



UNDG IRAQ TRUST FUND ANNUAL 2011 NARRATIVE REPORT

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Final Programme/ Project Evaluation
<p>Evaluation Completed</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> X No Date: Evaluated and awaiting report to feed into this document when released Evaluation Report - Attached</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> X No will be attached to the Final Narrative Report</p>

¹ Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

² The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

³ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

ANNUAL 2011 REPORT

Restoration of Al Askari Shrine in Samarra City and Rehabilitation of Other Damaged Sites Throughout Iraq

I. Purpose

Programme Description: To restore Al Askari Shrine in Samarra and to rehabilitate other religious sites damaged by, or in the aftermath of the 22 February 2006 bombing.

Development Goal

Promotion of national reconciliation through community-level initiatives, with restoration/reconstruction of religious sites as the entry points

Immediate Objectives:

1. To ensure the safety and preservation of the Al Askari Shrine site in order to prepare for its restoration as a symbol of peace and reconciliation in Iraq, while enhancing the national capacity to perform similar tasks on other damaged cultural/religious sites.
2. To initiate the process of rehabilitation of other damaged religious sites throughout Iraq as part of the reconciliation process.
3. To provide employment opportunities and ensure citizens' involvement in the rebuilding of their communities through sub-projects focused on rehabilitation related to the Samarra Shrine.

- **The main outputs and outcomes/objectives of the programme.**

Key Outputs:

Output 1.1. Urgent intervention works on Al-Askari Shrine in Samarra completed: Site protected and cleaned, materials classified, and structure reinforced (UNESCO).

Output 1.2. Prepare works for the restoration project of the Al-Askari Shrine in Samarra completed. (UNESCO).

Output 1.3. Personnel of State Board of Antiquities and Heritage (SBAH) in technical areas related to restoration and preservation trained.

Output 2.1. Highest priority damaged religious sites rehabilitated (UNDP).

Output 2.2. Contribute towards reconciliation, restoration of stability and security, consensus and peace building.

Output 3.1. Implement sub-projects related to the Samarra Shrine completed (UNDP).

Output 3.2. Community ownership through involvement in sub-project identification and implementation promoted.

Output 3.3. Generation of temporary short and medium term employment opportunities.

- **Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund/JP.**

UN Millennium Development Goals

Within the Samarra Programme MDGs are being addressed. The project is providing access of MDG 2 Target 1 for primary education and MDG 3 Target 1 on gender disparity in primary and secondary levels. This project also addresses MDG 4 and MDG 5 for maternal and child health. The Samarra Project also addresses MDG 7 Target 3 on access to safe drinking water. Additionally, the structure of participation in Samarra is also looking at issues within MDG 3 with women being empowered in decision making.

This project contributes towards the attainment of the MDGs in Iraq by working towards reconciliation and a more stable community that will foster the necessary environment for building consensus in priority setting of expenditure for service delivery, pride in their community and reducing the level of poverty. The project contributes to the attainment of the MDGs, in particular MDG 1, by fostering reconciliation and peace building within the Samarra community as a result of the positive impact of employment creation and income generation through the emergency infrastructure projects and a boost to the economy with the return of religious tourism.

UN Assistance Strategy for Iraq

The programme directly addresses the joint UN Assistance Strategy for Iraq within the Sector Outcome Team for Economic Reform and Diversification (ERDSOT).

Economic recovery is one of the major challenges faced in post-conflict societies. While economic development effectively reduces the risk of relapsing into conflict, it takes a long time. Over the past couple of years, Iraq has shown good signs of economic recovery. Despite notable economic improvements, however, the political and security situation is still a detriment to sustained macroeconomic development. This project is aimed to increase tourism and build heritage sites and tolerance which is in line with enhancing key sectors of local economy in most deprived areas identified in Outcome 2 in the ERDSOT.

This project's key objectives is the promotion of national reconciliation, safeguarding Iraq's cultural heritage, strengthening national capacity and promoting and ensuring national ownership.

The UNDAF

The UN Country Team has worked closely with the Government of Iraq in the development of a Common Country Assessment during 2009 which has been approved. The UN Country Team has developed a draft UNDAF for 2011-2014. The draft UNDAF has five priority areas, with this project aligned with UNDAF Priority two though completion is anticipated before the phase in of the UNDAF.

Iraqi National Development Strategy (NDS) emphasizes that fostering participatory dialogue and cultural heritage are key to addressing challenges facing peace building. This programme seeks to build tolerance and reduce tensions in Iraq by restoring the damaged Samarra Al-Askari Shrine as well as other damaged religious sites around the Shrine. It engages the leadership of both religious sects to work together as well as the community. Two pillars that have been covered have been in the Education Pillar within a) physical rehabilitation and reconstruction of primary and secondary schools and the Health Pillar in within the overarching objective of health care to “promote health and improve access to quality health care irrespective of ethnic, religious or geographic origin or socio economic status”.

II. Resources

Financial Resources:

- **Provide information on other funding resources available to the project, if applicable.**

UNESCO: UNESCO and the Supreme Council for Reconstruction affiliated to the Prime Minister Office of the Government of Iraq signed a Memorandum of Understanding (MOU) for an amount of \$3,000,000 component activities.

UNDP: The four initial priority projects (rehabilitation of two mosques and two schools) identified by the Samarra community and local authorities as “entry points” were partially funded from UNDP TRAC 3 resources for an amount of USD 225,000. A letter of agreement was signed between UNDP and the Samarra Qaem Maqamiyat for the implementation of these initial priority projects. The ITF USD 2.6 million is fully utilized within this project.

- **Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.**

First extension approved by ITF from 22 February 2008 till 31 December 2009

Second Extension approved by ITF from 31 December until 30 September 2010

Third Extension approved by ITF from 30 September 2010 until: 30 June 2011 for UNESCO and 31 October 2011 for UNDP. The above mentioned budget revisions allowed the two UN agencies to complete all the project activities. It also made available the necessary funding for the budget line relating to national and international staff according to the requested extensions.

- Provide information on good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.

Constraints

- Operational - delays in construction.
- Organizational – institutional capacity: limited size of counterpart team in Samarra.
- Security situation delayed the implementation of works.
- Limited opportunities for movement to Samarra.

Project Issues Remedial Actions- Good Practices

UNESCO

- **Project Issue:** The contract signed with the specialized contractor in June 2007 for the implementation of the Phase I of the restoration of the Al-Askari Shrine was cancelled in May 2008 because the contractor failed to start site works.
- **Good Practice:** UNESCO went ahead with the implementation of the interim and signed a new contract with the Iraqi Technical Committee for the Restoration of the Al-Askari Shrine-Office of the Prime Minister
- **Project Issue:** UNESCO had in place a permanent Site Manager from May 2008 to April 2009, to oversee day to day implementation. Backstopped by the Project Manager in Amman who coordinated all the implementation process while arranging regular visits to the site.
- **Good Practice:** After April 2009 UNESCO decided to employ a CCTV monitoring equipments to assess and monitor technical matters from Amman office the works on site as well as for security reasons. This technology allows UNESCO Project Manager to follow assessments and implementation from Amman without having a permanent Site Manager.

UNDP:

- **Project Issue:** Given the sectarian violence prevalent in Samarra City at the early stages of the project, UNDP spent considerable time and effort in the initiation of the project.
- **Good Practice:** The community leaders, elders, Sheikhs and local authorities worked together to identify priorities within the community which resulted in the Samarra Development Agenda published in both Arabic and English in May 2009. US Department of State has stated that this model has proved helpful at the Governorate level.
- **Project Issue:** The first procurement exercises UNDP carried out to procure programme sub-projects' works were all concluded as non-responsive and therefore unsuccessful. This resulted in delays of more than five months.
- **Remedial Actions:** UNDP decided to launch the early four sub-projects through a national execution hybrid modality concluded with a Letter of Agreement (LoA) with Qaem Maqamiyat of Samarra City. This allowed the UNDP supported project to commence amid a very volatile and dangerous security situation and environment in Samarra City.
- **Good Practice:** UNDP pursued a comprehensive outreach programme broadening the pool of potential local contractors. This proved successful as reflected by the outcome of the later procurement exercises, which resulted in the award of contracts.
- **Project Issues:** Following entering into a Letter of Agreement with the Samarra Qaem Maqamiyat, security deterioration resulted in works being halted several times by the contractor.
- **Good Practice:** During these stop and start periods, UNDP initiated a capacity strengthening initiative with a view to build the counterparts' capacity in relevant technical fields, including procurement and project monitoring methods. These resulted in positive outcomes that are maintained to date. UNDP delivered a capacity development workshop with the same objective.

- **Good Practice:** UNDP collaborated with relevant local and international actors to support programme implementation.

Human Resources:

- National Staff: Provide details on the number and type (operation/programme).

UNESCO: 2 National Staff recruited (1 at Iraq Office in Amman and 1 in Samarra) paid directly by the project. Other National Staff working on Operations Support Functions co-shared on pro-rated partial basis.

UNDP: 1 National Staff recruited on the project and a Project Assistant recruited to work within operations. Support Functions co-shared on pro-rated partial basis.

- International Staff: Provide details on the number and type (operation/programme)

UNESCO: 1 Project Manager in Amman

UNDP: 1 Project Manager and support functions co-shared on pro-rated partial basis.

III. Implementation and Monitoring Arrangements

- Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.

UNESCO: UNESCO and the Iraqi Technical Committee signed in October 2008 a contract for the preparation of the final Restoration Project.

UNESCO purchased technical equipments and trained Iraqi engineers/architects in order to implement this activity.

Several groups of UNESCO experts undertook field missions to supervise and implement the works. From May 2008 to April 2009, UNESCO had a permanent expert in the field assisted by a local engineer.

UNESCO put in place all necessary logistics (security guards, armoured car, accommodation, etc.) to ensure the security and the stay of the staff as well the experts on mission.

UNDP: UNDP made a choice based on the prevailing security situation and restrictions placed on the movement of UN staff over the majority of Iraq, factoring in the unique security conditions in Samarra City. This resulted in the Samarra Qaem Maqamiyat and its team of engineers and architects being chosen to implement the project through a Letter of Agreement. This project design is a hybrid moving close to national execution implementation modality. Several assessments were carried out in strict coherence to procedures to ensure counterparts possessed the implementation capacity.

Local Samarra contractors were employed by the Qaem Maqamiyat when qualified to implement works. In this way, the projects contributed indirectly to reconciliation and peace building among the Samarra community. An independent monitoring consultant (UNDP Owner's Engineer) was employed to verify the quality and quantity of works implemented at each stage through progress

reports. This UNDP Owner's Engineer verified and certified all payments made by UNDP to all the contractors of the sub-projects. The UNDP infrastructure team quality assessed and approved and made quality controls of all the completed works as per the original designs and Bill of Quantities as well as ensured that procurement standard operating procedures were followed.

- Provide details on the procurement procedures utilized and explain variances in standard procedures.

UNESCO: All procurement activities included in this project are implemented according to UNESCO's standard rules and procedures of international competitive bidding. Within this framework, procurement for goods up to a ceiling of \$100,000 may be undertaken directly by the Amman based team. For procurement of goods above \$100,000, a committee in Headquarters reviews and authorizes the contract in question.

UNDP: UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are:

- Best Value for Money
- Fairness, Integrity, Transparency
- Effective International Competition

Further, in order to ensure compliance with UNDP regulations, rules, policies and procedures, all procurement activities at UNDP-Iraq are subject to a review and approval process prior to an award of a procurement contract.

- Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing project.

UNESCO: UNESCO has monthly meetings with the Technical Committee for the Samarra Shrine Restoration established by the Iraqi Prime Minister to coordinate activities in site, to evaluate progress of works and to exchange views regarding the implementation of the project. From May 2008 to April 2009 an UNESCO Site Manager was located in Samarra for work on the Samarra Shrine to follow the works and evaluate the progress. Any problems were reported to the Samarra Shrine Project Manager. Additionally, UNESCO has installed during this reporting period a CCTV monitoring system in order to allow UNESCO to remotely monitor the implementation of the works from the Amman Office.

UNDP: The implementation of four preliminary priority projects was completed during the early stages of the project. Subsequently, the other sub-projects in Samarra City and in Baghdad were also completed and handed over to the local beneficiaries. All the sub-projects were being regularly monitored by UNDP through its Owner's Engineer and by the Samarra City Qaem Maqamiyat.

UNDP Owner's Engineer set up a project team in Samarra City who were present at the sub-projects sites on daily basis and who reported back on project issues, delays, security situation. These reports included a narrative and photos taken before, during and after completion of works. This allowed UNDP to intervene at the right time and to solicit support of the local community and authorities. UNDP's technical team was fully engaged in advising and guiding the

contractors and sub-contractors throughout the implementation of the sub-projects. The implementing agents were paid in arrears based on predetermined milestones that were independently verified and certified by UNDP's Owner's Engineer before any payment was made by UNDP. Regular meetings were conducted by UNDP with the counterparts and with UNDP's Owner's Engineer.

Similarly, the Samarra Qaem Maqamiyat set up a Local Project Team who was on site daily to monitor the progress and quality of implemented works. The Local Project Team carried out all required progress reporting and certification of works and monitored the quality. This ensured that sub-contractors for various technical works (electrical, plumbing, carpentry, masonry, etc.) complied with the Bill of Quantities of the projects.

- Report on any assessments, evaluations or studies undertaken.

UNESCO: A team of ten (10) UNESCO experts undertook two missions to Samarra in October and December 2009, related to the implementation of the "Completion of the Final Restoration Project of al-Askari Shrine in Samarra – Iraq" activity. During this reporting period the following reports were finalized;

- Building materials and fine arts
- Completion of structural studies
- Architectural studies and final project.
- Technical reports define the level of intervention including methods and material related to the building materials and fine Arts, structural studies, mechanical and electrical studies and Architectural studies

The External Evaluation is under preparation and will be completed by beginning of 2012.

UNDP: An independent Outcome Evaluation was commissioned by UNDP Iraq in July 2011 to conduct an assessment of the Country Programme Action Plan (CPAP) on Outcome 5 in accordance with the Country Programme Evaluation Plan. This Outcome Evaluation included the "Restoration of Al Askari Shrine in Samarra City and Rehabilitation of Other Damaged Sites throughout Iraq". The results of this Outcome Evaluation are not yet available. Due to the anticipation of positive findings regarding this project, this report is considered an interim report which will be replaced by a final report during Q2 2012 to incorporate the findings of this Outcome Evaluation.

During the course of the implementation of the project, several assessments were conducted by UNDP including: a) Assessment of Al Lateen Church in Baghdad, b) Assessment at the Samarra General Hospital on the rehabilitation and evaluation on the extension of the operations block/ surgical theatre and c) A study was undertaken to develop designs, technical specifications and drawings for the installation of a water treatment plant in Samarra city.

IV. Results

- Provide a summary of Programme progress in relation to planned outcomes (strategic results with reference to the relevant indicator) and outputs; explain any variance in achieved versus planned outputs during the reporting period.

UNESCO:

The following studies for the preparation of the restoration project of Al Askari Shrine started in July 2010 and finalized in March 2011:

- Building materials and fine arts
- Completion of structural studies
- Architectural studies and final project.
- Technical reports define the level of intervention including methods and material related to the building materials and fine Arts, structural studies, mechanical and electrical studies and Architectural studies

UNDP:

UNDP completed:

Phase I

- The building of capacity within the Mayor's Office and Local Government to develop a community participation model and hybrid NEX;
- The completion of the rehabilitation of the Al-Shaheed and Hassan Pasha Mosques in Samarra City;
- The completion of the rehabilitation of the Al Riyadh Primary School and Mixed Secondary School in Samarra City;
- The use of the participatory model to identify the projects in Samarra City with consensus reached by the communities and local authorities for Phase II.

Phase II

- The priorities of the communities resulted in meetings at UNDP in Amman with the Samarra Qaem Maqam and the UNDP Owner's Engineer 23-27 March 2008. The Inception Report for Phase II was presented, discussed and approved during the meetings. Planned activities included: 1) Rehabilitation and extension of Surgical Department of Samarra General Hospital; 2) Construction of Playground in Al-Muatasim suburb area in Samarra City; 3) Rehabilitation of Water Treatment Plant 4) Rehabilitation of Al-Lateen Church in Baghdad.
- A follow-up meeting was held with the Samarra Qaem Maqam in Amman on 22 April 2008. Phase II was discussed in detail and an action plan was drawn up.
- Technical meetings took place in Amman between UNDP and the head of Samarra PRT 13-15 July and 22-23 July 2008. Discussions included the workshop on Samarra Recovery Planning in Istanbul, the cooperation between UNDP and the PRT, and the future trend of UNDP activities in Samarra.
- Two (2) new projects; rehabilitation and extension of Surgical Department of Samarra General Hospital and construction of a new playground in Al-Muatasim suburb were signed and launched September 2008.
- LoA Agreement with Samarra Qaem Maqamiyat signed for second phase works September 2008.
- Al Latten Church Rehabilitation contract was signed 4 November and works initiated on 13 November 2008 with completion in April 2009.
- Further building of capacity in the NEX modality for the Surgical Unit at the General Hospital.
- A kick-off meeting for the Samarra Hospital and Playground was held in Amman on 17-18 November 2008 with the Samarra Qaem Maqam initiating the bidding, preparation of Bill of Quantities and tech designs.
- The land for the playground has been identified and had to wait for legal processing and land title clearance which cleared in 1st Quarter 2010. Designs are complete and local tender initiated. UNDP awaits the tender documents from this community initiated

process.

- *The Samarra Development Agenda* evolved from a Workshop in July 2008 and participants went back to their representative groups to further define and mature the issues from the Workshop. After two months of additional work consensus was reached. This work was realized in *The Samarra Development Agenda* which identifies the priorities and the sequence of priorities within the major sectors of development including: health, education, water and sanitation, agriculture, tourism, communications and infrastructure. *The Samarra Development Agenda* is presently available in both English and Arabic with a Conference planned to roll out the Agenda post elections and formation of the Government during 2010.
 - The major construction works the surgical/operating theaters at the Samarra Hospital is complete with the final completion reported received and photos provided. Substantial Completion has been signed by Qaem Maqam Samarra, Mayor and Department of Health and the facility is open to receive members in the community.
 - The water treatment plant was launched during 1st Quarter 2010 with the bidding opened in 1st Quarter. During 2nd Quarter bidding was opened but due to technical changes rebidding had to be re-launched in late 2nd Quarter 2010. During 3rd Quarter technical financial evaluations have been carried out and the contract has been prepared for the CAP. The Samarra Water Treatment Plant is completed.
 - To support the no-cost extension of the project till October 2011, UNDP charged personnel costs according to time on project.
 - The Mayor of Samarra accompanied by a Senior USAID and PRT person visited UNDP Iraq at the Amman Office 17-18 March 2010. These two key persons met with UNDP staff and the Senior USAID Official, Michael Craft, clearly stated that the work in Samarra has been innovative and serves as a model which he shared in Washington with State Officials. It has been recommended that a Conference be held with other Cities and Governorate Officials to discuss the process of development in Samarra as a peace and consensus building tool.
- Report on the key outputs achieved in the reporting period including the number and nature of the activities (inputs), outputs and outcomes, with percentages of completion and beneficiaries.

Key Outputs and Nature of Activities			
UNESCO			
Activities	Status	Beginning of 2011 % of planned	December 2011 % of planned
Mobilization activity (building site installations)	Completed	100	100
Removing any outside elements that may lead to further collapses.	Completed	100	100
Cleaning the site and within the Shrine building	Completed	100	100
Classifying, originating and storing the discovered architectural elements and the materials scattered on the site in a temporary warehouse;	Completed	100	100
Urgent preventive works	Completed	100	100
Historical Documentation	Completed	100	100

Architectural Documentation	UNESCO has purchased related equipments and trained Iraqi engineers/architects on its use. Completed	100	100
Soil and Foundation Studies; Building Materials and Fine Art Studies & Structure Stability Studies	UNESCO has purchased related equipments and trained Iraqi engineers/architects on its use. Completed	100	100
Final Project and Tender Submission Documentation	This activity started in July 2010 and finalized in December 2011	100	100

UNDP			
Activities	Status	Beginning of 2011 % of planned	End of 2011% of planned
Rehabilitation of Al Riyadh Primary School for Boys	Completed	100	100
Rehabilitation of Mixed Secondary School	Completed	100	100
Rehabilitation of Al Shaheed Mosque	Completed	100	100
Rehabilitation of Hassan Pasha Mosque	Completed	100	100
Preparation of Samarra Recovery Agenda	Completed	100	100
Rehabilitation of Al Lateen Church in Baghdad	Completed	100	100
Rehabilitation and Extension of Surgical Department of Samarra General Hospital	Completed	100	100
Construction of a new Playground in Al Muatasim suburb area in Samarra	This was a priority of the community. The site and legal papers for the land became a major issue for this activity.	63	Legal papers contested so land could not be released within the timeframe of the project and thus tendering could not be completed in time.
Provision and installation of a Water Treatment Plant in Samarra	Completed	75	100

Direct Beneficiaries	Number of Beneficiaries	% of
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		planned (current status)
Men	Three hundred fifty (350) worshippers per day or a total of 91,250 worshippers per year. Men from all over the country and internationally who attend or are pilgrims to the Shrine. Men who are Christian in Baghdad.	100% UNDP-UNESCO
Women	Women who practice the Muslim faith or require surgery in Samarra. Women from all over the country and internationally who attend or are pilgrims to the Shrine. Women who are Christian in Baghdad.	100% UNDP-UNESCO
Children	Two thousand one hundred thirteen (2,113) school children per academic year or four thousand two hundred twenty six (4,226) students over the last two (2) academic years and those in future who will utilize the two schools and the unknown additional children who will use the playground. Indirectly, eighty three (83) educational staff at the two schools.	100% UNDP
IDPs	n/a	
Others	n/a	
Indirect beneficiaries	n/a	
Employment generation (men/women)	600 workers UNESCO 1,200 vulnerable families benefitted from employment through UNDP supported projects. The water treatment plant employed an additional 50 unskilled laborers and 15 skilled technicians.	100% UNESCO 100% UNDP

- Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

UNESCO: The delay in project implementation was mainly due to the security issue in Samarra. The second bombing of the Shrine on 13 June 2007 caused delay in the start of the field works. The contract was signed on 25 June 2007 but the contractor could not start works because of the volatile security situation in Samarra.

UNESCO initiated field works in February 2008 after the Iraqi Government secured the site and the road between Baghdad and Samarra. The Supreme Council for Reconstruction which is directly affiliated to the Office of the Prime Minister of Iraq joined UNESCO at the site and then, put in place all necessary technical and security requirements in order to complete the project.

UNDP

UNDP entered into a Letter of Agreement with the Samarra Qaem Maqamiyat due to several stoppages in works by the contractor related to deterioration in security delaying the project more than six months. Procurement sub-projects were unsuccessful and had to be redone resulting in delays of more than five months. In addition, more delays were faced on the initiation of the playground due to delays in land ownership clearance. Tendering did not happen, and as a result, the sub-project was deprioritized. Similarly, Samarra Water Treatment Plant encountered delays, but these were resolved and completed at the time of completing this report.

Phase I provided much instruction on the rehabilitation of buildings and restoration of religious sites to foster reconciliation within a volatile environment; how best to build the capacity of the communities in selecting priorities in the aftermath of conflict? UNDP worked

with the communities to find a balance and accommodate a variety of opinions and priorities to prevent future flash points resulting in the rehabilitation of two other religious sites which were the Al Shaheed Mosque and the Hassan Pasha Mosque damaged by in the aftermath of the 22 February 2006 bombing. Additionally, during Phase I two schools were rehabilitated and reopened, after occupation by security forces, which were the Mixed Secondary School for Girls and Boys and the Al Riyadh Primary School for Boys.

UNDP decided early-on that the Samarra Project would become one of the first hybrid National Execution Projects in which capacity would be developed within the communities and local government. UNDP was challenged as the situation was violent and in Samarra City there were opposing groups and common priorities needed to be identified. UNDP initiated partnership and capacity development with the Mayor and Local Authorities which resulted in a process being identified that encouraged the bringing of the communities together to set priorities and agree on how to move forward within UNDP's component of this project. This was a lengthy and difficult process but took the dialogue away from violence toward the future and allowed their input, respecting differences of opinion that resulted in increased tolerance and finding consensus for the four initial projects.

Early in Phase I the Mayor's Office, Qaem Maqamiyat, was empowered to execute the UNDP Samarra projects. Simultaneously, UNDP facilitated quality control through its Owner's Engineer (an independent engineering consulting firm) which verified quantity and quality of works, audited and certified all payment requests. As works were progressing on the initial four projects, the Qaem Maqamiyat, the Community Elders and the Sheikhs reinitiated the process of bringing communities together and identified priorities for the UNDP second phase. Discussion for priorities in Phase II involved extensive discussions resulting in a lengthy list of desires. Through a series of negotiations and prioritization exercises, Phase II projects were identified and consensus reached that was very much in line with development recovery and the Millennium Development Goals. Three major projects were identified in Samarra all of which are community-based public services.

The consensus reached in Phase II of the UNDP component of this project included the rehabilitation of a Samarra City Water Treatment Plant, rehabilitation and extension of the surgical unit at Samarra General Hospital, and the construction of a playground in Samarra City. Through this community based process of identifying priorities one of the salient ideas was to conduct a workshop focused on identifying future direction in Samarra City furthering the reconciliation process.

The Workshop was conducted during 2008 which brought in segments from all different groups in the society including women and youth. There were activities for capacity development conducted including procurement, contracting procedures and other enabling tools.

A major result of this Workshop was that the Qaem Maqamiyat acquired additional institutional capacity and confidence. This led the participants to integrate what they learned into work routines especially in procurement and contracting in Samarra. During this project, the Qaem Maqamiyat and UNDP together initiated bringing in the Provincial Reconstruction Team (PRT) as a partner for improved synergy and development cooperation. This has resulted in the PRT in March 2010 taking the Mayor of Samarra to Washington D.C. U.S.A. and suggesting that Samarra is a model for Iraq. This is an example of Department of State, Local Officials and the UN working together: in harmony.

Another spin off result of the Workshop has been the establishment of a Planning Commission within the Samarra Municipality. This was the first time that they had a planning unit which oversaw the implementation of the Samarra Development Plan, monitored the progress and sought budgets from the Governorate and Federal Budgets.

- List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

UNESCO: The main counterpart is the Iraqi Government, Technical Committee for the Samarra Shrine Restoration established by the Iraqi Prime Minister Office, Qaem Maqamiyat and Local Tribe leaders, which are all in charge of:

1. Securing the Samarra site and access roads
2. Installing mobilization and security site equipments
3. Allowing the contractor to start the field works.

At the time of this report, the security situation in Samarra City is improved and UNESCO continues field works started in February 2008. UNESCO has regular meetings with the Technical Committee for the Samarra Shrine restoration to coordinate activities on site, to evaluate progress of works and to support UNESCOs involvement in the project implementation.

UNDP:

The main Iraq government counterpart and implementing partner for UNDP was the Samarra Qaem Maqamiyat. Other stakeholders included the Water Directorate of Salah al-Din Governorate, the Water Authority of Samarra, Ministry of Municipalities and Public Works in Baghdad, Salah El-Din Governorate, and the Departments of Education and Health, Samarra City. The key beneficiaries of the UNDP component are the Samarra population who benefitted with provision of essential services which included rehabilitated schools, mosques, hospital and a major water facility.

As a consequence of the restrictions placed on the movement of UN staff in Iraq, UNDP has pursued ways to overcome the situation on the ground in order to reach the target populations. Hence, a strong partnership has developed with the Samarra local authorities, religious and community leaders resulting in a LoA with the Qaem Maqamiyat. This arrangement is a hybrid moving towards a hybrid national execution which has allowed UNDP to assess the local capacities for project implementation as well as to support its counterparts in identifying and reaching consensus on major development priorities. UNDP has completed the works in Baghdad and in Samarra.

Other highlights and crosscutting issues pertinent to the results being reported on:

UNESCO

- The project addressed the need for restoring the Shrine to build inter sectarian dialogue in Iraq
- The project addressed the need to provide employment and incomes to Samara population
- The works done on the Samara Shrine have been a key achievement in this project.

UNDP:

- There are five cross cutting issues in UNDP. These are: Gender, Environment, Youth, Human Rights and Capacity Development.
- Security: the security in Samarra was very volatile and caused long delays in project implementation. However, the situation stabilized later on after the Government of Iraq posted troops to secure the city and the Shrine.
- Employment: the start of the field works at the Samarra Shrine had already guaranteed the employment of about 600 workers from Samarra and other works in Samarra has guaranteed employment of about 1,200 workers
- Gender: the participatory process has enabled increase involvement of women and their input into the priorities in their community.
- MDG: Focus and working on multiple MDGs.
- Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section VI, providing clear evidence on the linkages of outputs and outcomes achieved, if applicable.

Please refer to the RRF which is Section VI

- Qualitative assessment of overall achievement with reference to the applicable strategic results indicator

V. Future Work Plan (if applicable)

- Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2011), using the lessons learned during the previous reporting period, including outputs that were not achieved in 2011

UNESCO: During the period from 1 January to 31 December 2011, finalized their activities for the Restoration of Samara Shrine. The External Evaluation of the project was also ongoing.

UNDP:

UNDP completed its component of the programme, and there are no unspent funds. Presently some of the works are under the 12 months defects liability period and on-going monitoring will be conducted to ensure the citizens of Samarra access quality services.

The Outcome Evaluation will be complete in July which features this project and the results of the Evaluation will be incorporated into the Final Report.

Submission of the Final Narrative Report

- Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.

N/A

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
Outcome 1 To ensure the safety and preservation of the Al Askari Shrine site in order to prepare for its restoration as a symbol of peace and reconciliation in Iraq, while enhancing the national capacity to perform similar tasks on other damaged cultural/religious sites.							
Output 1.1: Urgent intervention works on Al-Askari Shrine in Samarra completed: Site protected and cleaned, materials classified, and structure reinforced (UNESCO).	Indicator 1.1.1 Established a Project Steering Committee (PSC) comprised of United Nations Assistance Mission for Iraq (UNAMI), Ministry of Planning and Development Cooperation (MOPDC), Shiite and Sunni Awqaf, United Nations Education, Science and Culture Organization (UNESCO) and United Nations Development Programme (UNDP); SAMARRA	No structure or committee in place	Establish a Project Steering Committee	Steering Committee Established UNDP and community established Qaem Maqamiyat to act as a steering committee in Samarra		Reports Samarra Recovery Plan Visual Verification	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	community representative.						
	Indicator 1.1.2 Under the guidance of UNESCO restoration experts and the supervision of trained SBAH specialists, a selected international company will undertake urgent and preventive works to preserve the site.	Demolished shrine following the two bombings	Restoration of the shrine. Restoration works contributing to peace and reconciliation among the religious communities in Samarra City.	Urgent preventive works have been 100% completed The removal of outside elements that may lead to further collapses has been 100 % completed		Assessment of the works completed according to the terms of reference/ Certificates of Substantial Completion Regular works progress reports, Site meeting reports, photos Documenting the progress of works.	
Output 1.2 Prepare works for the restoration project of the Al-Askari Shrine in Samarra completed. (UNESCO).	Indicator 1.2.1 Under the guidance of UNESCO restoration experts and the supervision of trained SBAH specialists, a selected international	Perpetrate works has been undertaken, planning a final restoration project of the Al-Askari Shrine in Samarra	Contractor selected and contract signed. Iraqi workers employed at the site and staff trained	Adherence to UNESCO procurement rules and regulations Certificates of Substantial Completion Municipality records and			

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	company undertook works preparing the final restoration project of the Al Askari Shrine in Samarra.			reports Documentation through employment and training records of 600 Iraqis benefiting the Samarra community Regular works progress reports, Site meeting reports, photos documenting the progress of works			
	Indicator 1.2.2 UNESCO will prepare the project document and the budget estimate for the restoration phase (Phase II).					Adherence to UNESCO rules and regulations.	
Output 1.3 Personnel of State Board of	Indicator 1.3.1: Arranged and delivered a	Indicate available technical capacity to	Available trained SBAH personnel capable of	Overall ten Iraqi architects and engineers have		Documentation through training records	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
Antiquities and Heritage (SBAH) in technical areas related to restoration and preservation trained	special training programme for the State Board of Antiquities and Heritage (SBAH) improving their technical capacity to conduct the works supervision of the Al Askari Shrine in Samarra	conduct restoration works	conductive restoration works. A first training of Iraqi engineers and architects on monitoring and following up. A second training of five Iraqi engineers and architects on use of purchased technical equipment has been 100% completed	been trained		benefiting Samarra community	
Outcome 2 To initiate the process of rehabilitation of other damaged religious sites throughout Iraq as part of the reconciliation process.							
Output 2.1 Highest priority damaged religious rehabilitated (UNDP).	Indicator 2.1.1 Identified, as endorsed by PSC, other priority religious sites considered for rehabilitation, which ultimately	Religious sites in poor condition Sectarian violence in Samarra	Restoration of religious sites	Two (2) Mosques rehabilitated in Samarra by UNDP One (1) Church in Baghdad rehabilitated		Visual verification Site visits and inspections Photos documentation	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	included two mosques (one Shiite and one Sunni) and one church.					Certificates of Substantial and Final Completion	
	Indicator 2.1.2 Undertook comprehensive site assessment, perform all required structural stability studies and analyses assessment and defined the nature of required interventions.	Structural damage due to bombing and age of religious site	Site assessment completed Drawings, research, and plans developed Bills of Quantity	Three (3) Religious structures completed		Site reports Onsite Monitoring Photos documentation Certificates of Substantial and Final Completion	
	Indicator 2.1.3 Performed networks analyses and studies assessing all water supply, wastewater, electrical power supply facility conditions and defined the nature	Infrastructure if available requires repair Upgrade need that is sensitive to the religious environment	Analysis and studies conducted Interventions identified	Two (2) Mosques and One Church studies and interventions completed One Church study completed One Surgical Unit at Local		Site reports Onsite Monitoring Photos documentation Certificates of Substantial and Final	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	of required interventions as deemed applicable for implementation.			Hospital completed		Completion	
	Indicator 2.1.4 Prepared detailed construction drawings, specifications, bills of quantities, scope of works.	Building in need to repair	Drawings, specifications, bill of quantities completed at each phase of projects	Two Mosques and One Church completed. Two schools completed. Al Lateen Church Baghdad completed Surgical Unit at Samarra Hospital completed. Samarra Water treatment plant completed		Access to drawings, procurement documents and Bill of Quantity	
	Indicator 2.1.5 Rehabilitation activities, relying on local implementing partners wherever possible.	Sectarian violence in the city	Build partnership and find positive interactions to benefit Samarra	Establishment of Qaem Maqamiyat as a local partners Signing of LoA		Dialogue ongoing between UNDP and Qaem Maqamiyat Capacity development	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
						Participatory process Bridge with community	
	Indicator 2.1.6 Preparing budget estimates for rehabilitating other priority religious sites and buildings.	Other religious sites and buildings require rehabilitation	Budgets prepared and priorities identified	Budgets completed and priorities completed		Budgets available	
	Indicator 2.1.7 UNDP and UNESCO Directors and Project Managers evaluated the works completed	Work evaluated from Phase I Priorities and Community involved in Phase II	Phase I and II completed Phase II completed	Phase I and II Completed Rehabilitation of Al Riyadh Primary School for Boys Rehabilitation of Mixed Secondary School Rehabilitation of al Shaheed Mosque Rehabilitation of		Onsite monitoring, Reports Photos documentation Certificates of Substantial & Final Completion Access copy of publication in both Arabic and English Site	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
				Hassan Pasha Mosque Phase II Publication of Samarra Development Agenda May 2009 Rehabilitation completed on Al Lateen Church in Baghdad		reports Onsite Monitoring Photo documentation Certificates of Substantial Completion	
Output 2.2 Contribute towards reconciliation, restoration of stability and security, consensus and peace building.	Indicator 2.2.1 Establishment of a PSC including Shiite and Sunni Awqaf and religious dignitaries of both religious communities, relevant government authorities, will promote the intercultural / inter-sectarian dialogue and lay	Sectarian violence	Steering Committee established	Steering Committee established LoA signed Qaem Maqamiyat established Community interaction increased and Samarra Recovery Agenda developed		Meetings with Steering Committee Copy document Meetings with Qaem Maqamiyat Publication can be accessed and is available in both English and Arabic	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	the ground for a region specific peace building and reconciliation process that will contribute to the broader nationwide processes (UNESCO and UNDP).						
	Indicator 2.2.2 Development of media material illustrating the situation before and after the attacks on the Samarra Shrine and other religious sites as part of an integrated campaign targeting reconciliation and peace building (UNESCO).			Produced brochures and 2 documentaries about Samara. In addition to printing different posters about the site that were presented with UNESCO exhibition in 2009.			
	Indicator 2.2.3 Support the			Held Roundtable in 2008 in			

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	existing Iraqi-led Baghdad peace initiative in direct collaboration with the government, UNAMI and all involved local authorities (UNESCO).			<p>UNESCO HQ about peace and reconciliation which was attended by representatives of GoI and delegation from Samara.</p> <p>Held several Meetings in samara with GoI and different representatives from the city.</p> <p>Held Bilateral meetings with the government.</p>			
	Indicator 2.2.4 Initial activities towards building consensus leading to increase tolerance among the local religious communities through joint participation in all	Sectarian violence	<p>Violence reduced</p> <p>Increased participation in projects</p>	<p>Violence reduced</p> <p>Communities more engaged in activities and identifying priorities in Phase II</p> <p>Priorities set by</p>		<p>Media and police/MNF-I records of violence in area</p> <p>Samarra Recovery Agenda</p>	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	projects activities (micro context) (UNESCO and UNDP).			community through a participatory process Rehabilitation of Surgical Unit of Samarra General Hospital completed Construction of a new playground in Al Muatasim suburb initiated Installation of a 200M3 water Treatment Plant completed in Samarra			
Outcome 3: To provide employment opportunities and ensure citizens' involvement in the rebuilding of their communities through sub-projects focused on rehabilitation related to the Samarra Shrine.							
Output 3.1 Implement sub-projects related to the Samarra Shrine completed (UNDP).	Indicator 3.1.1 Identify with participation from religious dignitaries of both religious communities and	No recovery agenda Sectarian violence	Recovery Agenda Developed	Samarra Recovery Workshop held Samarra Development Plan published in		Access to copy of letters of support to the Samarra Development Plan Access to copy of	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	<p>the Awqaf, a recovery agenda of priority activities that will provide tangible and highly visible benefits. It will be done through the rehabilitation of priority infrastructure aimed at benefiting both communities, as formulated in the recovery agenda. It is expected that the agenda will include several of the following project categories and other small scale projects focusing on supporting the local community. Some of the component activities will be implemented</p>			both Arabic and English		both Arabic and English Samarra Development Plan	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	through an IREP like community labor intensive modality.						
Output 3.2 Community ownership through involvement in sub-project identification and implementation promoted.	Indicator 3.2.1 Community awareness campaign in local media and through other public outreach mechanisms (Friday prayer, posters, leaflets) (UNESCO).		Media Campaigns and articles	Produced brochures and disseminated information about Samarra for Media which led to publishing several articles about the site and UNESCO's activities.			
	Indicator 3.2.2 Dedicated engagement of community members and entities within all projects activities including identification, planning, provision of in-kind donations and the implementation	Lack of dialogue Sectarian violence in Samarra	Community engaged in process In kind donations	Communities engaged in priority setting GoI contributed 3,000,000 to Shrine restoration		Minutes, reports and other documentation	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Sources of Verification	Comments (if any)
	supervision (UNESCO and UNDP).						
Output 3.3 Generation of temporary short and medium term employment opportunities	Indicator 3.3.1: Following all necessary assessments, verifications, study, design, and implementation of some project activities through the labor intensive implementation modality and through employment of local community members (UNESCO and UNDP).	High unemployment	Establish employment opportunities	600 jobs 1,200 employment		Employment records with contractors and Qaem Maqamiyat	