

United Nations Development Group Iraq Trust Fund
Project #:66993: C10-09
Date and Quarter Updated: 1 October-31December 2010 , 4th Quarter 2010

Participating UN Organisation: UNDP, ILO, UNOPS, UN-HABITAT, UNIFEM, WHO, UNESCO
Sector: Governance
Government of Iraq – Responsible Line Ministry: Ministry of Planning (MOP)

Title	Local Area Development Programme / Area Based Development				
Geographic Location	Governorate of Sulymaniyah: Sayid Sadiq & New Halabja districts Governorate of Babylon: Hillah District Governorate of Basrah: Mdaina District Governorate of Thi Qar: Chibayesh District Governorate of Missan: Maymouna District				
Project Cost	US\$ 30,338,382				
Duration	12 months				
Approval Date	10 April 2007	Starting Date	19 Apr 2007	Completion Date	Original date 19 Apr 2008 UNDP 31.07.2010 ILO 31.07.2010 UNOPS 31.07.2010 UNHABITAT 31.07.2010 UNIFEM 31.12.2009 WHO 31.12.2010 UNESCO 31.03.2011
Project Description	The Programme will strengthen the abilities of local authorities in three areas in the north, centre and south to prepare and implement human rights based, gender sensitive local area development plans. Second, it will work with local partners to stimulate local economic development and generate short term and sustainable long term employment. Third, it will improve social and physical infrastructure using labour intensive approaches and improve the service delivery capabilities of local authorities in the three selected areas.				

Development Goal and Immediate Objectives

Development Goal: Improve living conditions and contribute to sustainable poverty reduction in the three selected areas in Iraq.

Objective 1:

Strengthen the capabilities of local authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.

Objective 2:

Stimulate local economic development and generate short-term and sustainable long term employment in the three selected areas.

Objective 3:

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

Outputs, Key activities and Procurement

Outputs	<ol style="list-style-type: none"> 1.1. Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint-participatory needs assessments. 1.2. Strengthened coordination and communication mechanisms between central government and local authorities in the three areas. 2.1. Improved local business environment for small businesses in the three areas. 2.2. At least 80 new small enterprises and cooperatives established in three areas. 2.3. Enhanced employment skills for at least 1500 residents in three areas 3.1. 30 water and sanitation facilities and services improved in three areas 3.2. 9 primary educational facilities and programme activities improved in three areas 3.3. 12 health services centers and services improved in three areas. 3.4. 2500 housing units and 12 community facilities improved in three areas. 3.5. Improved conditions for agriculture development and the promotion of environmental awareness including through 60 small infrastructures projects in three areas. 3.6. 30 community based electricity facilities and services improved in three areas. 3.7. 9 damaged religious sites rehabilitated in three areas.
Activities	<p>The area coordinating agencies (UNDP, HABITAT, ILO and UNOPS with UN specialised agencies e.g WHO) will have primary responsibility over the following activities:</p> <ol style="list-style-type: none"> 1.1.1 Establish programme offices in three areas ideally within local authority offices, finalize TORs for LADPs and establish local steering committees.

- 1.1.2. Undertake local assessments of social, physical, community health, cultural and economic conditions and the service delivery capabilities of local authorities while accounting for gender inequalities.
- 1.1.3. Organize consultations with local authorities and stakeholders to identify fast track projects and priority economic development interventions.
- 1.1.4. Support local steering committees to identify priority fast-track projects aimed at local job creation and economic development and improvement in services.
- 1.1.5. Provide capacity building and training through technical workshops high policy and advocacy meetings (mainly locally) to local authority officials to enable their effective participation in the preparation of the local area development plans and to implement fast track projects.
- 1.1.6. Provide capacity building and training through technical workshops and awareness campaigns and study tours to government officials and various programme stakeholders in the areas of local area development planning, gender equality, service delivery, local economic development, community health, etc.
- 1.1.7 Organize consultations and planning sessions with the local steering committees and stakeholders leading to the formulation of the local area development plans in a participatory manner.
- 1.1.8. Prepare sector action plans in association with the local planning units and local steering committees for the implementation of the LADPs and provide implementation and budget execution training

UNDP as national coordinating agency will have primary responsibility over the following activities:

- 1.2.1. Establish a national programme steering committee and improve/establish communication and coordination mechanisms and procedures between the central government (MOPDC) and the local authorities in the three areas.
- 1.2.2. Establish an LADP database for use by central and local authorities and UN partner agencies.
- 1.2.3. Design and implement awareness and advocacy campaigns regarding the LADP programme in each of the three regions and at the national level.
- 1.2.4 Assist local and national government officials with efforts to ensure that allocations in local and national budgets reflect the priorities identified in the completed LADPs and provide support for international resource mobilization (identification of other funding sources).
- 1.2.5. Complete regular progress and evaluation reports.

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

- 2.1.1. Conduct rapid needs assessments of the local economic sectors and develop sector-based business development plans for sectors with high growth potential
- 2.1.2 Identify and address constraints to access to credit for micro and small businesses by supporting credit providers (commercial banking sector, public institutions, NGOs, etc).
- 2.1.3 Assist with the reform of existing administrative frameworks at the district level, with linkages to governorate and national regulatory/legal and policy frameworks, for small business formalization and development, and cooperatives promotion
- 2.1.4 Strengthen the provision of business development services (BDS) to businesses and would-be entrepreneurs.
- 2.1.5 Build the capacities of local authorities and civil society in supporting micro and small businesses and raise awareness for entrepreneurship.

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

- 2.2.1 Conduct feasibility studies for SME development building based on priorities identified in the sector-based business development plans and taking stock of previous such assessments carried out by UNIDO and FAO.
- 2.2.2 Provide quick-impact financial support to micro and small enterprises in key sectors of the local economy based on priorities identified in the business sector plans and building on existing intermediary institutions (such as MFIs, MoLSA Employment Service Centres). The financial scheme (grants, limited repayment, etc.) and delivery modality for each area will optimize the provision of sustainable financial services to the local economy.
- 2.2.3 Provide entrepreneurship training for SME development.
- 2.2.4 Promote public-private partnerships through joint ventures (social service outsourcing, R&D and local economic development) and improving access of local businesses to government tendering and contracting opportunities.

UNESCO will have primary responsibility over the following activities:

- 2.3.1 Assist with the rehabilitation and refurbishment of government training centers in each of the three areas based on the business sector plans
- 2.3.2 Strengthen the capacities (equipment infrastructure upgrade, programme development, instructional methodology training) of vocational training providers in each of the three areas.
- 2.3.3 Design and deliver vocational and life skills training programmes to target groups in accordance with sector development plans.

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

3.2.1 Implement small scale priority improvements to education facilities and programme activities based on fast-

	<p>track plans (Primary responsibility of UNHABITAT in association with UNESCO, UNICEF, and WHO)</p> <p>3.3.1 Implement small scale priority improvements to health facilities and services based on fast-track plans (Primary responsibility of WHO).</p> <p>3.4.1 Implement small scale priority improvements to housing and selected community and recreation facilities using labour intensive approaches based on fast-track plans (Primary responsibility of UNHABITAT).</p> <p>3.5.1 Implement technical assistance and training in the agricultural sector and environmentally friendly technologies in the three areas based on fast-track plans (Primary responsibility of UNDP).</p> <p>3.5.2 Implement community-based agricultural projects which contribute to the conservation of water resources and protection of the fragile top soil (Primary responsibility of UNDP).</p> <p>3.5.3 Carry out environmental awareness and advocacy activities towards better hygienic conditions and sustainable use of resources (Primary responsibility of UNDP).</p> <p>3.5.4 Capitalizing on in-house and local Iraqi expertise, identify and clear mine and UXO contaminated agricultural land (Primary responsibility of UNDP).</p> <p>3.6.1 Identify small scale priority improvements to electrical supply systems in the three areas based on fast-track plans (Primary responsibility of UNDP).</p> <p>3.6.2 Implement small scale priority improvements to electrical supply systems in the three areas based on fast-track plans (Primary responsibility of UNDP)</p> <p>3.7.1 Identify priority improvements to selected damaged religious sites in the three areas based on fast-track plans (Primary responsibility of UNDP in collaboration with UNESCO, in full coordination with the National Special Steering Committee).</p> <p>3.7.2 Implement priority improvements to selected damaged religious sites using labour intensive approaches based on fast-track plans (Primary responsibility of UNDP in collaboration with UNESCO, in full coordination with the National Special Steering Committee).</p>
Procurement	<ul style="list-style-type: none"> o Micro-finance contracts; o Business information centres (rehabilitation, equipment) o NGO grants o Business surveys and stock taking studies in three areas o Procurement of works related to community facilities (schools,youth centre, recreational parks, access roads, etc) o Procurement of services of local institutions to train contractors and unemployed youth o Lab Furniture and equipment to 8 schools (2) Sulymaniyah, (3) Hillah (3) Marshlands. o Workshop equipment to 3 vocational training centres (1 in each governorate) o 6 ambulances recently delivered.

Total Funds Committed and Disbursed

Funds Committed	US\$30,055,782	% of approved	99.06%
Funds Disbursed	US\$29,200,543	% of approved	96.25%
Forecast final date	<ul style="list-style-type: none"> • 31-Dec-09: Completion by UNIFEM • 31-Jul-10: Completion by the following agencies: UNDP, ILO, UNOPS, UN-HABITAT, • 31-Dec-10: WHO and UNESCO entered into operational closure 	Delay (months)	27 Months

Agency	Budget (USD)	Committed Funds (USD)	Committed Funds (%)	Disbursed Funds (USD)	Disbursed Funds (%)
UNDP	12,160,313	12,160,313	100%	12,160,313	100%
Operationally closed since 31-July-2010					
ILO/UNOPS	6,226,300	6,146,434	99%	6,117,068	98%
Operationally closed since 31-July-2010					
UN-HABITAT	3,986,250	3,976,995.53	100%	3,797,233	95%
Operationally closed since 31-July-2010					
UNESCO	3,235,570	3,157,640	98%	2,963,403	92%
During 4 th Quarter entered operational closure					
WHO	3,205,674	3,095,124	96%	2,643,250	82%
During 4 th Quarter entered operational closure					
UNIFEM	1,519,275	1,519,275.70	100%	1,519,275.70	100%
Operationally closed since 31-December-2009					
TOTAL	30,333,382	30,055,782	99.06%	29,200,543	96.25%

UNDP
Operationally Closed during 3rd Quarter 2010

Funds Committed	\$12,160,313	% of approved	100%
Funds Disbursed	\$12,160,313	% of approved	100%
Forecast final date	31st July 2010	Delay (months)	27 months

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

Quantitative achievements against objectives and results		% of planned												
<p>Objective 1 Strengthen the capabilities of local authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.</p>	District plans have been finalized and distributed.	100												
<p>Objective 2 Stimulate local economic development and generate short-term and sustainable long term employment in the three selected areas.</p>	UNDP has identified, supported and implemented 118 fast-track sub-projects in the three selected areas, which gave a greater role to GoI Technical Departments for sub-project implementation. This approach is believed to have contributed to local institutional strengthening and provided opportunities for on-the-job training geared to enhancing quality, effectiveness and efficiency of local service delivery, which is consistent with LADP's first objective.	100												
<p>Objective 3 Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.</p>	<p>121 fast-track projects¹ for a total budget of US\$8,239,495.00 have been implemented with the project component for UNDP now operationally closed :</p> <ul style="list-style-type: none"> • Direct Beneficiaries: 47,302 • Contribution in Kind from GoI: USD 907,245 (10% on average) • Persons Days generated: 144,315 <p>Total Workers: 4,113 Men; 267 Women</p>	100												
	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th style="background-color: #a6c9ec;">Agriculture & Environment</th> <th style="background-color: #a6c9ec;">Water & Sanitation</th> <th style="background-color: #a6c9ec;">Electricity</th> <th style="background-color: #a6c9ec;">Culture & Traditions</th> <th style="background-color: #a6c9ec;">Capacity Building</th> <th style="background-color: #a6c9ec;">Public Work & Municipality Infrastructure</th> </tr> </thead> <tbody> <tr> <td>12%</td> <td>31%</td> <td>39%</td> <td>10%</td> <td>3%</td> <td>4%</td> </tr> </tbody> </table>	Agriculture & Environment	Water & Sanitation	Electricity	Culture & Traditions	Capacity Building	Public Work & Municipality Infrastructure	12%	31%	39%	10%	3%	4%	
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Most small and labour intensive fast-track projects were implemented by Technical Departments or/and municipalities that have agreed to contribute in kind to the projects. Usually, their contributions consisted of qualified staff assigned for the duration of the project, the use of equipment and vehicles etc.

¹ All figures provided cumulate contributions from Swedish International Development Agency (in the Marshlands) and European Commission. Total number of fast track projects financed exclusively by EC amount to 104, for a total cost of US\$7,441,470.00; Direct Beneficiaries: 39,742; Contribution in Kind from GoI: \$907,245.00; Person. Days Generated: 132,179; Total number of workers: 3,648

Qualitative achievements against objectives and results

• “Presentation of LADP Evaluation Key Findings and Way Forward” Workshop in Amman on 8-10 June 2010

A workshop was organized in Amman with key stakeholders including representatives from the central level including the Ministry of Planning and the National Steering Committee. All Governorates were represented with Local Steering Committee members and other representatives each Governorate. Additionally, U.N agencies and donors were invited. The purpose of the workshop was to present the key findings of the LADP evaluation and the recommendations of the evaluator to Iraqi major stakeholders. Feedback from participants was sought through plenary and working group discussions divided according to key lessons learnt and recommendations of the LADP evaluation. Moreover, the workshop provided an opportunity to the Ministry of Planning to present key elements of the National Development Plan and share their views on interactions between the national and sub-national levels in view of respective roles and responsibilities. Furthermore, the draft concept and rationale for LADP II based on consultations to date was presented in order to invite reactions from participants, especially with regard to identifying essential factors that will be determining to a successful, institutionalized & sustainable LADP Two. Lastly, a presentation was made on project implementation through different financial mechanisms. It concentrated mainly on a cost-sharing modality and potential mechanism and their relevance to Iraqi situation. Following presentations, the floor was opened for discussions and comments, which identified the following major issues to be emphasized during the second phase of LADP:

- Institutionalization.
- Ownership.
- Vertical interventions and linkages.
- Capacity building mainly on the local level.
- Local administration with focus on data and information.
- Support to local/ community based organizations.
- Cross-cutting issues such as, gender, environments employment, MDGs, youth, peace and conciliation building, human rights, poverty, child labour, street-children.
- Geographical coverage.
- Fast track projects.
- Public- private partnership.
- Cost sharing mechanisms.
- Sustainability.

• Finalization of LADP Independent Joint Evaluation

LADP Independent Joint Evaluation initiated on March 10 and completed mid June 2010. The evaluation looked at the entire project duration and all activities implemented to date, in three areas in Iraq, namely Sulymaniyah in the North, Babyl in the Center, and the Marshlands in the South which included Thi-Qar, Missan and Basrah Governorates. The evaluation in this joint project put a specific focus on the roles of UNDP, UNHABITAT, ILO & UNOPS, WHO, UNESCO and UNIFEM in the implementation of the project, the integration of the gender dimension and human rights based approach. The primary clients for this evaluation were the ITF Steering Committee, UNDP, UNHABITAT and ILO regional management, the UNDP, UNHABITAT and ILO & UNOPS constituents, the donor, the project management team (UNDP, UNOPS and ILO Iraq team), and the local and national partners listed above. Secondary clients are the other participating UN Organizations -UNIFEM; WHO; UNESCO, UNICEF - and the ILO HQ technical departments (CRISIS, SEED, CODEV, EVAL, ITC TURIN).

The objectives of the evaluation were to:

- determine if the project has achieved its stated objectives and explain why/why not;
- determine the results (i.e. outputs and outcomes)of the project in terms of sustained improvements achieved;
- provide recommendations on how to build on the achievements of the project and ensure that is sustained by the relevant stakeholders;
- document lessons learned, success stories and good practices in order to maximize the experiences gained. The evaluation should take into consideration the project duration, existing resources and political environmental constraints;
- examine the joint programming management model mainly the coordination between UNDP, UN-HABITAT, ILO & UNOPS as Area Coordinators to achieve the common pre-set objectives of the project and recommend ways to improve future partnerships;
- examine the joint programming management model with regard to coordination between all agencies and UNDP (LADP overall coordinating agency), and between all agencies and respective Area Coordinators (UNDP, UN-HABITAT and ILO/UNOPS).

• Key Evaluation Criteria from the LADP Independent Joint Evaluation

- Management and administrative arrangements:
- Sustainability:
- Ownership:
- Project Success at the field level.

- **The Findings from the LADP Independent Joint Evaluation**

In terms of development results, the project has by and large achieved its programming aims. The key elements of the LADP: the support provided to the local development processes in six districts, the economic recovery component and the fast-track projects have largely been successful.

- **Important Outcome from the LADP Independent Joint Evaluation**

From a long-term strategic perspective the LADP has also succeeded in helping to understand the broader Iraqi context and the role strong local planning and engagement could play in the country's future.

- **Recommendations Regarding Programming from the LADP Independent Joint Evaluation**

- It is recommended that a five-year programming cycle be employed for the next phase of the LADP to help establish a common time frame with the Iraqi NDP and more importantly, allow LADP the necessary time to nurture stronger capacity at the District, Governorate and National levels in support of the institutionalization of an adapted and effective process, which capitalizes on LADP lessons learnt and possibly other relevant initiatives from the first phase.
- It is recommended that the first year of the second phase of the LADP place an emphasis on stocktaking and reviewing of district planning exercises and methodology/approach adaptation/recommendations for Governorate-level planning and analysis of national planning and budgeting framework with Ministry of Planning and joint preparation of the second phase together with GOI. This should also include an examination of the UNDP Basrah Governance Support Project, and the practices of other Local Governance projects in Iraq. This preparation should help establish the groundwork for a programme that will be largely government led.
- It is recommended that a concerted effort be made to consolidate and build on the achievements of the first phase of the LADP. Areas of specific interest in this regard would be transitioning from the economic recovery focus to an economic development orientation and furthering of the gains made in establishing the local planning capabilities in the six districts from the first phase. The ultimate aim with the continued presence in the original six districts is to establish strong points of reference for the rest of the country.
- It is recommended that for the second phase that all project activity is a direct result of priorities identified by Iraqi stakeholders and prospective project beneficiaries. In order to achieve this objective, it is recommended that the LADP makes a concerted effort to build the participatory development capabilities found in Iraq. This could include building capacity related to participatory project planning, budgeting and monitoring and evaluation practices.
- It is recommended that for the next phase, LADP establishes itself as a platform for learning and investing in human capital both collectively and individually through knowledge acquisition, technical training and the internalization of concepts like gender equality and environmental stewardship. The investment in developing the human capacity of Iraq should be equally focussed on the public and private spheres.
- It is recommended that the LADP work at the governorate level to develop adequate planning and implementation framework(s) for monitoring progress towards the MDGs.

- **Recommendations Regarding Economic Activity from the LADP Independent Joint Evaluation**

- It is recommended that the ILO continues its contribution to improving the general circumstance to allow Iraq to complete a full economic recovery. However, a second programming theme should be economic development related activity.
- It is recommended that the ILO collaborate with LADP stakeholders to further valorize and explore programming possibilities based on activities of the LADP I with an expressed special interest in value chain studies.
- It is recommended that the ILO revisit the project beneficiaries of the micro-finance programme in the near future to better assess the ultimate impact of the loans.

- **Recommendations Regarding Gender from the LADP Independent Joint Evaluation**

- It is recommended that a LADP gender strategy be established that would ensure consistent guidance on gender issues. This may include the recruitment of both a national and/or an international gender expert who can provide constant support to the LADP on gender issues.
- It is recommended that a strategy be established that will allow the LADP to more comfortably achieve its target of 30% level of participation in LADP activities. This may include additional training for female participants to ensure they are able to effectively participate in LADP activity.

- **Recommendations Regarding the Environment from the LADP Independent Joint Evaluation**
 - It is recommended that the environment is established as a stronger programming element for the next phase of LADP. This should include ongoing training and support as a cross-cutting theme in the preparation of all LADP project activity.
 - It is recommended that the concepts of sustainable economic development and natural resource management are given prominence as programming themes.

- **Project Funding and Co-Financing from the LADP Independent Joint Evaluation**
 - It is recommended that the LADP collaborate with concerned departments of the various government levels to establish the circumstances and mechanism(s) to permit a more effective co-financing of development projects at the local level. The objective is to work with Iraqi Authorities to create the possibility to fund infrastructure type projects that are identified through local participatory planning processes.
 - It is recommended that a concerted effort be made to coordinate with other international donors to secure financing for additional project activities that can be channelled through the various local planning processes and governorates supported by the LADP.

- **Recommendations Regarding Communication from the LADP Independent Joint Evaluation**
 - It is recommended that the communication and media campaign capacity of the LADP be intensified in support of the next phase of the LADP as a means of achieving a greater common understanding of the objectives of the LADP. This is in anticipation of programme that will be more pro-actively involved at the national, governorate and district levels.
 - It is recommended that LADP facilitates greater direct observation by UN staff, national and provincial partners of LADP activity at the District. Of particular interest is increasing exposure to participatory planning exercises.

- **Recommendations on UN Administration of the LADP from the LADP Independent Joint Evaluation**
 - It is recommended that an administrative arrangement be established that would ensure that UNDP has the necessary administrative control of the LADP to help ensure that programming obligations are met in the most timely and technically effective manner possible. However, before this occurs it is recommended that internal discussion be held between the concerned UN Agencies to consider the strength and weaknesses of the administrative arrangements of the last phase of the LADP and potential managerial innovations in support of a joint agency implemented programme.
 - It is recommended that a common procurement platform for all UN agencies be considered for the next phase of the LADP.
 - It is recommended that the next phase of the LADP employs a common Monitoring and Evaluation framework and tools for all project activity and that this would include the use of the MIS.

- **Recommendations on the UN Administration of the LADP**
 - It is recommended that an independent project monitor be assigned to the LADP.
 - It is recommended that the level of participation of each UN agency be determined in function of the outcomes of the local planning processes and other means employed by Iraqi stakeholders to define the priorities of the LADP.
 - It is recommended that a systematic but practical approach be established for regular coordination meetings between UN agencies. This should take into account the level of participation of each respective UN agency in the LADP.
 - It is recommended that each UN agency be required to demonstrate that it is capable of ensuring the effective implementation of LADP activities. This could take the form of an agency self-assessment that takes into consideration current staff capabilities both in Amman and Iraq.
 - It is recommended that the current practice of sharing responsibilities for the coordination of LADP activities amongst UN agencies be continued but as per previous practices this should only occur when a UN agency presents the capabilities to undertake such responsibilities. The experiences of the ILO and UN Habitat should serve as the benchmarks for determining the suitability of other UN agencies as area coordinators.

- **Fast Track Projects**
 - It is recommended that an evaluation be conducted in the near future of the fast-track project supported by the first phase of the LADP. This evaluation should assess the physical state of project infrastructure, plans and capabilities regarding their up keep and the developmental impacts.

- **Lessons Learned**
 - The LADP as much as any development programme has demonstrated the importance of hiring and maintaining quality staff members.

- The process of participatory development is time consuming but it is necessary to ensure achieve meaningful results. On a related matter the willingness of people to accept new practices and ideas should never be underestimated.
- Trade-offs are made in development. A programme can choose to invest and train and build the capacity of local partners or rely on the capabilities of international experts who bring with them the necessary skill set and experience. Both approaches can be advantageous. In the context of long term planning the preference should be towards building the capacity of local partners.
- Continuous reporting may help ensure accountability. However, for evaluation purposes it is better to have some access to documents that can better tell the story of the project in terms of its ups and downs. Reporting that renders a realistic picture of the UNDP project performance can assist management to address issues as they arise and take corrective action where necessary.
- There will be considerable challenges with an evaluation if there is not adequate accessibility in terms of meeting with project beneficiaries and other project stakeholders. This can be overcome to some degree through a variety of means.
- Clear responsibility for monitoring and evaluation of combined outputs and outcomes needs to be identified from the outset;

❖ **Finalization and approval of LADP Bridging Phase ProDoc with USD \$2,000,000 budget**

The ProDoc of LADP Bridging Phase has been formulated and approved by the Economic Reform and Diversification SOT. The Bridging Phase is expected to contribute to the Outcome: Enhance key sectors of local economy in most deprived areas. The current project proposal consists of a twelve month Bridging Phase for a second phase of LADP, requested by the Iraqi Government, Ministry of Planning, participating governorates and other governorates interested to benefit from this initiative.

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

Approval by ISRB:

Initially presented to the ISRB on 17 May 2010 requests for clarifications were expressed prior to final decision on the project. To this end, a meeting was arranged with the Deputy Minister of MoP and Director General of International Cooperation in Amman on 25 May with the participation of UNDP, ILO and UN-Habitat. A frank discussion took place characterized by mutual openness in sharing insights and concerns, which constituted an excellent foundation for a continuous fruitful partnership.

In particular, concerns were expressed over the sustainability of the achievements of the LADP Phase One (LADP1) and inadequate involvement of the Ministry of Planning. While the UN team agreed with these concerns, it was acknowledged that LADP1 was primarily designed as a recovery/rehabilitation programme aimed at a select number of most vulnerable districts. Support and capacity building activities mainly for participatory planning and community driven identification of the recovery projects were considered as the support/complementary objective of the project at the time. These activities now provide experiences upon which to work on a more institutionalized planning process at governorate level, which can be expected to reach sustainability through a number of iterative cycles. However, as opposed to LADP1, which has been predominantly designed from Amman by UN Agencies, LADP2 is proposed to be designed with much stronger engagement at the National Level together with Governorates in order to ensure high relevance and maximum impact of the future programme. To this end, it is now proposed to build on LADP1 pilot district planning experience in order to support the establishment of a robust Government-driven planning approach focused at Governorate level with significant public consultation and district inputs, which is effectively linked with the Federal Government and supports the National Development Plan.

Moreover, clarifications were requested on specific tangible outputs of the Bridging Phase. The Bridging Phase was initially part of the LADP2 concept but the Iraq Trust Fund (ITF) Steering Committee advised that in view of size and duration of the LADP2 as well as the limited funds available to date, to present only the preparatory stages as a separate project at that juncture. Clearly, the intent was to use the Bridging Phase for further consultation and ensuring full involvement and participation of the key stakeholders and the Ministry of Planning in particular. However, the Bridging Phase is not limited to consultation and development of LADP2. Rather, for the most part the Bridging aims at concrete Governorate outputs, determining a clear sub-national planning process, which will support the National Development Plan and ensures the engagement of the civil society in the planning process and developing the capacity of the Ministry of Planning and its planning units.

Major Tangible Outputs to be Delivered under Bridging Phase will Comprise of:

- Stocktaking and review of district participatory planning experience in 5 LADP1 Governorates (Babil, Thi-Qar, Missan, Basrah, Sulymaniyah) by Iraqi stakeholders (MoP, district and governorates, civil society, etc.) and recommendations for

adaptation of planning process from LADP1 district-focused to envisaged-LADP2 governorate-focused approach, systematically informed by participatory contributions from districts and sub-districts, civil society, private sector and vulnerable groups etc.

- Review of data required for all districts comprised in LADP1 Governorates to inform local planning and allow baseline benchmarking and performance/progress measurement. In particular: Review possible options to ensure systematic local data collection and analysis with adequate linkages and compatibility with the centre; Capitalizing on other synergetic initiatives (e.g. DAD, monitoring of NDP implementation). Additionally, geographic pockets of exclusion and poverty will be identified to assist Provincial Councils to make informed decisions in terms of equitable distribution of resources and services.
- Review with Ministry of Planning of stocktaking recommendations and exposure to other potential models drawn from international best practices and experience in order to assist MoP in deciding on most appropriate sub-national standard planning process in full support of National Development Plan. This would include a clear Performance Monitoring framework of delivery of the plans. Specifically, it was mentioned the possibility of a study tour in India to look at its rich decentralized planning experience and potential models for public-private partnerships for improved service delivery.
- Assist the Ministry of Planning in preparing sub-national planning guidelines and sets of instructions for use by Governorates, Districts and Sub-Districts and in developing a capacity development curricula aiming at reinforcing MoP capacity on the ground through their Planning Units.
- Assist Ministry of Planning in supporting , guiding and monitoring Governorates planning efforts and implementation of “plans” through MoP Planning Units and other relevant institutions; In particular, capacity development packages must be developed in a much more coordinated and holistic manner, with clear institutional development and functional/service effectiveness result orientation (as opposed to ad-hoc training). In addition, a holistic capacity development approach must comprise of clear strategies to anchor (i) planning capacities locally and make them impervious to periodic changes brought by cyclical rounds of elections and (ii) training provision capacity in Iraq through existing providers and institutions e.g. Planning Institute and Units, Universities, Planning Institute, Think Tanks, etc.
- Assist Ministry of Planning in establishing effective mechanisms for systematic and open communication between Governorates and the Ministry facilitating opportunities for joint visits and information exchange. In particular Planning Units needs in terms of technical assistance and institutional development will be carefully examined and will inform the formulation of a capacity reinforcement plan under LADP2.
- A few essential service delivery areas such as; health, water and sanitation, municipal services, will be examined in order to assess in each of the five LADP1 Governorates service coverage and quality measured and perception by users. Together with service providers and Local Councils, assistance will be provided for developing plans and a quality assurance framework that clearly identifies areas of improvement and performance indicators. Additionally, mechanisms for systematic assessments of clients’ satisfaction levels will be established with information regularly channelled to service provider management and decision makers.
- Civil society (including the most vulnerable) will be supported to advocate for and protect people’s rights and allow for broader and systematic citizen participation and consultation in local development and quality/coverage monitoring of essential service delivery. Increasing citizens’ capacity to participate and demand enhanced relevance, effectiveness and efficiency of budget allocations is expected to positively contribute to improved transparency and accountability of local elected officials.
- Capacity development needs will be examined in preparing feasibility studies e.g. IEA, socio-economic assessments and other supportive studies required by MoP. Of questions is have those studies been provided to satisfactory quality to date (depth, substance, format)? To what extent do local levels know how to determine when such studies are required and how to plan for it (Scope/cost/time etc.)
- Preparation of LADP2 detailed costed Workplan based on agreed activities, endorsed sub-national planning process and local needs and resources mobilization for the implementation of LADP2.

Bridging for Local Area Development Programme (LADP) Phase II, Total cost US\$ 4,499,730 (UNDG.ITF US\$ 2,000,000 & Other (unfunded) US\$ 2,499,730) implemented by UNDP (lead), ILO, UNOPS, UN-HABITAT through Ministry of Planning was approved by the ISRB (2nd Round - 22 June 2010) and the ITF Steering Committee (27 June 2010).

The ISRB made some recommendations on the Bridging as follows: The Board emphasized the need of the second phase, taking into consideration the lessons learned from the first phase, namely, aspects related to sustainable approach of technical assistance to Local Authorities, which requires stronger collaboration with Ministry of Planning, working with Governorate Councils instead of Districts and Sub-Districts, planning directorates, at governorates and also MoP Planning Units. It’s also important to increase ownership to the Government through monitoring of the project activities and work plan implementation by the National Steering Committee. The selection criteria of Local Steering Committee should be revised as well as TOR of the National Steering Committee. Finally, the project outcomes and outputs should also be revised, reflecting the weaknesses of governance at local level.

The UN Team Response: The UN Team fully concurred with the above recommendations which will be taken into account during the Bridging Phase and will be fully integrated in LADP Two (second phase).

- The focus of the second phase will be on institutionalization and sustainability. It has been agreed that the MoP will be given a more prominent role under LADP Two; starting under the Bridging Phase with specific activities are to be implemented by the MoP.
- It has been agreed that the LADP Phase Two will be jointly designed with the GoI during the Bridging Phase, incorporating lessons learnt through independent evaluation and other consultation processes (the latest of which being the presentation of LADP evaluation key findings in Amman on June 8-10). Agreement on outcomes and outputs is ensured by the joint designing.
- During the Bridging Phase, necessary stock will be taken of local planning experience through LADP I and other relevant initiatives and international best practices so as to assist MoP to determine most appropriate sub-national planning process at Governorate, District, Sub-District levels;
- A specific deliverable of the Bridging Phase to review the LADP Phase I Institutional arrangements with regards to the National Steering Committee (NSC) in particular the role, communication and relationship with Local Steering Committees so as to formulate clear recommendations for LADP Phase Two. For coordination of LADP Two, it is important to make use of the existing institutional structures and bodies at the local level (Planning Units, Planning Committees) and at the national level as opposed to creating parallel and temporary project-driven structures. This will be discussed further with the MoP and other relevant stakeholders under the Bridging Phase.
- Aiming at institutionalization for the next phase, requires the establishment of an effective coordination mechanisms. There are problems of coordination between MoP and other Ministries, between Technical Directorates and Provincial Authorities, between the centre and local levels, which hinders development. It is important to diagnose bottlenecks and weaknesses so that the second phase can focus on pro-active correction and directly address them.
- To this end, MoP (Regional Planning, Technical Departments and Governorate Investment Department) and the LADP programme management have agreed to meet in the near future with the specific date depending on Deputy Minister's availability to discuss and identify bottlenecks and shortcomings so as to improve coordination mechanisms and information management for the next phase.

❖ **Preparation for LADP Phase II**

Preparation for LADP Phase II is well underway with an envisaged lifespan of four years (2011 to 2014). It will include an expanded geographical coverage with a nation-wide ambition; through progressive scaling-up and rolling out. Furthermore, there has been an exploration to identify of synergetic efforts related to anti-corruption and aid effectiveness.

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

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

LADP Phase II, which will consolidate the lessons learned during Phase I and ongoing consultations with the key stakeholder groups during the ongoing bridging period. A number of donors including the European Commission and the Swedish International Development Agency have already started showing interest in supporting LADP II.

Main implementation constraints & challenges (2-3 sentences)

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

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

ILO/UNOPS
Operationally Closed during 3rd Quarter 2010

Funds Committed UNOPS	\$4,179,744	% of approved	99
Funds Disbursed UNOPS	\$4,151,720	% of approved	98
Funds Committed ILO	\$1,966,690	% of approved	98
Funds Disbursed ILO	\$1,965,348	% of approved	98
Forecast final date		Delay (months)	27months

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men (TOT, trainings, planning processes, capacity building workshops, Business counselling training)	Total no of Beneficiaries is 1613 and 1219 of them are men	n/a
Women (TOT, trainings, planning processes, capacity building workshops)	394 women Beneficiaries	n/a
Children	n/a	
IDPs	n/a	
Others		
Indirect beneficiaries		
Employment generation (men/women)	Total no of employed is 1,241 Men : 975 Women: 266	

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

Qualitative achievements against objectives and results
<p>Objective 1: Key public, private, and NGO stakeholders in the two districts have been identified, consulted, trained and sensitized on the benefits and requirements of local development planning, they were fully familiar with the objectives of the project and the planning and development approach that will be followed and were fully</p> <ul style="list-style-type: none"> • Engaged in the 5 phased process of the district development planning process. • Local steering committees for ILO/UNOPS responsibility areas have been formed, are fully aware of their role (with TORs and rules of procedures adopted), and of the programme objectives and resources, and represent key public (Governorate, Provincial Council, Ministries of Education, Public Works), private and NGO stakeholders. • Priority (1 year) and strategic (5 years) district development planning processes for Sharazour and Sayed Sadeq are finalized, following the structured participation of all segments of the local population <p>Output 1.1:</p> <ul style="list-style-type: none"> • Local planning and development process has been shaped in participation with all major stakeholders. • Local planning tools and formats have been produced. • Background data for local planning and development compiled for both districts. • Local facilitators and key officials have been trained on facilitation and technical skills for strategic planning; • The five phases of the district development planning process for Sharazour and Sayed Sadeq districts were successfully completed. • Cross cutting themes necessary for the planning process (Environment, Gender and Decent Work) have been identified and principles imparted to key stakeholders. • 6 economic recovery and development sectoral plans developed in the six districts of LADP (Sharzur, Said Sadiq, Hillah,

Basra, Maymouna and Al Chabaish), within the district plans for those areas

- Maps of both districts have been formulated to spot LADP exact project location, identify both districts main resources, main challenges and problems, other main projects implemented by different parties and potential projects to be implemented.
- The two district plans were translated into Kurdish and presented to the public by the provincial council during June 2010.
- Seven missions to the project area by international staff in Amman have taken place.

Objective 2:

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

Output 2.1:

- The institutional and socio-economic context in the three Governorates has been analyzed through stock-taking and field visits, and three studies were produced;
- The private sector challenges, needs and capacities of the target areas have been identified through a small business survey of 950 entrepreneurs in the North, Centre, South of the country;
- The Chambers of Commerce and Industry in the three target areas have been sensitized and empowered in the three areas (Sulaymaniyah, Hillah, Basrah) to improve their services to the local (and particularly the small) business community;
- Partnerships with these Chambers have been operationalised, and funds have been made available for the creation of one Business information center in Hillah and already finalized the physical work of two other Business Information centers in Sulaymaniyeh and Basrah.
- The methodology and handbook for district economic recovery and development planning has been developed in the context of the wider LADP methodology. The methodology was implemented through step no 4 of the planning process and all proposed projects and information gathered have been compiled within the overall district plan that was presented to the last National Steering Committee meeting conducted in September 09;
- The capacities of NGOs in three target areas have been developed through ToT and technical workshops, on business management training, women entrepreneurship development (using the Get Ahead Training Manual and WED approach specifically adapted for this end);
- Public private and non-governmental business support agencies active in the three areas are able to deliver WED institutional capacity-building tools, and familiarize them with business environment information and providing orientation towards Business Development Services and microfinance intermediaries through a Training of Trainers workshop conducted in Amman.
- 12 local economic action plans to improve private financial services for SMEs, business administration and regulatory environment, PPPs and public procurement and the local employment services and employment promotion in the three governorates were produced and endorsed by Iraqi stakeholders through 7 policy workshops took place in Amman.
- Raising awareness campaign to promote entrepreneurship among the local population, in particular socio-economically marginalized groups is designed to target Sulaymaniyeh, Basrah and Hillah. The campaign has already been implemented in the three areas of LADP and was proven through the evaluation conducted to reach all the direct beneficiaries. The number of BIC clients has also increased requesting information on BIC services and how they can improve their businesses.
- 16 value chain analyses related to BIC activities for the three respective areas were finalized. The analysis was different from one area to another; in Hillah/Babylon yogurts ,dates ,handcrafts ,yellow corn , fish lakes were the products as for Basra; yellow cheese , wheat ,fishing ,Bareiha ,rice ,yellow corn and Sulaymaniah; blacksmith ,goats ,tomato ,barley , retail trade. Those VCA studies prepared for the entrepreneurs use (women and men) who are willing to start up their own business and entrepreneurs who are willing to reduce their productive costs. These VCA were uploaded on the BICs websites and hard copies are available in their libraries.

- 10 investment studies in various sectors (industrial, trade, etc...) to encourage investors and enhance the investment environments in the respective areas were finalized. These studies provide some indicators about the type of projects and a financial advice. A brief of those studies were uploaded on the BICs websites to be used by those who are interested.. BICs will start selling these studies to the concerned entities as a source of income for their sustainability.
- Three Economic Recovery and Development Action Plans for Sulaymaniyah, Babyl and Basrah Governorates were finalized; these Action Plans identify the necessary priority actions for the economic recovery and development of the governorate. Key public authorities, private sector and civil society representatives have defined four critical areas for the socio-economic development of the governorate; access to finance by micro, small and medium businesses, business registration and licensing, public procurement and public private partnerships opportunities for local business and employment and local employment services. One of these action plans was already presented in Hilla/Babylon in July 2009 through the Governor himself in the presence of the Deputy of Governor, Deputy of Provincial Council chairperson, and two of provincial council members. More than 50 people have attended from governorate directorates, NGOs, private sector, and media.
- Two trade fairs have been organized in Sulaymaniyah and Basrah as part of the Business Information Centers activities under ILO/UNOPS support. The two trade fairs have supported local SME's to promote their product and introduce BIC activities and services that can be provided to them.
- 21 trainers were trained on one of ILO tool for women economic empowerment, WED (Women's Entrepreneurship Development and Gender Equality) in Jordan during November 2008. This tool aims at improving the capacities of NGOs staff, Business Support Organizations (BSOs), and MSME projects with respect to gender issues in entrepreneurship and involvement of women entrepreneurs. By the end of the training workshop each NGO prepared an action plan to improve its institutional capacities in the promotion of women entrepreneurship and economic empowerment. The best 10 plans were selected and were funded by ILO/UNOPS, for these NGOs to directly implement a variety of women economic empowerment interventions in Iraq. Distributing these grants took place through hiring the International Solution Group (ISG). Through these grants 690 people have benefited.

Output 2.2:

- The micro/small business finance market has been assessed for the design of small business fund in the three areas
- The LSCs have been thoroughly involved in the design of the Small business fund in the three areas;
- A small business fund is operational to financially support approx. 715 new and existing small businesses in key sectors of the economy and to also benefit locally defined vulnerable segments of the population in all the target districts. By the end of the 2008, \$203,100 loans were distributed in Hillah, \$150,200 – in Marshlands, and \$204,900 – in Sulaymanieh governorate benefiting a total of approx. 250 SMEs (50 women-owned). The repayment rate was equal to 100%.
- Training on management and key counselling techniques was conducted in May 2009 for the BICs technical staff and other business development specialist associated with the work of the BICs in the three targeted governorates.
- With the technical support of ILO and UNOPS, BIC staff and representatives from the COCs produced three financial sustainability plans for 2010 for the three BICs, with costing and pricing of services to be provided by the Centers and internal business development activities. The chairpersons of the three Chambers have sent letters to approve those plans and start implementation.
- With the technical support of ILO/UNOPS consultant, 3 representatives from Sulaymaniyeh 1 from Basra COCs, and 2 representatives from the Sulaymaniyeh BIC and head of Hillah BIC were able to develop three different Standard Operating Procedures (SOP) manuals that better suits the procedures followed in their areas through two workshops conducted in Amman.
- Three study tours were organized for the three areas and three COC members from each, BIC staff and NGOs working with BICs to a Business Development Center and a Business Incubator and the Chamber of Commerce in Turin- Italy, to the Jordanian Business Development Center and the Jordanian Investment Board during 2009.
- Two GET (Gender & Entrepreneurship Together) Ahead training of trainers took place in Jordan and included 50 participants, aimed at promoting enterprise development among low-income entrepreneurs, women and men, As a result of these two workshops, UNOPS/ILO awarded three grants to Al-Rayadah NGO in Basra, Al-Furat NGO in Hillah and Kurdistan Economic Foundation in Sulaymaniah to conduct training courses inside Iraq to enhance women and men capabilities to start their own business. 12 training courses on GET Ahead were conducted by Al-Reyadeh NGO in Al Basrah governorate for 300 beneficiaries 70% of them were women, 12workshops in Hillah, /Babylon for a total number of 300 beneficiaries 55% of them were women and 14 trainings conducted by Kurdistan Economic Foundation for 260 participants and 75% of them were women.

Main implementation constrains & challenges (2-3 sentences)

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

UN-HABITAT
Operationally closed during 3rd Quarter 2010

Funds Committed	\$ 3,976,995.53	% of approved	100%
Funds Disbursed	\$ 3,797,233.06	% of approved	95%
Forecast final date	31 st July 2010	Delay (months)	27 months

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	22 000	65
Women	5000	90
Children	3500	57
IDPs	-	-
Others -	-	-
Indirect beneficiaries	68,000 (Hillah)	
Employment generation (men/women)	14,200 person/days	60 %

Quantitative achievements against objectives and results		% of planned
Output 1 Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments; strengthened coordination and communication mechanisms between central government and local authorities in the three areas.	<p>Stakeholder reviewed the draft plan and project prioritization; they revisited the selection of projects on the basis of an estimation of the available budget. Step One to Four in the LADP process have been fully completed. Five steps in the LADP planning process can be summarised as follows:</p> <p>Step One: Identification of priority community needs; Step Two District profiling and sectoral data collection; Step Three; Workshop – civil society, government on priority needs; Step Four: formulation of economic recovery strategies Step Five; Workshop in Hillah was successfully conducted during October 2009 under the leadership of UNHABITAT.</p> <p>Under the leadership of UNDP, a management information system has been developed and is accessible online. The system is very comprehensive and allows fast-track project submission and approval. UNHABITAT has contributed to the design of the Management Information System.</p> <p>Final Local Area Development Plan prepared based on the agreement of implementation priorities, finalized, translated and distributed.</p>	100%
Output 2 Design and deliver vocational and life skills training programs to target groups in accordance with sector development plans in order to Improve local business environment for small businesses, at least 80 new small enterprises and cooperatives established, will benefit and enhanced employment skills for at least 1,500 residents, in three areas.	<p>Capacity building: Training of 27 construction contractors and 169 unemployed youth in Sulaymaniyah area KRG is 100% complete and Training of 50 construction contractors and 150 unemployed youth in Hillah, Central Iraq is 100 % complete. Training of 90 contractors and 300 unemployed youth for Marshlands (Missan, Thi-Qar and Basrah) Southern Iraq is 100 percent complete.</p>	100%

<p>Output 3 Improved: water and sanitation facilities and services to 9 primary educational facilities and programme activities, health services centres and services, plus 2,500 housing units and 12 community facilities improved in 3 areas, conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructures projects, and 30 community based electricity facilities and services and damaged religious sites rehabilitated, in three areas. Number of beneficiaries is estimated to be around 2500 students in the Suleymaniah area and around 1000 unemployed youth in Hillah and the Southern region.</p>	<p>In Thi -Qar LADPR-NA-001 Rehabilitation of Al-Bataaih Secondary School for girls in Al-Gebaish District is 100% completed.</p> <p>LADPR-NA-002 Construction of a multi-purpose hall in Al-Fuhood Secondary School for boys/Al-Hakeem Secondary School for boys has reached 78%.</p>	<p>99%</p>
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Qualitative achievements against objectives and results

The final Hillah LADP was translated and printed. Construction of the secondary school completed and progress made on completion of multi-purpose hall.

Main implementation constraints & challenges (2-3 sentences)

There have been some delays in construction and rehabilitation projects awaiting laboratory test results of concrete and steel. Samples had to be sent away for testing and that was a very slow process. Other delays were due to the need for rebidding as some tenders were rejected by the committee for overpricing. More delays in the tendering process inside Iraq were observed. In addition, the bad security situation which limits the movement of workers and contractors in some areas.

UNESCO
Operationally closed under this quarter and Under Evaluation

Funds Committed	US\$ 3,157.640.07	% of approved	97.59%
Funds Disbursed	US\$ 2,963.403.07	% of approved	91.59%
Forecast final date	31 Mar. 2011	Delay (months)	33 months

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	1000	
Women	500	
Children	----	
IDPs	----	
Others	----	
Indirect beneficiaries	3000	
Employment generation (men/women)	1500	

Quantitative achievements against objectives and results		% of planned
Objective 1: Strengthen the capabilities of local authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.	Refer to output 2.3: - 4 Capacity building workshop for VTC and Ministry of Labour managers were held in Amman. Phase 2 of MOLSA managers - Capacity Building activity for VTC and Ministry of Labour managers was delivered during the period 31/10-4/11/2010.	99 %
Objective 2: Stimulate local economic development and generate short-term and sustainable long term employment in the three selected areas.	Refer to output 2.3: Carpentry, Welding, Sewing, Automotive and were purchased and delivered to the three VTCs. Contracts for 3 Generators (one for each VTC) were signed and they are at the border of Iraq to be delivered Jan. 2011.	97 %
Objective 3: Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.	Refer to output 3.2: - Chemistry, Physics, Biology and computer labs and Lab furniture has been purchased and delivered to the 8 schools in the three Directorates of Education in Sulaimanya, Hilla and Missan. The workshops were installed and up and running for the academic year 2010-2011.	100 %

Qualitative achievements against objectives and results
1- All equipment except generators has been delivered to the beneficiaries (at the border). 2- 5 Capacity Building workshops were held in Amman to build capacities of DOE and MOLSA staff.

Main implementation constraints & challenges (2-3 sentences)
1- Iraqi ministries have been very slow in responding to urgent matters of implementation such as issuing letters of tax exemption, installing equipment and funding the rehabilitation of VTCs. 2- Lack of coordination between line Ministries and Local Councils is one of the main impediments.

WHO
Operationally closed under this quarter

Funds Committed	3,095,124.00	% of approved	96%
Funds Disbursed	2,643,250.00	% of approved	82%
Forecast final date	Dec 31 st , 2010*** (see last page)	Delay (months)	33

Quantitative achievements against objectives and results (3rd quarter 2010) and % complete (overall)

Objective 1	The Health Sector mapping and priority lists have been finalized. The six district plans reviewed, translated, finalized and presented and endorsed by the multiple stakeholders. Stakeholder advocacy workshops in the respective sectors carried out. The District Plan component of LADP is complete for all six districts, have been printed. WHO is working with LSCs and other local authorities in their capacity building to enhance advocacy across population health and health and development as well as capacity to ensure participatory planning and implementation of activities that affect health of populations.	100%
Objective 2	All five health centres construction and rehabilitation projects are complete 100%	100%
Objective 3	Community capacity building (health literacy, advocacy, and engagement) were carried out across seven health subjects: physical activity and non-communicable diseases, environmental health and sanitation (including planting trees), school health and youth and sports, mental health, multi-sectoral partnerships and community engagement, peace and reconciliation, and communicable diseases. Adolescent Health trainings for medical, paramedical, and community workers conducted in five governorates (Baghdad, Misan, Babylon, Thikar and Basra). Masters training for health volunteers completed and national training activities will follow in the next quarter.	100%

Qualitative achievements against objectives and results

- Adolescent health education training conducted for medical, paramedical, and community workers.
- Completion of infrastructure projects, all equipment deliverables, and originally-planned trainings.
- Capacity building activities for Health Volunteers and Community health workers completed.
- Planning and preparation for LADP II together with partners.

Main implementation constraints & challenges (2-3 sentences)

The expectations are in line with the revised workplan.