



## External Evaluation Report

### Protection and Assistance to Persons of Concern in Southern Iraq and Support to Local Authorities and Civil Society Organizations in Addressing Displacement Needs and Gaps (F8-05)

Submitted to  
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Presented by:  
Stars Orbit Consultants and Management Development



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## List of Acronyms and Abbreviations

DRC	Danish Refugee Council
GOI	Government of Iraq
IDP	Internally Displaced Person
IKG	In Kind Grant
IP	Implementing Partner
IRCS	Iraqi Red Crescent Society
IRFFI	International Reconstruction Fund Facility for Iraq
ITF	(UNDG) Iraq Trust Fund
LAIC	Legal Aid and Information Centre
MDG	Millennium Development Goals
MoDM	Ministry of Displacement and Migration
MoE	Ministry of Environment
MoH	Ministry of Health
MRDS	Millennium Relief and Development Services
NDS	National Development Strategy
NFI	Non-food Item
NGOs	Non-governmental Organisations
PAC	Protection and Assistance Centre
QIP	Quick Impact Project
SGBV	Sexual and Gender Based Violence
SOC	Stars Orbit Consultants
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commission for Refugees

## 1. Executive Summary

Starting in 2004, the violence and insecurity resulting from the ongoing sectarian strife, terrorism and insurgency in Iraq produced substantial civilian displacement in many parts of the country. As armed groups intimidated Iraqis on the basis of sect or ethnicity, displaced families fled to areas where they felt welcome. In addition, beginning in 2006 thousands of Iraqi refugees, particularly from Iran, spontaneously returned to Southern Iraq. After the bombings of the al Askari Shrine in February 2006, thousands of internally displaced persons fled to the South.

Against this emergency background UNHCR began implementing a project to provide protection and assistance to vulnerable populations in Southern Iraq and to support local Iraqi authorities and civil society organizations in addressing the needs of displaced persons and refugees. The Iraq Ministry of Displacement and Migration (MoDM); however, MoDM was a relatively new Ministry in 2006, with high turnover of trained staff which necessitated on-the-job training and guidance for newer staff. In addition, MoDM branch offices in Southern Iraq needed to be strengthened.

Three international NGOs were chosen as implementing partners: Intersos, Danish Refugee Council, and Millennium Services for Relief and Development. The project focused on emergency assistance, by distributing Non-Food Items (NFIs). In addition, immediate and medium-term objectives were included: facilitating reintegration of returnees, IDPs and refugees; enhancing self-reliance through skills training and literacy; establishing a network of Legal Aid and Information Centres to provide legal information and advice; and building capacity in the Ministry of Displacement and Migration and in local communities through community-based development

The project under evaluation is entitled “Protection and Assistance to Persons of Concern in Southern Iraq and Support to Local Authorities and Civil Society Organizations in Addressing Displacement Needs and Gaps (F8-05)” and was implemented by UNHCR and funded under the UNDG ITF, Cluster F. Project F8-05 built on UNHCR activities which had been implemented since 2004.

Project F8-05 targeted a range of vulnerable and marginalized groups, including Internally Displaced Persons (IDPs), returnees, refugees, women heads-of-household, children, the elderly and people with disabilities. Families headed by single women, or those with large numbers of children were considered particularly vulnerable.

The key areas of project activities encompassed several areas, including:

- Meeting emergency needs through humanitarian assistance to IDPs;
- Protecting and promoting human rights
- Monitoring and reporting on issues relevant to displaced groups
- Capacity building of government ministries and civil society NGOs; and
- Supporting community-based development through QIPs and income generation projects

A summary of major project achievements in each of these areas include the following:

Meeting emergency needs—more than 105,000 NFIs distributed to vulnerable families; 1,623 refugees representing 303 families registered and assisted; maintained 3 warehouses for NFIs and managed transit centre; registered nearly 500 spontaneous returnees

Protecting and promoting human rights—8LAIC/PAC centers set up to provide legal aid and reach-out services for a total of more than 12,000 beneficiaries; 5 legal workshops to train LAIC staff

Monitoring and reporting on issues relevant to displaced groups—maintained a database for all IDPs, refugees and returnees; completed more than 1,500 household surveys and 29 village surveys; prepared rapid needs assessments for IDPs

Capacity building of government ministries and civil society organizations—provided capacity support to MoDM through office rental, training of MoDM staff; allocation of liaison officer to three governorates; created and maintained Case Management Database, and Returnee Monitoring Database; assistance with governorate assessment reports;

Community-based development—131 Quick Improvement Projects (QIPs) carried out to benefit IDPs and host community members using local labor and materials; 12 income generation projects implemented; literacy training for 870 women and children; 20 vocational training courses for 600 beneficiaries; 603 house extensions and 58 house refurbishments

Project F8-05 supported the UN assistance strategy outcomes of both Cluster F (Refugees) and also to some degree, Cluster A (rehabilitation of economic and productive rural urban infrastructure). In addition, the project was in line with targets for specific Millennium Development Goals (MDGs) 1—*eradication of poverty and hunger*; 2—*support to primary education*; 3—*promote gender equality*; 7—*ensure environmental sustainability*. UNHCR's design of the project also was in line in the National Development Strategy for Iraq 2005-2007 Goal 1, target 1; Goal 3; Goal 6; and Goal 7.

### **Recommendations:**

1. The effective partnership between UNHCR and the GoI/MoDM was successful and should be continued in order to continue providing effective protection and assistance to persons and groups of concern
2. Continue support to MoDM to ensure an effective ongoing response to displaced and vulnerable populations in terms of economic and social needs and in the development of durable solutions
3. The strong, functioning partnerships among the implementing partners' local staff, project stakeholders, local government authorities and local NGOs were effective and productive and should be replicated
4. Capacity building for MoDM branch offices should be continued in order to build on the achievements and success of the project in effective staff training on returnee monitoring, human rights issues IT skills and data management
5. Maintain capacity building for MoDM through support for returnee monitoring databases, and in preparing timely, reliable and transparent assessment reports and reports on IDP/returnee/refugee issues
6. Continue and expand support for LAIC/PACs so as to continue providing vulnerable persons with high-quality access to legal services in order to continue the success rate of 85% in cases solved related to critical legal issues such as civil ID documents, marriage/birth/death certificates, PDS card, and nationality card since these documents are essential to access to social services
7. Expand the LAIC/PAC training workshops in human rights issues to as broad a section of vulnerable persons and host communities as possible
8. Provide support for monitoring teams that collect, compile and analyze data on the needs of all vulnerable groups so as to better provide accurate displacement needs analyses; this will

assist in better ways of meeting emergency needs and also in identifying medium- and long-term solutions

9. Provide support for MoDM and local civil society groups who are meeting emergency needs and monitoring all vulnerable groups, particularly Ahwazi families
10. Address economic and social conditions through the continuation of community-based development projects which benefit both IDPs and host communities such as school refurbishment and health centre repair, repairs to water and sanitation systems, refurbishment of public infrastructures, repair to local roads and bridges and rehabilitation of electric networks
11. Continue economic assistance to vulnerable persons through income generation projects and in-kind grants, and specifically consider how to include women as beneficiaries
12. The support for rural home extension, shelter refurbishment and rehabilitation of public housing is key in resolving problems related to IDP/returnee/refugee integration into host communities
13. A critical element in the solution of IDP social and economic integration is literacy training and training in health care and in viable vocational and handicraft skills. Support to groups providing these types of training should be ongoing, with a stress on prioritizing women and women heads-of-households
14. Training in human rights, women's rights and legal rights should be maintained and extended so that all segments of vulnerable populations are aware of their basic legal rights
15. Extend training in mine awareness for both communities and in schools to all at-risk communities in order to ensure a decrease in risky behavior among children and fewer mine-related injuries and deaths
16. Support GoI in allocating the necessary resources (human and financial) to establish an effective and operational system for preventive maintenance of infrastructures repaired or created as a result of project activities.
17. Work with GoI to develop a strategy for sustainability in order to ensure maintenance of infrastructure projects and funding for training programs and services such as LAIC/PACs
18. Produce a final project report incorporating data from all IP yearly reports to show overall project progress, achievements and status of both immediate and development objectives

## 2. Introduction

According to an Iraqi Red Crescent Society (IRCS) estimate, about 142,260 families—more than a million individuals—have become internally displaced persons (IDPs) since February 2006 when the al Askari *Shia* shrine in Samarra was bombed. After that bombing, thousands of Iraqis fled to the southern regions of Iraq, seeking a calmer, safer area with a *Shia* majority. In addition, returnees and refugee families from outside of Iraq were in need of protection and assistance upon re-entering Iraq. Thousands of Iraqi refugees, particularly from Iran, had spontaneously returned to Southern Iraq and faced difficult conditions.

To meet the needs of these persons of concern in Southern Iraq, and to assist local authorities and civil society organizations in coping with the urgent situations created by displacement issues, UNHCR requested that the United Nations Development Group-Iraq Trust Fund (UNDG ITF) fund a Project entitled “Protection and Assistance to Persons of Concern in Southern Iraq and Support to Local Authorities and Civil Society Organisations in Addressing Displacement Needs and Gaps (F8-05)”.

UNHCR became the implementing agency for Project F8-05, in cooperation with the Ministry of Displacement and Migration (MoDM), with a focus on the governorates of Basra, Thi Qar, Muthanna, Wassit, Qadissiya and Missan and with a total allocated budget of USD 3,135,000. Due to the urgency of the IDP situation in Southern Iraq, UNHCR began implementation of the project in February 2006, although final earmark approval from UNDG ITF came later in January 2007. The duration of the project was 18 months from February 2006 to July 2007. All project activities were completed by June 2007.

UNHCR relied on three implementing partners (IPs) for this project. The three IPs—Intersos, the Danish Refugee Council, and the Millennium Relief and Development Services—fielded teams of experienced local staff who had good access to the areas of intervention. International staff based in Kuwait provided guidance, technical support and advice through training, capacity-building workshops and regular coordination meetings in Kuwait.

## 3. Project Description

Project F8-05 was developed in close consultation with MoDM in order to create solutions for IDPs, refugees and returnees, guided by the UN Strategy for Iraq. The project is representative of ongoing UNHCR activities since 2004, activities which are essential for the protection of displaced and vulnerable populations. Overarching UNHCR strategies and protection tools to assist both displaced persons and their host communities include data collection, monitoring and reporting on IDPs, refugees and returnees, delivery of accurate information and legal counseling to these populations, and the delivery of assistance to both the displaced and their host communities. These services are critically essential for the safeguarding and protection of the displaced. The continuity of these vital services is essential.

The mass movement of IDPs, refugees and returnee population placed additional demands on already weak Iraq community infrastructure and poor basic services insufficient to meet existing needs.

Often the legal status of returnees (particularly from Iran) and IDPs is unclear thereby further limiting their access to education and health services; children born to these vulnerable populations lack basic documents. Reintegration of returnees from is also hampered by both illiteracy and language barriers.

Project F8-05 was designed to address the capacity gaps of the Iraqi government and civil society in providing support, protection and assistance to IDPs, refugees and returnees and included both immediate and medium-term objectives.

UNHCR contracted three implementing partners to conduct the operational interventions in Southern Iraq. The three partners and the general type of assistance provided are as follows:

<b>Intersos</b>	Legal Aid Centres and legal assistance Quick Impact Projects; Warehouse/reception centre management; NFI distribution and monitoring; Skills training; Repatriation activities; IDP/returnee monitoring
<b>Danish Refugee Council</b>	Legal Aid Centres and legal assistance Quick Impact Projects; Monitoring and registration; Training workshops; In-kind grants; IDP/returnee monitoring
<b>Millennium Relief and Development Services</b>	Legal Aid Centres and legal assistance Quick Impact Projects; Returnee Monitoring and Case Management database; Data analysis; Income generation; Community development; Literacy training

Project F8-05 development goals included enhancing and complementing the capacity of local authorities, civil society organizations, and host communities to fulfill their obligations towards displaced and vulnerable populations in terms of responding to their immediate economic and social needs, as well as assisting them with finding durable, long-term solutions in a transparent and equitable manner, in line with democratic principles, international human rights criteria, and UN Country Team goals.

The project focused on two key immediate objectives:

- Addressing the current capacity gaps of Iraqi authorities and civil society actors in the protection and assistance of refugees, returnees and vulnerable host community members pending full capacity;



- Increasing the capacity of host communities to accept returnees, refugees and IDPs and to support local reintegration through the rehabilitation and extension of communal facilities, the improvement of economic conditions and the improvement of protection

In addition, five more specific outputs were identified:

1. Enabling local MoDM offices and local/international NGOs with carrying out effective monitoring of IDPs, refugees and returnees, and providing these populations with assistance;
2. Establishing six fully-operational Legal Aid and Information Centres (LAICs) and fielding legal aid mobile teams to provide legal counseling and information for all, as well as legal representation on a case-by-case basis;
3. Supporting the target governorates in producing Governorate Assessment Reports based on comprehensive monitoring of IDP/returnee villages and households, and develop responses to identified protection and assistance gaps;
4. Providing immediate basic material and protection needs to vulnerable persons and vulnerable host community members by facilitating reintegration, providing non-food items (NFIs), and assisting with registration and documentation; and
5. Creating improved economic and social conditions for IDPs, refugees, returnees and their host communities to enhance effective local reintegration

The key project activities included the following:

1. Capacitate MoDM branch office and civil society actors
2. Legal aid teams and Information Centres
3. Monitoring and reporting on issues of concern to displaced groups
4. Meeting basic assistance and protections needs of most vulnerable IDPs/returnees, refugees and host community members
5. Improved economic and social conditions

#### **4. Evaluation Purpose and Scope**

The evaluation mainly examined the project outcomes and results achieved during the project implementation timeframe, the evaluation also provided a third party view on how the project achieved its objectives and the relevance of the funding mechanism through the ITF and to provide lessons learned from the project to guide future activity. The evaluation team focused on both capacity development, operational and development effectiveness. And the results will be used by UNHCR, ITF partners and the Government of Iraq.

The evaluation team focused its analysis and findings on the components of the preparation and implementation process. The evaluation intended to examine the logical framework attributable to the implementation of the project, accordingly the team members focused primarily on examining and analyzing the documentations that were provided by UNHCR and other stakeholders as well as other documents collected from field visits. The evaluation thus examined the implementation progress and the project outcomes to identify if the project met its objectives, indicators, activities and outputs (both intended and actual) as well as other relevant information. The evaluation team reviewed the project documents in depth, and scripted questionnaires targeting stakeholders, government officials, beneficiaries. As such, some of the questionnaires were intentionally scripted to pose open-ended

questions, thereby allowing for the increased exchange of information between the evaluation team and stakeholders.

The evaluation reviewed the implementation of project F8-05 and distils lessons learned by looking at the following areas:

- The relevance, efficiency and effectiveness of project F8-05, as well as the sustainability of results
- The value-added of the project
- The UN's partnership strategy and its relation to effectiveness in achieving the outcome
- Provision of disaggregated information by gender, ethnicity and other relevant criteria
- Cross-cutting issues applicable to the project

## **5. Evaluation Methodology**

The evaluation focused on the components of the preparation and implementation process, examined the implementation progress and the project goals to identify the extent to which the project met its designed objectives. Accordingly the team members focused primarily on examining and analyzing the project documentation provided by UNHCR and other stakeholders, as well as other data and information collected from field visits in the southern Iraq.

Specific evaluation objectives included the identification of lessons that could feed into the overall UNDG ITF "lessons learned" initiative for broader internal and external information sharing. This will support the design of future, similar projects.

The evaluation process included the following:

### ***Desk review and analysis***

The evaluation team reviewed all relevant reports and documents, including IP contractual agreements, progress reports, field data collected during the life of the project (2006-2007), reports focusing on specific project outputs (e.g., Legal Aid and Information Centres and legal assistance provided, training courses and workshops offered, income generation activities, etc), and final reports for 2006 and 2007 from all three implementing partners. Also reviewed were relevant materials such as the Iraq National Development Strategy 2005-2007, and the Millennium Development Goals.

### ***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 & correspondences took place with the purpose of ensuring the effective coordination between UNHCR, the three IPs and the evaluation team in Amman, Annex B. These meetings & correspondences laid the groundwork for the evaluation of the project, the main objectives of these meetings were:

- To launch the evaluation process.
- To agree on the Evaluation Terms of References including the evaluation purpose, scope, objectives, methodology and management arrangements.
- To agree on the data collecting methods to be used during the field evaluation.
- To agree on the evaluation sample and geographical coverage.
- To agree on the implementation timetable.

### ***Evaluation Field Activities***

In each governorate (Basra, Thi Qar, Diwania & Muthanna), SOC fielded a team of two evaluators to administer the evaluation questionnaire and to interview project beneficiaries from different project activities.

A detailed evaluation methodology, approach and programme of work were agreed upon between UNHCR and the evaluation team before the start of the evaluation. The evaluation team met in Amman for orientation, briefing and initial interviews with UNHCR staff in Amman followed by similar discussions/briefings with the three IPs staffs and MoDM staff in southern Iraq in order to ensure maximum coverage for all project activities.

The three IPs Iraq Offices and in-country focal points facilitated the evaluation mission, through participating in in-depth interviews describing the level of coordination between them during the implementation period or by providing assorted project documents relevant to the evaluation criteria. For the field data collection, SOC mobilized four evaluation teams covering Basra, Thi Qar, Diwania & Muthanna, which consisted of one expert field evaluator and one field assistant. The evaluation teams collected information and reported to the field coordinator who is based in Baghdad. Several interviews were made with government staff and beneficiaries.

The four evaluation teams in Basra, Thi Qar, Diwania & Muthanna established many meetings and interviews with 40 members from the three IPs offices in these governorates, met more than 200 beneficiaries from different project activities (QIPs, literacy courses, midwives courses, income generation projects, distribution of NFI...), also the evaluation teams interviewed number of local councils' members and government officials from MoDM in the four governorates in order to get their feedback to assess the effectiveness and sustainability of project activities. Additionally, the evaluation teams visited project's locations in the four governorates to make visual verification of the activities implemented.

### ***Limitations***

A key limitation is the fact that Project F8-05 completed implementation of activities in July 2007, nearly three years before this evaluation was undertaken in 2010. During that time, stakeholders, project beneficiaries, and local IP staff have moved on or changed location. A three-year gap between the completion of all project activities and this evaluation presents a serious challenge.

## 6. Evaluation Findings

### a. Achievements and Results

#### *Overall Contribution to UN Assistance Strategy Outcomes*

The project directly supported the cluster and matrix outcomes of Cluster F: Refugees, IDPs and Durable Solutions and indirectly contributed to achieving outcomes of Cluster A, as follows:

- 1.3 An enabling environment for sustainable employment opportunities and social protection for all
  - Cluster F: Enhanced self-reliance through the creation of sustainable employment opportunities and enhanced social protection for IDPs, returnees and refugees and their communities
  - Cluster A: Rehabilitation of economic and productive rural urban infrastructure and available resources
- 2.6 Rehabilitation and governance of infrastructure at the local level
  - Cluster F: Improved access to basic infrastructure and services at the local level
- 4.7 Enhanced respect for human rights, especially of women, children and vulnerable groups
  - Cluster F: Enhanced respect for human rights through tailored protection

#### *Millennium Development Goals*

Project F8-05 contributed significantly towards Millennium Development Goals 1, 2, 3 and 7, as follows:

- Goal 1—improved living conditions and increased access to essential services by addressing basic needs of vulnerable IDP families and host communities by means of community-based Quick Income Projects (QIPs) and in-kind and emergency cash grants
- Goal 2—assist returnee children with entry into the education system by means of literacy classes, and support and training for female caregivers
- Goal 3—emphasizing the inclusion of women in training programs, QIPs and grant distribution schemes
- Goal 7—QIP projects which support health and sanitation, rehabilitation of water systems and training and awareness raising campaigns stressing good personal and environmental hygiene

#### *National Development Strategy (NDS) 2005-2007*

The project supported NDS goal 1, target 1; goal 3; goal 6; and goal 7

Goal 1: Eradicate Hunger and Poverty; target 1: reduce the proportion of people living below the poverty line (QIPs, grants, training activities)

Goal 3: Promote Gender Equality and Empower Women (stress on inclusion of women in all aspects of the project)

Goal 6: Achieve Universal Access to Safe Water and Sanitation (QIPs focused on health and sanitation, and water system rehabilitation)

Goal 7: Achieve Decent Shelter for All (refurbishment and construction of shelters for IDP families)

### *Achievements vis-à-vis Project Development Objectives*

Project F8-05 had one major development objective:

**Development Objective:** Host communities, the Iraqi authorities and civil society actors will be able to fulfill their obligations towards displaced and vulnerable populations in terms of responding to their immediate economic and social needs and in finding durable solutions in a transparent and equitable manner in line with democratic principles and international human rights standards.

According to the desk review, evaluation field visits; the host communities, the Iraqi authorities and civil society organizations improved their abilities to meet both immediate needs and also implement more durable solutions to reintegrate IDPs, refugees and returnees into host communities. Also, the evaluation results indicated that F8-05 activities were 100% completed.

### *Achievements vis-à-vis Project Immediate Objectives*

**Table 1: Project F8-05 Objectives, Indicators and Actual Results**

<i>Immediate Objectives</i>	<i>Measurable Indicators</i>	<i>Actual Results</i>
1. To address the current capacity gaps of Iraqi authorities and civil society actors in the protection and assistance of refugees, returnees and vulnerable host community members pending full capacity.	1. Local MoDM Branch Offices and local and international NGOs demonstrate effective monitoring through the provision of regular updates.	Returnee monitoring data analyzed for all of Iraq; Governorate assessment reports for Missan, Thi Qar, Sulaymania and Basra written and distributed; database analyst employed (Intersos).  Rapid needs assessment for Basra, Thi Qar and Wassit conducted (Intersos).
	2. A number of persons of concern and host community members will receive counseling, legal advice and legal information, and legal representation in select cases	7 LAICs established and operational (DRC) 1 LAIC established and operational (Intersos) 12,099 persons receiving legal aid (DRC) 15,063 persons receiving legal aid (Intersos)
	3. Number of cases solved and/or referred to courts or other institutions	5,728 legal cases solved (2006-Intersos) 7,000 legal cases solved (2007-Intersos)
	4. A number of IDP/returnee households surveyed, and	818 household surveys (DRC) 10 village surveys (DRC)

<i>Immediate Objectives</i>	<i>Measurable Indicators</i>	<i>Actual Results</i>
	needs/gaps identified and assessed	733 household surveys (Intersos) 19 village surveys (Intersos)
2. To increase the capacity of host communities to accept returnees, refugees and IDPs and to support local (re)integration through the rehabilitation/extension of communal facilities, the improvement of economic conditions and enhancement of protection	1. Increased number of refugees, IDPs, returnees received and welcomed by host/return communities	116 returnee convoys from Iran assisted and registered (Intersos) 1,623 Ahwazi refugee families registered (Intersos) 490 spontaneous returnees registered (Intersos)
	2. Tension between host communities and people of concern eased	131 Quick Impact Projects benefitted both IDPs/refugees and members of host communities 37 shelter extensions completed 1 school repaired benefitting 2,300 students (300 IDPs) LAIC/PACs offered assistance to both IDPs and members of host communities; about 20% of beneficiaries are vulnerable community members 39 human rights workshops held with a total of 920 participants

### ***Achievement of Immediate Objectives***

Project F8-05 met the indicators developed for the two immediate objectives.

The project's first Immediate Objective was:

“To address the current capacity gaps of Iraqi authorities and civil society actors in the protection and assistance of refugees, returnees and vulnerable host community members pending full capacity”.

Based on the review of key project documents and evaluation field questionnaire responses; project activities which supported the achievement of this objective were implemented which included conducting staff training for MoDM officials in three governorates, developing and maintaining a Returnee Monitoring Database, training staff in analyzing data, revising household and village survey

forms, providing input to Governorate Assessment Reports, and maintaining a Case Management database for LAIC/PAC

A series of project outputs and activities focused on achieving the second Immediate Objective  
“To increase the capacity of host communities to accept returnees, refugees and IDPs and to support local (re)integration”.

Activities included implementing community development projects through QIPs, distributing NFIs among vulnerable populations, legal aid services, providing skills and income generation trainings, and organizing literacy classes. These participatory development projects, NFIs and training opportunities helped to reduce tensions and negative feelings between host communities and IDPs since they provided common benefits to all.

By the end of the project, the actual results had addressed all of the measurable indicators. The project combined emergency assistance to IDPs, refugees and returnees with capacity development activities for MoDM staff and civil society organizations for the protection of vulnerable persons and support for IDP rights. Activities such as the development of a returnee monitoring database, a case management database, training in how to best use the databases, and analyzing received data supported capacity development in both MoDM and LAIC/PACs in Iraq.

Other project activities supported community improvement and development through implementing QIPs for road and bridge improvement, health and sanitation, electricity, school rehabilitation, shelter construction or repair, as well as income generation and emergency livelihood grants. In addition, the project addressed needs such as literacy training for women and children, and vocational training for women. Project beneficiaries included members of host communities through income generation projects, QIPs, rehabilitation of communal facilities, and provision of legal aid and protection services (approximately 21% of LAIC/PAC beneficiaries were vulnerable community members).

### ***Expected Achievements of Project F8-05***

During 2006—2007 project activities were completed in the following key areas:

- Capacitate MoDM branch office and civil society organizations
- Provision of legal aid and information
- Monitoring issues of concern to displaced and vulnerable groups
- Meeting basic assistance and protection
- Improved economic and social conditions

The table below compares the expected achievements with the actual results

**Table 2: Project F8-05 Expected Achievements and Actual Results**

<i>Expected achievements</i>	<i>Actual Results</i>
<ul style="list-style-type: none"> <li>Capacitate MoDM Branch Office and civil society actors</li> </ul> <p>Organize on the job training to MoDM branch offices on:</p> <ol style="list-style-type: none"> <li>returnee monitoring</li> <li>human rights issues</li> <li>data management</li> </ol> <p>in Basra (DRC), Thi Qar and Muthanna</p>	<p>DRC provided capacity building support to MoDM as follows:</p> <p>Office rental in Basra</p> <p>Training of MoDM staff in each of the three governorates in returnee monitoring and database management</p> <p>Training of MoDM staff in 39 human rights workshops (920 beneficiaries)</p> <p>Provision of all training materials</p> <p>Allocation of one liaison officer in each of the three governorates</p>
<ul style="list-style-type: none"> <li>Legal Aid and Information</li> </ul> <ol style="list-style-type: none"> <li>Teams of six PACs and their mobile teams provide free legal advice and presentation.</li> <li>UNHCR and international NGOs (Intersos and DRC) train lawyers and information officers of the six PAC offices and their mobile teams to enable them to provide professional services which comprehensively assist persons in need.</li> </ol>	<p>DRC established 7 LAIC/PAC Centres Intersos set up 1 LAIC/PAC Each Centre provided reach-out activities for a total of 12,240 beneficiaries</p> <p>Intersos and DRC presented 5 legal workshops to train the PAC officers and mobile teams (100 beneficiaries)</p>
<ul style="list-style-type: none"> <li>Monitoring on Issues of Concern to Displaced Groups:</li> </ul> <ol style="list-style-type: none"> <li>UNHCR partners' monitoring teams collect compile and analyze data on the protection and assistance needs of IDPs, refugees, returnees and their communities.</li> <li>Produce Governorate Assessment Reports for Basra, Thi Qar &amp; Missan; in addition, issuance of IDP reports for selective communities (Al Kut, Chibayish and Al Zubair).</li> <li>Develop responses in cooperation with local authorities to address identified protection and assistance gaps and needs</li> </ol>	<p>MRDS achievements in monitoring Maintained and trained users to roll out a Case Management System (ILIAD) for all LAICs/PACs in Iraq 1,591 household surveys completed 29 village surveys completed Maintained an IDP/returnee monitoring database for all Iraq Analysed returnee monitoring data for all Iraq Organized the writing and distribution of four governorate assessment reports Intersos monitored and registered 490 returnees All IPs worked with local authorities and civil society organizations to meet</p>



<i>Expected achievements</i>	<i>Actual Results</i>
	<p>identified protection and assistance gaps</p> <p>Prepared rapid needs assessment reports for IDPs</p>
<ul style="list-style-type: none"> <li>Meeting basic assistance and protection needs:</li> </ul> <ol style="list-style-type: none"> <li>1. Distribute 3,800 NFI packages to most vulnerable IDPs/returnees, refugees and host community members.</li> <li>2. Register an additional 1,650 Ahwazi refugees and in cooperation with MoI/MoDM provide relevant refugee identity documentation.</li> <li>3. Maintain reception centre, office space and warehouse for storage of NFIs.</li> <li>4. Receive and register returning refugees from Iran at the Basra reception centre and provide them with meals, NFIs and medical care.</li> <li>5. Provide mine awareness training for returning refugees at reception centre</li> </ol>	<p>80,196 NFIs distributed to IDPs and vulnerable families in 2006</p> <p>25,000 individuals reached through NFI distribution in 2007</p> <p>2007-678 new IDP families received direct NFI distribution</p> <p>143 Awazi families/800 persons registered</p> <p>Intersos opened 3 warehouses for storage of NFIs</p> <p>3 NFI local procurements carried out in Iraq</p> <p>556 spontaneous returnees from Iran registered at al Sheliamica border and assistance provided</p> <p>Mine awareness training provided by Intersos</p>
<ul style="list-style-type: none"> <li>Improved economic and social conditions:</li> </ul> <ol style="list-style-type: none"> <li>1. Providing literacy and vocational training for up to 400 vulnerable returnee women and children (boys and girls).</li> <li>2. Distribute up to 140 livelihood grants to selected vulnerable returnee families and host community members (USD1, 400/family).</li> <li>3. Rehabilitation of communal infrastructure and provision of shelter Including water systems, bridges, schools, access roads, power supply, networks, health Centres, filling and swamp areas.</li> </ol>	<p>Literacy training provided for 870 women and children</p> <p>20 vocational training courses provided for 600 beneficiaries</p> <p>502 emergency livelihood cash grants distributed (3012 beneficiaries)</p> <p>131 Quick Improvement Projects (QIPs) carried out for infrastructure, water, health and sanitation, electricity, education, shelter, bridges and roads</p>

<i>Expected achievements</i>	<i>Actual Results</i>
4. Carry out income generation projects, including cash for work, establishing cement block factory, establish training Centre for sewing classes and palm tree weeding.  5. Carry on public health training prioritizing women.  6. Provide wheel chairs and health equipments to local health Centres in consultation with local offices of MoH	12 income generation projects completed  270 in-kind grants distributed  Extension of 603 rural houses and refurbishment of 58 houses  96 women completed a first aid training course; 25 women completed a midwives training course  Health Centres provided with wheelchairs, medical equipment and supplies

#### **b. Relevance**

Project F8-05 tailored to the Iraqi context, and was highly relevant in terms of addressing the serious humanitarian and social problems caused by the high level of IDP movement during 2005, the year previous to the projects start date of February 2006. The project and its activities were responsive to the overall issues of displaced and vulnerable populations in terms of responding to their immediate social and economic needs and in identifying possible medium-term solutions.

The approach to assisting IDPs, refugees and returnees combined the administration of emergency support (NFI distribution), IDP monitoring and emergency livelihood cash grants with the development of capacity for handling this type of crisis through the creation of databases for monitoring returnees and legal case management and LAIC/PAC Centers to assist vulnerable persons.

The project was in line with the urgent needs of displaced persons and included activities relevant to facilitate the eventual reintegration of the beneficiaries, especially women, into communities as well as assisting them in working towards economic and social independence and self-reliance.

Project issues relevant to vulnerable and displaced persons that the project addressed included:

- Meeting emergency humanitarian needs
- Identifying protection and assistance needs
- Informing vulnerable populations about their basic legal rights
- Enhancing self-reliance through literacy and skills training
- Systematic monitoring of conditions of IDPs, refugees and returnees
- Facilitating reintegration into communities through community-based interventions such as Quick Impact Projects and income generation assistance

Project achievements in the following areas can be rated as ‘highly relevant’.

**Meeting emergency humanitarian needs**—more than 100,000 NFI packages were distributed to IDPs and vulnerable families over the life of the project. In addition, 303 Awazi families (1,623 individuals) were registered and assisted, as well as 566 returnees from Iran.

**Identifying protection and assistance needs**—Rapid assessment needs were conducted for three governorates and DoMD staff was trained on returnee monitoring and needs assessment; household and village surveys were conducted and IDP reports issued.

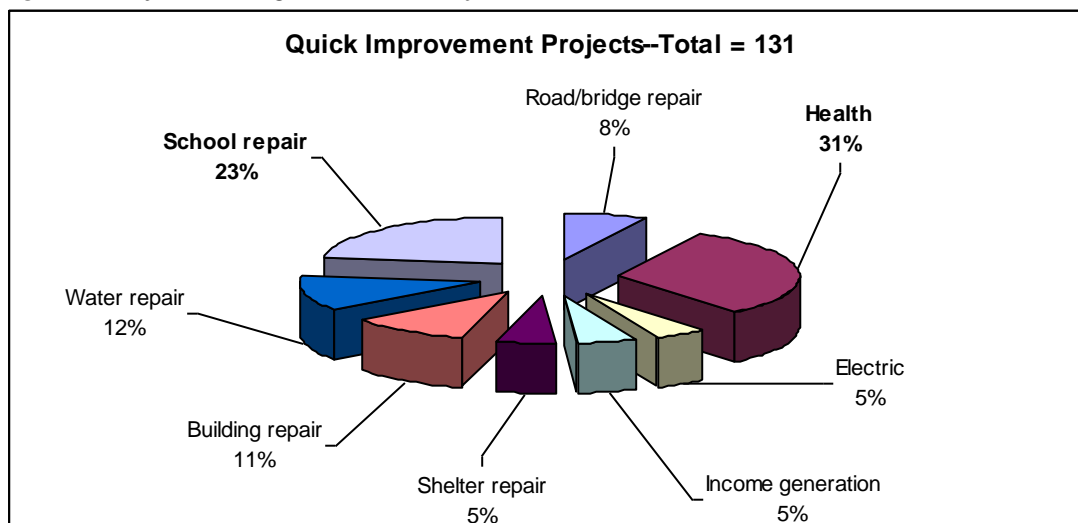
**Legal aid and information**—nearly 15,000 IDPs and host community members benefited from legal advice and assistance on a wide variety of critical issues including birth registration, civil ID, PDS cards, marriage/divorce certificates, pension rights, property claims, nationality, chronic care cards in LAIC/PAC centers and through mobile teams. 14,915 clients were assisted, with 12,782 cases solved—an 85% success rate.

**Literacy and skills training**—highly relevant training included literacy training for women and children, skills training for women in order to improve their economic situation, vocational training for midwives to improve maternal, and pre- and neonatal health care; mine awareness education for both communities and schools was of great benefit in reducing risky behavior of school age children.

**QIPs and income generation**—during the life of the project, the three Implementing Partners completed 131 QIPs which were all highly relevant to supporting community development and economic recovery, assisting with the reintegration of IDPs, and also benefitting members of the host communities. In addition, shelter extensions for 603 rural homes were built and 58 houses and several public buildings refurbished. QIP activities used local labor and local materials were purchased for added economic benefits. Twelve income generation projects were implemented and 502 livelihood grants disbursed.

The graph below shows the focus of the QIP activities, with more than half (54%) of the QIPs supporting school repair and health care rehabilitation.

**Figure 1: Project F8-05 QIPs with Areas of Focus**



In addition, Project F8-05 addressed several Millennium Development Goals (1, 2, 3 and 7) as well as the urgent needs identified in the National Development Strategy 2005—2007.

### **c. Efficiency and Effectiveness**

**Efficiency**—based on the review of key project documents and the field questionnaire responses, the evaluation teams concluded that Project F8-05 was efficiently implemented. The project structure appeared good, and the relationships among UNHCR, the three implementing partners, and local government were functional. The use of three NGO implementing partners was efficient in the context of the situation in Iraq, expanding UNHCR's capacity in the field.

All of the responses to the field questionnaire questions on efficiency were positive. Respondents agreed that the project was cost effective, and was efficiently designed, taking into consideration the reality of the conditions in Iraq. Respondents also agreed that the mechanisms followed by the project to manage and supervise project activities were efficient and effective in achieving positive results.

**Effectiveness**— based on the review of key project documents; the regular reports of the three IPs detailed the fashion, in which the project activities were designed, implemented and completed. The project activities supported real needs and were therefore effective interventions. The results of the desk review and field questionnaire responses also rate the project results as effective, meeting basic requirements and needs in the following areas:

- Distributing NFIs to IDPs, returnees and refugees
- Implementing community-based projects (water, health, education, roads, bridges, electric, sanitation) to provide better access for beneficiaries to basic services
- Offering skills training and income generation for vulnerable populations
- Providing literacy training for women and children
- Organizing capacity-building activities for local authorities and NGOs
- Providing workshops and conferences on human rights and training LAIC/PAC staff
- Providing IT and computer skills training for MoDM staff
- Providing legal aid services

The evaluation field questionnaires noted in particular two effective project results: the improvement in water networks and streets, and the development of administrative databases facilitating the registration and monitoring of IDPs and returnees, additionally; the effectiveness of repairing schools and providing additional classrooms. The provision of legal advice and support for both IDPs and host community members was also mentioned as an effective project result.

The level of management and coordination among the three IPs, and with UNHCR and local authorities and NGOs seems to have been satisfactory. The F8-05 was one of the few examples of a functioning partnership between an IRFFI implementer (in this case UNHCR) and international NGO implementing partners.

Overall, the project was effective in building and strengthening relations with all stakeholders in the field and project activities were assessed by beneficiaries to be effective and of good quality. Project results were judged by respondents to the field questionnaire to be both effective and efficient.

#### **d. Partnerships**

The main implementing agency for project F8-05 was UNHCR which held overall responsibility for management and implementation, in collaboration with the Iraq MoDM. Implementation at the field level took place through three international NGO implementing partners: Intersos, Danish Refugee Council and Millennium Relief and Development Services under a sub-contract with UNHCR. UNHCR implementation was through its Kuwait and Amman offices.

Project implementation also occurred in cooperation with the Iraqi government/MoDM whose responsibilities included identifying relevant areas for project activities, and providing technical staff and institutional support. The three IPs and UNHCR had national staff in Iraq with responsibilities for implementing and monitoring project activities, and reporting on results.

UNHCR had a lead role in the coordination of the IP's activities and this was carried out through regular coordination meetings that took place at the UNHCR offices in Kuwait. These meetings were attended by the IPs' international managers responsible for the project's operations in Southern Iraq and sometimes by the IPs' local field managers and staff.

In addition to these coordination meetings, the international managers were in regular communication and held meetings when necessary. Project proposals were discussed and shared with UNHCR and all project activities were endorsed by UNHCR prior to implementation. Because of the unstable security situation in Basra and Southern Iraq during 2006 and 2007, very few meetings took place inside Iraq. The IP international staffs were based in Amman or Kuwait, and Iraqi national staff kept very low profiles in order to reduce their level of exposure. UNHCR did hold field-level coordination meeting at the Basra LAIC/PAC to discuss the referral mechanism of legal interventions from DRC/MRDS LAIC/PACs to Intersos LAIC/PACs.

The review of key project documents and the field questionnaire responses indicated the importance of the positive partnerships with members of municipal councils, parents and members of local NGOs. One respondent from Basra commented that "partnership with parents and elders was one of the best areas of partnership, and led the project to promote and strengthen the relationships which extend beyond the project." Several respondents commented that transparency in working with the project was one of the most important factors in strengthening partnerships.

Partnership with the MoDM resulted in a variety of capacity building activities focused on development and maintenance of a Returnee Monitoring Database, as well as developing household and village survey forms, and analyzing data. In addition, government staff was trained in IT and computer skills and use of the database and Governorate Assessment Reports for three governorates (Intersos). The Danish Relief Council supported capacity building with MoDM partners by providing staff training and office rental in Basra for a year, and allocating one liaison officer to each of the three governorates.

#### **e. Sustainability**

Project F8-05 was completed in June 2007. One of the areas of focus was a variety of skills trainings:

- MoDM staffs were trained in IT and computer skills, as well as maintaining and analyzing data from the Returnee Monitoring Database, report writing, the use of new RM survey instruments, drafting IDP needs assessments.

- Staff of Intersos were trained in warehouse management and NFI procurement and distribution

This transfer of knowledge by training related to the first Immediate Objective of addressing the current capacity gaps of Iraqi authorities and civil society actors in the protection and assistance of refugees, returnees and vulnerable host community members.

In addition, skills and vocational training and literacy were offered for IDPs, returnees and refugees. Training vulnerable populations enhances self-reliance and promotes the ability to become more economically self-sufficient thereby providing the disadvantaged with more options in the future.

131 community-based QIPs supported improvements to schools, health centres, water networks, roads and bridges, sanitation and hygiene facilities and public buildings and benefitted both IDPs and members of host communities. However, without continuing maintenance, these benefits will not be sustainable. In Basra; the evaluation interviews indicated that; although facilities and services improved by the project still exist, they have not been maintained or further developed since that period (June 2007). Also, some of the income generating projects have been developed by their owners and contributed significantly to the economic conditions of the beneficiaries.

In Thi Qar, the facilities improved by means of QIPs have been maintained, and that responsibility for this was undertaken by the Department of Health and the Department of Education in Thi Qar, as well as by members of the local communities.

The Field Evaluation for the Old Camp for IDPs in Diwania indicated the continuation of Intersos-sponsored activities into 2008, the year after project F8-05 ended. These activities included training for 185 IDP women (sewing, first aid, mother & child, and hairdressing), as well as the distribution of medical supplies and equipment to two health centers, the distribution of material and furniture to two schools, and the provision of furniture and office equipment to the IDP department in Somer area.

UNHCR followed a policy of getting written authorization from ministerial directorates at the local level (for example, Education, Health) before implementing any QIP in order to ensure sustainability and maintenance after handover of the projects.

#### **f. Other Considerations Relevant to Developments**

##### ***Value Added***

In several areas project F8-05 exceeded the expected results. Two additional LAIC were established for a total of eight, rather than the target of six. Distribution of NFIs far exceeded the target figure of 3,800. In 2006 80,196 NFIs were distributed and in 2007 an additional 25,000 individuals were reached through NFI distribution. The original target figure set at 56 QIPs to be carried out by the IPs was surpassed by 75, for a total of 131. For example, in 2006 DRC implemented 16 QIPs, four more than the target of 12; in 2007 DRC implemented 24 QIPs, three more than the 21 planned.

Literacy and vocational training reached more than the 400 targeted beneficiaries. 870 women and children completed literacy training and 600 beneficiaries completed vocational training courses. 140 livelihoods grants were expected to be distributed whereas IPs distributed 502 livelihood grants which benefitted 3,012 individuals.

### ***UN Strategic Positioning and Its Comparative Advantage***

Project F8-05 was developed in close consultation with Cluster F agencies and was guided by the UN Strategy for Iraq. The project directly addressed outcomes of Cluster F Refugees, IDPs and Durable Solutions.

In addition the project design was in line with Millennium Development Goals 1, 2, 3 and 7 through a variety of activities such as meeting basic needs of vulnerable persons, helping returnee children with access to the education system, improving quality of life through improved skills and access to basic services, and supporting environmental sustainability through access to safe water and training on common hygiene practices.

The project also reflected key areas of the Iraq National Development Strategy 2005-2007.

QIPs supported community employment; livelihood grants and skills training activities enhance employment and economic skills (Goal 1, target 1—reduce the proportion of people living below the poverty line)

Inclusion of women in all aspects of the project, particularly in skills training such as midwives, first aid, sewing, handicrafts (Goal 3—promote gender equality and empower women)

QIPs improved health care facilities, sanitation, water systems, potable water, hygiene training (Goal 6—achieve universal access to safe water and sanitation)

Refurbishment and shelter construction (Goal 7—achieve decent shelter for all).

### ***Cross-Cutting Issues***

Project F8-05 addressed several cross-cutting issues, either directly or indirectly.

Employment creation—the 131 QIP activities were carried out locally, employing local labor, and also purchasing local equipment and materials for the rehabilitation of schools, health centers, sanitation facilities, water networks, shelter construction, road and bridge repair, etc.

Environment—the community-based development QIP projects helped to improve local physical environment by repairing infrastructure and refurbishing sanitation facilities, water networks and providing potable drinking water.

Health—Health care centers were rebuilt and improved, supplies and equipment provided and training in health-related topics such as first aid, hygiene, common diseases, and midwives' training focused on local health issues

Gender—All project interventions included women and female children. The provision of legal aid services was particularly beneficial to women, as was the high number of training courses for women on relevant topics such as women's legal rights, first aid and childcare.

Education—QIP activities rehabilitated 30 schools across the three governorates benefitting both IDP and host community children.

#### **g. Operational Effectiveness**

The implementing agency for the project was UNHCR, in close cooperation and coordination with MoDM branch offices in the governorates of Basra, Thi Qar and Muthanna. MoDM responsibilities included identifying areas and communities that require support; identifying technical staff to undertake joint needs assessment visits to areas where project activities were to be implemented; and providing advice to UNHCR and its IPs on protection of local field staff.

UNHCR relied on three experienced international NGO implementing partners for operational interventions in Southern Iraq. The three IPs were:

- Intersos (based in Italy)
- Danish Refugee Council (based in Denmark)
- Millennium Relief and Development Services (based in the United States)

Each of the three NGO implementing partners has extensive experience worldwide in both emergency response and development services; Intersos and DRC also receive significant support from their respective governments.

Because of the withdrawal of most international staff by UN agencies since 2003, UNHCR managed the project remotely from Kuwait. The international staff of the three IPs was based in Kuwait and senior staff from each IPs headquarters paid monitoring and supervision visits to Kuwait to provide technical and management support to international staff based in Kuwait, and local staff based inside Iraq.

UNHCR developed a matrix showing the divisions of program activities and locations among the three IPs. Each IP hired local staff in Southern Iraq to implement the range of its project activities. The local staff all had appropriate expertise and easy access to the areas of intervention, and created partnerships with local MoDM branch offices and local NGOs. Local departments of the Ministry of Environment were consulted when carrying out QIP infrastructure or rehabilitation and refurbishment work.

The international staff based in Kuwait had overall responsibility for coordinating the roles of their respective IPs and provided their Iraqi staff with guidance, technical capacity building workshops, training, and regular coordination meetings in Kuwait City. UNHCR lead the coordination of IP activities and the meetings took place at the UNHCR offices in Kuwait. International managers of the IPs also held regular communication and meetings to discuss project proposals and activities.

Procurement in the field was undertaken by IP field staff under the supervision of UNHCR staff, as follows:

- Needs identification followed by UNHCR approval for procurement
- Closed bidding process
- Committee of UNHCR field staff, IP field staff and local authorities representative to open bids
- Recommendation to UNHCR international staff to obtain approval for selected bid

National UNHCR staff monitored the project, and IP partners and GOI conducted their own monitoring and evaluation activities, with reports reviewed by field staff.



The IPs produced monthly update reports and also two yearly reports (one covering 2006 activities and one covering 2007 activities). Intersos also produced a *Sub-Project Monitoring Report* (31 December 2006) and a report focused on the LAIC/PACs (2007).

## **7. Lessons Learned**

1. The high level of cooperation and coordination demonstrated between UNHCR, MoDM and the three implementing partners supported effective project implementation at all stages.
2. Local cooperation and collaboration was very good among the implementing partners, local authorities, local civil society organizations, and local stakeholders and this was relevant to the success of the project.
3. Capacity building activities for MoDM in the form of the development and management of an IDP/returnee database, as well as staff training in IT, computer skills, returnee monitoring and data analysis proved effective in improving monitoring and reporting on issues of concern to displaced groups.
4. LAIC/PAC centers and field teams were of critical importance in assisting nearly 15,000 IDPs and returnees with serious legal issues related to personal status, access to services, administrative claims and legal claims, with a 'case resolved' rate of 85%; women constituted 39% of those assisted.
5. Training for LAIC/PAC staff was of great importance in enabling them to provide a high level of professional services to comprehensively assist persons and families in need, including members of host communities.
6. Implementing partners' monitoring teams were able to effectively collect, compile and analyze data on the protection needs of IDPs, returnees and refugees and their host communities.
7. Implementing partners, in cooperation with local authorities, were able to effectively identify and meet emergency needs of vulnerable groups through timely distribution of NFIs, and to address gaps in assistance by setting up procedures for identifying assistance needs and establishing and managing NFI warehouses and Transit Centers.
8. Economic and social conditions of vulnerable IDPs as well as host community members were effectively improved through QIPs focusing on school refurbishment, health care centre rehabilitation, and repairs to water and sanitation systems, roads and bridges infrastructure, and electricity networks.
9. Vulnerable groups and host communities greatly benefited from the rehabilitation of communal infrastructures and the provision of shelter repair and extensions.

10. All groups profited from the refurbishment of health centers and the provision of essential medical equipment and supplies.
11. Economic conditions of IDPs were ameliorated through income generation projects such as in-kind grants, emergency livelihood grants and work on QIPs.
12. Income generation projects were effective, and the benefits were ongoing after the end of the project.
13. Women benefited both socially and economically from a high rate of inclusion in legal assistance activities, skills and vocational training, public health training, income generation activities, and literacy training.
14. The project contributed to raising public awareness in critical areas such as human rights, legal rights, women's rights, mine risks to communities, and the importance of literacy for all.

## **8. Recommendations**

1. The effective partnership between UNHCR and the GoI/MoDM was successful and should be continued in order to continue providing effective protection and assistance to persons and groups of concern.
2. Continue support to MoDM to ensure an effective ongoing response to displaced and vulnerable populations in terms of economic and social needs and in the development of durable solutions.
3. The strong, functioning partnerships among the implementing partners' local staff, project stakeholders, local government authorities and local NGOs were effective and productive and should be replicated.
4. Capacity building for MoDM branch offices should be continued in order to build on the achievements and success of the project in effective staff training on returnee monitoring, human rights issues IT skills and data management.
5. Maintain capacity building for MoDM through support for returnee monitoring databases, and in preparing timely, reliable and transparent assessment reports and reports on IDP/returnee/refugee issues.
6. Continue and expand support for LAIC/PACs so as to continue providing vulnerable persons with high-quality access to legal services in order to continue the success rate of 85% in cases solved related to critical legal issues such as civil ID documents, marriage/birth/death certificates, PDS card, and nationality card since these documents are essential to access to social services.

7. Expand the LAIC/PAC training workshops in human rights issues to as broad a section of vulnerable persons and host communities as possible.
8. Provide support for monitoring teams that collect, compile and analyze data on the needs of all vulnerable groups so as to better provide accurate displacement needs analyses; this will assist in better ways of meeting emergency needs and also in identifying medium- and long-term solutions.
9. Provide support for MoDM and local civil society groups who are meeting emergency needs and monitoring all vulnerable groups, particularly Ahwazi families.
10. Address economic and social conditions through the continuation of community-based development projects which benefit both IDPs and host communities such as school refurbishment and health centre repair, repairs to water and sanitation systems, refurbishment of public infrastructures, repair to local roads and bridges and rehabilitation of electric networks.
11. Continue economic assistance to vulnerable persons through income generation projects and in-kind grants, and specifically consider how to include women as beneficiaries.
12. The support for rural home extension, shelter refurbishment and rehabilitation of public housing is key in resolving problems related to IDP/returnee/refugee integration into host communities.
13. A critical element in the solution of IDP social and economic integration is literacy training and training in health care and in viable vocational and handicraft skills. Support to groups providing these types of training should be ongoing, with a stress on prioritizing women and women heads-of-households.
14. Training in human rights, women's rights and legal rights should be maintained and extended so that all segments of vulnerable populations are aware of their basic legal rights.
15. Extend training in mine awareness for both communities and in schools to all at-risk communities in order to ensure a decrease in risky behavior among children and fewer mine-related injuries and deaths.
16. Support GoI in allocating the necessary resources (human and financial) to establish an effective and operational system for preventive maintenance of infrastructures repaired or created as a result of project activities.
17. Work with GoI to develop a strategy for sustainability in order to ensure maintenance of infrastructure projects and funding for training programs and services such as LAIC/PACs.
18. Produce a final project report incorporating data from all IP yearly reports to show overall project progress, achievements and status of both immediate and development objectives.

## Annexes

### Annex A: ToR:

<b>Title:</b>	Project Evaluation
<b>Duty station:</b>	Basra, Thi Qar, Muthana, Wassit, Qadissiya, Missan (Iraq)
<b>Duration:</b>	3 weeks (1 to 22 May 2010)

### 1. General Background of Project / Assignment

UNHCR implemented a project funded by the multi-donor Iraqi Trust Fund (ITF) in 2006-2007: project F8-05 “Protection and Assistance to Persons of Concern in Southern Iraq and Support to Local Authorities and Civil Society Organizations in Addressing Displacement Needs and Gaps”. This project of 18 months was implemented in Basrah, Thi Qar, Muthana, Wassit, Qadissiya, Missan (Iraq).

With the closing of the ITF, UNHCR has been asked to conduct an evaluation of the ITF-funded project. The evaluation is expected to generate lessons that will feed into the overall UNDG ITF lessons learned initiative for broader internal and external information sharing. It will also aid into the design of future programme and similar engagements. The evaluation will be undertaken in a participatory, objective, credible and impartial manner.

### 2. Purpose and Scope of Assignment

The evaluation firm or individual consultant will conduct an independent evaluation and review of the following UNHCR project funded by ITF:

F8-05 “Protection and Assistance to Persons of Concern in Southern Iraq and Support to Local Authorities and Civil Society Organizations in Addressing Displacement Needs and Gaps”, implemented in Basrah, Thi Qar, Muthana, Wassit, Qadissiya, Missan (Iraq), from February 2006 to July 2007 (18 months).

The evaluation firm or individual consultant will adhere to the Evaluation Guidelines as listed in the *UNDG ITF Programme/ Project Evaluations TOR with Guidance Note*.

The evaluation will review the implementation of the above project and distil lessons learned. The evaluation will look at the following areas:

- The relevance, efficiency and effectiveness of the programme or project, as well as the sustainability of results
- The value-added of the programme
- The UN’s partnership strategy and its relation to effectiveness in achieving the outcome
- The UN’s strategic positioning and its comparative advantage
- Provision of disaggregated information by gender, ethnicity and other relevant criteria
- Cross-cutting issues applicable to the project/ programme

### **3. Methodology**

The assessment will be made in an empirical approach, in order to present valid information and establish recommendations that are sufficiently well-founded and reliable within the agreed timeframe. Evaluation will be typically made based on desk review of available reports and other relevant data, interviews to beneficiaries and other stakeholders, as well as visits to selected project sites.

### **4. Time table and deliverables**

The total duration of the evaluation shall be 21 days starting 1 May 2010. The evaluator(s) will conduct the review principally in Iraq with complementary visits to UNHCR and its implementing partner offices in Amman and Kuwait, as required.

Main tasks and duties to be executed:

1. Methodology of the evaluation framework and work plan agreed with the evaluation team.
2. Evaluation instruments, such as questionnaires, tables, reporting structures, photograph and video arrangements and others.
3. Review based on the TOR
4. First draft of the evaluation report.
5. Presentation of the evaluation report.
6. Finalization of the evaluation report.

An evaluation report will be produced as a final result of the evaluation. The evaluation report will contain the following information:

- 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

### **5. Qualifications and Experience**

The individual consultant must have the following qualifications. In case of a consulting firm,

equivalent technical knowledge and experiences in the evaluation of humanitarian projects.

Evaluation team member(s) should be independent and have no prior involvement in the design, implementation and monitoring of the UNHCR project in Iraq. Evaluation team member(s) should manage travels to/from and within Iraq independently and be able to work in English and Arabic languages (written and oral).

**a. Education**

- Masters degree in a field related to evaluation, development studies, or a relevant social science.

**b. Work Experience**

- Minimum of 11 years of relevant practical / technical experience in the field of monitoring and evaluation, project assessment, and programme design, ideally in a post-conflict environment.
- At least five years of progressive experience in:
  - Planning and implementation of M&E systems
  - Field research in developing countries
  - Logical framework approach
  - Best practice in M&E methods, tools, and approaches (including qualitative and participatory)

**c. Key Competencies**

- Proven analytical and technical writing and reporting skills.
- Excellent oral and written communication skills, with analytic capacity and ability to synthesise relevant findings.
- Experience with UN system and knowledge of UNOPS rules and procedures is a strong advantage.
- Security awareness and knowledge of UN security procedures will be an asset.
- Proficiency in usage of computers and office software packages.
- Fluency in written and spoken English.

## **Annex B: List of documents reviewed**

### **Desk study documents:**

#### **Project Documents**

- Danish Refugee Council, Final Report to UNHCR for 2006 from Danish Refugee Council, 2006 (undated)
- Danish Refugee Council, Final Report to UNHCR for 2007 from Danish Refugee Council, 2007 (undated)
- Intersos, Iraq Operation, Legal Aid and Information Centres: Protection Responses 2007(undated)
- Intersos, Subproject Description Report (undated for 2006)
- Intersos, Subproject Description Report (undated for 2007)
- Intersos, Subproject Monitoring Report, Logistics and EVI Support for Iraqi Returnees and Others of Concern in Southern Iraq, 31 December 2006
- Iraq National Development Strategy 2005-2007, Iraqi Strategic Review Board, Ministry of Planning and Development Cooperation, 30 June 2005
- Millennium Goals, United Nations Millennium Declaration, 2000
- Millennium Relief & Development Services, Final Report, 15 February 2007
- Millennium Relief & Development Services, Final Report, 31 January 2008
- Scanteam Report—January to November 2008—IRFFI Stocktaking Review, Final Report: Volume Two: Project Performance Reports, pp 159-168, January, 2009, Oslo
- United Nations Development Group Iraq Trust Fund, Project Document Cover Sheet, 21 September 2006
- United Nations Development Group Iraq Trust Fund, Project #:F8-05, Updated: 30 June 2008 / 2nd quarter
- United Nations Development Group Iraq Trust Fund, Project F8-05, Updated: 31 December 2007/4th Quarter 2008
- UNDG ITF, Project #: F8-05; September 2007/3rd Quarter 2007, Project Summary Sheet, 2007
- UNDG ITF, Seventh Six-month progress report for project for F8-05, (undated)
- United Nations Development Group ITF, Final report F8-05, 31st December 2007
- UNDG ITF, Project Document Cover Sheet; F8-05, 28 January 2007
- United Nations Development Group ITF, Project summary sheet (fiche) F8-05, UNHCR
- UNHCR Iraq Fact Sheet, March 2010
- UNHCR. Iraq Operation, Legal Aid and Information Centres: Protection Responses, (Review of Intersos Protection and Assistance Centres in 2007), undated

#### **Normative Guidance**

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

### **Preliminary interviews**

<b>UNHCR</b>	<b>DRC</b>	<b>INTERMEDIOS</b>	<b>Millennium</b>
Mr. Emad Abdulmagid- Programme Officer	Mr. Bojan Kolundzija - Deputy Country Director	Mr. Stefano Cordella Regional Director  Ms. LaChelle Amos Programme Manager	Mr. Douglas Bell - Director for Southern Iraq  Mr. Eisa A. Angulo Managing director for Southern Iraq

### **Key official letters reviewed by evaluation teams:**

<b>Letters Number</b>	<b>Letters date</b>	<b>Names</b>
108-22	1/10/2007	INTERMEDIOS / Diwania/DoH
12028	30/10/2007	INTERMEDIOS / Diwania /DoH
4189/2/6	17/2/2007	INTERMEDIOS / Diwania
17303/1/7	20/9/2007	INTERMEDIOS / Diwania /DoE
22		INTERMEDIOS / Diwania /DoH
	15/11/2007	INTERMEDIOS/ Humanitarian Organization/ Diwania
	15/11/2007	INTERMEDIOS/ Humanitarian Organization/ Diwania
	15/11/2007	INTERMEDIOS/ Humanitarian Organization/ Diwania
	10/5/2007	INTERMEDIOS / Thi Qar/ Municipal Council
124	8/11/2007	INTERMEDIOS / Thi Qar / Municipal Council
2179-113	21/10/2007	INTERMEDIOS / Thi Qar / Municipal Council
130	29/11/2007	INTERMEDIOS / Thi Qar / Municipal Council
129	26/11/2007	INTERMEDIOS / Thi Qar
128	26/11/2007	INTERMEDIOS / Thi Qar
126	8/11/2007	INTERMEDIOS / Thi Qar
1097	16/4/2007	INTERMEDIOS / Thi Qar /DoE
1827	28/8/2007	INTERMEDIOS / Thi Qar /
665	28/8/2007	Al-Chibayish /Sa;ed Alasady center
11205	7/5/2007	Thi Qar /DoE
2180	21/10/2007	INTERMEDIOS / Thi Qar / Municipal Council
394	10/5/2006	Municipal Council/ Al-Chibayish



### ANNEX C: Field Interviews

Governorates	Location / Job description	Names
Basra	INTERSOS Office	Mr. Ammar Issa
Basra	INTERSOS Office	Mr. Ali Hussain
Basra	INTERSOS Office	Ms. Mayameen Mohammed
Basra	INTERSOS Office	Mr. Haider Habib
Basra	INTERSOS Office	Mr. Murtadha Sabah
Muthanna	INTERSOS Office	Ms. Rizan Hamodi
Muthanna	INTERSOS Office	Mr. Ihsan Shakir
Muthanna	INTERSOS Office	Ms. Vivan Mansoor
Muthanna	INTERSOS Office	Mr. Ahmed Ruzoki
Muthanna	INTERSOS Office	Ms. Iman Hadi
Basra	Abo Khaseeb Local Council Member	Mr. Amen Wahab
Basra	Karma Ali PHCC	Mr. Abdul Hussain Ali
Basra	Manager of NFI store	Mr. Hashim Ghaloom
Basra	Assistant Manager of NFI store	Mr. Haider Habib
Basra	Beneficiaries – Legal Aid and NFI	Ms. Kgulud Kadhum
Basra	Beneficiaries - Legal Aid	Ms. Neama Abbas / IDP from Kirkuk
Basra	Beneficiaries - Legal Aid	Mr. Muhanad Jaafer
Basra	Beneficiaries – Legal Aid and NFI	Mr. Lafta Jabar
Basra	Beneficiaries - Legal Aid	Mr. Usama Hashim
Basra	Beneficiaries – Legal Aid and Health awareness sessions	Ms. Ajeeba mohammed
Basra	Beneficiaries –NFI	Mr. Mohammed Bander
Basra	Beneficiaries – rehabilitation of Al Shimal School in Al Zubair	Mr. Aqeel Naji
Basra	Beneficiaries –Health awareness sessions	Ms. Hanan Abd
Basra	Beneficiaries –Health awareness sessions	Ms. Duaa Aqeel
Muthanna	President of Local Council – Al Sweir	Mr. Adel Abdula

Muthanna	Youth center – manager of sewing training courses	Ms. Sameera Abd
Muthanna	DoE in Muthanna	Mr. Abd Munshid
Muthanna	Manager of health awareness courses	Mr. Alaa Kadhum
Muthanna	Lectures in health awareness courses	Mr. Nasar Jaber
Al Chibayish	Director / INTERSOS office	Mr. Abd Alaly Tuma Abbas
Al Chibayish	DBM	Ms. Sawsan Wared Jasim
Al Chibayish	MCLW	Ms. Intisar Hamadi
Al Chibayish	F.W	Mr. Abd Alhusain Watan
Al Chibayish	Group of beneficiaries	
Al Nasiriya	INTERsos members	Mr. Hayder Mihsin
Al Nasiriya	INTERsos members	Mr. Hazim Subhi Abd
Al Nasiriya	Director / INTERsos office	Mr. Nubras Zwaïd AlSaady
Al Nasiriya	Group of beneficiaries	
Basra	DRC office	Dr. Samer El-Jassim
Basra	DRC office	Eng. Bahaa
Basra	DRC office /President of the Municipal Council in Abo AlKhasieb	Mr. Munther Riadh
Basra	DRC office /Member of the Municipal Council / responsible of service department	Mr. Audai Naghemesh
Basra	DRC office /Member of the Municipal Council / responsible for Official committee of municipalities.	Mr. Tariq Mansour Sekar
Basra	DRC office /Member of the Municipal Council official of the Agriculture Committee	Mr. Ismail Ahmed
Basra	beneficiaries from Income-generation projects	Mr. Abdul Hussain Mehzen Zweer
Basra	beneficiaries from Income-generation projects / disable	Mr. Salman Muhzen Ghazi
Basra	beneficiaries from Income-generation projects	Mr. Raed Abdullah Ramadan
Basra	Group of beneficiaries from these areas: Bab Al-Meedan, Al-Oja, Maheela, Sanker.	

Basra	Millennium office	Mr. Issa Ankolo
Basra	Millennium office	Mr. Doleks Shaker
Basra	Millennium office / the Member of the Basra Governorate Council and the Chairman of the Committee on Women in the province	Ms. Natqa Sheiaa
Basra	Millennium office / teacher in literacy centre	Ms. Khawla Shawy
Basra	Millennium office / beneficiaries (IDPs) / literacy session.	Ms. Shorooq Fareed Abdulla
Basra	Millennium office / beneficiaries (IDPs) / literacy session.	Ms. Maysoon Kadhim
Basra	Millennium office / beneficiaries (IDPs) / literacy session	Ms. Nawal Abdull Abass
Basra	Millennium office / beneficiaries (returnees) / first aid session	Ms. Nawras Murtadha
Basra	Millennium office / beneficiaries (returnees) / first aid session	Ms. Iman Ubaid
Basra	Millennium office / one of the representatives in this area	Mr. Majed Jejan
Basra	Millennium office / one of the representatives in this area	Mr. Masab Dhaher
Basra	Millennium office / the assistance the director of health centre	Mr. Murtadha Abedalabass
Basra	Millennium office / the assistance in the lab at the health centre	Mr. Arshad Naif
Basra / Faw	The director of Ceyhan water project.	Mr. Ali abdull Ameer
Basra / Faw	Employee in Ceyhan water project.	Mr. Hassan Yousif
Diwania	INTERSOS office director	Mr. Oday Al-Omary
Diwania	INTERSOS /the local director of camp/ old shelter camp	Mr. Nadhim Yaser Wanas
Diwania	INTERSOS /security man in the camp in Al-Sunni / Al-Karama camp	Mr. Kadhim Kadhim Khalil
Diwania	INTERSOS /the education department in Diwania / camp director in Al-Sunni / Al- Karama camp	Mr. Shamel Salim Al-Aboody
Diwania	INTERSOS /health department (Primary health care)	Dr. Batool Al-Atiya
Diwania	INTERSOS /the education department / the general director	Mr. Abdul-Zahra Katea Faisal

## **ANNEX D: Field Evaluation Guidelines**

### **General Information**

Project Title:

Project Number:

Approved budget:

Original project duration:

Started time:

Completion time:

Additional extensions time (if any):

Names of the Governorate covered by the project:

Number of beneficiaries:

### **Information on the Person interviewed.**

Name:

Position:

Department:

Gender:

Duration at this department and position:

Interview date:

SOC evaluator name:

### **General evaluation Guidelines for SOC evaluation Teams:**

Before each evaluation visit, please make sure of the following important issues for each activity:

#### **Capacitate MoDM Branch Office and civil society actors:**

- Organize on the job training on returnee monitoring, human rights issues and data management to MoDM branch offices in Basrah, Thi Qar and Muthanna.
  1. Number of MoDM staff trained in each governorate.
  2. Collect training materials on returnee monitoring, human rights issues and data management.

3. Number of training sessions
4. Duration of each training sessions and dates.

#### Legal Aid and Information:

- Teams of six PACs and their mobile teams provide free legal advice and presentation.
  - UNHCR and international NGOs train lawyers and information officers of the six PAC offices and their mobile teams to enable them to provide professional services which comprehensively assist persons in need.
1. Visit the center in your area.
  2. Describe the center (number of staff and number of legal staff)
  3. How many cases processed since the beginning of the project?
  4. Success stories.

#### Monitoring and Reporting on Issues of Concern to Displaced Groups

- UNHCR partners' monitoring teams collect compile and analyse data on the protection and assistance needs of IDPs, refugees, returnees and their communities.
  - Produce Governorate Assessment Reports for Basrah, Thi Qar & Missan; in addition, issuance of IDP reports for selective communities (Al Kut, Chibayish and Al Zubair).
  - Develop responses in cooperation with local authorities to address identified protection and assistance gaps and needs.
1. Number of teams per governorate.
  2. Describe the reporting mechanism.
  3. Name the stakeholders benefiting from the monthly report.
  4. Criteria of selecting the targeted area.
  5. Whom to coordinate with to achieve better results.
  6. Visits intervals.
  7. Criteria to identify the needs.
  8. Gender balance during visit to verify women and other vulnerable groups needs.

#### Meeting basic assistance and protection needs

- Distribute 3,800 NFI packages to most vulnerable IDPs/returnees, refugees and host community members.
  - Register an additional 1,650 Ahwazi refugees and in cooperation with MoI/MoDM provide relevant refugee identity documentation.
  - Maintain reception centre, office space and warehouse for storage of NFIs.
  - Receive and register returning refugees from Iran at the Basrah reception centre and provide them with meals, NFIs and medical care.
  - Provide mine awareness training for returning refugees at reception centre.
1. Criteria to select beneficiaries for NFI
  2. Criteria to select location for NFI
  3. Visit the reception center.
  4. Describe the office space and warehouse for NFI storage.
  5. Describe the registration mechanism for returning refugees from Iran at the Basrah/
  6. Name the stakeholders benefiting from the information collected under this activity.

7. Describe the awareness sessions, how benefited, how attended, how many attended, were there any materials distributed.

#### Improved economic and social conditions

- Providing literacy and vocational training for up to 400 vulnerable returnee women and children (boys and girls).
  - Distribute up to 140 livelihood grants to selected vulnerable returnee families and host community members.
  - Rehabilitation of communal infrastructure and provision of shelter.
1. Complete the survey for 165 beneficiaries.
  2. Pictures of the rehabilitated locations.

#### **1. Introduction:-**

- 1.1 Please provide any data or statistics available to illustrate the dimensions of the problems that have been addressed by the project activities and to address them or to limit its effects (indicating the information source and date).
- 1.2 Have there been any previous studies or surveys that related to the problem which was addressed by the project? What were the most important results that were reached by these studies or surveys?
- 1.3 Please explain the difficulties and challenges that faced the project during the stages of implementation, explained the difficulties with regard to the following issues:
  - a. Security.
  - b. Financial and payments.
  - c. Coordination among stakeholders.
  - d. Cooperation of the population.
  - e. Other difficulties.

#### **2. Results and achievements:**

- 2.1 Explain how the project components contributed to the achievement of the project goals and objectives.
- 2.2 Did the project contribute to the strengthening of programs / facilities aimed at the level of development of the country and the Governorate?
- 2.3 Has the project met the national priorities to set forth in the following references, how did the project activities contributed to the national priorities:
  - a. National development strategy (NDS).
  - b. The International Compact with Iraq (ICI).
  - c. Millennium Development Goals (MDG).
- 2.4 Please provide data supported by statistics, evident and facts on the project activities results and actual achievements in accordance with Annex Table:

2.5 Please provide statistical data on training sessions or missions that have been organized under this project to build the beneficiaries capacity (in administrative and technical issues). It is a must to describe subjects covered by the training, participants' number, and info on participants' position, gender, and geographical coverage.

<u>Expected achievements</u>	<u>The Actual Results</u>
<ul style="list-style-type: none"> <li>• <i>Capacitate MoDM Branch Office and civil society actors</i></li> </ul> <p><i>Organize on the job training on returnee monitoring, human rights issues and data management to MoDM branch offices in Basrah, Thi Qar and Muthanna</i></p>	
<ul style="list-style-type: none"> <li>• <i>Legal Aid and Information</i></li> </ul> <ol style="list-style-type: none"> <li>3. <i>Teams of six PACs and their mobile teams provide free legal advice and presentation.</i></li> <li>4. <i>UNHCR and international NGOs train lawyers and information officers of the six PAC offices and their mobile teams to enable them to provide professional services which comprehensively assist persons in need</i></li> </ol>	
<ul style="list-style-type: none"> <li>• <i>Monitoring and Reporting on Issues of Concern to Displaced Groups:</i></li> </ul> <ol style="list-style-type: none"> <li>4. <i>UNHCR partners' monitoring teams collect compile and analyse data on the protection and assistance needs of IDPs, refugees, returnees and their communities.</i></li> <li>5. <i>Produce Governorate Assessment Reports for Basrah, Thi Qar &amp; Missan; in addition, issuance of IDP reports for selective communities (Al Kut, Chibayish and Al Zubair).</i></li> <li>6. <i>Develop responses in cooperation with local authorities to address identified protection and assistance gaps and needs</i></li> </ol>	

<ul style="list-style-type: none"> <li>• <i>Meeting basic assistance and protection needs:</i></li> </ul> <ol style="list-style-type: none"> <li>6. <i>Distribute 3,800 NFI packages to most vulnerable IDPs/returnees, refugees and host community members.</i></li> <li>7. <i>Register an additional 1,650 Ahwazi refugees and in cooperation with MoI/MoDM provide relevant refugee identity documentation.</i></li> <li>8. <i>Maintain reception centre, office space and warehouse for storage of NFIs.</i></li> <li>9. <i>Receive and register returning refugees from Iran at the Basrah reception centre and provide them with meals, NFIs and medical care.</i></li> <li>10. <i>Provide mine awareness training for returning refugees at reception centre</i></li> </ol>	
<ul style="list-style-type: none"> <li>• <i>Improved economic and social conditions:</i></li> </ul> <ol style="list-style-type: none"> <li>9. <i>Providing literacy and vocational training for up to 400 vulnerable returnee women and children (boys and girls).</i></li> <li>10. <i>Distribute up to 140 livelihood grants to selected vulnerable returnee families and host community members.</i></li> <li>11. <i>Rehabilitation of communal infrastructure and provision of shelter</i></li> </ol>	

### **3. Effectiveness and Efficiency:**

- 3.1 Was the project cost effective and has good value for money, taking into account the reality of the situation in Iraq?
- 3.2 Explain how the project results contributed to improving access to services and increased the benefit?
- 3.3 Did the project results meet the basic requirements and needs of the issues targeted by the project? Please Explain.
- 3.4 Was the project activities designed to meet the Iraqi contexts and current conditions? Explain.
- 3.5 Was the project strategy in line with national policies and strategic plans? Please explain how.
- 3.6 What are the mechanisms that were followed by the project to manage and supervise the project activities and performance?



#### **4. Partnership:**

- 4.1 Who are the key partners in the project?
- 4.2 Explain in detail the role of each of these partners in the preparation stages and implementation of the project:

Stakeholder	Role during planning and preparation stage	Role during implementation
International organizations concerned		
Ministries and government Institutions concerned		
Non-governmental Organization		
Civil society organizations		
Community leaders and residents		

- 4.3 Did the project lead to the formation of new partnerships or to strengthen existing partnerships? Please explain how.
- 4.4 What are the factors that led to strengthen or weaken these partnerships?
- 4.5 To what extent the project results contributed to the capacity building and development of partners?

#### **5. Sustainability:**

- 5.1 What is the present status of the project? Have project results and facilities been maintained?
- 5.2 Who took responsibility for project results (management, supervision, maintenance) after the project ending?
- 5.3 What is the current status of the services and project results (developed during project implementation)? Do these results and services improved or deteriorated after the project handover? Explain how and why.
- 5.4 Did the training activities implemented under this project achieve its goal in transferring knowledge to beneficiaries? and from them to other stakeholders and beneficiaries. Explain how.
- 5.5 What are the measures implemented by the concerned authorities to ensure sustainability and maintain the operational of the project results as well as maintenance of the project results and facilities.
- 5.6 What was the project measurement to reduce the negative effects of the unstable security situation during the implementation phases? What are the practical measures that have been taken to reduce the risks? Please explain.

#### **6. Lessons learned:**

- 6.1 What are the good practices that resulted from this project? How and why can some of these practices be described as good? Explain by the examples.

- 6.2 What are the main lessons learned from this project?
- 6.3 Are there specific recommendations and practices that would assist in the implementation of similar projects in similar circumstances like the current situation in Iraq?

**7. Other issues related to development:**

- 7.1 What is the value added of the project compared with other options to solve the problem?
- 7.2 How did this project contributed in strengthening the role of the UN organizations in the areas of development?
- 7.3 How did the project supported issues relate to human rights, equality between the gender, environment, create jobs and promote public participation?
- 7.4 To what extent did the project strategies participate in enhancing the credibility of the UN team to Iraq's Development?

**ANNEX E: Project's Pictures:**

**DRC Basra Project Pictures**

Income generation projects / DRC



Income generation projects / DRC



Income generation projects / DRC



Income generation projects / DRC



Income generation projects / DRC

QIP pictures DRC



Sbeilat School



Aoja Bridge



Meeting with member of Municipal Council



Electricity project



## INTERSOS Diwania Projects Pictures

### Al Karama Shelter



### Old Shelter Camp



# Millennium Basra Project Pictures



Meeting with beneficiaries in literacy course



Ceyhan water project



Ceyhan water project / Faw district



AlKhas project

## Thi Qar / Al Hajamiya village



Al Hajamiya village



Al Hajamiya village





Al Hajamiya village



Al Hajamiya village

Thi Qar / Al Zarqan village



Al Zarqan village



Al Zarqan village



Al Zarqan village



Al Zarqan village

Thi Qar / rehabilitation of al Arfan school - Al Qasid village



Rehabilitation of al Arfan school



Rehabilitation of al Arfan school



Rehabilitation of al Arfan school



Rehabilitation of al Arfan school



Rehabilitation of al Arfan school



Rehabilitation of al Arfan school



Thi Qar / rehabilitation of road Dukmania - Fadhiliya- Soq Al Shouokh



Rehabilitation of road Dukmania



Rehabilitation of road Dukmania



Rehabilitation of road Dukmania



Rehabilitation of road Dukmania

Al Nasiriya /Supply medical equip PHC karma bni ali



Supply medical equip PHC karma bni ali



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Thi Qar/ Alziho village;



Alziho village



Alziho village



Alziho village



Alziho village



Alziho village



Alziho village

### Building damage part of Alrifa'e school



Alrifa'e school



Alrifa'e school



Thi Qar /distributing clothes



Distribution of NFIs



Distribution of NFIs

Thi Qar / Alshuaia'riya village



Alshuaia'riya village



Alshuaia'riya village

Thi Qar /sewing course



sewing course



sewing course

Thi Qar / Literacy courses



Literacy courses



Literacy courses

Thi Qar/health awareness course



health awareness course



health awareness course

Thi Qar/AlRasoul School



AlRasoul School



AlRasoul School





AlRasoul School



AlRasoul School

Thi Qar/work shops



workshop



workshop



#### **ANNEX F: SOC background:**

Stars Orbit Consultants is an external Monitoring and Evaluation organisation; 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 organisations 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](http://www.starsorbit.org)