baghdad	Positive (complete water and sanitation systems were improved including delivery and installation of tanks)
11	Rehabilitation of 96 houses in hay Al Maghrib "sample of 24 houses "	Baghdad	Positive (complete water and sanitation systems were improved including

			delivery and installation of tanks)
12	Rehabilitation of 83 houses in hay Al Maghrib "sample of 24 houses "	Baghdad	Positive (complete water and sanitation systems were improved including delivery and installation of tanks)

Details of the visited orphanage

#	Project location evaluated	Location	Field Feedback (from the field evaluation engineering teams and beneficiaries feedback)
1	Construction of orphanage Building - RCFI/SA/O01	Al-Muthanna	cafeterias and kitchens, and 50 split unit air-conditioners

Details of the visited hospitals and health center

#	Project location	Location	Field Feedback (from the field evaluation engineering teams and beneficiaries feedback)
1	Rehabilitation of external works for Al-Muthanna Maternity and children hospital - RCFI/SA/SDF01B	Al-Muthanna	Positive (complete water and sanitation systems were improved including delivery and installation of generator)
2	Construction of a primary Health Center - RCFI/SA/SDF03	Al-Muthanna	Positive (complete water and sanitation systems were improved including delivery and installation of A/C's)
3	Extension and rehabilitation of a public Health center in Al Adhamiya District – Baghdad/ Al Turath Al Areeq Company	Baghdad	Positive (general improvement of facility, complete water and sanitation systems were improved including delivery and installation of tanks)

Details of the water facilities visited

#	Project location evaluated	Location	Field Feedback (from the field evaluation engineering teams and beneficiaries feedback)
1	Rehabilitation of Rumaitha WTP - RCFI/SA/W01B	Al-Muthanna	Positive (complete rehabilitation, replacement of filters, construction of office for management including A/C's)
2	Rehabilitation of ground water storage tanks in Al-Al-Muthanna - RCFI/SA/W02	Al-Muthanna	Positive (complete rehabilitation, including delivery and installation an electric fork lift and generator)
3	Supply material and construct a storm water network at Al-Askri - RCFI/SA/W05	Al-Muthanna	Positive (complete water and sanitation system including pipe laying, manholes and paving of roads as well as delivery and installation of generators and pumps)
4	Rehabilitation of the main sewer route of Al-Faw residential complex - RCFI/BA/W01	Basrah	Positive (sewer disposal has reached the residential complex)
5	Rehabilitation of Al-Hada WTU, 1 million gallons/day and restore old WTU to Al-Rahemanyia - RCFI/BA/W06	Basrah	Positive (safe drinking water has now reached the village)

#	Project location evaluated	Location	Field Feedback (from the field evaluation engineering teams and beneficiaries feedback)
6	Supply material and install WTU of 1 million gallons/day at Bahla Village - RCFI/BA/W09	Basrah	Positive (safe drinking water has now reached the village)

Details of solid waste management sites visited

#	Project location	Location	Field Feedback (from the field evaluation engineering teams and beneficiaries feedback)
1	Supply Basrah MD with solid waste management equipment - RCFI/BA/S01	Basrah	Positive (waste management equipment was delivered and is still operational)
2	To Amanat Baghdad 1- A rocket machine. 2- A vehicle/trolley to transport the generator and water tank.	Baghdad	Positive (all equipment has been delivered according to the requested specifications)

ANNEX H: SOC background:

Stars Orbit Consultants is an external Monitoring and Evaluation organization; its strength lies in the long experience of the corporate management team and its employees. SOC's mission is to achieve professional Monitoring and Evaluation aiming to evaluate the past, monitor the present and plan for the future.

Between 2004 and 2009, SOC successfully performed Monitoring and Evaluation activities on more than 200 programmes and grants on behalf of donors and international organizations in various parts of Iraq including (Baghdad, Basrah, Missan, Thi Qar, Mothanna, Qadissiya, Najaf, Babil, Karbala, Anbar, Mosel, Salah El Din, Diyala, Kurkuk, Erbil, Sulaymanyia and Dohuk), the Monitoring and Evaluation activities have been carried out by more than 30 qualified, well trained and professional employees stationed in all the 18 governorates.

Since most of the projects implemented in Iraq are now remotely managed from outside Iraq, the need for professional, effective, objective and honest Monitoring and Evaluation mechanism starts to grow to ensure that the program meets its original objectives, donor perspective and expected outputs.

For more details on SOC and its activities, please visit www.starsorbit.org