



**UNDG IRAQ TRUST FUND
FINAL PROGRAMME NARRATIVE REPORT**

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

Programme Title & Project Number
<ul style="list-style-type: none"> Programme Title: Restoration of Al Askari Shrine in Samarra City and Rehabilitation of Other Damaged Sites Throughout Iraq Programme Number: C10-08 MPTF Office Project reference Number: 66992

Country, Locality(s), Thematic Area(s) ¹
Country/Region: Iraq, Salah al-Din Governorate, Samarra City and other sites throughout Iraq
Thematic/Priority: Economic Development

Participating Organization(s)
<ul style="list-style-type: none"> Organizations that have received direct funding from the MPTF Office under this programme <p><i>UNESCO (Lead) and UNDP</i></p>

Implementing Partners
National counterparts: Iraqi Government, Prime Minister's Office, Qaem Maqamiyat (Samarra Mayor City Council) and Local Tribal Leaders.

Programme/Project Cost (USD)
MDTF Fund Contribution: US\$8,000,000
• <i>by Agency</i>
• Agency Contribution <i>UNDP</i> US\$225,000
Government Contribution to UNESCO US\$3,000,000
TOTAL: US\$11,225,000

Programme Duration (months)	
Overall Duration (months)	UNESCO - 53 months
	UNDP - 57 months
Start Date ²	21 February 2007
Revised End Date ³	UNESCO June 2011
	UNDP October 2011
Operational Closure Date ⁴	October 2011
Expected Financial Closure Date	December 2012

Final Programme/ Project Evaluation
Evaluation Completed
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Outcome Five Evaluation 2011 Evaluation Report – Attached as a separate file
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Submitted By
<ul style="list-style-type: none"> Name: Abdi Hassan Title: Project Manager UNDP-Iraq Office Participating Organization UNDP Contact information: abdi.hassan@undp.org

¹ Priority Area for the peace building Fund; Sector for the UNDG ITF

² The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#).

³ As per approval by the relevant decision-making body/Steering Committee.

⁴ All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office

FINAL PROGRAMME NARRATIVE REPORT

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

I. PURPOSE

a. [Provide a brief introduction to the programme/ project.](#)

Promotion of national reconciliation through community-level initiatives, with restoration/reconstruction of religious sites as the entry point to respond to six key areas such as increasing access to potable water in urban areas, increasing sewage treatment and access to urban sewerage systems, increase solid waste collection and disposal, access to potable water and sanitation in rural areas.

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 and participation with restoration/reconstruction of religious sites as entry points

Immediate Objectives/Outcomes:

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.

b. [Provide a list of the main outputs and outcomes of the programme as per the approved programmatic document.](#)

The key objectives of this project was the promotion of national reconciliation, safeguarding and restoring Iraq's cultural and religious heritage, strengthening national capacity and promoting and ensuring national ownership.

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.

- c. Programme Relationship to the Strategic (UN) Planning Framework guiding the operations of the Fund.

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 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 remains a detriment to sustained macroeconomic development. This project 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 Sector Outcome Team for Economic Reform and Diversification (ERDSOT). This Sector Outcome Team changed with the signing of the UNDAF to the UNDAF Priority Area: Inclusive Economic Growth Economic Priority Working Group.

Iraq National Development Strategy (NDS)

The Iraq National Development Strategy emphasized that fostering participatory dialogue and cultural heritage are key to addressing challenges facing peace building. This programme sought 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 engaged the leadership of both religious groups to work together as well as “the community”. The community and both the local authorities and religious leaders in Samarra City and Salah al-Din Governorate discussed and reached consensus on priority essential infrastructure projects which were realized during the lifetime of the project. Therefore, the essential infrastructure projects related to two NDS pillars; Education and Health. The Education Pillar within physical rehabilitation and reconstruction of primary and secondary schools and the Health Pillar 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” through rehabilitation and reconstruction of the surgical unit of Samarra Public Hospital and construction of a water treatment plant.

Iraq National Development Plan (NDP)

The National Development Plan 2010-2014 replaced the Iraq National Development Strategy and served as the baseline for all work in the United Nations Development Assistance Framework 2011-2014. During the NDP period essential infrastructure which was addressed included Education, Health and Water. At the final stages of NDP development the UN Country Team initiated dialogue and development of the United Nations Development Assistance Framework 2011-2014 (UNDAF).

The United Nations Development Assistance Framework 2011-2014 (UNDAF)

The UNDAF was prepared by the UN Country Team in Iraq in consultation with the Government of Iraq and other partners and signed 11 May 2010. It aims to improve the lives of the people in Iraq, and particularly the most vulnerable groups, in alignment with the national priorities and Millennium Development Goals. The UN Country Team worked closely with the Government of Iraq in the development of a Common Country Assessment during 2009 which was approved and served as the baseline and foundation for the development of the UNDAF.

The UNDAF 2011-2014 is a significant milestone in the nation's recovery and transition towards longer term development. Based upon and prepared in parallel with the Iraq Five Year National Development Plan (NDP) 2010-2014, the UNDAF provides a coherent and coordinated strategy for the delivery of UN assistance that embodies the Paris Principles, and supports the newly elected Iraqi administration in meeting its various obligations.

The focus of the UNDAF implementation is to foster national capacity and leadership of the development process, within governmental, non-governmental and social institutions, in order to transition the country from the impact of violence and repression characterizing recent decades. Five UNDAF priorities have been identified, providing the scope and strategic direction of the UN system's support to Iraq in the next four years, namely:

1. Improved governance, including the protection of human rights.
2. Inclusive, more equitable and sustainable economic growth.
3. Environmental management and compliance with ratified international environmental treaties and obligations.
4. Increased access to quality essential services.
5. Investment in human capital and empowerment of women, youth and children.

During the final stages of the UNDAF, UNDP initiated the country programme which is based on the principles of peace and reconciliation.

UNDP Country Programme 2011-2014

The first Country Programme was endorsed by GoI and approved by the Executive Board of UNDP on 3 September 2010. The Country Programme was aligned with the National Development Plan and nested within the UNDAF. UNDP identified four priority areas of synergy with National Development Plan and UNDAF, namely: a) fostering inclusive participation, b) strengthening accountable and responsive governing institutions; c) promoting inclusive growth, gender equality, climate change mitigation and adaptation and MDG achievement; and d) restoring the foundations for development. The Country Programme takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Iraq (UNAMI) focussing on the role of supporting the Government of Iraq in the transition towards national reconciliation, peace and stability through work on governance, poverty alleviation, economic recovery and environment guided by conflict prevention and recovery approaches identified in five outcomes and respective outputs. Five Country Programme priorities have been identified, providing the scope and strategic direction of UNDP to Iraq in the next four years, namely:

- 1) GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation
- 2) Enhanced rule of law, protection and respect for human rights in line with international standards
- 3) Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels

- 4) GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies
- 5) Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development.

UNDP Country Programme Action Plan 2011-2014 (CPAP)

The UNDP CPAP was signed on 12 March 2011. The CPAP is a signed legal agreement between the Government and UNDP based upon the Country Programme Document. The 2011-2014 CPAP is a four-year living document defining the mutual cooperation and programme of work shared between the Government and UNDP. It is a response to the specific challenges identified in the UN Common Country Assessment 2009 and the UN response as outlined in the UN Development Assistance Framework 2011-2014. These, in turn, take account of the Millennium Development Goals, the Iraq National Development Plan as well as the lessons learned from past UNDP programming in Iraq. The CPAP, has been prepared in close consultation with key stakeholders, defines the goals, and broad outline of strategies and activities that the Government and UNDP jointly subscribe to, with agreed financial parameters. The CPAP further elaborates the five Country Programme Outcomes and respective outputs of UNDP which has incorporated this ITF project into Outcome 5 “Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development”.

d. Primary implementing partners and stakeholders including key beneficiaries.

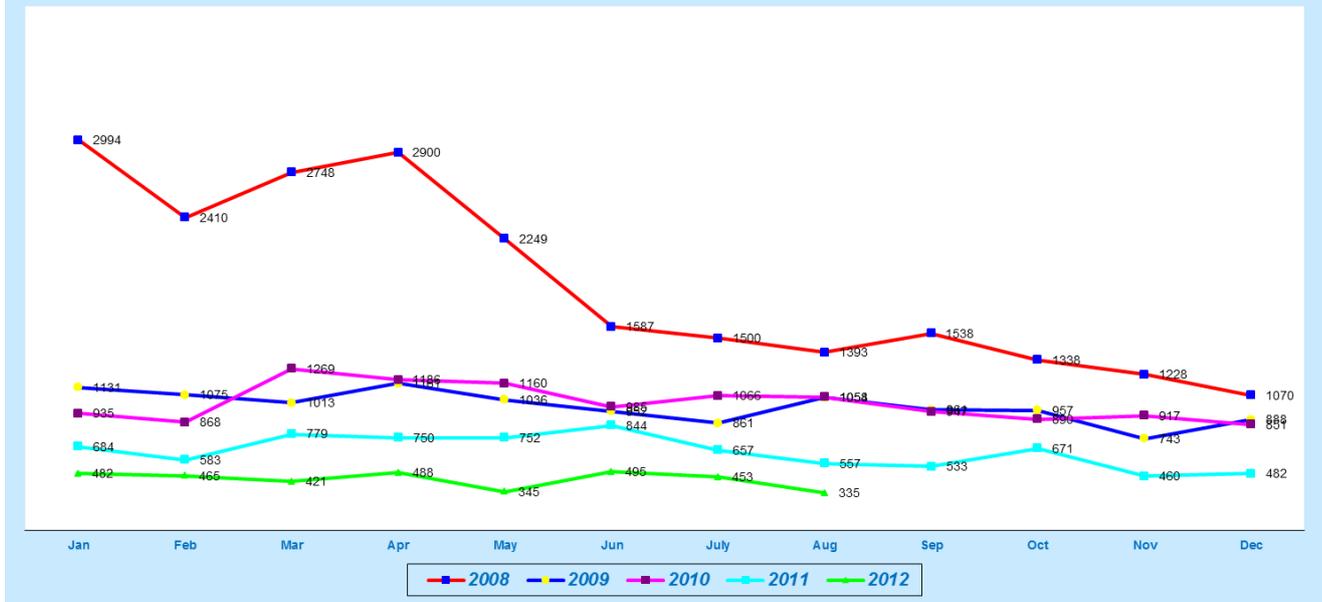
UNDP:

The main Iraq government counterpart and implementing partner for UNDP was the Samarra Qaem Maqamiyat, which is the Samarra Mayor and City Council. Additional stakeholders included the Water Directorate of Salah al-Din Governorate, the Water Authority of Samarra, Ministry of Municipalities and Public Works in Baghdad, Salah al-Din Governorate, and Departments within the line Ministries of Education and Health, Samarra City.

UNDP emphasized the need to enable the voices of different components of the community to be heard. Community participation was a component from the beginning of the project which was highly charged due to the sectarian violence which was fueled by the bombing of the Al-Askari Shrine in February 2006 which was a factor in the domino affect into the rest of the country. During Phase I, UNDP worked with the communities on rehabilitation of buildings and restoration of religious sites to foster reconciliation. UNDP during both phases supported the communities and developed their capacity in selecting priorities involving a wide spectrum of opinions in the aftermath of conflict. UNDP worked with these 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 and two schools, seeking gender balance.

At the inception of the project the security situation and the surrounding area was extremely volatile. UNDP was challenged as the situation was highly charged with extreme violence in Samarra City from opposing groups that was snowballing to other parts of the country. The first step was to seek to involve the different groups and promote community participation within a process to attempt to identify common priorities. Security incidents in Iraq have dropped in 2010 and 2011 in comparison to the number of incidents the same months over five years.

Security Incidents in Iraq 2008-2012



The UNDP component of this project contributed to employment creation and income generation for more than 1,200 vulnerable families in Samarra. It is estimated that more than 250 worshippers pray daily at the two rehabilitated mosques in Samarra. At the Mixed Secondary School 1,920 students attend daily in two shifts over the past four academic years in the twenty rehabilitated classrooms, while 2,306 students share in two shifts twelve rehabilitated classrooms at the Al Riyadh Primary School over the past four academic years. This results in 16,904 students accessing services that did not exist at the inception of the project. At the two rehabilitated schools there are 87 teachers and support staff who benefitted. The works project at the Samarra General Hospital provides improved care with an emphasis on surgery for all residents of the city estimated at more than 300,000 and those in the larger surrounding area of Salah al-Din Governorate. The water treatment plant provides clean potable drinking water to 100,000 residents of Samarra. It is estimated that 2 million pilgrims visited the Al-Askari during 2011.

Therefore, the key beneficiaries of the UNDP component are the Samarra residents who have benefitted with provision of essential services which included rehabilitated schools, mosques, hospital and a major water facility for potable drinking water. A lesser number of residents benefit in Baghdad through the rehabilitation of the Al Lateen Church.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

- a. Report on the key outputs achieved and explain any variance in achieved versus planned results.

UNDP

UNDP had specific outcomes which were to initiate the process of rehabilitation to damaged religious sites throughout Iraq as part of the reconciliation process and to provide employment activities and ensure citizen's involvement through sub-projects. The specific outputs are noted and responded to in the results and resources framework Section Four of this report, in relation to the predefined indicators. The UNDP initiated action through citizen's involvement and note that the first meetings were highly charged. It was found that the format of listening and participating was a new experience for many. As the community continued to participate beside the government, initial priorities started

to be identified and consensus was reached. Phase I priorities were from the communities to build trust and promote peace which resulted into several successfully delivered multiple rehabilitation projects. This process and results fostered reconciliation by setting up an environment for continued discussion, tolerance, building of consensus, improved capacity and ownership that ultimately worked towards peace building and assisted in community pride and reduced the level of violence and poverty.

UNDP

UNDP Activities and Deliverables		
Activities	Status	End of Project % of planned
Rehabilitation of Al Riyadh Primary School for Boys	Completed Phase I	100
Rehabilitation of Mixed Secondary School	Completed Phase I	100
Rehabilitation of Al Shaheed Mosque	Completed Phase I	100
Rehabilitation of Hassan Pasha Mosque	Completed Phase I	100
Preparation of Samarra Development Agenda (SDA)	An additional deliverable to reach consensus and set priorities. Completed Phase II	100
Rehabilitation of Al Lateen Church in Baghdad	Completed Phase II	100
Rehabilitation and Extension of Surgical Department of Samarra General Hospital	Completed Phase II	100
Construction of a new playground in Al Muatasim suburb area in Samarra	This was a priority of the community and process initiated. The legal papers for the land were contested and became a major issue for this activity.	Legal papers contested so land could not be released within the timeframe of the project and thus tendering could not be completed in timeframe of this project.
Procurement, construction, installation and training to commission a Water Treatment Plant in Samarra City	Completed Phase II	100

UNDP Phase I

- The building of capacity within the Mayor's Office and Local Government to develop a community participation model and hybrid national execution project;
- The completion of the rehabilitation of the Al-Shaheed Mosque in Samarra City;
- The completion of the rehabilitation of the Hassan Pasha Mosque in Samarra City;
- The completion of the rehabilitation of the Al Riyadh Primary School in Samarra City;
- The completion of the rehabilitation of the 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.

UNDP Phase II

- The priorities which were identified by multiple meetings held with the communities resulted in a development plan, *The Samarra Development Agenda*. The apex meeting was a workshop in July 2008 which initiated the initial components for the development plan. Participants went back to their representative groups to further define and mature the issues highlighted in the Workshop. After two months of additional work with the participants and the community, consensus was reached. This extensive work and consultative process resulted in consensus reached which was realized in *The Samarra Development Agenda* which identified 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 available in both English and Arabic.

- The *Samarra Development Agenda* served as the baseline in the planning process for Phase II. The Inception Report for Phase II was presented, discussed and approved during the 2008 series of meetings.
- Thus Phase II planning initiated on the following activities: 1) Rehabilitation and extension of Surgical Department of Samarra General Hospital; 2) Construction of a playground in Al-Muatasim suburb area in Samarra City; 3) Rehabilitation of Water Treatment Plant in Samarra City; 4) Rehabilitation of Al-Lateen Church in Baghdad.
- A follow-up meeting was held with the Samarra Qaem Maqamiyat on 22 April 2008. Phase II was discussed in detail and the action plan drawn up based on community priorities.
- Technical meetings took place between UNDP and the Head of Samarra Provincial Reconstruction Teams 13-15 July and 22-23 July 2008 respectively. Discussions included the workshop on Samarra Development Planning, the cooperation between UNDP and the Provincial Recovery Teams, and the future trend of UNDP activities in Samarra.
- Two new projects: rehabilitation and extension of the Surgical Department of Samarra General Hospital and construction of a new playground in Al-Muatasim suburb were signed and launched September 2008.
- The rehabilitation of the Al Latten Church Baghdad initiated 13 November 2008 and completed April 2009.
- UNDP furthered development of capacity with the Qaem Maqamiyat to initiate the first action of a hybrid, close to national execution modality, for the Surgical Unit at the Samarra General Hospital.
- The land for the playground was identified with the legal process and land title clearance initially cleared 1st Quarter 2010. Playground designs were completed and local tender initiated. However, the legal papers were contested and remained unresolved during the lifetime of this project.
- The major construction works the surgical unit/operating theaters at the Samarra General Hospital were completed in March 2010. The Department of Health procured equipment and recruited staff with the facility opened to receive members in the community May 2010.
- The water treatment plant was launched during 1st Quarter 2010. During 2nd Quarter bidding technical changes were made and the bidding had to be re-launched in late 2nd Quarter 2010. During 3rd Quarter 2010 technical financial evaluations were carried out and the contract prepared.
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The community identified a need for improved water quality and quantity with emphasis placed on difficulties faced with the electricity issues at the existing Al- Hay Al-Sinaie Water Treatment Plant. This sub-project experienced delay due to three primary issues. The bidding had to occur two times due to technical changes and specifications to better meet the needs of the community. The Water Treatment Plant was delayed an additional four months to receive the Tax Exemption Letters for the Water Treatment Compact Unit to be imported from Turkey, though the contract stated the project was tax exempt. In addition, after the installation of the Water Treatment Plant Unit, certain chemicals like Chlorine were required to initiate testing and subsequent operationalization of the compact unit. The needed chemicals were considered hazardous due to the security situation and could not be accessed from the market. Therefore, the project entered into negotiations with the Water Authority to access the chemicals which were delivered after more than two months to the project site with support of UNDP and the Samarra Qaem Maqamiyat. This sub-project is now completed with generators to continue during power cut times and an increase in both quality and quantity of water. The improved water treatment plant was commissioned April 2012 and daily serves the community.



The final inspection at Samarra Water Treatment Plant

- The Mayor of Samarra accompanied by a Senior USAID and Provincial Reconstruction Teams person, Michael Craft, visited UNDP Iraq Amman Office 17-18 March 2010. During this time, Michael Craft, clearly stated that the work in Samarra had been innovative and served as a model in Iraq. This experience was shared in Washington with State Officials as an example of good practice and the process of development in Samarra as a peace and consensus building tool.
- b. *Achieved outputs and contribution to the achievement of the outcomes and variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.*

To initiate Phase I, UNDP sent a mission to assess the situation. UNDP opened dialogue with the City Officials, Community Leaders and Sheikhs. In an effort to respond to the key objective component to strengthening national capacity and promoting national ownership, 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 to identify the priorities and build consensus. UNDP was challenged as the situation was highly charged with extreme violence in Samarra City from the opposing groups which were snowballing to other parts of the country. The first step was to seek to involve the different groups and promote community participation within a process to attempt to identify common priorities.

The key objectives of this project was the promotion of national reconciliation, safeguarding and restoring Iraq's cultural and religious heritage, strengthening national capacity and promoting national ownership.

The two immediate Outcomes for UNDP were:

- 2) To initiate the process of rehabilitation of other damaged religious sites throughout Iraq as part of the reconciliation process and
- 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.

UNDP initiated action through citizen's involvement as part of Outcome 3. First meetings were highly charged and the format of listening and participating a new experience for many. As the community continued to participate beside the government, initial priorities started to be identified

and consensus was reached. Phase I priorities were from the communities to build trust and promote peace.



This resulted in a first decision that directly related to the key objective which was to safeguard and restore Iraq's cultural and religious heritage as the community reached consensus and requested that two other mosques in the city be rehabilitated to balance the restoration of the Al-Askari Shrine.

The second decision as a result of these meetings directly related to the MDGs which was the rehabilitation of two schools for children to return to learning which at that time were closed due to the violence and in some cases had security force presence. The consensus by the different components of the community and local government assisted in freeing the buildings for rehabilitation works that resulted in the opening of the schools. It was emphasized that one of the schools offered educational opportunities to the girl child.



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, within a setting that respected differences of opinions which 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 specific sub-projects with UNDP. Simultaneously, UNDP facilitated quality control through an independent engineering consulting firm which verified quantity and quality of works, audited and certified all payment requested. 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 identifying 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.

Both the UNESCO and the UNDP components of the Al Askari Shrine Project had the combined effect of contributing indirectly, but positively towards the main outcome of the programme "Promotion of national reconciliation through community-level initiatives, with restoration/reconstruction of religious sites as the entry point". This was achieved in the form of reduced sectarian violence during the early days of the programme as a result of confidence

building measures between the warring communities in Samarra City, which was where the nationwide violence started.

According to the UNDP commissioned Outcome Evaluation 2011 *Enabling policy framework for rapid economic recovery, inclusive and diversified growth and private sector development*, “the UN programme interventions lowered the sectarian violence through the restoration/rehabilitation of the Al-Askari Shrine (UNESCO) and through participatory community development in Samarra City (UNDP)”. The report continues stating that “this project was an important intervention in the reconstruction efforts and the revival of regional economic activities—apart from historic preservation of historical and religious heritage.”

The Outcome Five Evaluation Report states “Further, there have been spill-over benefits namely, progress toward achieving communal harmony. UNDP made significant contributions through the remote management of community priority projects including: rehabilitation of schools, mosques, hospital facility, and Samarra water system.”

The Evaluation goes on to state that “A notable feature of this project has been the active solicitation of the beneficiaries and non-state actors at all stages—from rehabilitation design to the provision of auxiliary facilities which were developed through a consultative process”.

The first hybrid national execution project by UNDP was the rehabilitation and extension of the Surgical Unit at the Samarra General Hospital. This project completed and become operational serving the community with input from UNDP and the Department of Health. This project further built the partnerships between the different groups in the society, the Qaem Maqamiyat, the Provincial Reconstruction Teams and UNDP.

Phase II was to include the rehabilitation of a church as identified in the Project Document with



Interior of the Al-Lateen Church in Baghdad

no church in Samarra City. The selected church was identified through a consultative process with Baghdad Church Leaders. The identified church was the Al-Lateen Church in Baghdad which completed the commitment within the Project Document and the donor’s desire. The rehabilitation of the Al-Lateen Church is completed and operational.

The Water Treatment Plant was the largest and most extensive rehabilitation sub-component and directly related to resolving issues around the quality and quantity of potable drinking water for residents of Samarra and associated electrical problems of the old water facility. The completion of this sub-component moved the project directly into operational closure. The new facility daily is providing clean potable drinking water to 100,000 residents in Samarra City.

- c. Explain the overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc.

Millennium Development Goals

This project contributed to the attainment of the MDGs, in particular MDG 1, by fostering reconciliation and peace building within the Samarra community which included employment creation and income generation through the emergency infrastructure projects and facilitated the return of religious tourism. The project provided access of MDG 2 Target 1 for primary education and MDG 3 Target 1 on gender disparity in primary and secondary levels. This project addressed MDG 4 and MDG 5 regarding maternal and child health. The Samarra Project provided access to safe drinking water which is addressed as MDG 7 Target 3. Additionally, several of these issues were looked at as cross-cuts which included gender, environment, sustainable and capacity development. This structure of participation in Samarra looked at issues within MDG 3 as voices of women were heard and their participation increased in the local decision making processes.

This project contributed towards the attainment of the MDGs in Iraq by working towards reconciliation and a more stable community that fostered the necessary environment for building consensus in priority setting for access to services, improved capacity and ownership, pride in their community and reduced the level of poverty and violence.

Iraq National Development Strategy (NDS)

The Iraq National Development Strategy emphasized that fostering participatory dialogue and cultural heritage are key to addressing challenges facing peace building. This programme sought to build tolerance and reduce tensions in Iraq by restoring the damaged Samarra Al-Askari Shrine as well as other damaged religious sites. The UNDP component engaged the leadership of both religious groups to work together as well as “the community”. The community and both the local authorities and religious leaders in Samarra City and Salah al-Din Governorate discussed and reached consensus on priority essential infrastructure projects which were realized during the lifetime of the project. Therefore, the essential infrastructure projects related to two NDS pillars; Education and Health. The Education Pillar within physical rehabilitation and reconstruction of primary and secondary schools and the Health Pillar 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”.

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The United Nations Development Assistance Framework 2011-2014 (UNDAF)

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1. Improved governance, including the protection of human rights.
2. Inclusive, more equitable and sustainable economic growth.
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- 1) GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation
- 2) Enhanced rule of law, protection and respect for human rights in line with international standards
- 3) Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels
- 4) GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies
- 5) Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development.

UNDP Country Programme Action Plan 2011-2014 (CPAP)

The UNDP CPAP was signed on 12 March 2011. The CPAP is a signed legal agreement between the Government and UNDP based upon the Country Programme Document. The 2011-2014 CPAP is a four-year living document defining the mutual cooperation and programme of work shared between the Government and UNDP. It is a response to the specific challenges identified in the UN Common Country Assessment 2009 and the UN response as outlined in the UN Development Assistance Framework 2011-2014. These, in turn, take account of the Millennium Development Goals, the Iraq National Development Plan as well as the lessons learned from past UNDP programming in Iraq. The CPAP, has been prepared in close consultation with key stakeholders, defines the goals, and broad outline of strategies and activities that the Government and UNDP jointly subscribe to, with agreed financial parameters. The CPAP further elaborates the five Country Programme Outcomes and respective outputs of UNDP which has incorporated this ITF project into Outcome 5 “Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development”.

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

UNDP

During Phase I of the programme, part of the challenge was how to use rehabilitation of buildings and restoration of religious sites to foster reconciliation. Two major challenges for UNDP was how to resolve work in a volatile environment and how do you build the capacity of the communities in selecting priorities involving a wide spectrum of opinions in the communities in the aftermath of conflict. Whilst UNESCO was in charge of the restoration of Al-Askari Shrine, UNDP worked with the communities to find a balance and accommodate a variety of opinions and priorities to prevent future flash points. The first decision related directly to Outcome 2 which was to initiate the process of rehabilitation of other damaged religious sites throughout Iraq as part of the reconciliation process. The first request from the community was the rehabilitation of two other religious sites which were the Al Shaheed Mosque and the Hassan Pasha Mosque damaged by, or 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. Emphasis was placed on the need for gender balance in the decision making process. The decision by the community also responded directly to Outcome 3 which was to provide employment opportunities and ensure citizens’ involvement in the rebuilding of their communities through sub-projects.

One of the specific challenges which faced the programme was the fact that almost all the project activities, with the exception of the rehabilitation of Al-Lateen Church, were in Samarra City which was the location in Iraq where the sectarian violence started in February 2006 as a result of the bombing of Al-Askari Shrine. This fact required UNDP to solicit the support and involvement not only of the federal government and local authorities, but also the direct beneficiaries of the sub-projects, the Chief of Tribal Groups, the Community Elders and Sheikhs, women and youth in all stages of the project from identification of the priorities to plan, implementation, monitor, sustainability and ownership stages. The involvement of the local beneficiaries and other non-state actors through a consultative, participatory approach made it possible to commence initial project activities in Samarra City during the peak of the sectarian violence, and those who participated significantly contributed to the realization of the project outputs. UNDP entered into a Letter of Agreement with the Samarra Qaem Maqamiyat who partnered and implemented specific deliverables of the UNDP component of the project. This effectively launched the UNDP component and ensured that the Samarra community assumed sustainability and ownership responsibilities of all the implemented sub-projects. In conclusion, the partnerships and

collaborations established by UNDP during the course of the project were a major factor in the achievement of the project results. In addition, this process led to peace building, opened dialogue for reconciliation and restoration of religious heritage.

- e. Who have been the primary beneficiaries and how they were engaged in the programme/project implementation? Provide percentages/number of beneficiary groups, if relevant.

UNDP

The consensus reached in Phase II of the UNDP component of this project includes the rehabilitation of a Samarra City Water Treatment Plant, rehabilitation and extension of the Surgical Unit at Samarra General Hospital. 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.

A Workshop was conducted during 2008 which brought in segments from all different groups in the society including women and youth. Activities were conducted which included capacity development procurement and contracting procedures and other enabling tools.



Participants at the Samarra City Recovery Planning Workshop

The work was aligned with the existing National Development Strategy with representatives from the Ministry of Planning in Baghdad whom guided the process. The Workshop resulted in the identification of top priorities in each sector of development. The priority areas are in a sequential order with the major areas of

development identified as: health, education, water and sanitation, agriculture, tourism, communications and infrastructure. During this workshop, UNDP strengthened partnership with the Provincial Reconstruction Team (PRT) in Samarra.

Participants went back to their represented groups to further define and mature the issues and continued to conduct feedback sessions and group meetings over the next two months. This process resulted in the production of the Samarra Development Agenda which is a distillation of the priorities with consensus reached. The Samarra Development Agenda was then endorsed by the key decision makers.



Figure 1 The Governor of Salah-al-Din signing the Endorsement Letter for the Samarra Development Agenda

The Samarra Development Agenda was published in both Arabic and English and has been distributed widely and presently available.

A major result of this process was that the Qaem Maqamiyat acquired additional institutional capacity and confidence. This led to good practice as they integrated 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 Provencal Reconstruction Team (PRT) as a partner for improved synergy and development cooperation. This resulted in the PRT in March 2010 taking the Mayor of Samarra to Washington and suggesting that Samarra was a model for Iraq. This is an example of Department of State, Local Officials and the UN working together in harmony.

The key beneficiaries of the UNDP component are the Samarra population who benefitted with provision of essential services which included rehabilitated schools, mosques, a hospital and a major water facility. An estimated 100,000 people in Samarra City are served with clean, potable drinking water by the newly constructed Samarra Water Treatment Plant.

As already mentioned in the preceding section, the beneficiaries were directly involved in the project implementation in all its phases from inception through monitoring and ownership.

Direct Beneficiaries	Number of Beneficiaries	% of planned at end of project
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 shifts occur daily which involved two thousand one hundred thirteen (2,113) school children per academic year or eight thousand four hundred fifty two (16,904) students over the last four (4) academic years and those in future who will utilize the two schools. Indirectly, eighty three (87) educational staff at the two schools.	100% UNDP
IDPs	n/a	
Others	Ministry of Tourism, Directorate of Water Salah al-Din, Samarra Water Department, Samarra Department of Education.	100% UNDP and handed over for national ownership and sustainability
Indirect beneficiaries	The entire Samarra population and others in the surrounding area of Salah al-Din Governorate estimated at more than 450,000 persons	More than originally anticipated
Employment generation (men/women)	600 workers UNESCO 1,200 vulnerable families benefitted from employment through UNDP supported projects. The Samarra Water Treatment Plant employed an additional 50 unskilled laborers and 15 skilled technicians.	100% UNESCO 100% UNDP

- f. [Highlight the contribution of the programme on cross-cutting issues pertinent to the results being reported.](#)

UNDP:

The UNDP component of this project looked at five cross-cutting issues: Gender, Youth, Human Rights, Capacity Development and Peace Building and Reconciliation. The project did not separate these issues rather integrated these cross-cuts into all work within the project which is identified within the core text of this final narrative report. This attempt for inclusion is within all actions taken including with a synopsis of actions below.

CROSS CUTTING ISSUES WITHIN UNDP COMPONENT

- Gender: the participatory process which was facilitated within the component provided many with enabling tools, raised voices and increased involvement of women and their inputs into the priorities in their community.
- Youth: the participatory process which was facilitated within the component provided many with enabling tools, raised voices and increased involvement of youth and their inputs into the priorities in their community.
- Human Rights: the participation of the community and having their voices heard was innovative when initiated. This project has respected human rights and has supported access to services with emphasis on the MDG.
- Capacity Development: UNDP initiated partnership and capacity development with the Mayor and Local Authorities and built skills with community members. This was one of the first hybrid projects within UNDP.
- Peace Building and Reconciliation: The evaluation mentions that the UNDP component has had spill-over benefits namely, progress toward achieving communal harmony.
- MDGs: Focus was on multiple MDGs which included MDG 1 by fostering reconciliation and peace building within the Samarra community and MDG 3. The UNDP component of the project also addressed MDG 2 Target 1, MDG 3 Target 1, MDG 4, MDG 5 and MDG 7 Target 3.
- 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 guaranteed employment of about 1,200 workers.

- g. Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate.

The UNDP component worked off the underlying concept of ownership and the capacity of the government officials to move the priorities into the local process which is funded through the Federal Budgets at the Governorate and District levels. Therefore, this project has not contacted other donors as this project has handed over to the national authorities and is nationalized.

- h. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV, if applicable.

Please kindly refer to the results and resources framework Section IV. Indicator Based Performance Assessment which identifies results in relation to the performance indicators as per the approved Project Document.

III. EVALUATION & LESSONS LEARNED

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

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 2011-2014. This Outcome Evaluation included the “*Restoration of Al Askari Shrine in Samarra City and Rehabilitation of Other Damaged Sites Throughout Iraq*” and was rated Satisfactory (2) in all its evaluation dimensions including; (a) Aggregate, (b) Relevance and Strategic Fit, (c) Achievements, (d) Effectiveness of Management Arrangements and Efficiency of Resource Use, (e) Result Orientation and Sustainability. The dimension Validity of Design was rated Moderately Satisfactory (3). The project was found relevant and timely to the prevailing regional conditions, and was consistent with the UNDP CPAP and the GoI/provincial authorities expressed considerable interest... According to the Outcome Evaluation, the immediate goals for Samarra project (and restoring one church in Baghdad) have been achieved. According to the UNDP commissioned Outcome Evaluation 2011, “...the achievements to date have been solid. Further, there have been spill-over benefits (namely, progress toward achieving communal harmony). UNDP made significant contributions through the remote management of community priority projects including: rehabilitation of schools, mosques, hospital facility and Samarra water system. The report continues stating that “this project was an important intervention in the reconstruction efforts and the revival of regional economic activities—apart from historic preservation of historical and religious heritage”.

The Evaluation found that “A notable feature of this project has been the active solicitation of the beneficiaries and non-state actors at all stages—from rehabilitation design to the provision of auxiliary facilities which were developed through a consultative process”.

During the course of the implementation of the project, several assessments were conducted by UNDP including but not limited to: a) Assessment of local capacity of the national counterparts; b) Assessment of Al Lateen Church in Baghdad, c) Assessment at the Samarra General Hospital on the rehabilitation and evaluation on the extension of the operations block/ surgical theatre and d) A study was undertaken to develop designs, technical specifications and drawings for the installation of a water treatment plant in Samarra City.

- b. Explain if relevant, challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results.

UNDP

At the initiation of the project the UNDP component looked as if it may not be possible as no UNDP staff were allowed into this extremely violent city. These challenges led to discussions within UNDP Iraq and the development of a new mechanism, which was remote management. Due to the level of security risk there was no possibility to tender work and in another location where UNDP had contractors there had been several attacks which results in deaths of personnel working on the project.

UNDP within remote management looked at a variety of risk management options and potential for success in the project in the long term including sustainability. One option was to engage the local

authorities as they had security protection. Dialogue was opened with Samarra Qaem Maqamiyat and a technical capacity assessment was carried out by UNDP. It was found that this government institution had protection within the city and their technical staff included engineers. UNDP entered into a Letter of Agreement with the Samarra Qaem Maqamiyat to realize the initial priorities of Phase I. During the life cycle of the project UNDP identified gaps and built capacity including procurement which at that time did not exist. Throughout this report the challenges and delays have been discussed with all issues resolved except for the land issue for the playground.

- c. Report key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.

UNDP

Phase I provided 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 Agenda, monitored the progress and sought budgets from the Governorate and Federal Budgets.

IV. 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): 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 community	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 Development Agenda Visual Verification	

	representative.						
	<p>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.</p>	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.	
<p>Output 1.2 Prepare works for the restoration project of the Al-Askari Shrine in Samarra completed. (UNESCO).</p>	<p>Indicator 1.2.1 Under the guidance of UNESCO restoration experts and the supervision of trained SBAH specialists, a selected international company undertook works preparing the final restoration project of the Al Askari Shrine in Samarra.</p>	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 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 Antiquities and Heritage (SBAH) in technical areas related to restoration and preservation trained	Indicator 1.3.1: Arranged and delivered a 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	Indicate available technical capacity to conduct restoration works	Available trained SBAH personnel capable of conductive restoration works. A first training of Iraqi engineers and architects on monitoring and following up. A second	Overall ten Iraqi architects and engineers have been trained		Documentation through training records benefiting Samarra community	

			training of five Iraqi engineers and architects on use of purchased technical equipment has been 100% completed				
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 included two mosques (one Shiite and one Sunni) and one church.	Religious sites in poor condition Sectarian violence in Samarra	Restoration of religious sites	Restoration completed on Shaheed Mosque Samarra. Restoration completed on Hassan Pasha Mosque Samarra. Restoration completed on Al Lateen Church Baghdad		Visual verification Site visits and inspections Photos documentation Certificates of Substantial and Final Completion	
	Indicator 2.1.2 Undertook comprehensive site assessment, perform all required structural stability studies and analyses assessment and	Structural damage due to bombing and age of religious site	Site assessment completed Drawings, research, and plans developed Bills of	Assessments and studies completed on Shaheed Mosque Samarra. Assessments and studies completed on Hassan Pasha Mosque Samarra.		Site reports, technical designs and drawings completed; Onsite Monitoring Photos documentation	

	defined the nature of required interventions.		Quantity	Assessment and studies completed on Al Lateen Church Baghdad.			
	<p>Indicator 2.1.3 Performed networks analyses and studies assessing all water supply, wastewater, electrical power supply facility conditions and defined the nature of required interventions as deemed applicable for implementation.</p>	<p>Infrastructure if available requires repair</p> <p>Upgrade need that is sensitive to the religious environment</p>	<p>Analysis and studies conducted and completed</p> <p>Interventions identified</p>	<p>Analysis and studies conducted and interventions completed on Shaheed Mosque Samarra.</p> <p>Analysis and studies conducted and interventions completed on Hassan Pasha Mosque Samarra.</p> <p>Analysis and studies conducted and interventions completed for Al Riyadh Primary School for Boys Samarra.</p> <p>Analysis and studies conducted and interventions completed for Mixed Secondary School Samarra.</p>		<p>Site reports, technical designs and drawings completed;</p> <p>Onsite Monitoring Photos documentation</p>	

				<p>Analysis and studies conducted and interventions completed for Al Lateen Church Baghdad.</p> <p>Analysis and studies conducted on one playground in Al Muatasim Suburb which did not complete due to legal papers for the land were contested.</p> <p>Analysis and studies conducted and interventions completed on a Surgical Unit at the local hospital, Samarra General Hospital.</p> <p>Analysis and studies conducted and completed for Samarra Water Treatment Plant.</p>			
	Indicator 2.1.4 Prepared detailed construction	Building in need to repair	Drawings, specifications, bill of	Completed drawings, bill of quantities for two mosques in		Access to drawings, procurement documents and Bill	

	drawings, specifications, bills of quantities, scope of works.		quantities completed at each phase of projects	<p>Samarra City: Shaheed Mosque</p> <p>Completed drawings, bill of quantities for two mosques in Samarra City: Hassan Pasha Mosque</p> <p>Completed drawings, bill of quantities for Al Riyadh Primary School for Boys Samarra.</p> <p>Completed drawings, bill of quantities for Mixed Secondary School Samarra.</p> <p>Completed drawings, bill of quantities for Al Lateen Church Baghdad.</p> <p>Completed drawings, bill of quantities for a Playground in Al Muatasim Suburb which did not complete due to legal papers for the land</p>		of Quantity	
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				<p>were contested</p> <p>Completed drawings, bill of quantities for Surgical Unit at Samarra General Hospital.</p> <p>Completed drawings, bill of quantities for Samarra Water Treatment Plant.</p>			
	<p>Indicator 2.1.5 Rehabilitation activities, relying on local implementing partners wherever possible.</p>	<p>Sectarian violence in the city</p>	<p>Build partnership and find positive interactions to benefit Samarra</p>	<p>Supported and built capacity of the Qaem Maqamiyat as local partners</p> <p>Supported the establishment and built capacity of the Samarra Planning Commission</p> <p>Communities participated in a process to identify priorities in Samarra which resulted in dialogue, positive interactions, consensus and reconciliation.</p> <p>Engagement of local</p>		<p>Dialogue established between UNDP and Qaem Maqamiyat</p> <p>Signed LoA</p> <p>Capacity development conducted and completed</p> <p>Participatory process established</p>	

				contractors in Samarra.			
	Indicator 2.1.6 Preparing budget estimates for rehabilitating other priority religious sites and buildings.	Other religious sites and buildings require rehabilitation	Indicative Budgets prepared and priorities identified	Exceeded expectation as developed the Samarra Development Agenda Qaem Maqamiyat as a local partners completed budgets, design and full tendering procedure's to complete identified priorities		Budgets made available for the different sub-projects	
	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	The communities were involved in planning and identification of priorities which resulted in ownership. The communities became involved in the project outcomes and outputs to ensure successful completion. Due to the volatile security situation		Onsite monitoring, Reports Photos documentation Certificates of Substantial and Final Completion Access copy of publication in both Arabic and English Site reports	

				<p>during the implementation phase of the project, the community was pivotal in the monitoring and successful implementation.</p> <p>An owners engineer was in place throughout the project whom monitored, documented and certified works completed.</p> <p>UNDP project manager and technical engineers regularly monitored projects and certified all progressive payments. This UNDP Project Team ensured the compliance of technical drawings, bill of quantities, specifications, handover procedures.</p> <p>UNDP external</p>			
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				<p>evaluation conducted.</p> <p>All sub-projects when completed were handed over to the respective concerned institutions for sustainability.</p> <p>Certificates of final completion issued.</p> <p>Good practice in remote management of this project has served to develop a UNDP HQ document coming out in 2013 on Remote Management.</p>			
<p>Output 2.2 Contribute towards reconciliation, restoration of stability and security, consensus and peace building.</p>	<p>Indicator 2.2.1 Establishment of a PSC including Shiite and Sunni Awqaf and religious dignitaries of both religious communities, relevant government authorities, will</p>	<p>Sectarian violence</p>	<p>Steering Committee established</p>	<p>Established Steering Committee at national level.</p> <p>Signed letter of agreement with Qaem Maqamiyat Samarra with partnership established</p> <p>Community</p>		<p>Minutes of meetings with Steering Committee</p> <p>Copy document</p> <p>Minutes of meetings with Qaem Maqamiyat</p> <p>Publication can be accessed and is</p>	

	<p>promote the intercultural / inter-sectarian dialogue and lay the ground for a region specific peace building and reconciliation process that will contribute to the broader nationwide processes (UNESCO and UNDP).</p>			<p>interaction increased and Samarra Development Agenda produced and distributed in both English and Arabic</p> <p>A close partnership established with Qaem Maqamiyat Samarra and capacity developed.</p>		<p>available in both English and Arabic</p>	
	<p>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).</p>	N/A					
	<p>Indicator 2.2.3 Support the existing Iraqi-led Baghdad peace</p>	N/A					

	initiative in direct collaboration with the government, UNAMI and all involved local authorities (UNESCO).						
	Indicator 2.2.4 Initial activities towards building consensus leading to increase tolerance among the local religious communities through joint participation in all projects activities (micro context) (UNESCO and UNDP).	Sectarian violence	Violence reduced Increased participation in projects	Violence reduced over time and community identified ways forward together. This joint participation increased tolerance and opened dialogue. Communities more engaged in activities and identified priorities and voiced opinions which resulted in consensus in sub-projects during Phase II and beyond. The community and the government together over months had extensive dialogue which resulted in the Samarra Development		Media and police/MNF-I records of violence in area Samarra Development Agenda	

				<p>Agenda which is a planning guide for execution by respective technical departments utilizing federal and local funds.</p> <p>The UNDP component of this project was handed and nationalized.</p>			
<p>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.</p>							
<p>Output 3.1 Implement sub-projects related to the Samarra Shrine completed (UNDP).</p>	<p>Indicator 3.1.1 Identify with participation from religious dignitaries of both religious communities and 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,</p>	<p>No recovery agenda</p> <p>No priorities identified</p> <p>Sectarian violence</p>	<p>Recovery Agenda Developed</p> <p>Priorities identified through participatory consultations</p>	<p>The community and the government together over months had extensive dialogue which resulted in the Samarra Development Agenda which is a planning guide for execution by respective technical departments utilizing federal and local funds.</p> <p>Samarra Development Agenda published in both Arabic and</p>		<p>Access to copy of letters of support to the Samarra Development Agenda</p> <p>Access to copy of both Arabic and English Samarra Development Agenda</p> <p>Final and Substantial Completion Certificates</p>	

	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 through an IREP like community labor intensive modality.			English. Priorities identified through a consultative, participatory approach with consensus reached.			
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).	N/A					
	Indicator 3.2.2 Dedicated	Lack of dialogue	Community engaged in	Communities were engaged at multiple		Minutes, reports and other documentation	

	engagement of community members and entities within all projects activities including identification, planning, provision of in-kind donations and the implementation supervision (UNESCO and UNDP).	Sectarian violence in Samarra	process In kind donations	junctures in dialogue, identifying priority projects and throughout the consensus process. Diverse community participation expanded into the monitoring and building of consensus which evolved into the Samarra Development Agenda which sets priorities in the community using Federal funds.			
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	High unemployment	Establish employment opportunities	The project established opportunities for 600 jobs and employment to 1,200.		Employment records with contractors and Qaem Maqamiyat	

	through employment of local community members (UNESCO and UNDP)						
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